

Pecyn Dogfennau Cyhoeddus

Cyngor Sir

Man Cyfarfod
**Siambwr y Cyngor, Neuadd y Sir,
Llandrindod**

Dyddiad y Cyfarfod
Dydd Gwener, 28 Chwefror 2020

Amser y Cyfarfod
10.30 am

I gael rhagor o wybodaeth cysylltwch â
Stephen Boyd
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Dyddiad Cyhoeddi

Mae croeso i'r rhai sy'n cymryd rhan ddefnyddio'r Gymraeg. Os hoffech chi siarad Cymraeg yn y cyfarfod, gofynnwn i chi roi gwybod i ni erbyn hanner dydd ddau ddiwrnod cyn y cyfarfod

AGENDA

1.	YMDDIHEURIADAU
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Derbyn ymddiheuriadau am absenoldeb.

2.	DATGANIADAU O DDIDDORDEB
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Derbyn unrhyw ddatganiadau o ddiddordeb gan Aelodau yn ymwneud ag eitemau i'w hystyried ar yr agenda.

3.	CYHOEDDIADAU'R PRIF WEITHREDWR
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4.	2020/2021 ADOLYGIAD BLYNYDDOL GWELEDIGAETH 2025 EIN CYNLLUN GWELLA CORFFORAETHOL, GAN GYNNWYS EIN HAMCANION CYDRADDOLDEB STRATEGOL 2020-2024
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Derbyn ac ystyried diweddariad 2020 o'n Gweledigaeth 2025 Ein Cynllun Gwella Corfforaethol.

(Tudalennau 1 - 70)

5.	STRATEGAETH ARIANNOL TYMOR CANOLIG 2020-2025 A CHYLLIDEB 2020-21 A RHAGLEN GYFALAF 2020-2030
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Ystyried Strategaeth Ariannol Tymor Canolig 2020-2025, Cyllideb 2020-2021 a Rhaglen Gyfalaf 2020-2030.
(Tudalennau 71 - 772)

6.	DATGANIAD AM STORM DENNIS
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CYNGOR SIR POWYS COUNTY COUNCIL.**POWYS COUNTY COUNCIL**28th February 2020

REPORT AUTHOR: County Councillor Rosemarie Harris
Leader of Council

REPORT TITLE: 2020/2021 Annual Review of Vision 2025 Our Corporate Improvement Plan, including our Strategic Equality Objectives 2020-2024

REPORT FOR: Decision

1. Purpose

1.1 The purpose of this report is to present an update of Vision 2025: Our Corporate Improvement Plan (CIP) (outlined in Appendix A) for consideration and approval. The updated CIP is the result of an in-depth review of the current activities and performance measures.

1.2 The CIP 2020 Update also includes a set of proposed new Equality Objectives for implementation from April 2020 onwards. These will replace the seven objectives in the current Strategic Equality Plan 2016-20 which comes to an end in March 2020.

2. Background

2.1 Vision 2025: Our Corporate Improvement Plan 2018-2023 was first published in April 2018, setting out a series of public commitments for how the council will deliver its four external facing well-being objectives and one internal facing objective:

- We will develop a vibrant economy
 - We will lead the way in providing effective, integrated health and care in a rural environment
 - We will strengthen learning and skills
 - We will support our residents and communities.
- *We also have an internal facing objective called Making it Happen.*

1.2 During quarter 3 of 2019/2020, each service has been given the opportunity to review the activities and performance measure in Vision 2025: Our CIP. As part of the review, services looked at the strengths and weaknesses in relation to delivery of the current plan, as well as opportunities and threats which need to be addressed in future years. In response, services

have proposed some change to the planned activities to ensure we focus on the biggest priorities and those that we can realistically afford.

1.3 During 2019-20 we have been engaging with residents and reviewing the challenges both locally and nationally, to check whether our current strategic equality objectives are still relevant or whether we need to focus on new priorities for the next four year (statutory period). After reviewing the current issues, we have decided to focus on six new equality objectives from 2020 onwards. These include, improving outcomes for children living in poverty, preventing homelessness, enabling people with a disability to gain valued occupation and improving the availability of accessible homes. Our new equality objectives have been informed by the findings of a regional engagement exercise, together with evidence from research conducted by the Equality and Human Rights Commission (EHRC), published in their 2018 report called "is Wales Fairer?". Where possible we also used Powys level data to prioritise areas of most need, where the council is able to influence improvement.

1.4 We have taken the opportunity this year to integrate our new equality objectives into the 2020 update of the Corporate Improvement Plan. In previous years, our equality objectives have been published separately in our Strategic Equality Plan. By bringing our plans together, we want to ensure that our equality objectives become integral to delivering the outcomes of Vision 2025.

1.5 The CIP Update 2020 has been developed in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015. This requires the council to implement well-being objectives in accordance with the 5 Ways of Working and show how it will maximise its contribution to the 7 Well-being goals. The CIP Update 2020 also ensures that the Council meets its statutory obligations under the Local Government (Wales) Measure 2009 (Part 1) and the Equality Act 2010 (including the Specific Public Sector Equality Duties for Wales).

3. Advice

3.1 It is proposed that the 2020 Update to Vision 2025: Our CIP (outlined in Appendix A) is approved for publication, and is implemented and reported from 1st April 2020. It is also proposed that the council's new equality objectives are integrated into the CIP and published as part of the 2020 update.

3.2 Annually reviewing the activities and measures in the CIP ensures that they are still the most relevant for delivering improved outcomes for Powys residents and communities as well as ensuring the plan remains realistic and achievable within the current financial climate. The recommended changes also aim to ensure that the CIP is streamlined going forward, that it focusses on key transformation and improvement activity, rather than business as usual and that it removes duplication in terms of reporting.

3.3 Integrating the new equality objectives into the Council's CIP, not only allows the council to rationalise the number of plans it publishes, but also ensures that equality becomes part of delivering the Vision 2025 outcomes.

3.4 It is also proposed that the timeframe of the CIP is extended to 2025 to align with Vision 2025. Originally, the 4-year plan (2018-2023) was intended to align with the electoral term of the current Cabinet, and that the next full review of the plan would coincide with the next local government election in May 2023. However, in order to show that the council is committed to seeing Vision 2025 through to fruition, it is proposed that the delivery plans are set out with longer term outcomes in mind.

3.5 The CIP should also remain aligned to the Powys Public Service Board Well-being Plan and the Regional Partnership Board Area Plan to ensure that partners are working towards the same outcomes for the people of Powys.

4. Resource Implications

4.1 The development of the Integrated Business Plans for each service ensures that the financial and workforce requirements for the delivery of each CIP activity are identified and considered. This ensures that resources are prioritised to deliver the objectives of the CIP and the Vision 2025 outcomes.

4.2 The Section 151 Officer can support the recommendations on this basis.

5. Legal implications

5.1 Legal: The recommendation can be supported from a legal point of view.

5.2 The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report".

6. Comment from local member(s)

6.1 N/A

7. Integrated Impact Assessment

7.1 An Impact Assessment of the CIP Update 2020 has not been undertaken. However, each service is required to undertake an Impact Assessment of the individual activities within the CIP, as part of developing their Integrated Business Plan.

8. Recommendation

8.1 It is recommended that the 2020 Update of Vision 2025: Our CIP (as outlined in Appendix A) is approved for publication, with implementation from April 2020.

8.2 It is recommended that the six new Equality Objectives including their supporting activities and measures (outlined in Appendix A), are approved for publication in the CIP Update 2020, with implementation from April 2020.

8.3 It is recommended that the timeframe of the CIP is extended from 2023 to 2025 to align with Vision 2025.

8.4 The recommendations above will ensure:

- Vision 2025: Our CIP has a clear delivery plan and that all activity is focussed on delivery of the intended outcomes.
- That the council meets its statutory obligations as outlined in the Well-being of Future Generations (Wales) Act 2015, Local Government (Wales) Measure 2009 (Part 1) and the 2010 Equality Act and more specifically, the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

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Corporate Improvement Plan 2020-25

Vision 2025

“By 2025 Powys will be widely recognised as a fantastic place in which to work, live and play”

Published March 2020



In April 2018 we launched Vision 2025: Powys County Council's Corporate Improvement Plan which set out our seven-year vision for the county and our plans for how we would achieve it.

We review Vision 2025 annually, reflecting on the progress we have made and updating our plans to ensure that we are on track to deliver the commitments contained within it and to achieve the wellbeing objectives we set in 2018. This year, for the first time, we have also incorporated our Strategic Equality Objectives into Vision 2025 to ensure they are fully embedded in our plans.

You can track our recent performance against Vision 2025 by looking at the performance management reports that go to Cabinet on a quarterly basis. We will also publish an Annual Performance Report in July 2020.

Accessibility / Contacting Us

We are committed to making our services including our websites and applications accessible to all, removing barriers (where reasonable) and giving due regard to all groups when making decisions.

Please let us know what you think of this plan or about any problems you have experienced or are currently experiencing. We value your views and will use them to change and improve services in the future. Get in touch using our contact details below.

If you would like this publication in an alternative format or larger font please contact us using the details below.

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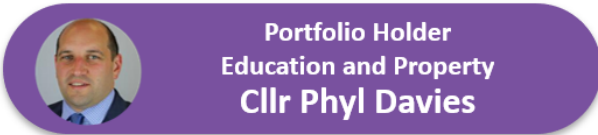
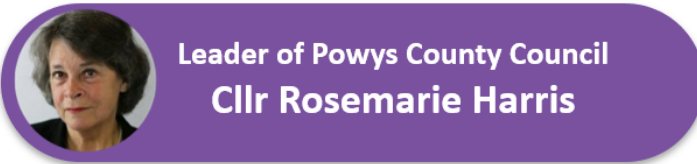
Youtube: Cyngor Sir Powys County Council

Instagram: @powyscountycouncil

About Us

The Cabinet: Powys County Council's Cabinet is made up of the Leader of the Council and seven other county councillors, called Cabinet Members, who are appointed by the Leader. Each Cabinet Member looks after an individual area of responsibility. They make decisions on how your money is spent and how services are delivered. The Cabinet drives forward Vision 2025: Our Corporate Improvement Plan and oversees its delivery.

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Powys County Council (info graphic)

- We serve a population of 132,447 residents, 17% of which are 16 and under and 27% are over 65. Powys' projected population in 2039 is 122,415, an 8% decrease. 98.4% of the population of Powys are white (Wales: 95.6%). Powys also has a mix of other ethnicities, with the highest BME populations living in Brecon and Newtown. The predominant Religion is Christianity (62%) but there are small areas where other religions are more represented. Although there is no Powys specific data for sexual orientation, a large majority of the population identify as Heterosexual (around 95%) and 1-2% of people identify as Gay/Lesbian or Bisexual. Around half of the population are married and 0.2% are registered same-sex civil partnership. In Powys, we have more than triple the rate of people with a registered disability compared to Wales. Powys' average rate per 1,000 population is 35.67 (Wales 9.17).
- There are 58,345 households in Powys, with 33% being one-person households.
- 19% of Powys residents are Welsh speakers. However, Welsh language proficiency varies widely across the county, for example 51% of residents in Glantwymyn lower super output area (LSOA*) can speak, read and write in Welsh compared to 3% of people in Churchstoke LSOA.
- 'Ystradgynlais 1' LSOA ranks lowest in Powys on the Welsh index of multiple deprivation (WIMD) and there are known pockets of deprivation throughout Powys. In 2016 it was estimated that 23% of all households in Wales were fuel poor.
- The council's gross annual revenue expenditure is approximately £451 million. It employs around 2600 staff and there are an additional 3100 schools' staff, all of whom provide a large range of services to meet the needs of local people. The council has 73 elected Councillors representing 73 council wards with a male/female split of 69%/31% respectively. County Councillors play a key role in determining future plans and representing the residents voice. One of the key ways they do this is through scrutiny committees and working groups. As corporate parents all Councillors also have a collective responsibility to ensure that Children Looked After and care leavers can have the outcomes every good parent would want for their children.

*Definition of a Lower Super Output Area (LSOA): An LSOA is a geographical area designed to improve the reporting of small area statistics. The minimum population is 1000 and the mean population is 1500 people. The Office for National Statistics produce output areas based on postcodes.

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Section 1: Introduction

Our vision:

“By 2025 Powys will be widely recognised as a fantastic place in which to work, live and play”

Our Well-being and Equality objectives:

- We will develop a vibrant **ECONOMY** (Well-being Objective 1)
 - We will enable people with a disability to have improved opportunities for valued occupation including paid employment (Equality Objective 1)
 - We will ensure equality of opportunity for all our staff and take action to close the pay gap (Equality Objective 2)
- We will lead the way in providing effective, integrated **HEALTH AND CARE** in a rural environment (Well-being Objective 2)
 - We will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations (Equality Objective 3)
 - We will help people to get the support they need to prevent homelessness (Equality Objective 4)
- We will strengthen **LEARNING AND SKILLS** (Well-being Objective 3)
 - We will improve opportunities and outcomes for children living in poverty (Equality objective 5)
- We will support our **RESIDENTS AND COMMUNITIES** (Well-being Objective 4)
 - We will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life (Equality Objective 6)

Our Values:

Professional: Whatever role we play in the council, we act with professionalism and integrity

Positive: We take a positive attitude in all we do

Progressive: We take a proactive and responsible approach to planning for the future

Open: We keep each other informed, share knowledge and act with honesty and integrity

Collaborative: We work constructively and willingly on joint initiatives

Our approach:

We are an open and enterprising council:

- Working with communities, residents and businesses
- Willing to look at new ways of working and delivering services
- Focussing on solutions rather than problems

Our Guiding Principles¹

Long-term - Balancing short-term needs with the need to safeguard the ability to also meet long-term needs

Prevention - Putting resources into preventing problems occurring or getting worse

Integration (cross-cutting) - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies

Collaboration - Working together with other partners to deliver our priorities

Involvement (communications and engagement) - Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area

¹ Our guiding principles are based on the Well-being of Future Generations (Wales) Act 2015 sustainable development principles

A message from the Council Leader

Our Vision is that: “By 2025 Powys will be widely recognised as a fantastic place in which to work, live and play”

We are confident that the well-being objectives set out in this plan will enable us to deliver better outcomes for Powys residents as well as contribute to the wider well-being goals for Wales.

As a council, we are also committed to promoting equality and diversity and improving our services and employment practices to meet the different needs of our residents and employees. In doing so, we aim to contribute towards improving outcomes for those who experience disadvantage in life. Since 2016 we have focussed on seven key equality objectives which included, closing the attainment gap in education, encouraging fair recruitment and eliminating violence in the community. During 2019-20 we have been engaging with residents and reviewing the challenges both locally and nationally, to check whether our current objectives are still relevant or whether we need to focus on new priorities for the next four years.

After reviewing the current issues, we have decided to focus on six new equality objectives from 2020 onwards. These include, improving outcomes for children living in poverty, preventing homelessness, enabling people with a disability to gain valued occupation and improving the availability of accessible homes. We have also taken the opportunity this year to integrate our new equality objectives into this update of the Corporate Improvement Plan. In previous years, our equality objectives have been published separately in our Strategic Equality Plan. By bringing our plans together, we want to ensure that our equality objectives become integral to delivering the outcomes of Vision 2025.

Our plan is ambitious, but we have the passion to achieve real change and believe by working together with our partners and supporting each other we will have a council everyone can be proud of. Since the start of our plan in 2018 we have:

- Opened five new primary schools in the Gwernyfed catchment area as part of a £25m investment programme.
- Developed a new cultural hub (Y Gaer) in Brecon involving refurbishment of the town’s Grade II listed museum and provision of a new library.
- Spent nearly £100 million with local businesses as part of our Powys Pound initiative
- Supported more than a thousand adults with Technology Enabled Care
- Ensured 72% of children and young people are supported through Early Help services that are not stepped up to statutory intervention
- Completed the Welsh Housing Quality Standard refurbishment works, replacing over 11,000 components including kitchens, heating systems, door, windows and roof improvements in county houses
- Supported 24 apprentices
- Developed our website with 12 services now available to access on-line, 24-7
- Achieved £22.9 million cost reductions by becoming more efficient

I am looking forward to working with my Cabinet, our dedicated workforce and our partners to make further progress on our transformation and improvement journey. For the first time in many years we have received a cash increase in our settlement from Welsh Government, which is much needed. A decade of austerity has taken its toll on council services and our financial position. The Council will continue to make cost reductions to balance our budget while at the same time putting additional investment into education, roads maintenance and social care to improve the quality of the services we provide. We will also remain committed to ensuring that our most vulnerable children and adults are safe.

Listening to the views of the public, our staff and our partners is crucial if we are to deliver what matters to you. We hope you find our plan inspiring and exciting and that you will work with us to achieve our shared vision for Powys in 2025.

Councillor Rosemarie Harris, Leader of Powys County Council

Chief Executive's introduction

Each year we review our progress in the previous year to learn what has worked well and what could be improved. We listen to what our residents, members, regulators and workforce are telling us, and we review our service and financial performance. Sometimes this means changing aspects of our Vision 2025 plan to ensure we remain on course to deliver our well-being and equality objectives within the resources that we expect to be available to us. 2019-20 has been an exciting and challenging year which has seen the appointment of a new Senior Leadership Team, the establishment of our Vision 2025 Transformation Programme and the delivery of some important improvements in key services.

Why is this plan important for our residents, employees and partners?

Vision 2025 is the overarching plan for the council, setting out our vision for the future of Powys, the well-being and equality objectives we need to priorities and the activities we will take to get us there. It lets our stakeholders know where we plan to invest our resources and what improvements they can expect to see when our plans are delivered. It provides a vision for the workforce from which service plans and individual objectives can be drawn to ensure that as an organisation we are all working towards the same outcomes. And, it sets out our commitment to work with partners to deliver programmes and projects aligned to Vision 2025 through the Powys Public Service Board Well-being Plan (Towards 2040) and Regional Partnership Board's Health and Care Strategy (Healthy, Caring Powys).

Vision 2025 is supported by the council's Medium-Term Financial Strategy and is underpinned by the workforce and digital strategies we have developed during 2019-20. The Plan is translated into twelve service area operational integrated business plans for 2020-23. It does not include everything the council does but focusses on the things that matter most to our residents and actions that we believe will have the greatest impact.

Informing you of our plans is important to us as is ensuring that it shows how we will meet our duties under the following legislation:

- **Well-being of Future Generations (Wales) Act 2015** which requires the council to publish well-being objectives and a supporting statement by the beginning of each financial year to show how it will contribute to the seven national well-being goals set out in the Act. The council's four well-being objectives contribute to one or more of the well-being goals that will help us improve Powys now and over the long term. We must also demonstrate how we are adopting the 'sustainable development' principle in the way we plan and deliver our objectives.
- **Local Government (Wales) Measure 2009 Part 1** which requires the council to set and publish key priorities for improvement on an annual basis.
- **Equalities Act 2010** which places a general duty on public sector organisations to have 'due regard' to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - Foster good relations between persons who share a relevant protected characteristic² and persons who do not share it

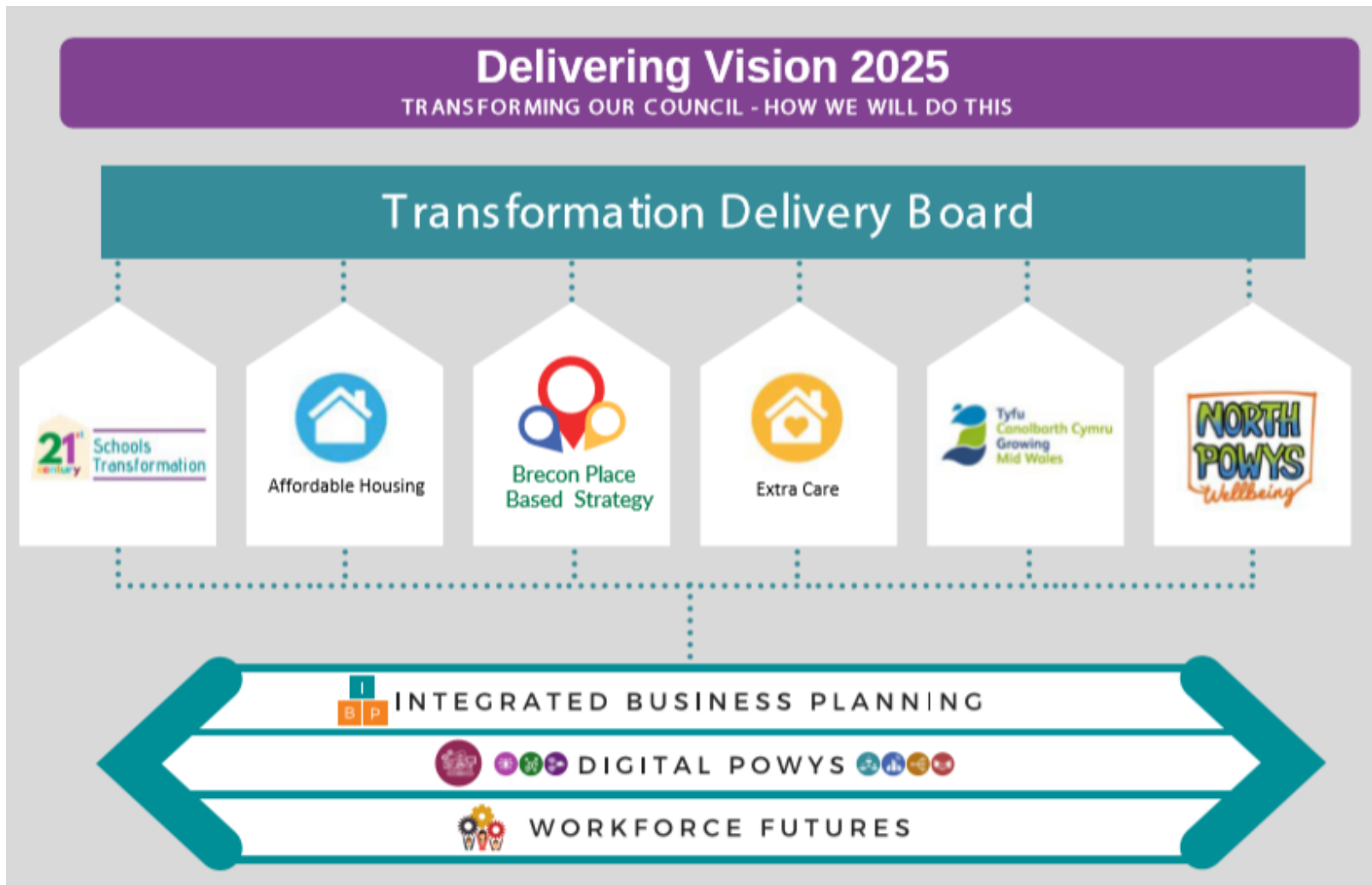
The Specific Public Sector Equality Duties for Wales which requires the council to: set equality objectives and publish a Strategic Equality Plan; engage with people in relation to the protected characteristics; collect and publish information relevant to compliance with the General Duty; carry out equality impact assessments and publish the results; annually publish employment monitoring information; promote knowledge and understanding of the General Duty amongst staff and provide training; set a gender pay equality objective where a gender pay difference is identified and establish relevant conditions to meet the general duty in procurement processes.

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Our transformation journey

To successfully achieve the aspirations in Vision 2025, fundamental changes are needed in key areas. That's why we have established a transformation programme which brings together nine key projects for transforming Powys.

²Technically, everyone is protected under the Equality Act. However, the General and Specific Public Sector Equality Duties refer to people who have particular 'protected characteristics'. This is the term used to identify the types of things that affect how people could be treated and the law is designed to protect people who are discriminated in relation to these characteristics: Sex – being male or female; Age – being a certain age; but often being younger or older; Disability – all disabled people, both physically and mentally; Race – being a particular colour, ethnic origin, national origin or nationality; Gender Reassignment – people who change their gender from the one assigned at birth; Religion or Belief – having a recognised religion or belief, or a lack of belief; Sexual Orientation – how people feel as well as act, in respect of people of the same sex, people of the opposite sex, or both sexes; Pregnancy and Maternity – woman who are pregnant or on maternity leave; and Marriage and Civil partnership – being in a marriage or civil partnership



You will find more detail about each project in section 2 of this plan, as well as other activities we have planned to help achieve our vision.

With continuing financial pressures, there's no doubt that the council of the future will be smaller, more agile, with a greater emphasis on performance and delivery. It will be very different from the council of the past, but I am confident we can deliver the outcomes our residents expect and deserve.

Dr Caroline Turner, Chief Executive

Section 2: Our plans for 2020 onwards

Well-being objective 1: We will develop a vibrant economy

What outcomes are we aiming to achieve?

Strengthening the economy of Powys is at the heart of Vision 2025. A strong, vibrant, enterprising economy will provide high quality jobs, create and nurture our local companies, attract inward investment and encourage people of all ages to work and live in Powys.

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1. New business start-ups and relocations will increase
 2. Skilled employment opportunities will increase
 3. A greater supply and mix of suitable workspace to support employment
 4. More job opportunities and apprenticeships for young people
 5. Local businesses benefit from good advice and support that help them thrive
 6. Regulation supports business and communities and is proportionate
 7. Powys is established as an innovation base for learning, skills and research for:
 - Farming and land-use innovation
 - Health and care
 - Rural teacher training accreditation
 8. The economically active population will increase
 9. Tourism and leisure-based activity and attractions will increase
 10. Local businesses and consortia competing for public sector contracts will increase
 11. Council priorities are used to develop new industries and supply chains
 12. There is significant investment in the development of affordable and sustainable housing

How will we achieve these outcomes?

Between 2020 – 2025 we will:

Provide support for businesses to grow

What we will do	How we will know we are succeeding	Outcomes that our activities will support											
		1	2	3	4	5	6	7	8	9	10	11	12

We will develop business units at the Abermule business park for local businesses to establish and expand.	By 2022 we will have developed at least two business units at the Abermule Business Park	•		•									
We will continue to provide a signposting and advice service to support new and established businesses in the county.	By March 2021 working in partnership with key agencies we will have engaged with and informed at least 400 businesses across the county.					•	•						
By 2020 we will ensure our policies and processes make it easier for local private and third sector companies to become suppliers to the council.	By March 2021 we will have increased in real terms the total amount spent with Powys based suppliers above the total amount spent in 2019-20. By March 2021 we will have increased the number of local suppliers engaged in the council's procurement process and the number of tenders awarded to local suppliers, compared to 2019-20.					•	•				•	•	
We will take all opportunities to work with neighbouring Local Authorities on regionally important economic development projects and programmes.	Measure yet to be developed.	•	•		•					•		•	

Promote Powys as a place to live, visit and do business

Transformation Project: Mid Wales Growth Deal	Outcomes that this project will support												
	1	2	3	4	5	6	7	8	9	10	11	12	
We will work in partnership with Ceredigion County Council, the private sector, Welsh Government, UK Government, and other partners to develop a Mid Wales Growth Deal. The region will identify key economic objectives, projects and funding sources to drive transformational economic growth over the next decade.	•	•	•				•	•					
This transformation will achieve:													
<ul style="list-style-type: none"> An investment programme over 10-15 years that delivers focused, transformational economic growth which is strategically aligned, innovative, additional and unique to the mid Wales region. 													

The proposed Growth Deal themes are:

- Agriculture, food and drink
- Advanced research and innovation
- Tourism
- Energy
- Supporting Enterprise
- Transport
- Skills and employment
- Digital

How we will know we are succeeding:

- In 2020-21 we will have secured a Mid Wales Growth Deal
- By 2030 we will have increased Gross Value Added* across the Mid Wales region

*Gross Value Added - In economics, gross value added (GVA) is the measure of the value of goods and services produced in an area, industry or sector of an economy.

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Improve the availability of affordable and sustainable housing

Transformation Project: Affordable Housing

We will ensure there is an increased range of affordable housing, so people have greater variety of where to live and stay in their communities.

Outcomes that this project will support

1	2	3	4	5	6	7	8	9	10	11	12
											•

This transformation will achieve:

- Increased and better-quality output of affordable homes
- Increased housing that meets need at affordable, social rent levels
- Homes that make significant contributions to the lives and well-being of their occupants
- New homes will be energy efficient, and where possible, use locally sourced materials and locally based tradespeople in their construction

*** This project also contributes to our Equality Objective 3.**

How we will know we are succeeding:

- By the end of 2023 we will have built 250 new council homes, let at social rents on secure tenancies, in areas where they are most needed across the county

Improve our infrastructure to support regeneration and attract investment

What we will do	How we will know we are succeeding	Outcomes that our activities will support											
		1	2	3	4	5	6	7	8	9	10	11	12
We will actively compete for any grant funding opportunities, and subject to such funding, deliver transport infrastructure projects, develop active travel, support sustainable transport options, road safety and flood alleviation.	By March 2021 we will have completed the brief, design or construction phases for the: <ul style="list-style-type: none"> • Transport Interchange Improvements at Machynlleth, and Welshpool • Pedestrian and Cycle Links from Crickhowell to Llangattock and at Newtown Severn Crossing 	•											
We will support the delivery of improved digital connectivity and encourage businesses to take advantage of technology.	By March 2021 we will have supported more than three communities through advice and assistance regarding community broadband solutions. (three communities were supported during 2018-19 and two communities have been supported during April to December 2019).					•							
We will look for opportunities to secure external grant funding to support investment in economic development and community regeneration projects.	By March 2021 we will have supported the submission of at least ten relevant funding applications to support Powys Communities and the economy (we supported eight applications in 2018/19)			•		•				•			

Improve skills and support people to get good quality jobs

What we will do	How we will know we are succeeding	Outcomes that our activities will support												
		1	2	3	4	5	6	7	8	9	10	11	12	
Help address barriers to employment by supporting people into work and better paid opportunities.	By 2022, more than 150 people will have progressed to employment as a result of taking part in employability activities (34 were supported into work in 2018/19 and a further 20 from April to December 2019)		•		•					•				

Equality Objective 1: By 2024 we will enable people with a disability to have improved opportunities for valued occupation including paid employment.

Why is this objective important and how will it support people with protected characteristics?

- Disabled people's employment rate is less than half that for non-disabled people and disabled people are less likely than non-disabled people to work in managerial or professional occupations, which tend to have higher pay.
- UK-wide research indicates that employment rates for disabled people vary considerably according to the type of disability or health condition, and that people with mental health conditions and those with learning difficulties have the lowest rates (Brown and Powell, 2018).
- Disabled people are more likely to live in poverty and experience severe material deprivation than non-disabled people. Median hourly earnings were higher in 2016/17 for non-disabled (£10.67) than for disabled (£9.72) employees, a disability pay gap of 8.9%.
 - As well as helping disabled people to become independent, self-sufficient and feel valued, paid employment will provide social opportunities and support them to live full and productive lives.
 - Findings from our regional engagement showed that the groups rated as having the worst experiences of work, compared with the population as a whole were disabled people and older people.

What we will do	How we will know we are succeeding
Explore commissioning options to ensure that people have optimum opportunity to gain employment.	Each year we will see an increase in the number of people with disabilities in paid employment in the county
Use strengths-based approaches to ensure that supported employment converts to independent employment where possible.	

Create a work, leisure and learning partnership (including citizens and carers) to lead to the development of employment opportunities.	Each year we will see an increase in the number of people receiving social service support to access employment
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Equality Objective 2: By 2024 we will create equality of opportunity for all our staff and take action to close the pay gap.

Why is this objective important and how will it support people with protected characteristics?	
Tudalen	<ul style="list-style-type: none"> Women continue to earn less than men on average. The council's mean gender pay gap in hourly pay for males is £13.34 and females £12.04, a difference of £1.31 (for full time relevant employees). The underlying reasons for this are often quite complex and not necessarily addressed through processes such as Job Evaluation which do promote like-for-like pay but do not address other issues such as part time and flexible working. According to the 'Is Wales Fairer- The State of Equality and Human rights Report 2018', seven out of 10 mothers in Wales have had a negative or possibly discriminatory experience during pregnancy or maternity leave, or on returning from maternity leave. The council believes in creating a diverse and gender balanced workforce which reflects the residents and communities we serve. We believe in job opportunities for everybody regardless of gender and will challenge ourselves to be more inclusive as a public organisation. Findings from our regional engagement showed that the groups rated as having the worst experiences of rates of pay than the population as a whole were younger people, disabled people, females and pregnant women or those who had recently given birth. Males and Welsh speakers are perceived to have better experiences of rates of pay in comparison to the wider population.
	What we will do
	Ensure that all interview panels are equality and diversity trained.
	Continue to review the gender pay gap and action plan. The action plan can be found in Appendix B.
	Collect and identify information about differences in pay and their causes between employees who have a protected characteristic and those who do not.
	To promote Leadership and Development training for all staff.
	Explore developing/establishing a range of workforce forums, e.g. women's, disability, LGBT.
Identify and promote return to work opportunities, ensure that the recruitment processes are returner friendly.	
Identify funded training opportunities to encourage returners.	
How we will know we are succeeding	
By March 2021, we will have increased the number of people who have been trained in equality and diversity (e-learning)	
Each year we will continue to reduce the gender pay gap	
Each year we will obtain feedback from staff in relation to this objective, from survey(s) and/ or focus group(s).	

Maintain and develop a range of workplace flexibilities for all staff.	
Promote and advertise jobs to encourage all applicants, whether part-time, job-share or full-time.	
Ensure our Senior Leadership Team role model flexible working.	

Well-being objective 2: We will lead the way in providing effective, integrated health and care in a rural environment

What outcomes are we aiming to achieve?

High quality health and care services are a priority for all of us and we are committed to working with our partners in the NHS and the third sector to provide seamless health and social care services at the right time and in the right place. We will continue to do all we can to provide as many caring services within the boundaries of Powys, whilst using a strengths'-based approach to promote independence and self-care wherever possible.

Tudalen 22

1. We focus on what matters to the individual
2. Young people, adults and families are able to create the foundations of good physical and mental health throughout their life
3. We concentrate on safeguarding and supporting vulnerable people and those at risk
4. The physical environment helps people maintain their health and well-being
5. There is an increasing supply of housing with care
6. People have good access to information, advice and assistance
7. Technology enables people to care for themselves more easily and remain independent
8. In the first 1,000 days of a child's life, we strive to ensure the maximum positive impact on their well-being
9. Families are supported to build resilience and stay together
10. Young people, adults and families experience health and care services as joined up and effective
11. Positive partnerships which promote co-production in service design and delivery
12. Significant investment in integrated health and care facilities and infrastructures
13. Health and care teams support each other to get things right first time
14. Accessible and equitable services fit around people's busy lives
15. We work together to deal with the major causes of illnesses which limit people's lives, especially cancer, circulatory diseases, mental health, and respiratory diseases

How will we achieve these outcomes?

During 2020 – 2025, we will:

Ensure that Powys children and young people are safe, healthy, resilient, learning, fulfilled and have their voices heard, valued and acted on

What we will do	How we will know we are succeeding	Outcomes that our activities will support															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.	<p>By March 2021:</p> <ul style="list-style-type: none"> The number of Children Looked After per 10,000 population will be lower than the number in 2019-20 and the Wales average (this was 99 at the end of 2018/19 year compared to the Wales average of 109 and was 97.37 at the end of December 2019) The number of children subject to child protection plans per 10,000 population will be lower than the Wales average (this was 58 at the end of 2018/19 year compared to the Wales average of 45 and was 47.84 at the end of December 2019) There will be an increased number of children at Edge of Care who do not become a Child Looked After (from June 2019 to the end of Dec 2019 the Edge of Care Service worked with 239 children. Of these, 131 were at Edge of Care, 12 of these became looked after and 119 were prevented from coming into care). 	•	•				•		•	•	•						
Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm.		•	•				•		•	•	•						
'Work with' children, young people and their families rather than 'do to', to co-produce plans which will bring about the change's children need as quickly as possible.		•		•						•	•	•	•				
Provide and commission a flexible and affordable mix of high-quality placements for children who are looked after to meet the diverse range of their needs and		•		•	•					•			•				

<p>circumstances, keeping children as close to home as possible.</p>	<ul style="list-style-type: none"> The number of qualified social worker vacancies will be lower (as at 01.01.2020 there were 32 qualified social worker vacancies) 															
<p>Achieve the best possible outcomes for those children in our care by providing good parenting, specialist support and clearly planned journeys through care into adulthood</p>	<ul style="list-style-type: none"> The number of children out of county, placed with Independent Fostering Agencies or residential placements will be lower than the number in 2019-20 (as at 5.02.2020, there are 54 out of county placements) 	•				•	•	•								
<p>Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant with the legislative framework and in line with best practice.</p>	<ul style="list-style-type: none"> 70% of children, young people and their families will report that they achieve their family goal through accessing Early Help 75% of audits will demonstrate that the child's voice is evidenced in the child's plan. There will be an increased number of Powys foster carers (as at the end of January 2020 there were a total of 75 full time foster carers) 90% of statutory visits for Children Looked After will be carried out on time (this was 89% at the end of 2018/19 year and 96% at the end of December 2019) Feedback from 75% of young people demonstrates satisfaction with the service for children and young people 	•		•			•	•		•		•				

Ensure that Powys adults are safe, resilient, fulfilled and have their voices heard, valued and acted on

What we will do	How we will know we are succeeding	Outcomes that our activities will support														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

<p>Front Door – Adult Social Care operate an effective front door which provides information, advice and signposting which enables residents to make informed choices in relation to their care and well-being. A service which focuses on resolution at the earliest opportunity for the resident.</p>	<ul style="list-style-type: none"> • During 2020-2021 we will establish the percentage of new contacts who are referred to or receive: <ul style="list-style-type: none"> • Information and advice • Community Connector support • By March 2021 100% of adult safeguarding enquiries will be completed within statutory timescales (this was 97.2% at the end of December 2019) 	•		•			•	•						•	
<p>Hospital - To work with NHS Partners to have in place a set of arrangements that allow for the speedy transfer of people home from hospital, to achieve the best possible outcomes for those people.</p>	<ul style="list-style-type: none"> • By March 2021, the number of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment will be lower than in 2019/20 (this was 1.36 at the end of December 2019) • By March 2021, the rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over will be lower than in 2019/20 (this was 1.13 at the end of December 2019) 	•	•	•	•	•				•	•	•	•		
<p>Community - There is timely, targeted and effective use of reablement, rehabilitation and support that has a focus on enabling independence and self-management and avoiding the over-prescription of care.</p>	<p>During 2020-2021 we will establish:</p> <ul style="list-style-type: none"> • The percentage of adults who complete a period of reablement and have a reduced package of care and support six months later • The percentage of adults who complete a period of reablement and have no package of care and support six months later 	•		•	•		•	•		•	•		•		

Ludalen 25

<p>Long Term Care - People with long-term care needs have a care and support plan with a focus on achieving the maximum possible independence (as is realistic and possible for their individual circumstances) and delivers the desired outcome. Plans are regularly reviewed based on outcomes achieved.</p>	<ul style="list-style-type: none"> • By March 2021, the number of adult clients supported in their own home through assistive technology will be higher than in 2019-20 (from April 2019 to December 2019, 510 individuals were supported) (This measure will also be used to report progress against our Equality Objective 6). • By March 2021, the number of adults receiving direct payments will increase (this was 472 at the end of December 2019) 	•		•	•	•		•		•					•		•
<p>Workforce – The workforce is fully trained and supported to work with people needing social care which fits with the ethos and principles of the organisation.</p>	<ul style="list-style-type: none"> • During 2020-2021 we will establish the number of social workers/Occupational Therapists who have qualified as a result of training supported by the local authority within the financial year 	•		•											•		

Transformation Project: Extra Care

We will work with partner housing associations to secure the development of extra care housing schemes across the county

What we will do.

Outcomes that this project will support														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
			•	•										
How we will know we are succeeding.														

This transformation will achieve:

- Improved range of accommodation options available to older people across Powys
 - Reduced council's reliance on the provision of residential care for vulnerable older people
 - In time, enable the council to review spend on residential care provision
 - Significant investment in the communities where extra care housing is proposed
 - A contribution to [Equality Objective 3](#).
- New extra care facilities are open and utilised by the end of 2022 with 60+ additional apartments in use
 - Reduction in admissions into residential care
 - Delayed admissions into residential care (increasing average age on admission)

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Work with our partners through the Regional Partnership Board and continue to play our part in delivering the priorities set out in the Joint Area Plan:

Wudalen 27

- Focus on well-being*
- Providing joined up Care*
- Develop a workforce for the future*
- Innovative environments*
- *Digital solutions*
- *Working in partnership*

Transformation Project: North Powys Well-being Programme

We are looking at the options for developing a Rural Regional Centre in Newtown to address the issues around older buildings, ensuring we support future population needs and provide services in north Powys.

What we will do.

This transformation will achieve:

- Active involvement of citizens, staff and partners in the delivery of the new integrated model and supportive of a new delivery approach in north Powys
- An embedded change management approach to enable us to deliver a whole system change across public sector partners in north Powys – which can initially upscale across Powys
- Wider connectivity across mid Wales to improve equality of service to a rural population through delivery of integrated health and care pathways across counties
- Multi-agency wrap-around services with focus on prevention and risk stratification tools to reduce emergency admissions
- Strengthened access and delivery of local neighbourhood services by improving co-ordination and connectivity between partners to meet holistic needs of individuals in a timely way
- More people will be enabled to live independently and remain at home safely through technology enabled care and more integrated working to prevent needs from escalating and immediate intervention at time of crisis
- Virtual social care and care home assessments within various settings to reduce staff travel and release additional capacity within the system
- Ask Sara our virtual OT service will enable people to identify and purchase equipment which supports their needs and remain independent

Tudalen 28

Outcomes that this project will support

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
•										•	•			

How we will know we are succeeding.

- Improved health outcomes and reduced health inequalities for children in deprived communities in north Powys
- Reduced out of county travel through more integrated pathways and greater utilisation of digital
- More people remaining at home and a reduction in unnecessary admissions to hospital or care.
- More information on anticipated activity changes can be found in the [North Powys Well-being Programme Draft Model of Care Narrative](#).

- Strengthened access to information and advice services via digital information kiosks located in areas with high footfall across Powys
- A strengthened team around the individual/family – to meet holistic needs through multi-agency single point of access and early help and support services
- Development of a workforce model that is sustainable and meets the holistic needs of individuals – extending the model across public, independent, voluntary and carer sectors so that it is no longer confined to the employed contributions of health and care delivery.

Equality Objective 3: By 2024, we will improve the availability of accessible homes, adaptable homes and life-time homes, that provide suitable and sustainable accommodation for future generations

Why is this objective important and how will it support people with protected characteristics?

Tudalen 29

- Disabled people face a shortage of accessible and adaptable homes and long delays in making existing homes accessible. Powys is recording a high number of applicants that are in need of appropriate accommodation due to a medical need or a disability and whose existing home is not appropriate.
- The Equality and Human Rights recent housing inquiry showed that disabled people are demoralised and frustrated by the housing system and living in homes that do not meet their right to live independently.
- Disabled people can experience serious deterioration in their mental wellbeing due to living in unsuitable accommodation. Nearly three times as many disabled people report poor mental health than non-disabled people. By providing disabled people with suitable accommodation we aim to reduce the number of disabled people reporting poor mental health.
- Findings from our regional engagement showed that the groups rated as having the worst experiences of accessing housing than the population as a whole were, younger people and disabled people. Other groups were seen to have an approximately neutral experience of housing.

During 2020 to 2022 we will be on site in six locations developing new council dwellings.	<ul style="list-style-type: none"> We will deliver adaptations within 130 calendar days (at the end of December 2019, the average number of calendar days to deliver adaptations was 136 days) <p><i>The measures for our Affordable Housing and Extra Care Transformation projects will also be used to monitor progress of this equality objective.</i></p>
Through our Housing Revenue Account, we will invest £ 9,650,000 in our Fit for Purpose Housing Programme during 2020 -2024.	
We will allocate £1.3 million for the disabled facility grant.	

Equality Objective 4: By 2024, we help people to get the support they need to prevent homelessness

Tudalen 30	Why is this objective important and how will it support people with protected characteristics?	
	<ul style="list-style-type: none"> Rough sleeping has increased, and levels of homelessness remain a concern. Between February 2019 and January 2020, 697 people across Powys have sought advice and assistance with regards to homelessness. 515 (74%) of these are age 25+ and 182 (26%) are aged 16-24. Anyone might be at risk of being homeless, however the young, single men, single females and single females with children are more likely to be in need. The top two reasons for being at risk of homelessness in Powys s were a breakdown in relationship, followed by parents no longer able, or willing to accommodate their children. Findings from regional engagement showed that the group rated as having the worst experience of accessing housing were younger people, reflecting the difficulties of young people finding affordable housing. 	
	What we will do	How we will know we are succeeding
	Develop a system of continuous learning and improve the effectiveness of locality-based support in preventing homelessness and social isolation.	<ul style="list-style-type: none"> Number of people supported directly and indirectly Percentage of times people are on an even keel at the end of each support session The amount of demand The amount / percentage of failure demand Barriers to preventing homelessness / social isolation are removed successfully
	Increase the number of localities where support is based to be accessible to people according to demand.	
	Develop a system of support to prevent the risk of eviction of people who hoard.	
Develop housing options for young people (including a Housing First project) and people experiencing domestic abuse.		
Learning and improving the housing and support options for people with learning disabilities.		
Improve the access to services for people with disabilities and sensory impairment.		

Develop intelligence and partnership working across localities for the prevention of homelessness.	
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Develop a Housing First Approach.	
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Well-being Objective 3: We will strengthen learning and skills

What outcomes are we aiming to achieve?

Learning and skills is a cornerstone of our vision, providing high quality educational opportunities for all our learners. We need to embrace the challenges of being a large rural organisation and use technology to improve access for all.

1. All school leavers have the right qualifications to progress
2. Access to education provision and good career advice is equitable for all ages
3. Working in partnership with schools, colleges, universities and businesses will improve career opportunities
4. High quality teaching and learning environments embrace new technology for the population
5. Pupils have access to remote/alternative learning opportunities
6. Early years provision is helping families to return to meaningful employment

How will we achieve these outcomes?

During 2020 – 2025 we will:

Improve educational attainment of all pupils

What we will do	How we will know we are succeeding	Outcomes that our activities will support					
		1	2	3	4	5	6
We will improve pupil outcomes in secondary schools particularly Capped 9 scores and A-A*.	<p>By July 2023, 70% of secondary schools will have an average capped 9-point score above 385 (this was 27% in July 2019) and 40% will have an average score above 400 (this was 9% in 2019).</p> <p>Through increased challenge and support from the council, nine secondary schools will have above 20% of pupils with 5A*-A GCSEs (this was four schools in 2019), eight secondary schools above 22% pupils with 5A* - A GCSEs</p>	•	•				

	(this was one in 2019) and two secondary schools above 25% by July 2021.						
We will support all schools to improve pupil attendance rates.	By July 2021, attendance rates in secondary schools will increase from 94% (2018/19) to 95%^ and will increase in primary schools from 95.1% (2018/19) to 95.5% by 2020/21.	•	•				
We will develop a new Welsh in Education Strategic Plan, and ensure that proposals are brought forward at pace to deliver the priorities in that plan	By July 2021, the number of pupils educated through the medium of Welsh in Year 1 will increase by 1% (2020/21). The total number of Year 1 Powys pupils in 2019/20 is 1293, of these 270 pupils in Year 1 are educated through the medium of Welsh (20.89%).	•	•				

Improve the evaluation, planning and coordination of provision for learners with special educational needs and other pupils who may require extra support

What we will do	How we will know we are succeeding	Outcomes that our activities will support					
		1	2	3	4	5	6
We will implement a joined-up system for supporting children and young people with Special Educational Needs (SEN) / Additional Learning Needs (ALN) to improve their experiences and outcomes by 2023.	During 2020-2021 we will establish the satisfaction level of pupils, families and Governing Bodies, regarding the ALN service. By September 2021 we improve the satisfaction level.		•				

Support children and families to have the best start in life

What we will do	How we will know we are succeeding	Outcomes that our activities will support					
		1	2	3	4	5	6
We will ensure that the planning of provision for early years settings meets the needs of the children and their families.	By March 2021, all early years children will have access to 10 hours funded education in an Early Years setting within their cluster through a medium of their choice.						•

We will work with partners to support parents by building a strong bond / attachment with their children and promote social, emotional and academic development, and to support children to transition effectively into school	By March 2021, the number of families accessing the Incredible Years programme will increase from 50 in 2018/19 to 160		•				•
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Improve our school's infrastructure

Transformation Project: Schools Transformation (21st Century Schools)		Outcomes that this project will support					
		1	2	3	4	5	6
<p>We will implement our new School Organisation Policy and Delivery Plan to develop a more efficient schools' network, with a greater focus on working in partnership with schools and the communities they serve. The Delivery Plan will focus on improving primary, secondary, post-16 and Welsh-medium language provision.</p> <p>Our school buildings will be transformed through delivery of a £114m capital investment scheme. We will ensure that our new and re-furbished schools provide modern environments that are fully equipped for 21st century learning and are central to community life. We will complete the first round of capital investment by 2020 (Band A) and second round (Band B) by 2025.</p>				•	•	•	
What we will do.	How we will know we are succeeding.						
<p>This transformation will achieve:</p> <ul style="list-style-type: none"> • Inclusive schools that are encouraged to work together to develop high-quality teaching, learning and leadership • A curriculum that is responsive to the need of learners, the community and the economy, and meets statutory requirements • Welsh medium provision across all key phases of education, where growing numbers of learners can be confident that they will have access to provision in schools that are financially stable and sustainable, and where leaders can concentrate on pupil and staff learning and well-being instead of resolving financial pressures 	<p>How we will know we are succeeding:</p> <ul style="list-style-type: none"> • By March 2021, the number of primary schools that are categorised as an overall condition standard of A and B will increase from 46 in 2019/20 to 49 • By March 2021, 100% of Powys schools will have the digital infrastructure in place to enable learners, teachers and staff to embrace the digital learning options that improved Wi-Fi, broadband and improved speeds bring. (This measure will also be used to report progress against our Equality Objective 6). 						

<ul style="list-style-type: none"> • Provision from the age of 14 that offers a breadth and balance of specialist academic, vocational and work-based learning to meet the needs of all learners • Appropriate provision for pupils with additional learning needs, as near to home as is practically possible, in a way that best combines the specialisms and facilities needed to provide effective support • A safe, digitally rich, learning environment that is fit for purpose • School environments that provide attractive spaces for community activities, including sport, active citizenship and culture • A local authority where teachers and others are valued and are encouraged to work collaboratively with partners to develop the new curriculum • An open and transparent process for change 	<ul style="list-style-type: none"> • By March 2021, the curriculum offer available to learners through the medium of English in Year 12 in Powys school sixth forms will improve. In 2019/2020 there were 177 courses across the county. Our target is 275 (based on the legislative requirement for all learners under the Learning and Skills Measure 2009). By March 2021, the curriculum offer available through the medium of Welsh to learners in Year 12 in Powys schools will improve. In 2019/2020 there were 18 courses across the county. Our target is 48 (based on a core offer of eight subjects)
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Improve the skills and employability of young people and adults

What we will do	How we will know we are succeeding	Outcomes that our activities will support					
		1	2	3	4	5	6
We will improve routes to employability by: <ul style="list-style-type: none"> • Strengthening work-based learning across the council, providing opportunities that encompass a diversity of formal, non-formal and informal arrangements including apprenticeships, work experience and informal learning on the job for all age groups by 2025. 	By March 2021, the number of apprentices employed by the council will increase to 65 (at the end of 2018/19 the number of apprentices employed totalled 51).			•			
We will improve routes to employability by: <ul style="list-style-type: none"> • Working with our partners to provide high quality careers advice and guidance on further / higher education, to support students with their future career pathways 	By March 2021, we will establish the perceptions of students on the quality of careers advice they receive and will aim to increase satisfaction thereafter. By March 2021, the percentage of all learning activities through the Powys Adult Community Learning Partnership			•			

<ul style="list-style-type: none"> Working with our partners to deliver adult community learning activities 	will be maintained at 94% or above. (During 2018/19, 1460 learners benefitted from adult learning programmes)						
By 2020 we will ensure that we have effective systems in place to improve the identification and support for young people who are at risk of disengagement	By March 2021, the percentage of 16 years olds who are NOT in education, employment or training will be maintained below 2% (this was 1.7% in 2018/19)	•	•	•			

Equality Objective 5: By 2024, we will improve opportunities and outcomes for children living in poverty.

Tudalen 36	Why is this objective important and how will it support people with protected characteristics?	
	<ul style="list-style-type: none"> Poverty has increased and a quarter of adults and a third of children are now living in poverty in Wales. In 2015/16 one in three (34.1%) children in Wales was living in poverty. In 2016, 9% of households across Wales were classified as 'food insecure'. Evidence from food banks suggests their use continues to rise. In 2017/18, the Trussell Trust's network of food banks in Wales provided 98,350 three-day emergency food supplies to people in crisis compared with 85,656 in 2015/16, an increase of 13% <p>A survey of Trussell Trust food bank users across Britain found that certain groups may be more affected by food poverty. Single male households were the most common household type (38%), followed by female lone parents with children (13%).</p> <p>Features of socio-economic disadvantage are complex and are often interlinked. Early adverse life experiences, such as community or family poverty, have a detrimental effect on young adults' social economy attainment, such as income, assets and job quality.</p> <ul style="list-style-type: none"> As part of developing our equality objectives, targeted focus groups were run with some mother and toddler groups and feedback from these confirmed that this should be a priority area for the council. 	
	What we will do	How we will know we are succeeding
	<p>Appropriately target the Pupil Deprivation Grant grant and annual evaluation of the effectiveness / impact.</p> <p>We will deliver the School Holiday Enrichment Programme (SHEP).</p> <p>Ensure that the Welsh Government's Period Dignity programme is fully supported in all of our schools.</p> <p>Ensure that Governing Bodies give due consideration to the statutory guidance from Welsh Government on school uniform as affordability and financial impact on families is a key element.</p>	<p>Improve outcomes for all learners at all key stages, with clear emphasis on the outcomes up to aged 16 for pupils entitled to free school meals:</p> <ul style="list-style-type: none"> The percentage of pupils in receipt of Free School Meals attaining the Foundation Phase Indicator will be 75% by July 2020. The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 2 will be 75% by July 2020.

Our Income and Awards department will identify children who are entitled to free school meals and target advice in order to encourage take up.

Our Schools Service and Catering department will raise awareness of Free School Meal entitlement and provide information to parents through Parent Pay and parents evenings.

We will provide clothing grants for children at the start of primary and secondary school education.

We will support families who are 'in work' poverty in individual cases through, debt / budgeting / benefits maximisation and fuel support.

We will undertake a fuel poverty take up exercise with NEST (Welsh Government energy efficiency scheme).

We will look at the provision of additional support by reducing council tax for foster carers.

We will complete additional support for reducing council tax for care leavers.

We will provide Financial Hardship support through a Council Tax Scheme.

We will provide Housing Support through a Discretionary Housing Payment Scheme

- The percentage of pupils in receipt of Free School Meals attaining the CSI at Key Stage 3 will be 78% by July 2020.
- The average Capped 9-point score of pupils in receipt of Free School Meals will be 340 points by July 2020.

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Well-being Objective 4: We will support our residents and communities

What outcomes are we aiming to achieve?

We want communities to feel supported, have a say in what is provided for them locally and feel they play a key role in local service delivery, which is why this objective centres on engaging and working with our community and third sector partners to promote and strengthen community relationships, development and resilience.

1. Residents take responsibility for their actions and support one another
2. Communities have access to a choice of both affordable and market housing
3. Communities have access to services that allow all to flourish and enjoy life
4. Communities have an active role in the design and delivery of the services they need

How will we achieve these outcomes?

During 2020 – 2025 we will:

Strengthen community development and resilience

What we will do	How we will know we are succeeding	Outcomes that our activities will support			
		1	2	3	4
We will continue to improve the quality of the environment that our housing tenants live in and the services they receive through the delivery of the 'Love Where You Live' tenancy sustainability strategy.	By March 2022, the levels of tenant satisfaction with the quality of their neighbourhood will be higher than in 2019/20. (Overall, 66% of respondents to the STAR survey were satisfied with services provided by the council's Housing Services')	●			●

Strengthen our relationship with residents and communities

What we will do	How we will know we are succeeding	Outcomes that our activities will support			
		1	2	3	4
<p>Tudalen 39</p> <p>We will work with partners and organisations to support and deliver a range of opportunities for culture and leisure throughout Powys, with a focus on the health and well-being agenda.</p>	<p>By March 2021:</p> <ul style="list-style-type: none"> At least 2% more people will be physically active throughout Powys as a result of participating in the range of schemes on offer (there was an increase of 2% in 2018/19) Attendance at arts and cultural events; performances; exhibitions will be higher than in 2019/20 (this was 260,303 in 2018/19) Attendance (footfall) at libraries and museums (includes virtual visits for libraries) will be higher than in 2019/10 Participation in arts and cultural events; activities; workshops will be higher than in 2019/20 (this was 39,155 in 2018/19) Attendance at events and activities held in libraries, museums, festivals will be higher than in 2019/20 (this was 20,286 in 2018/19) The percentage of pupils using the SHEP programme over the summer holidays will increase, benefiting their health and well-being (average attendance in the 2019 summer holidays was 64.6%) 			•	

Transformation Project: Brecon Place Based Strategy	Outcomes that this project will support			
	1	2	3	4
<p>We will improve the availability of housing; promote Powys as a place to live, visit and do business; create innovative environments; transform in partnership; and strengthen our relationship with residents and communities.</p>		•		

This transformation will:

- Ensure that we are making the best use of council and community assets in Brecon, working with public sector and community partners to meet the needs of our residents and our organisation to deliver a range of services in the town/
- Provide agile office accommodation for Powys County Council staff in Brecon
- Provide front-line service delivery space in Brecon

How we will know we are succeeding:

- By July 2020, council, partner and community needs will be identified.
- By July 2020, office and front-line service accommodation requirements will be clearly defined.
- By July 2020, a delivery programme will be prepared.

Safeguard and enhance the natural environment for residents and communities

What we will do	How we will know we are succeeding	Outcomes that our activities will support			
		1	2	3	4
We will develop steps to actively maintain and enhance biodiversity when delivering our services and comply with our duties under Section 6 of the Environment (Wales) Act 2016.	<ul style="list-style-type: none"> • Our success measures will be developed as part of developing the Section 6 Plan. 	•			

Equality Objective 6: By 2024, we will improve opportunities for our residents and communities to become more digitally inclusive, enabling them to easily access the services they need and participate fully in everyday life.

Why is this objective important and how will it support people with protected characteristics?

- Those who are considered “digitally excluded” are not able to enjoy the benefits of being online and use technology confidently to improve their day-to-day lives.
- Digital is unavoidable in our daily lives. Digitally excluded people miss out on the social and economic benefits the internet provides.
- With increasing digitalisation of services and communication, being older, a disabled person, having no qualifications, low income or living in social housing remain risk factors for digital exclusion, particularly in rural areas of Wales. The proportion of older people who use the internet was 22% in 2012/13 increasing to 40% in 2016/17. In 2016/17 they remained the age group with the lowest proportion of internet users.

- In Wales, households in social housing were less likely to have access to the internet in 2016/17 (72%) compared with those in privately rented or owner-occupied housing (88% and 87%).
- Findings from our regional engagement survey showed that the groups rated as having the worst experiences of access to information and digital services than the population as a whole were older People, disabled people and BME people. Younger people were perceived to have a much greater positive experience of accessing information and digital services.
-

What we will do	How we will know we are succeeding
Improve accessibility for our residents by providing training to our staff in how to make information more accessible and easier to view on our website	The measures for monitoring this equality objective are referenced elsewhere in this plan. Please see Well-being objectives 2 and 3.
Promote Powys's version of 'Ask Sara', an online self-help guide providing expert advice and information on products and equipment for older and disabled adults and children.	
Through the Hwb programme enable safe smart technology in schools and give pupils equitable access, through improved network infrastructure.	
Inspire and encourage our local digital economy to use the transformative power of technology and encourage engineers and developers to build the next wave of inclusive technology for people with disabilities.	
Engage with our residents to understand how contact with the Council could be improved for those with accessibility issues where digital could be a barrier.	

Budget 41

How do our well-being objectives contribute to the Seven Well-being goals?

Tudalen 42	A prosperous Wales	Economy	Providing effective support and suitable premises will enable existing businesses to grow, generating wealth and jobs. Supporting vocational training and apprenticeships will provide opportunities for people to develop their skills and meet local business needs. Supporting the delivery of improved digital connectivity and helping businesses to take advantage of the technology will generate greater economic opportunities. Transport improvements is a key driver for the economy, especially in Mid-Wales which is a rural county with many Small and Medium-sized Enterprises (SMEs) across the county. Transport relies on good infrastructure and a high standard of frequent transport services.
		Health and care	Our health and care services will provide local job opportunities. Children and young people will be supported to have the best start in life, laying the foundations for good qualifications and securing employment.
		Learning and skills	Providing effective learning interventions will support schools to improve and produce well-qualified individuals, more able to contribute to the prosperity of the county. Good education is a key driver in removing the negative impact of poverty on young people's life chances.
Tudalen 42	A resilient Wales	Health and care	Using new technology enabled care (telecare and telehealth) we aim to reduce the need for carers to travel, reducing the impact on the environment.
		Learning and skills	We are committed to modernising our schools to provide sustainable, low-carbon buildings with high quality educational environments fit for the 21 st Century.
		Residents and communities	Through implementation of our Section 6 Plan, we will look for opportunities to maintain and enhance biodiversity.
Tudalen 42	A healthier Wales	Economy	Using our influence to develop a healthy and enterprising economy with good quality job opportunities and good quality housing will be major contributors to improving social and mental well-being.
		Health and care	Working with our partners in Powys Teaching Health Board to provide an integrated approach to health and care will enable people to make healthier choices, feel supported and connected to health and care providers.
		Learning and skills	Through implementation of the new education curriculum, we will support improvement of good quality, targeted education which will allow individuals to make more informed healthy life choices throughout their lives.
Tudalen 42	A more equal Wales	Economy	Encouraging the growth of businesses and jobs in the county will provide better job opportunities and increased wage rates, which in turn will reduce deprivation and in-work poverty.
		Health and care	Providing integrated health and care will help to reduce health inequality and ensure services meet individual needs.
		Learning and skills	We are committed to ensuring our learners have equitable access to education provision regardless of their background or where they live.

	Residents and communities	Retaining valued local services such as culture and leisure facilities will ensure they are more accessible to the communities they serve.
A Wales of cohesive communities	Economy	Supporting local events and festivals will help to strengthen communities and bring cultures together.
	Health and care	Helping people to stay healthier for longer will enable them to contribute to their communities in a range of ways. Providing suitable accommodation will ensure that people can remain within their communities and stay connected to family and friends. Carers feel valued and supported as a vital part of their community.
	Learning and skills	Where possible, the council will work to ensure the co-location of council services and other services on school sites, as part of new build projects so that they are central to community life.
	Residents and communities	Working with communities will increase community engagement, capacity building and cohesion. As part of this work we will support our communities to develop the skills, capabilities and confidence necessary to be able to 'do things for themselves'. We will also support communities to have a voice and feel confident they are listened to.
A Wales of vibrant culture and thriving Welsh language	Health and care	We will improve the Welsh language offer across health and social care services to improve equity. We are committed through our early intervention and prevention approach to encourage participation in arts, sports and recreation.
	Learning and skills	Implementing our Welsh in Education Strategic Plan will improve equality of access to Welsh medium education and provide the best possible opportunities for our children and young people.
	Residents and communities	Building on the arts and cultural opportunities available will encourage participation by all and contribute to the local economy.
A globally responsible Wales	Economy	Better access to improved digital connectivity will provide global market opportunities for Powys businesses.
	Residents and communities	Through the Love Where You Live project, the council and Powys residents will be focused on looking after and maintaining their environment.

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Making it happen

Our well-being and equality objectives set out how we plan to deliver our vision for Powys, but we recognise that in order to make our vision happen, there are key building blocks we must have in place to transform how we work, find innovative ways to improve and reduce our costs.

To help make our plans happen, during 2020 – 2025 we will:

Engage and communicate - *Listen, share information and build trust with our residents, communities and staff*

What we will do	How we will know we are succeeding
<p>We will implement our new digital engagement platform to enable residents to be heard and engage in ongoing communication and dialogue with our communities to inform decision making.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalen 44</p>	<ul style="list-style-type: none"> • By March 2021, the Powys Citizens Panel will be established on the 'My Powys Account'. • By March 2024, we will have undertaken a Residents Survey. • By March 2021, the number of engagement and consultation activities undertaken to engage residents and staff will be maintained. • By March 2021, Microsoft Office 365 Welsh translation will be widely used by services as the main source for internal translation and first draft external translation. • By March 2021 we will have engaged residents and third sector partners using existing networks facilitated by Powys Association of Voluntary Organisations

Strengthen leadership and governance - *Our staff and members work together with our partners, using the right systems and information to make sure the council is well-run*

Transformation Project: Workforce Futures

- We will remodel our staffing structure to embed changes in culture.

This transformation will:

- Develop the council's staffing structures and organisational culture to support the delivery of Vision 2025 and to ensure our staffing spend is affordable.
- Equip the workforce with the right skills, attitude, behaviours and experience. We will develop our own talent through apprenticeships and training to enable staff to reach their potential.

How we will know we are succeeding:

- Improvement in the number of employees who are proud to work for Powys County Council.
- Reduction in the total number of working days/shifts per full time equivalent employee lost due to sickness absence (12-month cumulative). At the end of December 2019, 8.44 days/ shifts per council employee, on average were lost due to sickness absence.
- Increase in the percentage of staff who have completed an annual appraisal and the percentage of staff that have completed a 6-month review (at the end of December 2019, 51% of staff had completed an annual appraisal).

Change how we work – Make best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county's residents and communities

What we will do	How we will know we are succeeding
We will review and re-design our services to ensure that they are more efficient and focus on our customers' requirements.	<ul style="list-style-type: none"> • By March 2021, the value of efficiencies identified through reviewing and re-designing our services will be greater than or equal to £250k. • By March 2021, customer satisfaction will improve in the services we have reviewed and re-designed
We will continue to embed a Performance Management and Quality Assurance Framework to ensure our decisions are underpinned by accurate information which is aligned to the council's vision and priorities.	<ul style="list-style-type: none"> • By March 2021, all council services will have a 3-year integrated business plan • By March 2021, there will be an increase in the proportion of positive assessments we receive from our external regulators (during 2018/19, 25 recommendations or proposals for improvement were received)
The Local Authority Trading Company will explore the opportunities for greater income generation as well as a significant drive to reduce council expenditure on a case by case basis.	<ul style="list-style-type: none"> • By March 2021, the Local Authority Trading Company will have considered a minimum of four business cases, for potential development (e.g. housing) of council owned land.
We will continue to embed the council's values and guiding principles (5 ways of working) into strategic and service planning and staff appraisals	<ul style="list-style-type: none"> • By 31 May 2020 at least 80% of staff will have had an annual appraisal including a discussion on values and behaviours

to encourage staff to think differently, act differently and therefore deliver differently.

- By 31 March 2021 a new behaviour competency framework will have been developed and will be used to evaluate staff performance in 2020-21.

Transformation Project: Digital Powys

- We will implement our Digital Powys strategy, which includes ambitious projects to ensure residents can access council services using multi channels (including face to face and telephony) and those that have a broadband or mobile signal can access information and services 24 hours a day. Our projects are focussed on delivering:
 - A digital workforce
 - Digital infrastructure and systems
 - Customer Centred; Digital Solutions - **Under this workstream we will develop digital solutions to promote independent living, which is an activity that will also support our equality objective 5.**
 - Information Excellence
 - Digital Places – **Under this workstream we will support communities to gain digital skills, which is an activity that will also support our equality objective 5.**

This transformation will:

- Ensure our processes and interactions are designed around our customers and what they need through their preferred method (eg digital, face to face or on the telephone)
- Develop our capability and capacity - creating leaders that are digitally focussed and developing the digital capability in our workforce and our communities
- Provide a fit, robust and safe infrastructure to support digital capability and an agile workplace
- Use digital capabilities in decision making to enable value-driven choices, working closer with our partners, and making our information open and accessible wherever possible
- Create location-specific digital services across Powys to connect and support businesses, communities and individuals
- Maximise joint digital opportunities and improve data sharing capacity and capability for the benefit of our businesses, communities and citizens.

How we will know we are succeeding:

- By March 2023, the number of automated processes available to our customers will have increased from 17 to 93.
- By March 2023, the number of residents with a My Powys Account will have increased from 28,000 to 50,000.
- By March 2023, the number of staff attaining digital core skills (bronze level) will reach 100%.
- By March 2023, the percentage of our leaders who are digitally capable and reach the Gold Standard will increase to 100%.
- By March 2022, we will improve open access to data regularly sought through Freedom of Information requests by improving our Powys Well-being Information Bank from our current 36 dashboards to 72.
- By March 2023, we will create the capability to share data with our partners where this can improve customer outcomes
- By March 2025, broadband take-up for fibre to the cabinet (Open Reach telephone exchanges situated on streets and in villages) will improve from 53% to 75%.

Transformation Project: Integrated Business Planning

- **We will make evidence-based decisions underpinned by accurate information; focus our service, financial and workforce planning on the outcomes the Council has committed to achieve instead of activity; and make the best use of resources by improving productivity and continually improving customer satisfaction.**

This transformation will:

- Develop a single plan that connects the council's Corporate Improvement Plan/statutory obligations to service area operational plans, budget and workforce plans
- Develop and implement a model using Outcomes Based Budgeting to allocate resources to achieve the council's key priorities
- Make best use of the Council's financial and workforce resources by investing available funding and staff time in activities that will have the greatest impact on the outcomes we are seeking to achieve while also delivering our statutory obligation

How we will know we are succeeding:

- By March 2021, the Council will be able to explain how much of the Council's net revenue budget is supporting the forty outcomes included in this plan
- By March 2022, the Council will have integrated performance, finance and workforce ICT systems using Power BI
- By March 2023 the Council will have set an outcome-based budget for 2023-24

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Section 3: Financial Strategy

Background

The Council sets out how it will develop its financial plans and manage its finances over the short to medium term in its Medium-Term Financial Strategy. This is supported by a new approach to allocating resources which ensures that limited resources are prioritised on securing outcomes that matter most to our residents. It is called the Integrated Business Planning process. This new approach informs the overall Council's Budget Plan, defining the key vision and objectives of each service and highlights its key roles and responsibilities in supporting the Councils Vision 2025. There is also a significant transformation programme in place which is starting to deliver at pace and will bring substantive benefits to citizens and communities as well as to the way the council works.

There is a need to plan carefully in challenging and uncertain times, and for the first time in a decade Powys has received a much welcome improvement in the funding that it receives from Welsh Government. This will go some way to ease the pressure on council services. However, the Council's budget remains under significant pressure as service demand, our costs and investment requirements continue to rise.

Revenue Budget

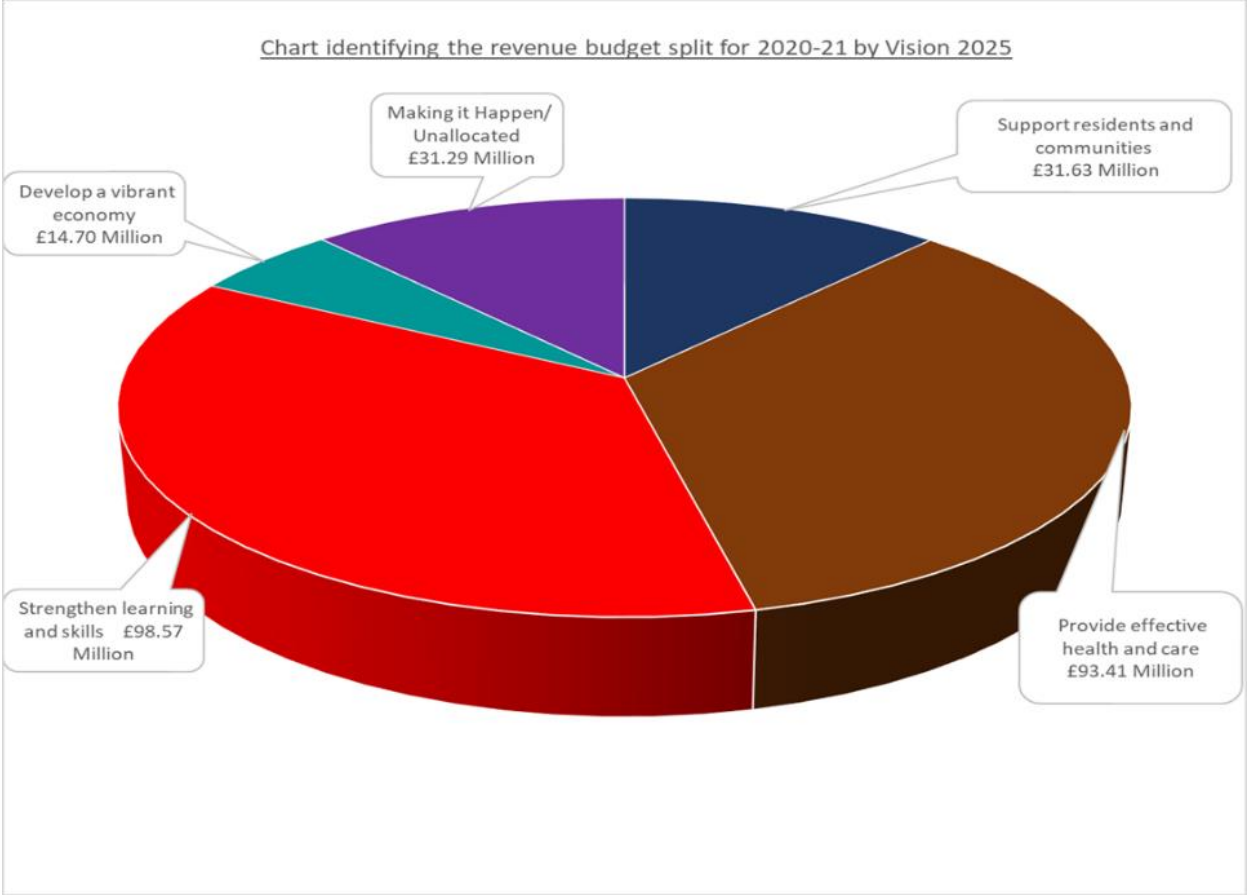
In setting our budget for 2020-21 the council continues to protect the services our residents' value and need, whilst ensuring that there is continuity of efficient statutory services that evidence value for money. This has been evidenced through a budget consultation in October 2019. The council will make cost reductions of £11m next year, but these alone are not enough to balance the overall position and a council tax rise of 5% is also necessary to provide an additional £4.4m. In 2020-21 the council plans to spend a net budget of £269.6 million, Table 1 shows the indicative budget allocations over the next 5 years across all services.

Table 1

	£M	2020/21	2021/22	2022/23	2023/24	2024/25
Financial Services		4.88	4.65	4.54	4.49	4.64
Unallocated Budget to meet Pressures		-	5.00	10.00	15.00	20.00
Corporate Activities inc. Cost of Capital		15.82	19.36	25.63	27.78	29.60
Corp Legal And Democratic Serv		2.99	2.99	2.82	2.89	2.96
Highways Transport Recyding		31.21	30.57	31.42	32.71	33.81
Housing & Community Development		9.07	8.31	7.77	8.08	8.40
Prop. Planning & Public Protection		6.06	5.51	5.12	5.32	5.52
Education (Inc Schools Delegated)		98.57	99.86	101.70	101.81	102.04
Adult Services, Commissioning		63.86	62.52	60.85	62.29	64.15
Childrens' Services		26.04	25.36	25.62	25.88	26.15
Commissioning Social Care		3.51	3.58	3.65	3.73	3.81
Workforce & Organisational Dev		1.45	1.36	1.36	1.43	1.51
Digital Services		4.43	3.93	3.62	3.76	3.89
Transformation & Communication		1.72	1.75	1.73	1.72	1.76
Revenue Total		269.60	274.74	285.85	296.89	308.23

Making it Happen / Unallocated includes Corporate Service budgets which support delivery of the council's vision, it includes the budget that funds the cost of borrowing for the capital programme, and this budget increases in future years in line with the ten year capital programme. The unallocated budget will fund potential service pressures arising from increased demand.

The Chart below allocates the revenue budget across the Vision 2025 priorities



Capital Budget

The Capital Strategy is fundamental to the effective delivery of the council priorities and Vision 2025. It facilitates a seamless interface between business planning within the Council and the management of assets and capital resources. This will ensure that the provision of resources and future investment are prioritised. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services. It is aligned to the Asset Management Plan and the major investment plan for 21st Century Schools, jointly funded with Welsh Government.

The Council's capital programme is fundamental to the effective delivery of our priorities and has a significant regeneration impact on the economy of Powys, alongside the direct effect of better infrastructure to deliver services. Capital investment also has a significant input into the delivery of revenue savings, and it is essential that both budget revenue and capital strategies are developed in tandem.

A programme for capital investment totalling £132.8 million is planned for 2020/21 as part of a five-year investment programme of £398.5 million. Within these figures £35.2 million (2020/21) and £125.5 million (five-year plan) is ring fenced for the Housing Revenue Account that will continue to maintain and improve the Council's Housing stock and support the building of 250 new council dwellings using locally sourced materials. This is funded from a combination of borrowing, grants, receipts from sales of assets and reserves. Table 2 below provides the indicative five-year capital budget allocated across all services.

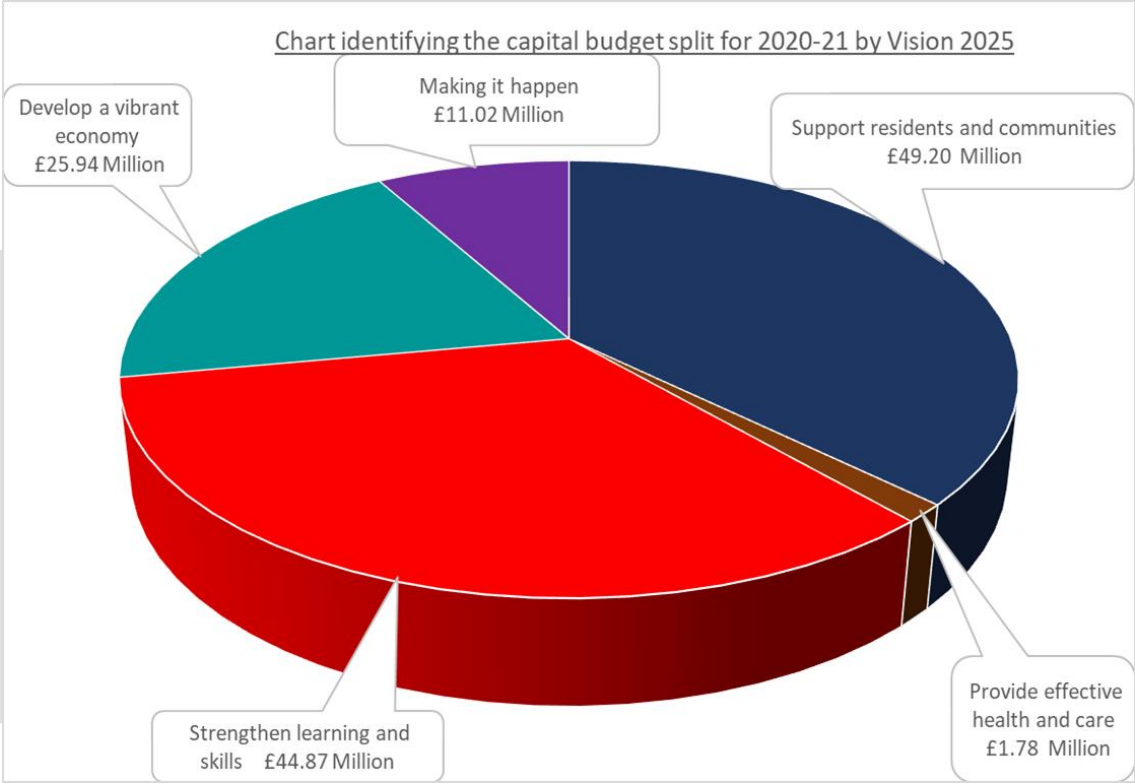
Table 2

	£M	2020/21	2021/22	2022/23	2023/24	2024/25
Centrally held		10.02	6.82	5.96	1.37	3.32
Highways Transport Recycling		22.02	13.38	10.77	10.96	12.70
Housing & Community Development		48.96	51.53	29.68	12.33	11.86
Prop. Planning & Public Protection		4.17	0.50	0.10	0.10	-
Education (Inc Schools Delegated)		44.87	49.85	25.70	12.16	4.40
Adult Services, Commissioning		0.69	0.40	0.10	0.11	-
Childrens' Services		1.09	-	-	-	-
Digital Services		1.00	0.65	0.25	0.37	0.35
Revenue Total		132.82	123.13	72.55	37.40	32.63

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The chart below allocates the capital budget across the Vision 2025 priorities



Tudalen 54

Section 4: Planning, Monitoring and Review

How we set our objectives

To help us set our well-being objectives we used the information from the [Powys Public Services Board's Well-being Assessment](#) which gave us a clear picture of our assets, opportunities and challenges. Key findings included:

- Powys has a high proportion of micro businesses, but they don't tend to develop into larger ones. Those that do grow often move out of county
- Powys is the 6th most expensive local authority in Wales to buy a house, based on a ratio of full-time earnings compared to Land Registry house prices.
- Older people want to live independently for as long as possible and need a good choice of accommodation options. At the moment, provision is available but not necessarily in the right place
- There is not enough consistency in the quality and breadth of provision across our High Schools making it difficult for some pupils to achieve their full potential.
- Powys has one of the most challenging remits in Wales in terms of access to services, in particular access to areas by foot or public transport is poor.

We listen to feedback from residents through an ongoing programme of engagement and consultation. We also act on feedback from our key regulators and work in partnership with them to ensure our plans and objectives focus on the required service improvements. We also use information in the Welsh Government's Future Trends report to inform whether our well-being objectives need to be refined.

Similarly, our equality objectives were developed using evidence from research conducted by the Equality and Human Rights Commission (EHRC), published in their 2018 report called "is Wales Fairer?". This looked at people's experiences of important areas of life such as health, education, work, justice and individuals' role in society. Where possible, we also captured Powys level data to identify areas of greatest need. We used feedback received from residents via a partnership survey conducted with colleagues from councils, health boards, the police and fire service across Powys, Ceredigion, Carmarthenshire and Pembrokeshire. Views were sought on whether certain groups of people were likely to receive a better or worse outcome in key service areas like education, housing and social care. The survey also asked about employment and community cohesion. Powys residents who responded to the survey told us that in their view:

- disabled and older people had a worse experience in trying to gain employment than the other groups listed in the survey.
- young, old and single people had much more difficulty in obtaining suitable housing
- the increase in the digital information channels excludes certain sections of society and the biggest division relates to age and disability.

We also asked for resident’s views on our draft equality objectives through an online survey and a series of face to face engagement sessions, targeting groups who may be affected by the proposals.

The survey helped to clarify and check if residents supported the draft equality objectives, and actions being put forward or if they had any concerns or alternative ideas. Objective two is an internal objective for the council and as such was not featured in the public consultation. The findings told us:

- Most respondents were supportive of all objectives. There were slightly more respondents agreeing strongly with Objective 4 and 5.
- Fewer respondents felt strongly about Objective 6 but overall, all five were supported. One or two residents disagreed with each of the objectives however after considering all the engagement feedback the council feels these are the right priorities.
- 84% of respondents agreed that **“improving the availability of accessible homes”** should be a priority.
- 91% of respondents felt similarly regarding the objective to **“improve outcomes for children living in poverty.”**
- 93% of respondents agreed that **“preventing homelessness”** should be a priority.
- 73% of respondents felt that **“enabling communities in Powys to become more digitally inclusive”** was an important objective.
- 87% of respondents agreed that **providing disabled residents with paid employment** was a priority objective.
- Some supporting actions were altered as a result of the engagement and a new one created.

We have not taken the approach of setting an individual objective for each protected characteristic but have set overarching objectives based on the needs and issues that people with protected characteristics face. Where a specific protected characteristic is particularly disadvantaged, we have recorded this in the ‘Why is this objective important and how will it support people with protected characteristics?’ The issue of ‘equality’ as a whole is now much more focused on fairness for people and communities, rather than individual ‘equality strands’. The table below shows which of our objectives aims to positively impact which protected characteristics.

Objective	Sex	Age	Disability	Race	Gender reassignment	Religion/Belief	Sexual Orientation	Pregnancy and Maternity	Marriage & civil partnership
1			✓						
2		✓	✓						

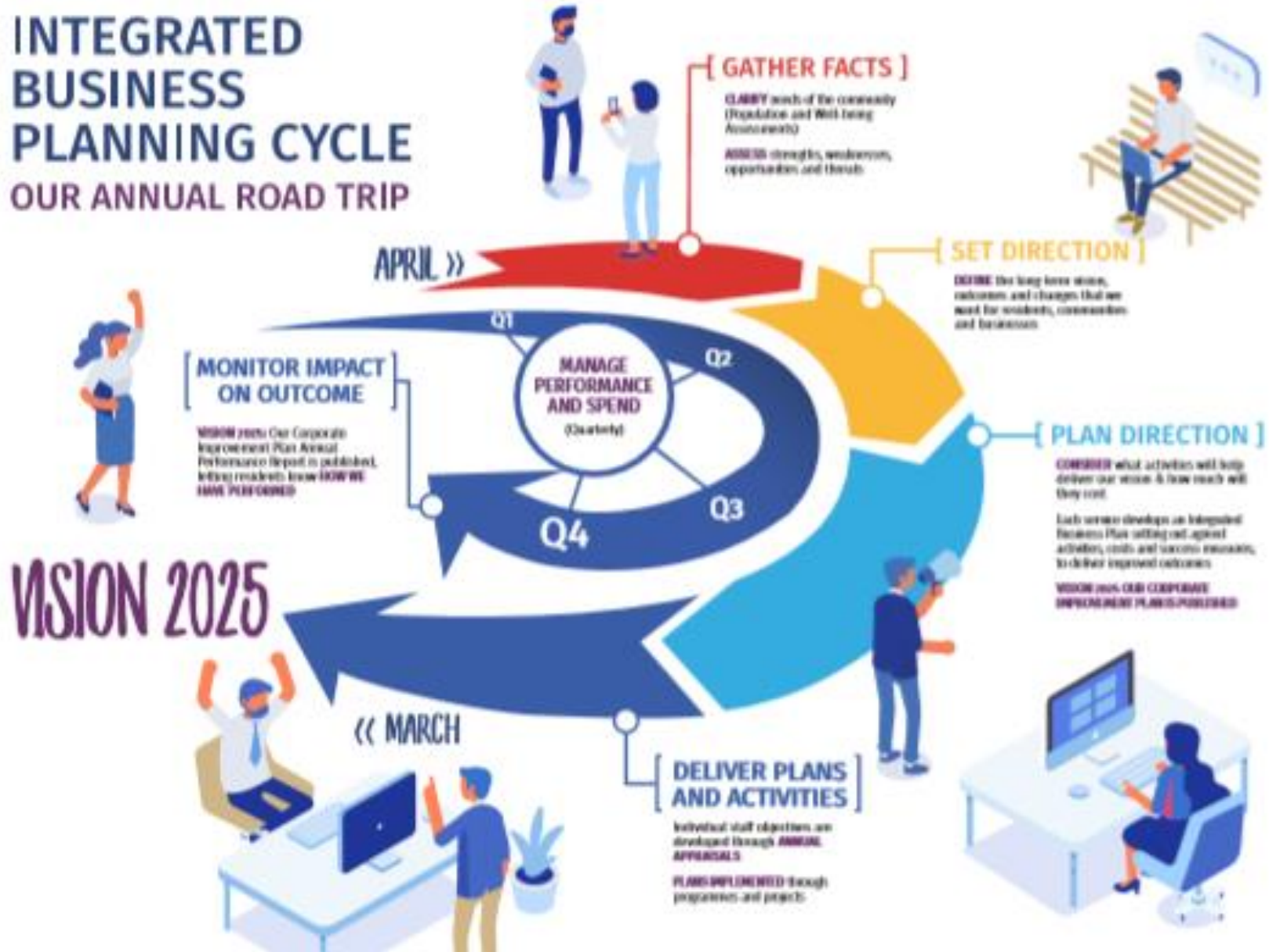
3	✓	✓							
4		✓							
5		✓	✓						
6	✓	✓	✓	✓	✓	✓	✓	✓	✓

Impact Assessment are also an important tool we use to determine how our planned objectives, services and polices impact upon different types of people. Before key decisions are made the impact assessment process requires us to consider potential negative and positive impacts including equalities, Welsh language, the Well Being of Future Generations Wales Act, sustainable development principles, communication and engagement.

We are committed to supporting the Welsh language in the area and are committed to delivering our Welsh language promotion strategy, which is available in [English](#) and [Welsh](#).

The purpose of this Strategy is to develop and build on this work, and to establish an infrastructure that will ensure that more people are able to speak Welsh; to make it easier and normal for people to use the Welsh language; and to provide more opportunities to use the Welsh language. We will ensure the Welsh language is considered fully in the development of policies and services and that people are aware of their rights to receive services through the medium of Welsh, and that they can have confidence in the services provided through the medium of Welsh. The council appreciates the importance of the maintenance of Welsh as a community language and will work to support the areas linguistic status.

The diagram below shows the key steps in the council's annual business planning cycle, which is used to set and review our objectives.



Tudalen 58

How will we work more sustainably?

The Well-being of Future Generations (Wales) Act 2015 places a duty on local councils' to consider how it can work more sustainably across 7 core areas of change. This means, thinking more about the **long term, collaborating** better with people, partners and communities, **involving** people and other stakeholders in decision making, trying to **prevent** problems occurring or getting worse, and taking a more **integrated** approach. The council made a commitment to adopt these as its overarching guiding principles and outlined below are some of the ways we plan to apply them.

Sustainable development principle	How are we changing the way we think, plan and act?
<p>Long Term</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalen 59</p>	<p>We will continue to develop the Powys 'Well-being Information Bank,' an online tool providing up to date information on a range of well-being issues. Easy access to this data helps services understand current trends and provides evidence for decision-making and longer-term planning.</p> <p>The council is embedding analytics into its business processes to turn data into insight. This intelligence enables us to model future scenarios to ensure our transformation looks to the long-term. Predictive analytics and a master data management system are a key focus for us to ensure that we use the intelligence that we have effectively. Targeting resource where it is needed most and using data at a locality level to understand the subtle differences amongst the communities in Powys.</p> <p>We will continue to strengthen our workforce planning through our Workforce Futures Transformation Programme. This will ensure we have the right people, with the right skills at the right cost, now, and in the longer term.</p> <p>Through our Digital Powys Transformation Project, we will look for opportunities to keep pace with technologies that are fast evolving. We want to ensure we can meet the expectations of our current and future generations.</p> <p>We will continue to work in an agile way, developing a flexible workforce that requires less building space. In parallel, we are working with partners to re-configure our property portfolio and provide shared accommodation where suitable.</p>
<p>Prevention</p>	<p>One of our new equality objectives will focus on improving the opportunities and outcomes for children living in poverty. We are committed to reducing poverty and putting in place preventative measures to break the cycle of intergenerational poverty.</p> <p>We will continue to strengthen our internal business intelligence support and performance management system, to allow early sight of background data and information, that will help services shape better preventative provision, in place of costly intervention and support. Our methodology for Service Redesign is also based on addressing root causes and driving out failure demand.</p> <p>In Childrens Services one of our priorities is to promote access to a range of Early Help services, which families can access, preventing the need for statutory intervention.</p>

<p>Integration</p>	<p>We will continue to assess the potential impact of our major decisions using the Impact Assessment tool. This requires consideration of the proposal and its impact against the corporate well-being objectives, the national well-being goals, the five ways of working as well as equalities and Welsh language requirements. This helps to facilitate integrated decision-making.</p> <p>We will continue to take a more integrated approach to our business planning, where we focus on outcomes to prioritise our spending and where our workforce, financial and service plans all align.</p>
<p>Collaboration</p>	<p>We will continue to engage in key regional partnerships such as the Powys Public Service Board and Regional Partnership Board and be proactive in seeking opportunities for delivering services in a more joined up way for residents. Many of our Transformation Projects will rely on effective collaboration with our partners, such as the North Powys Well-being Project and the Brecon Place Based Strategy. As part of the Mid Wales Growth Deal we are also working closely with the private sector and with bordering authorities.</p>
<p>Involvement</p> <p>Tudalen 60</p>	<p>We will continue to focus on the 'What Matters' conversations, where our Adult Social Care staff focus on what matters to the individual. We will also take a 'strengths based' approach when talking to service users and carers about their needs.</p> <p>We will implement our new digital engagement platform to enable residents to be heard and engage in ongoing communication and dialogue with our communities to inform decision making. We will also continue to utilise social media channels to ensure we hear from as many stakeholders as possible when we are looking to change the way we deliver services.</p> <p>We will continue to involve and engage representatives of our communities through our forums, such as the youth forum, carers forum and local tenant participation strategy group.</p> <p>County Councillors also play a key role in determining future plans and representing the residents' voice. We will continue to facilitate these discussions through effective scrutiny committees and working groups.</p>

What are our key equality principles?

Gathering data and sharing information

We aim to collect effective quantitative and qualitative equality data and information to inform our decision making and service delivery, as it is important that our plans are based on sound evidence. To determine where inequality exists over time, we need to continually gather relevant equality information and data for analysis. This means services need to ensure systems are in place to capture, analyse and share appropriate data and decide how best to use that

information to design and deliver services to meet users' needs. We will continue collecting workforce data to embed equality-related evidence into our employment policies and practices. The wellbeing of our future generations needs to be considered in the design of our services. To enable this our data must look at trends over time along with information from our service users to understand future requirements. This will enable us to plan for future scenarios to meet the needs of our service users in the future.

Publishing information

To ensure that we are treating people fairly and fulfilling the requirements of the General Duty in our employment practices, we will conduct equalities monitoring and analysis of staff, and those who apply for positions. We will publish an employment information report at the end of each financial year based on the figures as of the 31 March which can be found on our website: www.powys.gov.uk/equalities.

Promoting knowledge, awareness and training

It is important that all our staff and elected members are aware of the general and specific duties of the Equalities Act and its impact on their work, considering equalities when setting strategic direction and policy, reviewing performance and ensuring good governance. In order to achieve this, we need to communicate our equality objectives throughout the organisation and ensure that learning and development resources are targeted towards enabling individuals to fulfil their roles. Learning and development opportunities are available to all with equality and diversity being a core part of corporate learning and development and e-learning.

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How we monitor and scrutinise our performance

In order to know whether we are achieving the outcomes and objectives set out in this plan, we must have a robust and timely way of monitoring and measuring performance against them.

We have in place a [Performance Management and Quality Assurance Framework](#) under which we operate a regular reviewing cycle that effectively monitors our performance and helps us to learn from what is working, and what is not. Self-evaluation is an important part of our performance framework. It allows us to effectively evaluate our work and provides assurance to our regulators and residents that we are doing the right thing. Performance information allows us to direct resources to the right areas to improve outcomes.

To ensure we give sufficient challenge to service improvement we also have in place scrutiny arrangements that:

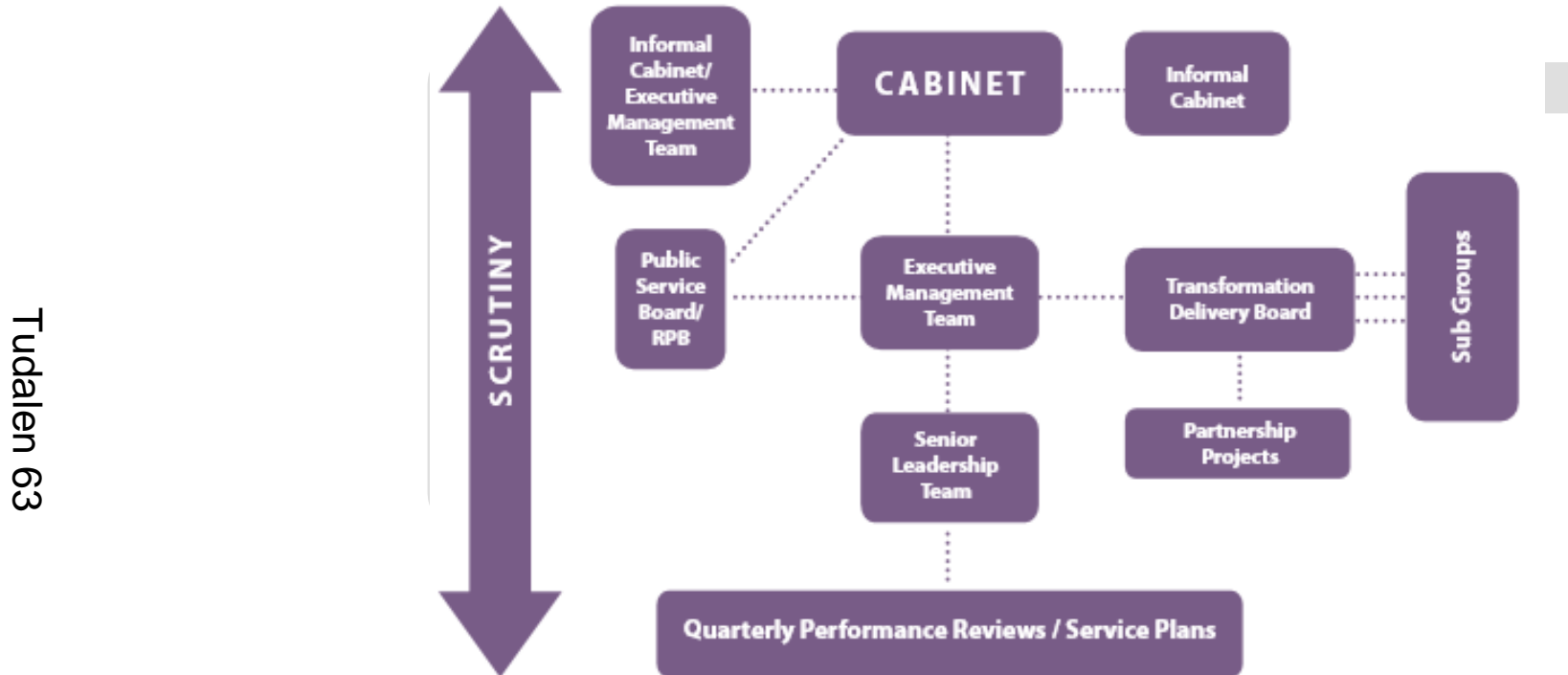
- continuously ask whether we are doing what we set out to do, and whether we are doing it well
- Are member-led, including the views of the public, partners and regulators
- Balance community concerns with issues of strategic risk and importance
- Are well communicated allowing the voice of citizens to be heard in the decision-making process



How we govern the delivery of our plan

To manage delivery of this plan, we have the following governance structure in place. The structure ensures that each activity within our plan is managed by an accountable officer and reported effectively.

The council has a Transformation Programme which focusses on significant transformational activities that need to be delivered by more than one service.



- **Cabinet:** The Cabinet receives an overview of performance information to provide assurance against delivery of Vision 2025: Our CIP on a quarterly basis. The Cabinet also provides Strategic decisions to manage delivery of agreed outcomes
- **Executive Management Team/ Senior Leadership Team:** These are the senior teams within the council who are accountable for evaluating and challenging performance against delivery of strategic outcomes.
- **Powys Public Services Board (PSB):** The statutory partnership body required under the Well-being of Future Generations (Wales) Act 2015. The PSB is responsible for developing the well-being plan for Powys in response to the well-being assessment.

- **Regional Partnership Board (RPB):** The statutory partnership required under the Social Services and Well-being (Wales) Act 2014 whose role is to manage and develop services to secure strategic planning and partnership working between local authorities and local health boards and to ensure effective services, care and support are in place to best meet the needs of their respective population.
- **Transformation Delivery Board:** This board will manage the delivery of cross cutting projects within Vision 2025 to ensure the outcomes identified are realised.
- **Quarterly Service Performance Reviews:** Corporate Directors, Heads of Service and Portfolio Holders evaluate performance and quality assurance against agreed standards and objectives to ensure activities and performance improvement is on track.

How we work in partnership

Powys Public Service Boards Vision 2040

The council is a key partner of the Powys Public Service Board – a partnership responsible for delivering improvements for local people and communities by combining their knowledge and resources.

PSB partners have made a commitment to work together to deliver 'Towards 2040 – The Powys we want'. This identifies long term well-being objectives for improving the social, economic, environmental and cultural well-being of Powys:

- People in Powys will experience a stable and thriving economy
- People in Powys will enjoy a sustainable and productive environment
- People in Powys will be healthy, socially motivated and responsible
- People in Powys will be connected by strong communities and a vibrant culture

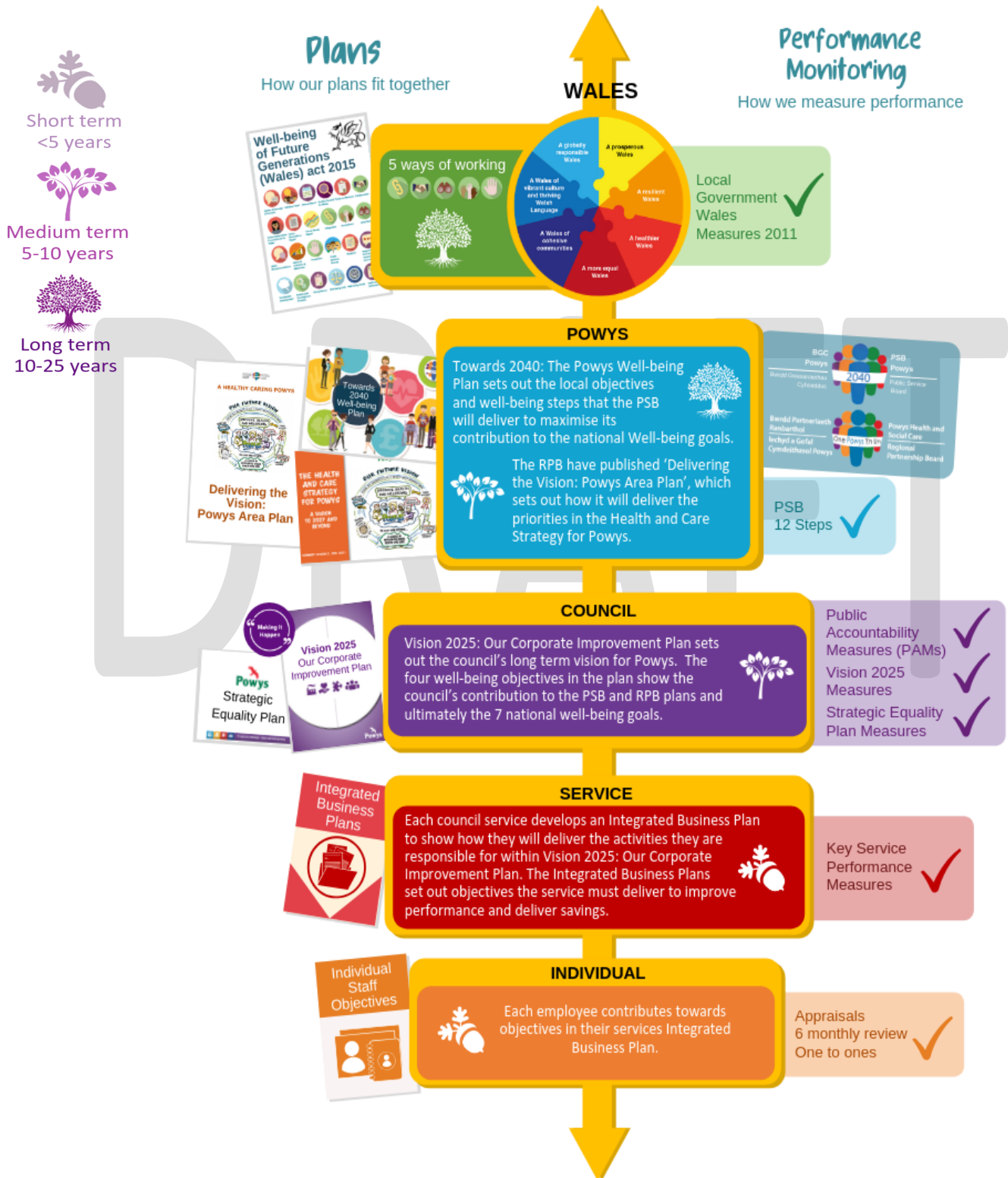
The council is currently leading on delivery of four out of the 12 PSB well-being steps, which are aligned to the activities in this plan. More detail can be found in [Towards 2040, The Powys Well-being Plan](#).

Powys Regional Partnership Board

The council is also a key partner of the Powys Regional Partnership Board - its key role is to identify key areas of improvement for care and support services in Powys. The Board has also been legally tasked with identifying integration opportunities between Social Care and Health.

We will continue to play our part in delivering the priorities set out in the RPB Joint Area Plan. More detail about these priorities can be found here <https://en.powys.gov.uk/article/1741/Powys-Regional-Partnership-Board>

We have ensured that our own well-being objectives are aligned to achieving our shared long-term vision for Powys. The Golden Thread below shows how our plans fit together.

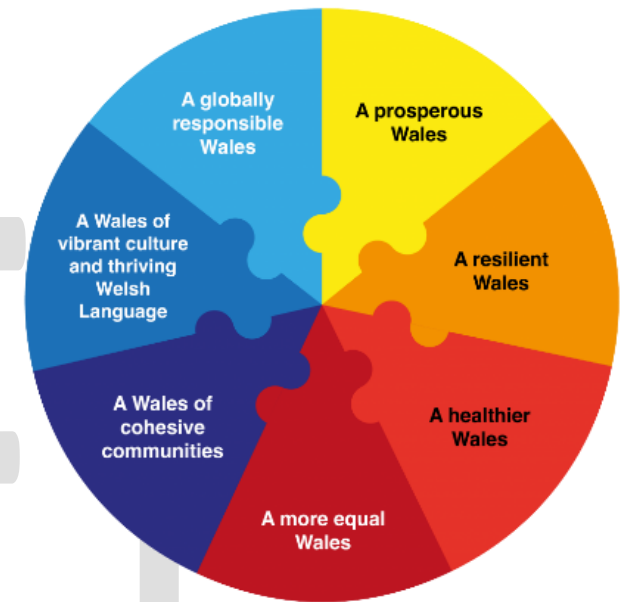


Appendix A

The Well-being of Future Generations (Wales) Act 2015

Seven Well-being goals:

- A prosperous Wales - An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
- A resilient Wales - A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
- A healthier Wales - A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
- A more equal Wales - A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio- economic background and circumstances).
- A Wales of cohesive communities - Attractive, viable, safe and well-connected communities.
- A Wales of vibrant culture and thriving Welsh language - A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
- A globally responsible Wales - A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.



Appendix B

Powys County Council - Gender Pay Action Plan 2020 / 2021

	Issue	Action	Status / Outcome / Achievement	Success criteria / measurement	Lead officer	Delivery date
Tudalen 67	Ensure that PCC is an attractive place for all employees to work and appeals equally to all genders.					
		Promotion at Career Fairs using examples of all employees given the opportunity to flourishing in a typically gender dominated areas. e.g. HTR female apprenticeship gaining permanent roles	Completed for previous years Career Fairs, planned to include again for 2020 Careers Fair	Increase in school leaver applications, attracting female/males to dominated roles. Gender nor date of birth is not mandatory on application form, therefore cannot accurately set KPI	Amanda Thomas	March 2020
		Introduce work experience / Apprenticeships programmes to attract to ensure all roles are attractive, regardless of gender	Work with Service Area to identify roles where apprenticeships / work experiences are possible	Increase in number of apprenticeships	Lynne Griffin	March 2020

Career Progression	Need to understand barriers to career progression	Write and issue questionnaires to a sample of employees to understand their reasons for joining PCC, their experience of promotion and development.	Establish whether this could be included within Pulse Survey or does it need to be stand alone exercise (to be agreed by Paul Bradshaw)	Understand barriers to ensure retention of staff.	Paul Bradshaw	January 2020
Retention	Support part-time and flexible working	Ensure part-time and flexible working is built into all posts (where possible) and advertised accordingly. Encourage managers to consider flexible working / job share posts.	Challenge managers when all jobs are advertised (is it hard to fill?, would they consider job share?)	Staff survey, employee satisfaction	Amanda Thomas	March 2020
				-		
	Support all returners to PCC	Enable returners to register for refresher training e.g. former teachers/social workers Offering work shadowing opportunities in areas of interest Audit and review training available in the workplace -	Continue to raise at Head of Service level, forms part of some Service Area recruitment strategies	Increase numbers of returners in their professions	Myfanwy Davies	March 2020

Tudalen 68

	professional areas for refresh training				
Review Family Friendly and Work-life balance policies to ensure best opportunities	Continual policy review to ensure policies encourage best practice	Policy Schedule of Work to ensure policies are continually reviewed or created where required – reported through Achievements, Issues and Actions	<p>Link to policy review re: Agile Working</p> <p>Pulse surveys – increase</p> <p>Reduction in staff turnover</p> <p>Reduction in absence levels</p> <p>Exit questionnaires</p>	John Bevan	March 2020

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Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

CYNGOR SIR POWYS COUNTY COUNCIL.

28th February 2020

REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance

SUBJECT: Medium-Term Financial Strategy 2020-2025 and 2020-21
Budget and Capital Programme for 2020-2030

REPORT FOR: Decision

1. Purpose

1.1 To seek Council's approval of the Medium-Term Financial Strategy for 2020-25, which includes a Financial Resource Model for 2020-25, a draft revenue budget for 2020-21 and a capital programme for 2020-21 to 2029-30.

2. Background

2.2 Like other councils across Wales, Powys County Council continues to face significant challenges arising from demographic changes, increase service demands, citizen expectations and rising costs. Against that background, over the past twelve months the Cabinet and Executive Management Team (EMT) have placed a greater focus on longer term financial, service and workforce planning to help provide sustainable solutions to the challenges we continue to face.

2.3 Vision 2025, the Council's Corporate Improvement Plan and the Medium-Term Financial Strategy (MTFS) identify the Council's service and resource priorities for the next five financial years, with a focus on 2020-21.

2.4 The Vision 2025 Plan is reviewed annually to ensure that it continues to reflect the Council's operating environment and priorities and the 2020-25 Plan will be presented to Council for approval alongside the budget on 28 February. This will ensure the Corporate Plan and MTFS are aligned, enabling the reader to make explicit links between the Council's priorities and the resources directed to support them.

2.5 The Council's MTFS is set within the context of UK economic and public expenditure plans, Welsh Government priorities and legislative programme. It articulates how the Council plans to use its resources (revenue and capital) to support the achievement of its corporate priorities as well as the management of its statutory and core duties, known pressures and risks. The MTFS helps the Council to work more effectively with partners in other sectors and provides a strategy for the use of reserves to meet changes in resources, risks or unforeseen demands from year to year without impacting unduly on services or council taxpayers.

2.6 The MTFS includes the:

- principles that will govern the strategy and a five-year Financial Resource Model (FRM), comprising detailed proposals for 2020-21 and outline proposals for 2021-22 to 2024-25.
- Capital Financing Strategy and the Treasury Management Strategy; and
- Capital Programme for 2020-21 to 2029-30

2.7 The Cabinet and EMT have developed the MTFs to guide the development of the proposed 2020-21 budget, the Financial Resource Model and the Capital Programme. At the same time as updating the MTFs, the Council is legally required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year by 11 March each year.

2.8 The Welsh Government is due to publish the final local government settlement on 25 February so if there are any late changes these would need to be made on 28 February in the Chamber.

3. **Advice**

Welsh Government Provisional Local Government Settlement

3.1 The Local Government Revenue Settlement comprises Revenue Support Grant (RSG) and redistributed National Non-Domestic Rates (NNDR) revenues and is known as Aggregated External Finance (AEF). The settlement for 2020-21 represents the biggest funding growth in a single year for Welsh local authorities in over a decade with a total increase of £184.3 million (5.6%) compared to 2019-20. Including specific grants, total support for local authorities will increase by 1.8% in real terms from 2019-20.

3.2 The 2020-21 provisional settlement gave Powys Council a cash increase of £9.5 million (5.4%) on 2019-20 which when adjusted for transfers into the formula of specific grants (schools' pay and pensions £2.06 million, and Funded Nursing Care £99,000) becomes 4.2% for Powys and 4.3% for Wales. The provisional settlement also includes funding to meet additional costs arising from the UK Government's changes to employer pension contributions for teachers as well as funding the full year impact of 2019-20 teachers' pay deal. The settlement letter stated that the future impact of the teachers' pay award which will come into effect from September 2020 was also recognised.

3.3 Welsh Government funding is allocated to unitary authorities using a formula driven by a number of 'indicators' (e.g. population projections, pupil numbers, primary free school meals and income support, job seekers allowance or pension credits claimants). The movement in these indicators, relative to the movement in the indicator for Wales as a whole, affects Powys' share of the overall funding available. The changes to the key indicators and our comparative position across Wales are shown in Table 1 below.

Table 1

Changes in Key Datasets	All Wales			Powys			
	2019-20	2020-21	%	2019-20	2020-21	%	Rank
	Final	Provisional	Difference	Final	Provisional	Difference	
Population ²	3,134,476	3,136,749	0.1%	131,721	132,084	0.3%	10
Pupil Numbers - Nursery and Primary	264,060	263,655	-0.2%	9,755	9,746	-0.1%	12
Pupil Numbers - Secondary in year groups 7-11	158,634	161,806	2.0%	6,297	6,306	0.1%	19
Free School Meals - Primary ³	45,270	45,270	0.0%	1,034	1,034	0.0%	1
Free School Meals - Secondary ⁴	26,400	26,400	0.0%	637	637	0.0%	1
Children in out of work families ⁵	126,900	126,900	0.0%	2,900	2,900	0.0%	1
IS/ JSA/PC/UC (not in employment) claimants - 18 to 64	80,657	79,026	-2.0%	1,605	1,480	-7.8%	18
IS/ JSA/PC claimants - 65+	110,054	105,082	-4.5%	4,466	4,248	-4.9%	16
IS/ JSA/PC/UC (not in employment) claimants - all ages	191,177	184,558	-3.5%	6,084	5,740	-5.7%	18
SDA/DLA/PIP claimants - 18 to 64	143,665	142,023	-1.1%	4,544	4,502	-0.9%	12

3.4 Overall Powys is ranked 14th of 22 councils in terms of its increase, Newport is highest at 5.4%, and Monmouthshire the lowest at 3%. This position represents a significant improvement for Powys compared to previous years when the Council has languished at the bottom of the funding table. It is particularly pleasing given the evidence of the costs of providing local services in Powys¹ which the Cabinet presented to the Welsh Government in September 2019.

3.5 Based on the provisional settlement Powys will receive £1,395 per head of population for 2020-21 compared to the Wales average of £1,426 per capita.

3.6 While the un-hypothecated (non-earmarked) settlement is the largest single source of funding available to authorities, it is not the only one. The Council also funds its expenditure by generating income from grants, fees and charges and council tax. In setting the budget and council tax levels for next year, Welsh Government expects every authority to take account of all the available funding streams and to consider how to secure best value for Welsh taxpayers through effective and efficient service provision.

Revenue Settlement Implications for 2021-25

3.7 The Welsh Government has given no indication of the future allocations for 2021-22 onwards, but in view of current economic and fiscal projections and in the absence of other information the MTFS sets out a worst likely scenario predicated on an assumption that AEF will reduce by -2% for 2021-22, 2022-23, 2023-24 and 2024-25. Based on these assumptions the total recurrent reductions required from 2021-22 to 2024-25 amount to around £49 million.

Provisional Local Government Capital Settlement

3.8 The Welsh Government settlement includes a non-hypothecated general capital funding settlement, also calculated using a formula. The total provisional capital settlement for 2020-21 will be £198 million (including £20 million, across Wales, for public highways refurbishment grant) which is an increase of £15 million over that announced in the Final Budget last year. Welsh Government hopes that the additional funding will enable authorities to consider decarbonising.

¹ Rural Cost Analysis link (<https://en.powys.gov.uk/article/7842/Funding-changes-needed>)

3.9 For Powys County Council the provisional capital settlement provides the following increase on 2019-20:

- £25,000 as supported borrowing
- £233,000 as General Capital Grant

Final Local Government Settlement

3.10 Welsh Government will publish its Final Budget and Final Local Government Settlement for 2020-21 on 25 February 2020. A tabled update will be presented at Council. The Welsh Government has included the Council Tax base and other data changes in the provisional settlement and therefore it is unlikely that the settlement for Powys will change significantly, however, more information on 2020-21 specific grants will be provided at that time.

Current Year (2019-20) Financial Performance

3.11 The in-year financial position as at 31 January 2020 is shown in Table 2 below:

Table 2

Service Area £'000	Working Budget	Forecast Spend	Variance (Over) / Under Spend	Variance (Over) / Under Spend %
Adult Services	64,992	65,077	(85)	(0.1)
Children's Services	20,300	25,148	(4,848)	(23.9)
Commissioning	3,438	3,216	222	6.5
Education	21,988	21,971	17	0.1
Highways Transport & Recycling	29,075	31,137	(2,062)	(7.1)
Property, Planning & Public Protection	5,784	5,672	112	1.9
Housing & Community Development	8,939	9,144	(205)	(2.3)
Digital Services	4,963	4,686	277	5.6
Transformation & Communications	1,766	1,692	74	4.2
Workforce & OD	1,366	1,482	(116)	(8.5)
Legal & Democratic Services	3,165	3,025	140	4.4
Finance	19,648	13,180	6,468	32.9
Total	185,424	185,430	(6)	(0.0)
Housing Revenue Account (HRA)	0	(183)	183	
Schools Delegated	69,761	69,183	578	0.8

3.12 The overall projected position as at 31 January 2020 shown in the table above reports an overspend of £6,000 (excluding Schools Delegated and the Housing Revenue Account), however with further savings projected to be delivered in the last quarter the outturn position improves to an underspend of £650,000 comprising £5.8 million net over spend on service areas and £6.4 million under spend on corporate budgets. At this point in the financial year £5.4 million of budget

reduction proposals have been deemed to be unachievable in the current financial year.

Council's Improvement Journey

- 3.13 The Council has made significant steps on its improvement journey over the last eighteen months, following the Care Inspectorate Wales report on Children's Services and the Corporate Governance Review undertaken by Sean Harriss in 2018. Since then the Council has increased its focus on performance management and has established a Vision 2025 Transformation Programme which is driving delivery of the Councils Corporate Improvement Plan and improving the organisation's capability and financial resilience.
- 3.14 Twice in 2019-20 the Cabinet met Welsh Government Ministers and officials to make the case for additional funding for Powys County Council, recognising the additional costs associated with providing services in the biggest and most rural county in Wales. These discussions led to the Welsh Government making more than £900,000 available to the Council to support our Digital Powys Programme. The increase in the Council's revenue settlement was also welcomed by Cabinet in the context of their representations to Welsh Government.
- 3.15 The announcement made by the UK Government in Autumn 2019 that it has committed an initial investment of £55 million to the Mid Wales Growth Deal was another positive step forward for the Council. The Mid Wales Growth Deal led by Powys and Ceredigion County Councils and the private sector will support the transformation and growth of the Mid Wales economy through an integrated programme of interventions which aim to make the greatest difference to the region to be delivered over a 10-15 year period.
- 3.16 Over the last twelve months there has been a sustained improvement in Children's Services performance which has been recognised by the Improvement and Assurance Board. There is still more to do, including addressing some persistent recruitment difficulties and the Board and Cabinet recognise the need to set a realistic budget which supports Powys children who are currently in need and in our care while Children's Services implement new service models that will over the medium term reduce the number of Children Looked After and the costs associated with their care.
- 3.17 The Estyn Inspection of the Education Service in 2019 identified five key recommendations for the Council in respect of the quality of our education provision and financial sustainability and the Improvement and Assurance Board has extended its remit to support the Council in implementing these recommendations.
- 3.18 In terms of overall performance, using Public Accountability Measures, Powys Council's performance compares favourably with the other twenty-one authorities in Wales, ranking 5th for 2018-19. A greater focus on performance in 2019-20 has also seen the Council increase its performance in a number of areas including social care services and our corporate functions.

MTFS 2020-25

- 3.19 The MTFS for the next five years is attached at Appendix A, based on the latest information available from the Welsh Government. It does not include fixed funding,

expenditure or activity projections, but sets best, worst and most likely scenarios for the resources that will be available. The MTFs is reviewed regularly and will be amended as additional information becomes available, with the detail for future years being developed over the period of the strategy.

- 3.20 The development of the MTFs 2020-25 has been led by Cabinet and EMT and has taken into account the views of auditors and CIPFA on the Council's financial planning arrangements as well as budget issues arising in 2019-20, underpinned by the ongoing aim to embed a culture of integrated business planning over the medium term.
- 3.21 Implementation of the MTFs will continue to be led by Cabinet and Senior Leadership Team (SLT)², supported by robust financial and performance data. The Council will seek to ensure that it is widely understood by internal stakeholders (Members, employees and Unions) and external stakeholders (citizens, businesses and partners). As well as linking explicitly to the Council's corporate priorities, the MTFs also links to other internal resource strategies such as the Workforce Plan, the Digital Powys Strategy, the Treasury Management Strategy, Asset Management Plans and the Council's Transformation Programme.

Engagement, Scrutiny and Challenge

- 3.22 In developing the 2020-25 MTFs and 2020-21 budget significant efforts have been made this year to engage Powys citizens, local councillors, partners and the workforce in the budget development process. This included providing more information to the public, pre-engagement on the Council's financial position with various stakeholders and an interactive online budget simulator consultation exercise.
- 3.23 Nearly 600 responses were received from the budget simulator exercise which challenged participants to prioritise services and target reductions in order to deliver a balanced budget. The findings identified the mean values of all respondents and the budget adjustment acceptable. Schools were selected to have the lowest levels of reduction of just 0.55%, whilst central support services had a much larger figure of 5.83%. Respondents suggested that council tax could be increased above the 5% set as the base, while the mean average suggested a 6% increase would be palatable. A report of the findings is provided at Appendix H and Cabinet and SLT has taken these into account in the development of the draft 2020-21 budget.
- 3.24 Members of the Council have engaged in the budget planning process from the outset through a series of member budget seminars which have given Councillors the opportunity to review and prioritise Vision 2025 outcomes, challenge, propose ideas and input into the process. The Finance Scrutiny Panel (comprising Group Leaders of Non-Executive Groups and Audit Committee representatives) have also been engaged during the process and financial assumptions and settlement information have been shared with members and the impact on the budget modelled and considered.
- 3.25 The budget proposal approved by Cabinet on the 21st January 2020 has been scrutinised by each of the Council's three Overview and Scrutiny Committees providing them with the opportunity to consider the implications of the proposed

² SLT comprises the Chief Executive Officer, three Corporate Directors and 12 Heads of Service)

budget for the service areas within their remit during the last week in January. The Committees have provided feedback to the Cabinet and this has been considered before proposing the final MTFS and 2020-21 budget and 2020-30 capital programme to full Council today. Cabinet have issued a full response to the points and recommendations made and this is presented with the budget documents.

MTFS Principles

- 3.26 The MTFS provides a set of clear principles which will drive the Council's budget and spending decisions over 2020-25 and which Members and others can examine and judge the Council's financial performance against. The ten key principles are to ensure that:
1. The Council will continue to meet its statutory obligations and to demonstrate how its budget supports the priorities contained in Vision 2025.
 2. The Council's financial control system will be sufficiently robust to support the delivery of financial plans and mitigate corporate risks.
 3. All Council budgets will be reviewed annually to ensure resource allocations are delivering value money and continue to align to the delivery of priority outcomes in Vision 2025.
 4. Financial plans will provide an optimum balance between income and expenditure for both capital and revenue.
 5. Reserves will not be used to fund recurrent budget pressures or to keep down council tax rises.
 6. The Council's General Fund reserve will be maintained at a minimum of 3% of Net Revenue Expenditure over the period of the MTFS.
 7. Capital investment decisions will support the Council's corporate priorities and mitigate any statutory risks taking account of the return on investment and robust business cases.
 8. Prudential borrowing will only be used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
 9. Decisions on the treatment of surplus assets will be based on an assessment of the potential contribution to the revenue budget and the capital programme.
 10. Budgets will be managed by members of SLT in accordance with the Council's Financial Procedure Rules.

Financial Resource Model

- 3.27 The MTFS includes a Finance Resource Model (FRM) which provides a financial forecast for the forthcoming five financial years. This is provided at Appendix B. The MTFS sets out a best case, most likely case and worst case scenarios for the

Council's future years' budgets by making a number of assumptions about the level of funding that will be received from Welsh Government and cost drivers such as pay and price inflation and demographic change. All the scenarios include an annual council tax increase of 5%. The FRM is based on the worst-case scenario.

3.28 Table 3 sets out the gap between the Council's net budget requirement and the possible funding available in each of the next five years based on each of the scenarios in the MTFs.

Table 3

Scenario Gap - £k	2021/22	2022/23	2023/24	2024/25	Cumulative
Best	(£6.21m)	(£6.53m)	(£2.69m)	(£3.31m)	(£18.7m)
Most Likely	(£9.89m)	(£13.10m)	(£6.47m)	(£5.27m)	(£34.7m)
Worst	(£13.58m)	(£16.72m)	(£10.01m)	(£8.74m)	(£49.0m)
Cost Reduction Proposed to Reduce the Gap	(£9.02m)	(£6.48m)	(£0.73m)	£ -	(£16.23m)
Revised Worst Case gap	(£4.56m)	(£10.24m)	(£9.27m)	(£8.74m)	(£32.81m)

3.29 Table 3 shows that the Council will need to find recurrent cost reductions of between £18.7 million and £49 million and/or increase council tax by more than 5% per annum over 2021 to 2025 to balance future years' budgets.

Revenue Budget 2020-21

3.30 Taking account of advice from the Wales Audit Office and CIPFA on the Council's financial planning arrangements, the Cabinet and the Senior Leadership Team adopted a new Integrated Business Planning approach to developing the 2020-21 budget and the FRM for 2021-2025. This approach has involved all council services:

- Reviewing comparative performance data
- Identifying any inescapable cost pressures
- Identifying cost reduction opportunities
- Planning service changes to secure delivery of the priority outcomes in the Council's Corporate Improvement Plan Vision 2025 and statutory obligations
- Identifying any workforce implications of service changes

3.31 Cabinet and SLT began the budget planning process for 2020-21 using the worst-case scenario in the approved MTFs (ie a budget gap of £13.1 million on the 2019-20 working budget, assuming a 5% increase in Council Tax). However during the autumn it became clear that the assumption around the level of inescapable pressure on services was not high enough and there was a need to recognise that some 2019-20 savings were undeliverable and risks in Children's Services could not be mitigated in the short term. Despite identifying more than £11 million of cost reduction proposals a significant budget gap remained before the provisional local government settlement was received in December 2019.

2020-21 Net Budget Requirement

- 3.32 The net budget requirement is the amount of budget the Council requires to fulfil its functions. It is calculated using the previous year's budget as the baseline, adding any inescapable budget pressures and subtracting any budget reduction proposals.
- 3.33 Table 4 below sets out the proposed draft net budget for 2020-21 (£269.6 million including the Delegated Schools' Budget).

Table 4: 2020-21 Revenue Budget

	2019-20 Forecast Outturn @31/12/ 19	General Pay and Price Inflation	Grant Changes & Transfers into RSG	2019-20 Undeliver able Savings	Corporate & Service Specific Pressures	Cost Reduction s Proposed	2020-21 Draft Budget
	£'000						
Financial Services	4,945	141		123	95	(425)	4,880
Corporate Activities	8,349	51			1,780	(825)	15,820
Corp Legal And Democratic Serv	3,045	67			40	(279)	2,987
Highways Transport Recycling	31,192	607	110	653	1,055	(291)	31,209
Housing & Community Developmen	9,201	291		480	30	(672)	9,069
Prop. Planning & Public Protection	5,798	162		471	105	(464)	6,058
Education (Inc Schools Delegated)	91,424	612		120	6,597	(511)	98,567
Adult Services, Commissioning	64,775	344	120		2,905	(4,070)	63,861
Childrens' Services	25,634	252		1,704	5,681	(2,221)	26,041
Commissioning Social Care	3,270	72					3,509
Workforce & Organisational Dev	1,501	70		200		(183)	1,454
Digital Services	4,718	130			108	(771)	4,430
Transformation & Communication	1,706	34				(85)	1,715
	255,558	2,833	230	3,751	18,396	(10,796)	269,600

- 3.34 Table 4 shows the Council's 2019-20 working budget and proposed changes across each service to provide a base budget for 2020-21, including

Additional funding as follows:

- £2.83 million for general pay and price inflation, including the proposed Local Government pay award
- £230,000 of specific grants that are transferring into the settlement passed on to services to meet ongoing costs
- £3.75 million for 2019-20 savings which have proven to be undeliverable and known Children's Services risks that materialised in 2019-20. These are funded in 2020-21 to ensure the budget is sustainable and to provide increased assurance that it will be deliverable.
- £18.4 million of inescapable budget pressures including:
 - £406,000 to meet the 5.71% increase in the Mid and West Wales Fire and Rescue Authority annual levy.

- £450,000 for the Council Tax Reduction Scheme (CTRS). At a proposed council tax increase level of 5%, this is included as a pressure to meet the increased levels eligible under the scheme.
- £6.60 million for the Education Service (including the Delegated Schools' Budget): £4.3 million for the additional cost of Teachers Pay and Pensions; £1.4 million to recognise Teaching and Learning Responsibility (TLR) allowances in the schools' formula; £207,000 to support an increase in the Capitation Allowance; together with £693,000 to recognise contract inflation, pupil number changes, and increasing Rates & Utilities costs in schools.
- £5.68 million realigns the Children's services base budget. This ensures that a realistic budget is allocated which supports Powys children who are currently in need and in our care while the service implements a strategy which will safely reduce the number of looked after children, and bring fewer children into the care of the local authority. Over the medium term this will reduce costs whilst continuing to ensure children are safeguarded and achieve best possible outcomes. The budget will also ensure that the service can maintain an appropriate workforce and fund the posts covered by agency staff until the recruitment plan successfully draws permanent staff into these posts. Legal costs and the demand created by legislative changes for care leavers "When I'm ready" can also be accommodated within the revised budget. The intervention and strategies being implemented by the service will begin to reduce costs within 2020-21 and cost reductions of £2.22 million are expected.
- £2.9 million to meet inescapable demand and cost pressures in Adult Social Care.
- £1 million mainly to meet the increased costs in insurance together with other corporate cost pressures.
- £1.05 million for Highways Transport and Recycling - £500,000 new growth in roads' maintenance funding and £505,000 to meet contract inflation and to support the waste to energy initiative, helping the council meet the Welsh Governments' target to reduce landfill.

Reductions in funding as follows:

- £10.79 million of cost reduction proposals, the detail of which is provided at Appendix C, with Impact Assessments on each of the proposals attached at Appendix I.

3.35 Delivery of these cost reductions will be essential to deliver a balanced 2020-21 budget. Assurance must be provided to Council that the budget is robust and that the reductions included in it are deliverable. This will also enable the Council and the Statutory Chief Finance Officer (S151) to sign off the budget with confidence. For the proposed budget, several budget challenge events have been held with officers to challenge and test the deliverability of each proposal. SLT has provided assurance to Cabinet that they can deliver the cost reductions within the required timescales, whilst also reflecting on any risks.

Financing the Net Budget for 2020-21

- 3.36 The Council's gross budget reflects the totality of the Council's costs including salaries and wages, the purchase of goods and services, premises costs and the revenue cost of financing our capital programme. The gross budget is financed by all the Council's income sources including AEF, council tax, fees and charges, specific grants and contributions from other bodies.
- 3.37 Income from fees and charges makes a significant contribution (£60 million+ per annum) to the Council's budget and the Council's approach to income generation is included in the MTFs. The Income and Cost Improvement Policy forms the framework within which income is reviewed annually.
- 3.38 The budget for 2020-21 includes increasing of fees and charges in line with inflation, where permitted, and where appropriate, the principle of full cost recovery has been applied. The Fees and Charges register has been updated and it, together with an explanatory note, is attached as Appendix D and E.
- 3.39 The financing of the net budget comes from the Welsh Government settlement and Council Tax income. Table 2 summarises the 2020-21 budget requirement and how it will be financed and shows that Council funds 32% of the councils' net budget.
- 3.40 Table 5 below shows how the budget requirement for 2020-21 will be financed.

Table 5

REVENUE FUNDING	2019/20	2020/21	Change
AEF (RSG & NNDR Allocation)	£ 174.291m	£ 184.289m	£ 9.998m
Council Tax	£ 80.896m	£ 85.311m	£ 4.415m
Total Projected Revenue Funding	£ 255.187m	£ 269.600m	£ 14.413m

- 3.41 As can be seen the balancing of the Council's 2020-21 budget is dependent upon a 5% increase in the Council Tax in 2020-21, generating £4.27 million. In proposing this increase, consideration has been given to the affordability for Powys residents and the ongoing need to meet increasing demand and inescapable cost pressures on vital local services.
- 3.42 The report recommends the level of Council Tax to be included in the budget. The setting of Council Tax is not subject to approval as part of this report. On the 4th March full Council meets to set the Council Tax in line with the final budget. This meeting does not reopen the budget but ensures the Council sets Council Tax for billing purposes.

Draft Capital Programme 2020-30

- 3.43 The Capital and Treasury Management Strategies are fundamental to the effective delivery of the Council's priorities and Vision 2025. The provision of the right assets in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services.

- 3.44 The Capital Strategy and Treasury Management Strategy which was proposed by Cabinet on the 21st January 2020 has been amended to include the additional capital schemes that are in the process of being approved through the new governance regime. The revenue funding required for these schemes is already reflected in the revenue budget. In addition, we have taken the opportunity to improve the content of the document to make it clearer for the reader.
- 3.45 The strategy document at Appendix F provides a high-level, long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services, whilst considering the risks how these will be managed and the implications for future financial sustainability.
- 3.46 Maintaining the capital programme has a significant regeneration impact for the economy of Powys alongside the direct effect of better infrastructure to deliver services. Capital investment also has a significant input into the delivery of revenue cost reductions, and it is essential that both budget strategies are developed in tandem.
- 3.47 Broadly the programme covers three areas of expenditure. These are:
- a core programme of schemes that are regulatory / statutory in nature, and minimise legal challenge or revenue risk, these schemes are related to day to day activities that will ensure the Council meets its statutory requirements
 - a retained asset programme to improve or enhance the life of existing assets, and
 - an investment programme in schemes linked to the Council's strategic priorities; commercial schemes to generate income and increase the diversification of the Council's property portfolio or reduce the revenue costs of running and maintaining the assets.
- 3.48 The key aims of the Capital Strategy are to:
- Provide a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities.
 - Clarity about how the Council identifies and prioritises capital requirements and proposals arising from various strategies including the Vision 2025, Service Improvement Plans, and other corporate strategies, and how they will be managed within the limited capital resources available.
 - Challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and economically sustainable to deliver services.
 - Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
 - Use partnerships, both public and private, more effectively to support our overall strategy.
 - Establish effective arrangements for managing capital schemes including assessment of outcomes and achievement of value for money.

- The aim of this capital strategy is to ensure that all elected members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.
- 3.49 During 2019-20 the Cabinet and EMT has introduced a new Governance Framework for the development of the Capital Programme, based on the Welsh Government Better Business Case approach, each project is developed through a series of gateways ensuring that the business case is robust and fully considers the benefits and costs of the individual project and that they align with Vision 2025. This enables the council to prioritise its capital investment whilst ensuring affordability.
- 3.50 The Council is moving away from an annual capital cycle and using the new framework will have an ongoing process of projects in development through to approval through Cabinet and Council as needed.
- 3.51 The Capital Strategy is attached as Appendix F. The strategy sets out the priorities for the next 10 years with the provisional Capital Programme totalling £537 million (including the Housing Revenue Account (HRA)). This is a significant commitment. The Capital Programme is included in Appendix F as part of the Capital Strategy.
- 3.52 The Council continues to invest in services that underpin the priorities set out as part of Vision 2025 as follows:

We will support our residents and communities:

- Housing - £213 million: The Council will continue to maintain the Welsh Housing Quality Standard achieved in 2018, and over the lifetime of the HRA business plan the service will look to invest in 250 new council dwellings.
- Leisure and Recreation - £2 million: The colocation of libraries with other services continues and self-service technology enables our customers to make increased use of the resources.
- Waste Strategy- £3 million: Powys County Council faces stringent Welsh Government (WG) statutory recycling targets. These are 64% for 2019-20 and 70% for 2024-25. In addition to this there is a target to reduce landfill to 10% by 2019-20 and 5% by 2024-25. This has required a step change in the way all local authorities approach waste and recycling. The continued capital investment in the Waste and Recycling service will ensure that the Council is able to meet the targets whilst obtaining maximum value from the service.

We will lead the way in effective, integrated rural health and care:

- Social Care - £2 million: The capital programme focuses on supporting those who wish to remain in their own home rather than residential care and supports the integrated Health and Care Strategy for Powys. The schemes focus on accommodation options and the use of assistive technology, which has a key role to play in the modernisation of health and social care and offers greater choice to our residents and supports independent living

We will strengthen learning and skills:

- Schools - £142 million: to provide learning environments that meet the aspirations of the WG's 21st Century Schools programme. Alongside this, capital funding through our major repairs programme will be focussed on where the need is greatest, as identified through the Schools Service's Asset Management Plan.

We will develop a vibrant economy:

- Highways and Environment - £88 million: The Council has a statutory duty to maintain the adopted highway, maintained at public expense in a safe condition for the passage of the user. The strategy will see £49 million invested in our Highway network over the next 5 years.
- Regeneration, Economy, Property and Development - £4 million: The Council needs to intervene where the private sector is not able to (for economic reasons) to create or facilitate investment in business units in order to keep and attract business to the County.
- County Farms - £400,000 : Effective management of County Farms estate will enable us to continue to provide the opportunities already enjoyed by current tenant farmers and maintain an income stream. The financial demands of the Estate need to be evaluated against the competing demands across the council whilst noting the estate produces an annual surplus and has made a considerable contribution in capital receipts.

Information Technology:

- £4 million - The service engages with change programmes so that investment and resource meets identified priorities. In respect of infrastructure, Digital Services will invest in up to date cloud-based technologies including 'Azure' cloud technologies, improved telephony and mobile systems, WEB and share-point and improved wireless. In terms of applications Digital Services is looking to rationalise the number of systems through investment in replacement of legacy corporate systems and improved integration between systems notably the WEB and Intranet.

3.53 The Capital Programme also identifies £44 million over the next ten years of unallocated investment which has been set aside to meet the costs of current pipeline projects and programmes currently being progressed through the Outline Business Case gateway. These include initial estimated funding for the Mid Wales Growth Deal and investment in our Digital Powys Programme.

Draft Treasury Management Strategy

3.54 A draft Treasury Management Strategy which is included within the attached Appendix F which sets out how the Council will ensure that it has enough funding available to fund its revenue and capital requirements and an appropriate strategy for borrowing and investing for the financial year 2020-21 and details the expected activities of the Treasury function.

3.55 The Treasury Management Strategy and Annual Investment Strategy is recommended to Full Council for approval in February.

Prudential Indicators

- 3.56 The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of the local authority are affordable, prudent and sustainable. The statutory Prudential Indicators are shown in full within the Capital and Treasury Management Strategy Appendix F. The tables include the revised estimate for 2019-20, where necessary, as well as the indicators through to 2028-29.
- 3.57 The key indicator of affordability is the estimate of the ratio of financing costs to net revenue stream, in section 3.22 of the Treasury Management Strategy. The ratio of financing costs for the council fund is 3.72% in 2019-20 rising to 8.22% in 2029-30. The amount of HRA income required to pay for financing increases is 22.48% in 2019-20 rising to 23.71% in 2029-30.
- 3.58 The capital financing requirement (CFR) is shown at section 2.47 of the Capital Strategy and is the measure of the authority's underlying need to borrow for a capital purpose. It is the amount of capital expenditure that has not yet been financed by capital receipts, capital grants or contributions from revenue. The CFR is £292 million in 2019-20 and will rise to £418 million by the end of 2028-29, and £94 million increasing to £117 million for HRA debt.
- 3.59 The operational boundary, in section 3.35 and authorised limits for external debt in section 3.37 both reflect the Treasury Management policy and are set at a level to be affordable and prudent.
- 3.60 The authorised limit for 2020-21 will be the statutory limit under Section 3(1) of the Local Government Act 2003. It is recommended that the level for the authorised limit is set at £434 million and the Operational Boundary is set at £404 million.
- 3.61 The Minimum Revenue Provision (MRP) Policy Statement is included at Section 2.48.
- 3.62 MRP is an annual charge that Councils are required to pay for their debt liability in respect of capital expenditure funded by borrowing, for both the general fund and the Housing Revenue Account debt. This capital expenditure is set out as part of the CFR calculation and updated regularly to reflect borrowing need changes and the resultant costs, it is important to ensure that the debt is repaid over a period commensurate with that over which the capital expenditure provides benefit.
- 3.63 MRP Overpayments - A change introduced by the revised Welsh Government MRP Guidance was the allowance that any charges made over the statutory MRP, voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31st March 2019 the total Voluntary Revenue Payments utilised was £8.4 million, with the expected total overpayments being £19.5 million.

Reserves

- 3.64 The Council's reserves are key to our financial planning; maintaining these at an appropriate level is central to our financial stability. They provide a safeguard against risk, unusual events and future financial pressures.
- 3.65 In assessing the appropriate level of reserves, the Authority will ensure that the reserves are not only adequate, but also necessary and will be appropriate for the risk (both internal and external) to which it is exposed.
- 3.66 The Reserves Policy (Appendix G) establishes a framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used.
- 3.67 The use of reserves and the levels at which they are maintained is determined on an annual basis as part of the Council's Budget setting process.
- 3.68 The level of reserves held and their forecast use in 2019-20 is reported monthly to Cabinet as part of the budget monitoring report and Table 6 below reports the opening and projected balance of the reserves at year end. This is based on the position as at 31st January 2020.

Table 6

Summary	Opening Balance Surplus / (Deficit) £'000	Forecast Addition / (Use) of Reserves £'000	Forecast (Over) / Under Spend £'000	Projected Balance Surplus/ (Deficit) £'000
General Fund	9,065	(87)	18	8,996
Budget Management Reserve	3,584	0	0	3,584
Specific Reserves	7,909	(832)	(24)	7,053
Transport & Equipment Fund Reserve	6,493	(330)	0	6,163
Sub-Total	27,051	(1,249)	(6)	25,796
Schools Delegated Reserves	78	(2,650)	578	(1,994)
School Loans & Other Items	(371)	7	0	(364)
Housing Revenue Account	1,111	2,168	183	3,462
Total	27,869	(1,724)	755	26,900

- 3.69 MTFS Principle 6 is to maintain a minimum general reserve provision of 3% of net revenue expenditure over the period of 2020-25. The projected balance as at 31 March 2020 will be 4.9% in line with this principle.
- 3.70 The level of reserves held has been assessed alongside the overall budget proposal. Reserves held in the Transport and Equipment Fund, previously set aside to support the Capital Programme, will continue to be used in 2020-21.
- 3.71 The current and projected financial position of our Schools continues to be a challenge, the additional funding included in the budget plan assists schools in meeting the pressures they face, but it is essential that all Governing Bodies take action to provide a curriculum that can be delivered within the funding provided to

them. The school reserves are ring fenced but ultimately represent a potential council risk. It is essential that compliance work continues to be undertaken to ensure that school budgets are managed in accordance with regulations by Governing Bodies.

- 3.72 The use of these reserves will continually be reviewed particularly if alternative funding sources become available. The reserves position will be monitored carefully on a monthly basis as the financial year progresses. Under Section 26 of the 2003 Local Government Act, an appropriate person (S151 Officer) must determine the minimum amount of General Fund Reserve.

Impact Assessment

- 3.73 There are Impact assessments for each of the service cost reduction proposals, attached at Appendix I. An impact Assessment for the whole 2020-21 revenue budget is also provided at Appendix J.

4. Resource Implications and Section 151 Officer Opinion

- 4.1 The Local Government Act 2003 requires an authority's Section 151 officer to give a formal opinion as to the robustness of the budget estimates and the level of reserves held by the Council. This section of the report provides the Section 151 Officer's formal opinion.
- 4.2 Under Section 26 of the 2003 Act it is not considered appropriate for the balance of the Council's General Fund Reserves to be less than the maximum amount determined by an appropriate person, in this case, the Head of Finance and Section 151 Officer.
- 4.3 The draft budget has been produced within the framework of the draft MTFS. The introduction of scenario planning has ensured that the budget is developed in a prudent and flexible way, highlighting the risk faced by the Council as a result of changes in funding and increasing financial pressures, and offering some choice in how our resources are prioritised and the risk mitigated.
- 4.4 The process has been strengthened further with the development of Integrated Business Plans for each service, these plans capture the services' objectives and highlight their roles and responsibilities in supporting the Council's Vision 2025 Corporate Improvement Plan, along with the intended outcomes for service users and / or residents.
- 4.5 The Integrated Business Plans ensure that all elements of delivering the service are considered in a holistic way. Statutory obligations pay and price pressures, income streams, demographic changes and the impact on service demand, new responsibilities and changes in regulation are all thought through. Services assess options for service delivery, workforce and capital requirements, and calculate the budget requirement and the cost reductions that can be achieved whilst assessing the impact and risk associated with them.
- 4.6 The Council's MTFS guides the development of these plans and the 2020-21 implications are set out in the draft budget and draft 2020-2030 capital programme. A process of challenge and review undertaken with each Head of Service and the Executive Management Team provides assurance on the completeness and

robustness of the estimates, whilst highlighting the risks associated with its deliverability.

- 4.7 This strategic approach to allocating resources ensures that the budget plan fully considers the delivery of Vision 2025, the transformation programmes we need to deliver and ensures that service improvement and appropriate levels of statutory provision are all included. Revenue and capital budgets are aligned and ensure that our limited resources are prioritised to achieve maximum effectiveness in securing outcomes.
- 4.8 The level of cost reduction required in 2020-21 is again a significant challenge. When this is coupled with the need for improvement and the identification of further potential pressure in some services a prudent approach must continue to be adopted to support financial stability. Against that background, the draft budget includes a risk management allocation and the removal of prior years' unachievable savings from the 2020-21 budget adds resilience and robustness to our budget plan.
- 4.9 A series of documents and policies constitute the budget framework including the Reserve Policy. This has been set in consideration of several key factors such as the strengthened approach to risk management. The level of general reserves is appropriate to deal with unknown risks and is consistent with the levels held by other councils. Even so, the position going forward will require reserves to be maintained at a prudent level. It is evident that, given future pressure and the need to deliver savings, the levels proposed in the budget and MTFS should not be reduced.
- 4.10 The current and projected financial position of our Schools continues to be a challenge. The additional funding included in the budget plan assists schools in meeting the inescapable pressures they face, but it is essential that all Governing Bodies take action to provide a curriculum that can be delivered within the funding provided to them. The school reserves are ring fenced but, ultimately, represent a potential council risk. It is essential that compliance work is undertaken to ensure that school budgets are managed in accordance with regulations by Governing Bodies.
- 4.11 The Council has well established budget monitoring and internal control arrangements and these act as an effective early warning system in identifying potential problems and for managing potential areas of risk. This ongoing regular review highlights problems and risks early so that corrective action can be put in place and this is supported by a clear virement process which provides some flexibility to adapt expenditure patterns to meet changing needs and objectives.
- 4.12 The Local Government Revenue Settlement for 2020-21 provides Powys with an increased level of funding not seen in over a decade. But there is no indication that this level of funding will continue beyond one year, the level of uncertainty at a UK level remains.
- 4.13 The Council's budget continues to be set within this uncertainty. We continue to face significant pressures to manage the increasing demand for services whilst driving improvement across Social Care and Education. The proposed increase in council tax will help mitigate the position but the Council must seek other opportunities to identify alternative sources of funding.

4.14 Taking all the above into account, the Section 151 Officer concludes the estimates used in the budget proposal for 2020-21 are adequately robust but significant risk remains. Based on the assessment of reserves the overall level is adequate but remains at the lower end of acceptability given the scale of savings required over the medium term.

5. Legal Implications

5.1 The Solicitor to the Council (Monitoring Officer) has commented as follows:

5.2 The Report has been prepared in accordance with the requirements of the Local Government Act 2003 and the Local Government Finance Act 1992. In accordance with Section 25 of the 2003 Act, the Council must have regard to the advice of the Head of Finance (Section 151 Officer), as the Chief Finance Officer, regarding the robustness of the budget estimates and the adequacy of the financial reserves. This advice must be taken into account when considering the proposals in the Report and the recommendations from the Cabinet regarding the budget and the Council tax rate. In accordance with the Functions and Responsibility Regulations, agreeing the budget and setting the Council Tax rate under the 1992 Act is a matter for full Council. In accordance with Section 30 of the 1992 Act, the Council is required to set the Council tax for the next financial year on or before 11th March.

6. Members' Interests

6.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
1. That the MTFS for 2020-2025 as set out in Appendix A to the report be agreed in principle.	To aid business planning and development of the budget over a three-year period
2. That the Revenue Budget for 2020-2021 with the inclusion of a 5% increase in Council Tax shown in the Financial Resource Model in Appendix B and Table 4 of this report is approved.	Statutory Requirement
3. That the Fees and Charges proposed within the Fees and Charges Register are approved (Appendices D and E)	To comply with Powys County Council Income Policy
4. The proposed Capital Strategy and Capital Programme for 2020-30 shown in Appendix F is approved.	Statutory Requirement
5. The Minimum Revenue Provision Statement as set out on Appendix F is approved.	Statutory Requirement

6. The Treasury Management Strategy and the Annual Investment Strategy in Appendix F is approved.	Statutory Requirement
7. The Authorised borrowing limit for 2020-21 as required under section 3(1) of the Local Government Act 2003 be approved at £434 million as set out in section 3.60 of this report.	Statutory Requirement
8. The Prudential Indicators for 2020-21 are approved as set out in section 3.56 to 3.58 of the report and Appendix F.	Statutory Requirement

Relevant Policy (ies):	
Within Policy:	Y
Within Budget:	Y

Relevant Local Member(s):	
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Person(s) To Implement Decision:	Chief Executive
Date by When Decision to Be Implemented:	1st April 2020

Contact Officer Name:	Tel:	Email:
Jane Thomas	01597 827789	jane.thomas@powys.gov.uk

Background Papers used to prepare Report:

Welsh Government Provisional Settlement
 WLGA Briefing Welsh Government Draft Budget and Provisional LGF Settlement 2020-21
 Office for Budget Responsibility Economic and Fiscal Outlook March 2019
 Analysis of the Welsh Government Draft Budget 2020-21: Wales Fiscal Analysis “Austerity is over – for now” December 2019

List of Documents

Appendix A Medium Term Financial Strategy
 Appendix B Financial Resource Model
 Appendix C Cost Reductions Proposals
 Appendix D Income Guidance Note
 Appendix E Fees and Charges Register
 Appendix F Capital & Treasury Management Strategy
 Appendix G Reserves Policy
 Appendix H Budget Consultation Report
 Appendix I Impact Assessments
 Appendix J Net Revenue Budget 2020-21 Impact Assessment



Powys County Council's Medium Term Financial Strategy 2020 to 2025



Yn agored a blaengar - Open and enterprising

Foreword by the Leader

This Medium Term Financial Strategy (MTFS) sets out how the Council will develop its financial plans and manage its finances over the next few years and over the medium term.

We continue to plan in challenging and uncertain times, and for the first time in a decade Powys has received a much welcome improvement in the funding that it receives from Welsh Government. This will go some way to ease the pressure on Council services. However, the Council's budget remains under significant pressure as service demand, our costs and investment requirements continue to rise.

The Cabinet has worked with the Welsh Local Government Association to highlight the financial pressures faced by Councils and the impact a decade of poor settlements has had on the services we provide for our residents.

In the Autumn we delivered a comprehensive document to Welsh Government Ministers "A Rural Cost Analysis of Powys" (<https://en.powys.gov.uk/article/7842/Funding-changes-needed>) which highlights the challenges we face in delivering services in the largest rural authority in Wales.

We were not asking for special treatment but for recognition that delivering services in Powys is far more costly than urban areas and we therefore need more funding to provide a level playing field.

Over the last decade the funding we received from central government has fallen by around 20 per cent as a result of austerity and changes to national spending priorities at a time when pressures, particularly within social care, have been increasing year on year.

The council has managed this reduction in spending power by reducing our overall spending by approximately £100 million per annum over the same period and having to increase council tax year on year. Our focus has been on improving efficiency and as far as possible protecting crucial front line services from cuts whilst improving the quality of our social services for children and adults across the county.

The combination of these factors, and continued uncertainty nationally around the economy and public finance outlook, mean that we continue to face one of the most challenging periods in the history of Powys County Council. We must push ahead with our programmes of transformation across all our services while maintaining our focus on delivering high quality local services to our residents.

The case for transforming education provision across the County is now widely recognised. We have reached a point where we need to consider how we reshape our education system so that it can provide lifelong learning opportunities for all our young people and equip them with the skills and knowledge they need to fulfil their potential. In its recent inspection of the Council's Education Services Estyn expressed concern about the organisation of provision across Powys, challenging the authority to "ensure that the organisation of provisions of non-maintained, Post 16, Welsh medium and secondary education meets the needs of the children and young people

of Powys”. The council will set out a programme of reform that can deliver a high performing education system for all learners in Powys to strengthen our provision across the authority and plan an education service that can be a matter of pride to all who live in Powys.

This revised MTFS continues to see closer alignment between the policy framework and the way we plan to use our finances. This is supported by a new approach to allocating our resources which ensures that our limited resources are prioritised on securing outcomes that matter most to our residents. Our vision set out in our Corporate Improvement Plan Vision 2025 (<https://en.powys.gov.uk/vision2025>) is that by 2025 Powys will be widely recognised as a fantastic place in which to work, live and play. By being open and enterprising this Council wants to work with partners and communities to deliver our vision.

In the last couple of years we have increased the pace of improvement within the Council. When measured against the other twenty one councils in Wales, using national indicators for 2018-19, Powys ranks 5th overall. We also now have a significant transformation programme in place which is starting to deliver at pace and will bring substantive benefits to our citizens and communities as well as to the way we work.

We note and welcome Welsh Government’s commitment to seek greater collaboration across local government boundaries rather than changing local government structures. We were already fortunate to have a unique position in Wales where the Council has the same boundary as our single Local Health Board. The future will see integrated working develop further as we deliver the services that the people of Powys expect and deserve.

The Cabinet has a bold and ambitious programme to see Powys play a significant role in the region’s economy and the close collaboration with Ceredigion continues in order to gain a growth deal that will have a greater significance beyond the economic agenda. It is essential that we see Powys retain its young people in new and innovative employment sectors whilst recognising that our traditional sectors of agriculture and tourism will also expand and flourish. There is a close link to our funding settlement because if we can increase employment and the numbers living in our county we will attract more funding to deliver key services. This will help secure the County as a place that provides the right environment for communities and business to thrive.



Rosemarie Harris
Leader of Powys County Council

Introduction

This document is the financial strategy for Powys County Council for the period 2020 to 2025. It has been developed as part of the overall strategic planning process alongside Vision 2025, the Council's Corporate Improvement Plan. The strategy captures the financial, regulatory and policy drivers affecting the council and sets the direction and approach. It also incorporates the plan for delivering a balanced budget for 2020/21, and indicative budgets for the following 4 years to March 2025. This means the Council has an ongoing financial plan to enable service transformation within the funding levels available.

This financial strategy includes all Council services activity funded by the revenue budget, the Housing Revenue Account and the Capital programme. This information is presented in a 5-year budget model and a 10 year Capital Programme.

The model sets out how a balanced budget will be developed for 2020/21.

The model identifies the estimated requirement for the Council to find ways to reduce its spending by around £32 million per annum over the five-year period of this strategy. Given that local government does not yet have funding information from Welsh Government beyond 2020/21, this assessment is based on indicative figures focusing on how Local Government Settlements in Wales may be affected by central government's finances in the future. It is therefore based on best available information. However, forecasting for future years is difficult to predict with any great certainty and is subject to multiple internal and external influences.

MTFS Principles

As well as consideration of future income and expenditure scenarios, the MTFS provides a set of clear principles which will drive the Council's budget and spending decisions over 2020-25 and which Members and others can examine and judge the Council's financial performance against. The ten key principles are to ensure that:

1. The Council will continue to meet its statutory obligations and to demonstrate how its budget supports the priorities contained in Vision 2025.
2. The Council's financial control system will be sufficiently robust to support the delivery of financial plans and mitigate corporate risks.
3. All Council budgets will be reviewed annually to ensure resource allocations are delivering value money and continue to align to the delivery of priority outcomes in Vision 2025.
4. Financial plans will provide an optimum balance between income and expenditure for both capital and revenue.
5. Reserves will not be used to fund recurrent budget pressures or to keep down council tax rises.

6. The Council's General Fund reserve will be maintained at a minimum of 3% of Gross Revenue Expenditure over the period of the MTFS.
7. Capital investment decisions will support the Council's corporate priorities and mitigate any statutory risks taking account of the return on investment and robust business cases.
8. Prudential borrowing will only be used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
9. Decisions on the treatment of surplus assets will be based on an assessment of the potential contribution to the revenue budget and the capital programme.
10. Budgets will be managed by members of SLT in accordance with the Council's Financial Procedure Rules.

Strategic Context

Although the UK Chancellor recently signalled an end to austerity as yet there is no clarity about the totality of the UK Government's public spending plans beyond 2020-21. This will be determined by the economy, the impact of Brexit, taxation policy and policy priorities. The Council's settlement will be determined by decisions made by the Welsh Government on how to allocate the funding settlement it receives from the UK Government.

The Office for Budget Responsibility (OBR) reported in March 2019 that economic growth in the UK and globally had slowed since the Budget in October, leading it to revise down their near-term GDP forecast. But tax receipts performed better than expected in the final months of 2018-19, and this together with downward pressure on debt interest spending from lower market interest rates, has delivered a modest medium-term improvement in the public finances. The Chancellor has banked most of it in lower borrowing but has spent some on higher planned public services spending. Of the six forecasts the OBR has produced since the European Union (EU) referendum, four have shown an improved outlook for the public finances and two have shown a deterioration – but each one has been accompanied by some fiscal giveaway.

The economic implications of Brexit are an unknown in forecasts. The OBR has stated that the long-term impact on the UK economy will depend on the agreement that is reached with the EU the OBR will adjust its assumptions, as necessary, for the eventual agreements on trade, migration, budget contributions and other issues. The forecast assumes a relatively smooth exit from the EU. A disorderly one could have severe short-term implications for the economy, the exchange rate, asset prices and the public finances. The scale is very hard to predict, given the lack of precedent.

In December 2019 Wales Fiscal Analysis¹ produced a briefing² which shows that for the first time in almost a decade, the Welsh Government was able to increase funding for most spending areas and avoid further cuts.

The Welsh revenue settlement is set to increase by £593 million in 2020-21 relative to 2019-20 – a real-terms increase of 2.3%. Welsh Government plans to draw down £125 million in resource funding from the Wales Reserve in 2020-21, which held £306 million resource funding at the start of 2019-20. There were no changes to devolved tax policies, with the Welsh Rates of Income Tax maintained at 10p in the pound. The 2020-21 budget will be the first in which relative trends in the income tax base in Wales will influence the size of the budget. Overall, the forecasts indicate a small but positive effect from tax devolution on the Welsh budget for 2020-21, with forecast revenues slightly higher than projected block grant adjustments. Forecasts for Non-Domestic Rates revenue are also higher, which has boosted redistributed revenues to local authorities. Given these funding sources, and after allocations made to budget expenditure lines, the Welsh budget has £103 million of unallocated fiscal resource funding, which could be allocated at the final or supplementary budgets.

The real-terms increases in the Welsh Government's resource budget of 1% for 2019-20 and 2.3% in 2020-21 represent a step-change compared to the average fall of 0.7% per annum in real-terms between 2010-11 and 2017-18. However, Welsh Government day-to-day spending in 2020-21 will remain 3% below its 2010-11 level in real-terms. Accounting for population growth during this time, on a per capita measure, funding will be around 6% lower.

Meanwhile, the Welsh Government's capital budget for 2020-21 will increase by 2.4% this year. The Welsh Government will also borrow £125 million to fund capital spending in 2020-21, while repayable financial transactions from the UK government accounts for more than a tenth of available capital financing. On top of existing plans for 2020-21, the Welsh Government allocated an additional £545 million for capital spending in this Draft Budget, including £145 million for decarbonisation and biodiversity projects.

The Local Government Revenue Settlement for 2020/21 represents by far the fastest growth in funding for Welsh local authorities in over a decade. The Revenue Support Grant and redistributed NDR revenues will increase by £184 million compared to 2019-20. Including specific grants, total support for local authorities will increase by 1.8% in real terms from 2019-20. For individual local authorities, core funding increases for 2020-21 range from 3.0% for Monmouthshire to 5.4% for Newport (1.2% to 3.5% in real terms). By contrast, for 2018-19 and 2019-20, floor funding was provided to limit individual authority funding decreases to 0.5% and 0.3% respectively.

¹ Wales Fiscal Analysis is a programme led by the Wales Governance Centre within Cardiff University, funded by Welsh Government and public sector partners to provide analysis and research into Welsh public finances.

² Analysis of the Welsh Government Draft Budget 2020-21: Wales Fiscal Analysis "Austerity is over – for now" December 2019

It remains to be seen whether 2020-21 represents a turning point or a temporary improvement in local government fortunes. The Welsh Local Government Association had estimated that local authorities required a £254 million uplift in their base budgets to maintain existing service provision during 2020-21 (due to increase demand and pay and price inflation), against an increase from Welsh Government of £184 million. Against that background, councils across Wales are expected to increase council tax in 2020-21 to help bridge the gap between the funding available and the cost of providing high quality, accessible local services.

UK Government budget and outlook

The UK Draft Budget document repeatedly acknowledges the current uncertainty surrounding UK public finances. The 2019 Spending Round commitments - which were the basis for the Welsh Government's assumed block grant for this budget - were made before a full budget event and without updated economic and fiscal forecasts from the Office for Budget Responsibility. A full multi-year spending review was postponed until 2020. Although multi-year settlements have been set for the NHS and schools in England, the eventual implications of these for the Welsh budget is uncertain, since they could be funded by cuts to other areas also devolved to Wales.

We will gain a clearer picture of the prospects for the Welsh budget in February, when the UK government publishes its promised budget. Manifesto spending commitments would mean approximately an additional £80 million in revenue spending in 2020-21. Larger capital spending commitments would mean an additional £182 million for 2020-21, with further capital spending a possibility within the new fiscal rules.

However, the limited scope of the day-to-day public spending commitments and tax cuts in the Conservative manifesto was testament to a likely worsening picture for the public finances next year. The OBR has published a re-stated March 2019 forecast showing the large effect of accounting changes on forecast government borrowing. Already made spending commitments and slower growth forecasts will leave very little room for further spending increases. Over coming years, the 'triple-tax lock' manifesto pledge not to raise Income Tax, National Insurance Contributions or VAT, along with a stated preference for more tax cuts, will limit spending growth under this government, if the Chancellor is to meet his new fiscal targets. The Welsh Government Chief Economist's report notes that a worse-case 'No-Deal Brexit' at the end of the transition period could mean a significant reduction in the resource budget of around £900 million to £1 billion in 2021-22, though this assumes the Chancellor would stick to his fiscal rules in such a scenario.

Therefore, this year's funding increase from the UK government may prove to be only a temporary respite for the Welsh Government. Meeting ever increasing demand for public services without increasing taxes is likely to be unsustainable at the UK level. In the absence of UK government action, whether to meet this challenge at a Welsh level using limited devolved tax powers may well be a key consideration at future Welsh budgets.

Local Context

Powys County Council has taken action to reduce its spending by more than £100 million over the last decade as a response to cuts in government funding and the need to meet inescapable additional costs in some areas.

The local context affecting our funding and demand for services is well recognised and heavily influenced by Powys being sparsely populated with a wide geographic area requiring services. Powys has a higher than average older population that is predicted to increase at a faster rate than the national average. This statistic can largely be attributed to people living longer as a result of better healthcare and improved lifestyles together with an inward migration of people above retirement age to the County. Conversely, the county's younger population is declining with a reducing birth rate and a sizeable outward migration of young people. Further and higher education and career opportunities are the main contributors to this trend.

These factors in combination present significant challenges to the Council. As evidenced in the Rural Cost Analysis (<https://en.powys.gov.uk/article/7842/Funding-changes-needed>) the provision of services to a dispersed and relatively small population is expensive as a result of greater transport costs and the demand for facilities to be delivered locally or within a commutable distance.

This Council understands its legal obligation to set and deliver a balanced budget each year and has a significant transformation programme underway to improve the quality of key services such as education, social care, highways, transport and recycling while also reducing our operating costs over the medium term.

On the current modelling, to deliver a balanced annual budget between April 2021 and 2025 the Council will need to reduce its spending by more than £50.8 million and to increase council tax by 5% year on year. This will be achieved through transformational change and cost efficiencies but reductions in some services offered will also be inevitable.

Vision 2025 – Our Corporate Improvement Plan 2018 - 2023

Vision 2025 was approved by full Council in April 2018 and it sets out the long-term vision for the council under four priority areas (aligned to the Wellbeing of Future Generations Act 2015 objectives):



- **The Economy** - We will develop a vibrant economy
- **Health and Care** - We will lead the way in providing effective, integrated health and care in a rural environment
- **Learning and Skills** - We will strengthen learning and skills
- **Residents and Communities** - We will support our residents and communities

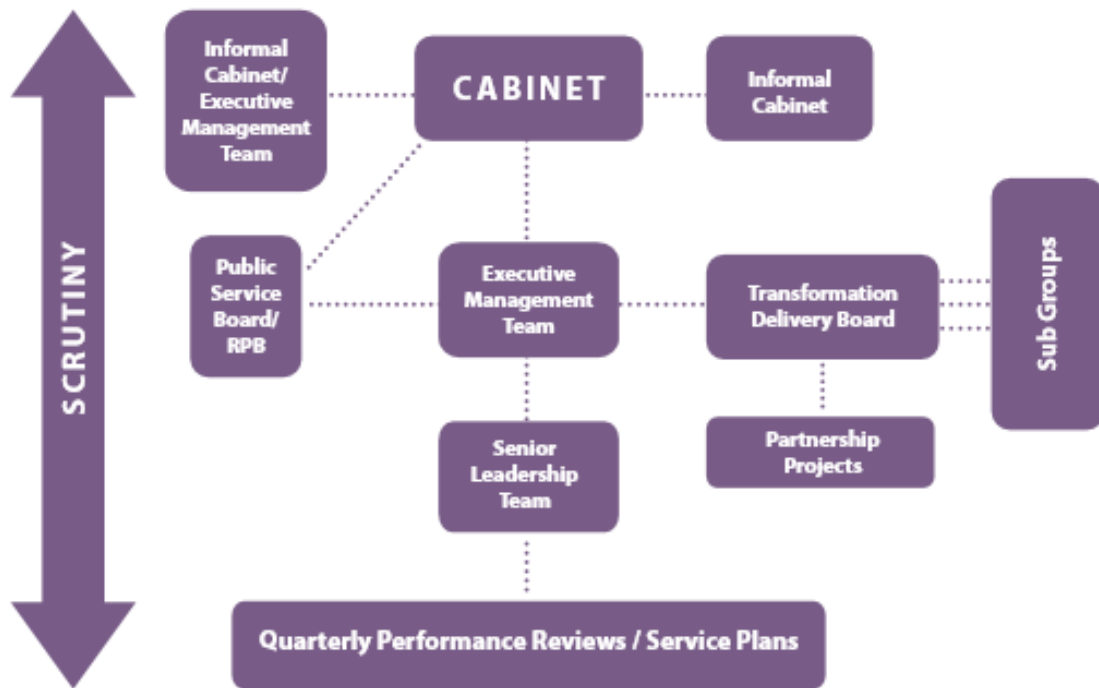
The Corporate Improvement Plan is our road map for the next five years, setting out our top priorities and milestones, including those we are working on with our partners which are also articulated in the Powys Public Services Board Wellbeing Plan Towards 2040, and the Powys Regional Partnership Board Joint Area Plan A Healthy Caring Powys.

The Council has reviewed the Plan to ensure that it remains appropriate and to extend it to 2025. The updated Plan, Vision 2025 (2020-25), will be presented to full Council in March 2020 for approval.

Delivering Vision 2025: Transforming the Council

The Council has an ambitious Transformation Programme in place to help deliver Vision 2025, the governance of which is shown in the diagram below.

Governance of Transformation



The Vision 2025 Transformation Programme contains nine key programmes as shown in the diagram below.



The Programme is governed by a Transformation Delivery Board comprising the Cabinet and the Executive Management Team and progress of each programme is included in the Council's performance management reports which are presented to Cabinet each quarter. There are service transformation programmes also underway across the Council and progress on these also reported to the Board at regular intervals.

Medium Term Financial Planning

The Council's budget planning has traditionally been determined using an incremental budgeting approach and has tended to focus on one year with limited development over the longer term. This will not deliver a sustainable financial position for the Council going forward. The Council is therefore moving to an Outcome Based Budgeting approach, focused on the medium to long-term and aligned to service and workforce planning.

The strategy is based on an approach which brings together all elements of the Council activity to deliver Vision 2025, a programme of transformation, and one which encompasses service improvement and delivers appropriate levels of statutory service. It will better align revenue and capital to ensure that our limited resources are prioritised to achieve maximum effectiveness and based on securing outcomes that matter to our residents.

The strategy is supported by a detailed five year budget model, this has been strengthened in recent years with the development of service financial models which inform the corporate plan. The budget model has been improved with scenario planning across Best, Most Likely and Worse case scenarios. Funding, pay and price pressures and changes in service demand have been modelled on this basis and the budget gap identified for each year of the plan. This provides the basis for the allocation of funding to each service.

A new Integrated Business Plan has been developed by each service building on previous Service Improvement Plans and capturing all service objectives, expenditure and workforce implications.

Service Evaluation is key to the process, performance, cost analysis, benchmarking, regulatory recommendations, proposals for improvement and Service User / Resident Feedback all feature. The objectives for the services which align to the 5 ways of working and the 7 Well-being goals of The Well-being of Future Generations (Wales) Act 2015) and meet statutory requirements and legislative changes are defined.

In finding sustainable solutions for service delivery objectives should broadly align to any 1 of the following requirements:

- Objectives to redesign services to deliver them more efficiently, effectively or in an alternative manner.

- Objectives that identify key delivery partnerships or outsourcing opportunities
- Objectives that realise opportunities to stop delivering services because requirements or priorities have changed, allowing the planned release of resources.
- Objectives that realise opportunities to generate additional income.

Workforce implications are identified and inform the council's workforce development and training needs. Risks and impact are assessed and defined.

The service area budget is developed based on the allocation of resource to deliver each of the objectives. These individual Integrated Business Plans form the overarching Plan and budget for the Council.

Funding Assumptions

The Welsh Government provides funding to the Council in the form of a Revenue Settlement Grant (RSG) and a share of the National Non-Domestic Rates Pool (NNDR). Together they constitute the Council's Aggregate External Finance (AEF), which represents approximately 68% of our funding.

The Provisional Settlement or Aggregate External Funding (AEF) figure was announced on 16th December 2019 at a level of £184.289 million. Funding in Powys has increased in cash terms by £9.508 million a 5.4% increase. Wales as a whole had a 5.6% increase. When the settlement is adjusted for transfers in (Schools' pay and pensions £2.06 million, and Funded Nursing Care (£99,000)). The revised increase is adjusted to 4.2% and 4.3% for Wales. Powys ranked 14th in terms of its increase, Newport was highest at 5.4%, and Monmouthshire the lowest at 3%.

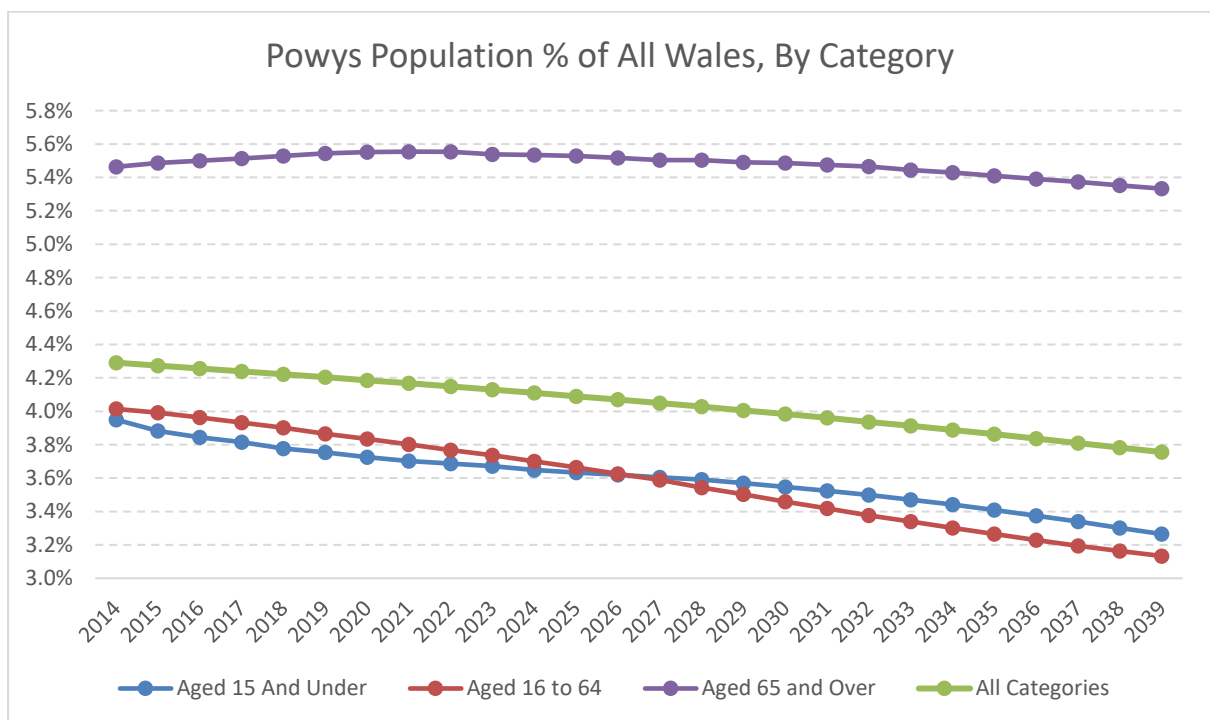
Powys receives £1,395 of funding per capita, compared to the Wales average of £1,426 and the year on year change ranks 17th out of all the Unitary Authorities.

Powys collects NNDR (more commonly known as Business Rates) from businesses within the county. These funds are pooled at a national level and redistributed to Councils via a formula. Powys receives over £13m more than it collects.

Powys' Settlement also reflects movements in the factors included in the overall formula like population projections, pupil numbers and benefit claimant counts. The key indicators are shown in the table below.

Dataset ¹	All Wales			Powys			
	2019-20	2020-21	%	2019-20	2020-21	%	Rank
	Final	Provisional	Difference	Final	Provisional	Difference	
Population ²	3,134,476	3,136,749	0.1%	131,721	132,084	0.3%	10
Pupil Numbers - Nursery and Primary	264,060	263,655	-0.2%	9,755	9,746	-0.1%	12
Pupil Numbers - Secondary in year groups 7-11	158,634	161,806	2.0%	6,297	6,306	0.1%	19
Free School Meals - Primary ³	45,270	45,270	0.0%	1,034	1,034	0.0%	1
Free School Meals - Secondary ⁴	26,400	26,400	0.0%	637	637	0.0%	1
Children in out of work families ⁵	126,900	126,900	0.0%	2,900	2,900	0.0%	1
IS/ JSA/ PC/UC (not in employment) claimants - 18 to 64	80,657	79,026	-2.0%	1,605	1,480	-7.8%	18
IS/ JSA/ PC claimants - 65+	110,054	105,082	-4.5%	4,466	4,248	-4.9%	16
IS/ JSA/ PC/UC (not in employment) claimants - all ages	191,177	184,558	-3.5%	6,084	5,740	-5.7%	18
SDA/DLA/PIP claimants - 18 to 64	143,665	142,023	-1.1%	4,544	4,502	-0.9%	12

The total number of people living in Powys is declining which impacts on the amount of funding we receive. This is further compounded as population in other Authorities and across Wales is rising leading to further impacts for Powys on the distribution of funding. This trend is set to continue and is reflected in the funding assumptions we make.



Powys has seen a continued decline in pupil numbers over the last ten years and although numbers are stabilising, they are not projected to recover to their former levels. Even if maintained at their current levels, the increase in numbers elsewhere in Wales will potentially mean we have less funding in our future settlements.

Welsh Government have not provided any settlement figures for future years. The table below models the percentage change in AEF if a reduction were applied. A 1% reduction equates to £1.84 million.

% Change in AEF	0.50%	1.00%	1.50%	2.00%	3.00%	4.00%	5.00%
Impact £k	£ 921	£ 1,843	£ 2,764	£ 3,686	£ 5,529	£ 7,372	£ 9,214

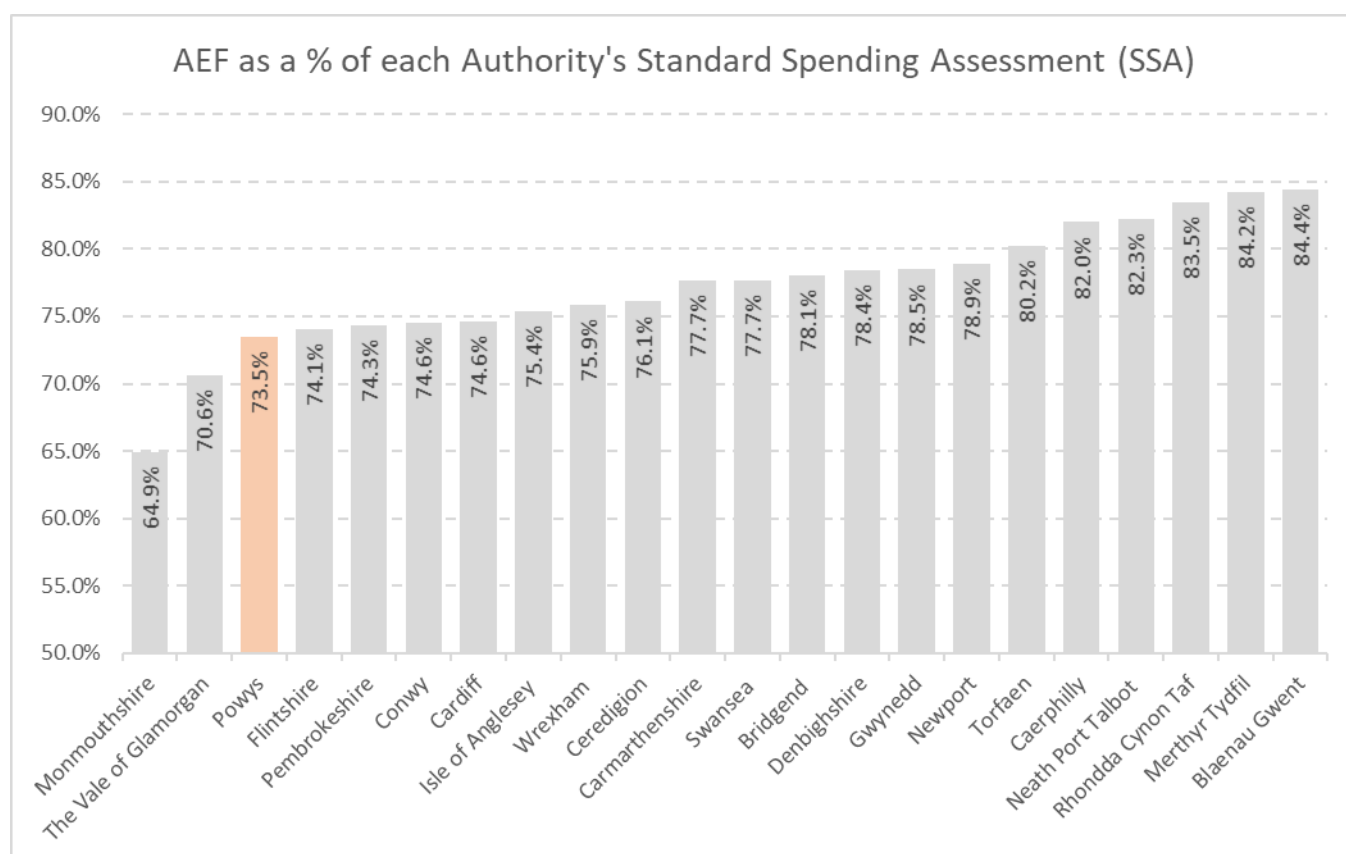
Due to the amount of funding delivered to the Council in this way, any change can be significant and in order to plan over a 5-year period we have modelled a number of funding scenarios ranging from plus or minus 2%.

Specific Grants

In addition to the AEF, Councils also receive specific grants which are accompanied by specific terms and conditions as to how they can be used. We receive around £65m of grant funding each year. These grants have also declined in recent years and where a grant has been reduced or withdrawn, the Council's policy is that the service funded by the grant also reduces or ceases.

Council Tax

Council Tax represents around 32% of the Council's Net revenue budget. Powys' Council Tax contribution is greater than other Authorities. Most other authorities collect less because they have a greater share of the RSG. The below graph shows the percentage of each Local Authority's Standard Spending Assessment covered by central funding (AEF).

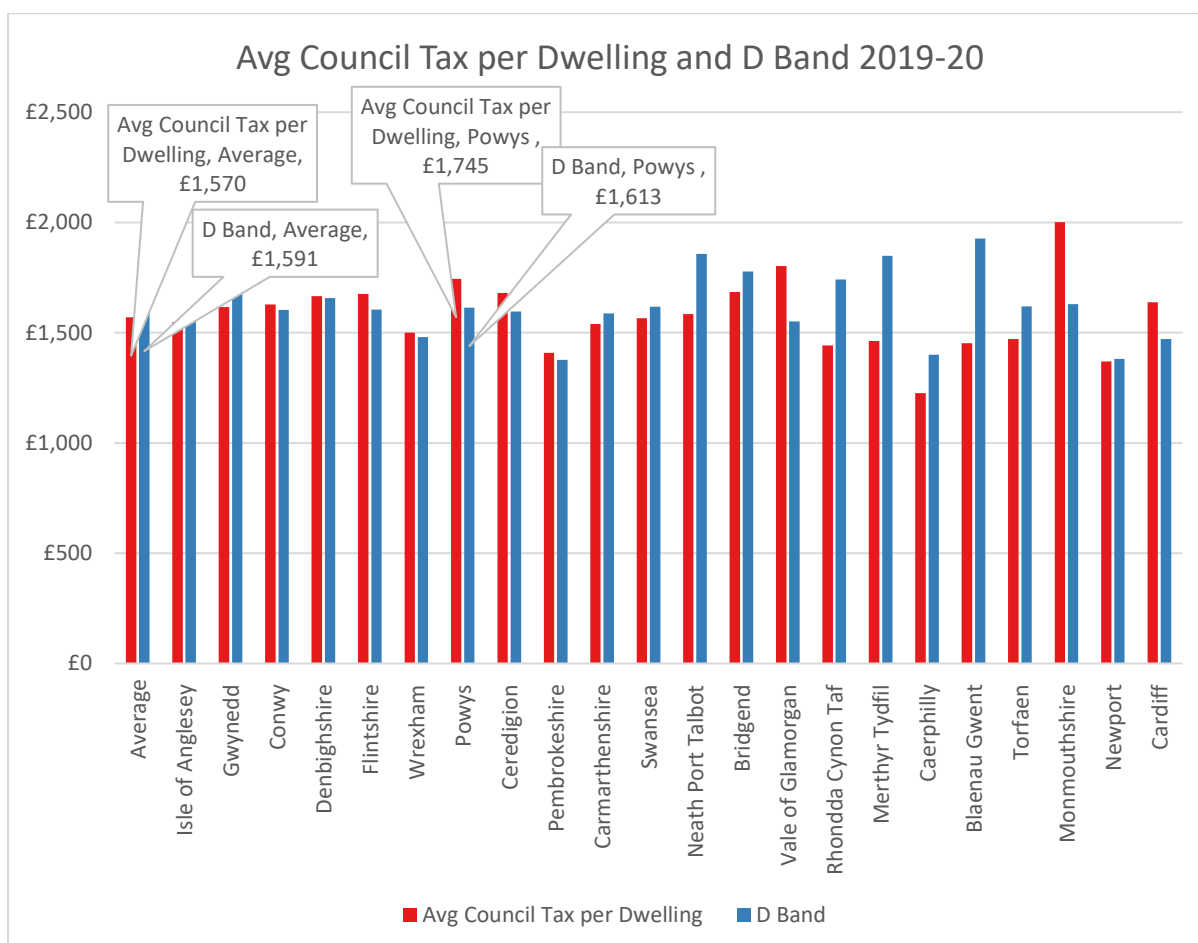


In our financial model (FRM), we are proposing an increase in Council Tax each year of 5% for future years.

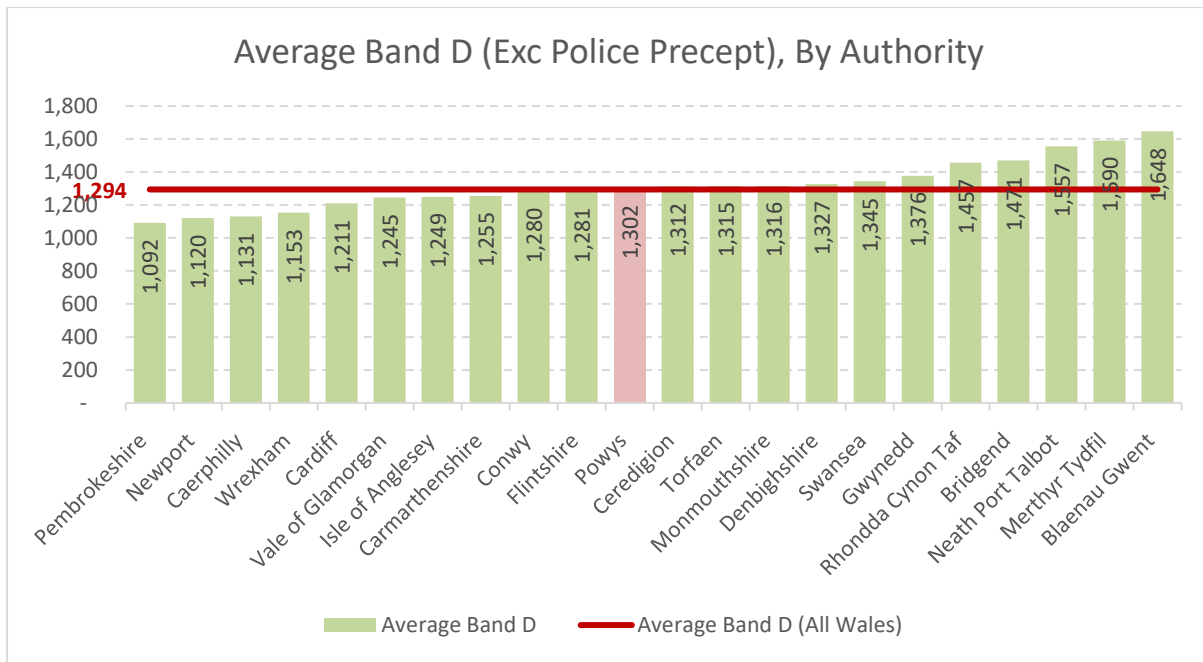
The total Council Tax households will have to pay will be affected by decisions from public bodies, including Community Councils and the Police Authority. The following table indicates the additional permanent funding that Council Tax increases ranging from 1% to 10% would produce from 2021/22.

% change in council tax	1.0%	2.5%	5.0%	7.5%	10.0%
Impact on council tax - £'000	853	2,133	4,265	6,398	8,530

A balance needs to be struck between the ability to raise enough money to fund important services to the right level and the impact increasing taxation has on the residents of the County. Average council tax per dwelling in Powys for 2019/20 was the 3rd highest in Wales, this is particularly sensitive in a county with one of the lowest average wage levels in Wales. The graph below compares Powys against Welsh Local Authorities in terms of 2019/20 council tax average cost per dwelling and the Band D average (these figures include all precepts).



For 2019/20, the average annual Council tax bill for a Band D property in Powys was £1,302. This was broadly in line with the Wales average for Band D properties of £1,294. The table below shows this for each of the local authorities in Wales (excluding precepts)



Council Tax collection rate for 2018/19 was 97.3% which was also the average for all unitary authorities in Wales. The highest collection rate in Wales for 2018/19 was 98.2%.

The introduction of Council Tax premiums, on 1st April 2017, and the roll-out of Welfare Reform, including universal credit in Powys, in October 2018, was predicted to have an impact on in-year collection and arrears, estimated at between 0.2% to 0.3% drop on in-year collection. Comparing in-year collection rates, 2016/17 (97.6%) to 2017/18 (97.5%), saw a reduction of 0.1% - less than predicted.

Revenue Budget

Our revenue budget indicates what we will spend on day to day services. It includes the cost of salaries for staff employed by the Council, contracts for services procured by the Council, other goods and services consumed by the Council and the cost of financing borrowing to support the capital programme. Our revenue spending priorities are determined according to the Council's statutory responsibilities and local priorities as set out in our corporate plan (Vision 2025).

Reductions in funding and increasing cost pressures place significant pressure on service delivery. Over the last decade we have made savings of approximately £100m. Our financial strategy must identify and calculate the impact of pay, price and inflationary increases, changes in demand for service provision, changes in statutory and legislative obligations, and the funding of our local priorities.

Each Services Integrated Business Plan will inform the overall Councils Budget Plan, these will define all the objectives of the service. The plans captures the service's vision and highlights its key roles and responsibilities in supporting the Councils Vision 2025 Corporate Improvement Plan Outcomes, and statutory responsibilities along with the intended outcomes for service users and / or residents. In addition, the

Programmes to deliver the Vision 2025 will be developed and monitored through the Council's Transformation Delivery Board for inclusion in the annual budget cycle and 5-year plan.

It is expected that the 2025 Vision will be delivered within the existing Revenue Budget. Some investment may be required to support capital expenditure or transformational activity and funding identified to support our plans will be allocated on the basis of sound business cases.

A number of overarching assumptions are included in our planning, a summary of which together with a sensitivity analysis of the projections are as follows:-

Driver	Comments	Sensitivity: +/- 1% (£m)	Best	Most Likely	Worst
Revenue Support Grant & Non-Domestic Rates Funding	Welsh Government have not indicated funding levels for 2021/02	£1.84m	2.0%	-	(2.0%)
Council Tax	Cabinet have set the current assumption at 5% increase per annum, after accounting for CTRS	£0.85m	5.0%	5.0%	5.0%
Council Tax Reduction Scheme	As Council Tax rates increase the cost of the Council Tax reduction scheme will also increase	£0.09m	£0.40m	£0.40m	£0.40m
External Grants	Approximately £60m of external revenue grants expected in 2019/20	£0.60m	-	-	-
Pay Awards: General	Includes NI & Pensions; excludes Schools Delegated	£1.86m	2.00%	2.00%	2.00%
Other Inflation/ Price Pressures		£0.56m	1.50%	2.00%	2.50%

We set our budget within a statutory framework under the Local Government Act 2003 that requires a balanced budget for the forthcoming financial year. There is no requirement to set out a balanced position beyond the next year but the five-year strategy has been developed to enable longer term planning and transformation.

The Medium Term Financial Strategy:

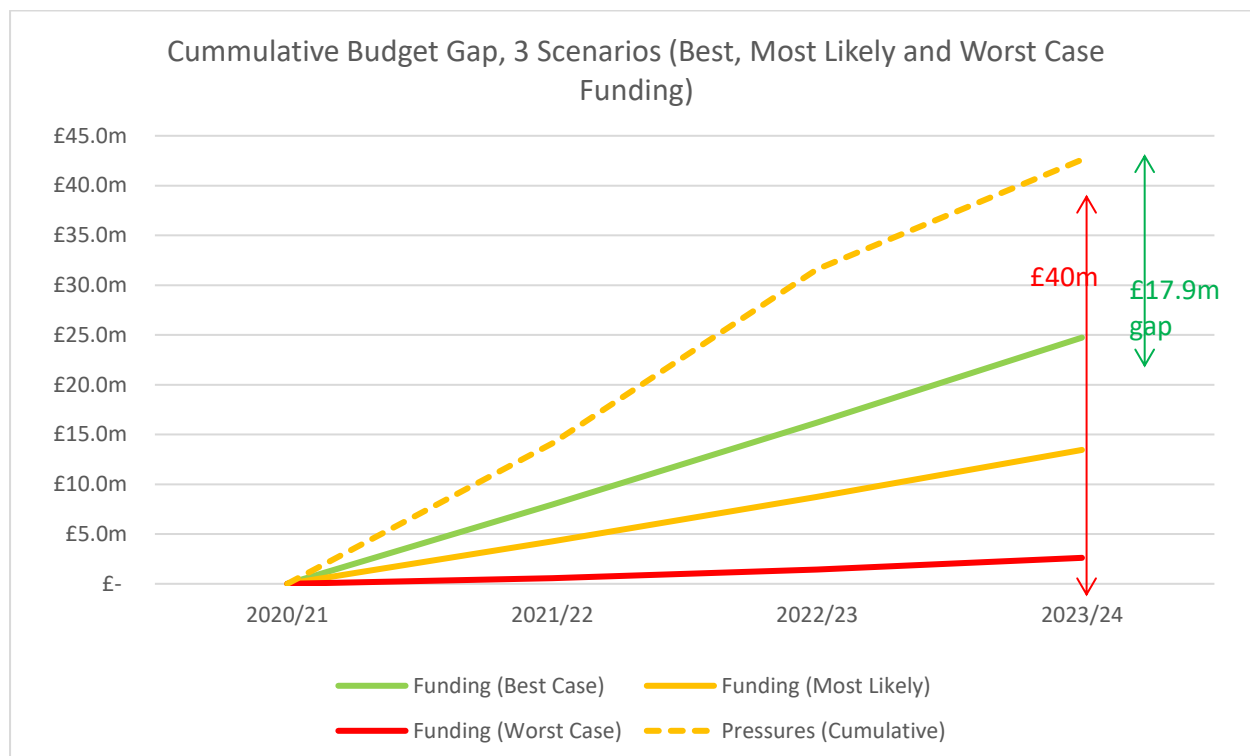
- Identifies the cost of implementing our Vision;
- sets out future funding levels from Welsh Government;
- considers the level of Council Tax to be raised;
- identifies and estimates the cost pressures facing the Council;
- sets out the policy on Reserves;
- identifies the gap between our funding and expenditure.

How we will balance the budget

In order to deliver an ongoing balanced budget, the gap in our financial planning must be closed. Due to the uncertainty of the funding we will receive from Welsh Government we have modelled Best Case, Most Likely and Worse Case scenarios,

these capture different levels of funding, Inflation and provision for Service Pressures as well as some service reductions that form part of services three year plans.

Assumptions set out throughout the strategy are based on the worst case funding scenario, the graph below shows the impact of the various funding possibilities against the increasing level of pressures



The current worst case FRM modelling is summarised below. The FRM highlights that over the next three years we have £53m of pressures (including inflation, capital financing cost to support borrowing on the capital programme and service pressures) and as this scenario only provides £4m additional funding, there is a financial gap of £49m by 2024/25. This is in part mitigated by Cost Reductions of £16.2m, leaving a budget gap of £32.8m.

Scenario Gap - £k	2021/22	2022/23	2023/24	2024/25	Cumulative
Best	(£6.21m)	(£6.53m)	(£2.69m)	(£3.31m)	(£18.7m)
Most Likely	(£9.89m)	(£13.10m)	(£6.47m)	(£5.27m)	(£34.7m)
Worst	(£13.58m)	(£16.72m)	(£10.01m)	(£8.74m)	(£49.0m)
Cost Reduction Proposed to Reduce the Gap	(£9.02m)	(£6.48m)	(£0.73m)	£-	(£16.23m)
Revised Worst Case gap	(£4.56m)	(£10.24m)	(£9.27m)	(£8.74m)	(£32.81m)

REVENUE FUNDING	2020/21	2021/22	2022/23	2023/24	2024/25
Council Tax Increase	5%	5%	5%	5%	5%
Funding Change	4.2%	(2.0%)	(2.0%)	(2.0%)	(2.0%)
	£'000	£'000	£'000	£'000	£'000
Total Revenue Funding	269,600	270,179	271,046	272,209	273,678
Base Budget (Prior Year)	255,186	269,600	274,739	285,845	296,283
General Inflation:	2,833	2,441	2,493	2,546	2,600
Grant Changes & Transfers into RSG	230				
Corporate Pressures	856	620	620	620	620
Corporate and Service Specific Pressures:					
Childrens	5,681	-408			
Adults	2,905	1,618	1,891	1,500	1,500
Highways Transport and Recycling	1,055	252	255	660	452
Property, Planning and Public Protection	105			29	29
Digital	108				
Housing General Fund	30			6	6
Schools	321	141	143		
Schools Delegated	6,276	1,587	1,591		
Provision for Service Pressures	0	5,000	5,000	5,000	5,000
Legal	40				
Corporate	924	140	140		
Finance	95				
2019/20 Undelivered Savings	3,751				
Savings Agreed 2020/21	(10,796)	(9,020)	(6,476)	(733)	
Capital Financing Costs:		255	2,962	810	
One off funding: MRP Changes		2,512	2,488		
Total Revenue Budget	269,600	274,739	285,845	296,283	306,489
(Funding Shortfall)/ Surplus - In Year	(0)	(4,559)	(10,240)	(9,275)	(8,737)

The following strategies will be developed to close the gap:-

- The transformation of service provision;
- Improved efficiency and a “Right First Time” ethos;
- Identification of investment opportunities and income;
- Capital Programme – reviewed, opportunity to invest;
- Cross Cutting Themes;
- Commerciality/income generation/fees and charges;
- Reconsider the levels of Council Tax increase;
- Some service reductions – ceasing or reductions to levels of service;
- The use of the Spend to Save reserve to support transformation;
- The raising of capital receipts to support transformation.

Council Wide Operating Principles for Transformation

- Moving from an organisational focus (supporting our own internal requirements and functional silo's) to a focus that looks to meet our residents and communities' needs;
- Management ethos focuses on improving the outcomes for residents and communities by removing barriers.
- Moving from functional silos to services that effectively meets our residents and communities' demand.
- Decision making is based on a clear set of principles, experience, knowledge, robust evidence and is taken as close to the frontline as possible.
- Continuous improvement informed by timely data which will measure how well we are delivering outcomes for residents and communities.
- Accountable for activities and accepting responsibility, resulting in transparent delivery of effective outcomes.
- We challenge everything we do, and will realise the right outcomes using our transformation methodology.
- Partnerships are outcome focused, based on collaboration and strong relationships (working together, stronger together).

The transformation of services will require investment to implement. This is supported within our financial planning by using capital receipts to capitalise appropriate costs under the Welsh Government Capitalisation Directive. We will also bid for additional resources from Welsh Government to support our programme.

Budget Principles

The approach to budget setting is underpinned by the following Budget Principles approved by Cabinet:-

- a. Flexible, Remote and Mobile working
This is already underway and should be aligned to downsizing corporate offices and increasing productivity. There is considerable cost tied up in the corporate estate and a savings target for accommodation savings will be explored. This must be based on a new approach to working arrangements.
- b. Improving Collaboration
The Welsh Government's policies on local government collaboration mean we will continue to seek partnering arrangements. There may be scope to explore the various collaborative models including partnerships and shared services. We already collaborate but more can be done and the Local Health Board is a key partner under this theme.
- c. Customer Insight
The Business Intelligence function has made progress since its creation. However, we are still richer in data than information. Improved decision making and performance through better customer insight may be an area where financial gains can be made.

- d. Business Process Improvements
There is already good evidence that progress has been made in this area. However, this is patchy and the organisation needs to fully embrace business process improvement techniques. Technology can assist this area and the introduction of a new finance system will be a key element as well as integrating systems to make processes more efficient. Investment here can bring significant savings which may not impact directly on front-line service delivery and therefore should be politically easier to deliver.
- e. Productivity
Access to information, better techniques and relevant training can increase productivity and more responsive services (this should be linked to business process improvements outlined above). Areas such as customer relationship management, workflow and case management can also be looked at under this theme.
- f. Flexibility
It may be appropriate to support the workforce in work/life balance issues whilst remaining within Local Government terms and conditions. The council has already offered the workforce the options of a more flexible approach to leave arrangements that sees staff `buy` additional holiday by being able to take unpaid leave to external holidays. The benefit of a more flexible workforce, increases morale and productivity.
- g. Commercialisation.
A more commercial approach is already evident with contracts being won, and services provided, to other public organisations. The Council has already set up "Powys Commercial Services" a local authority trading company and this provides a vehicle for additional trading opportunities. This will form a key part of our future planning. There is great scope to increase the income flows to the Council. The services will need to be run on a commercial basis and will have to compete locally as well as nationally. Property is another area where we can increase income from taking a more speculative approach to acquisitions, leases and development.

Income, Fees and Charges

Income generated through fees and charges plays an important part of our financial strategy. The Council raises approximately £60m of income annually. An **Income Policy** is in place together with a Fees and Charges register. It is important that fees are reviewed at least annually as part of the budget setting process and reviewed during the year, in line with the Council's income policy. This will ensure existing targets are being met, additional costs are being recovered through charging, and any further income potential is explored to maximise the Council's resources.

The Wellbeing and Future Generation Act – Assessing the impact of our decisions

The Wellbeing and Future Generation Act enshrines in legislation sound principles that mean the impact of decisions should be considered over a wide range of

stakeholders over a longer period. The Council has a thorough impact assessment process in place to ensure that all decisions are properly considered. All budget decisions will continue to be assessed rigorously to ensure that the impact is understood and that prudent and sustainable budgets continue to be set.

Capital

The **Capital Strategy** is fundamental to the effective delivery of the Council priorities and our Vision 2025. It facilitates a seamless interface between business planning within the Council and the management of assets and capital resources. This will ensure that the provision of resources and future investment are prioritised. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services. It is aligned to the Asset Management Plan and the major investment plan for 21st Century Schools, jointly funded with Welsh Government.

The future capital requirements will align with the revenue budget, ensuring investment is linked to service development and commerciality. Ultimately, our aim is to use fewer resources, including our buildings, but use these far more efficiently.

The Capital Programme, is closely aligned to the Treasury Management Strategy, in terms of identifying and undertaking necessary borrowing and when cash will be paid into the Council's bank to support cashflow.

The Council is required to make an annual charge against its revenue budget for the repayment of its debt liability in respect of capital expenditure funded by borrowing, for both the General Fund and Housing Revenue Account Debt. This is called the Minimum Revenue Provision (MRP). The Council revised the method of calculating MRP to a 2% straight line for the General Fund, for debt going forward.

It has now reviewed the current years MRP liability and will retrospectively make an adjustment that will see the debt liability being repaid eight years earlier, and effectively moves the start point of the 50 years useful asset life back to 2007/08. This means that the debt liability will be reduced to nil in 2057, rather than in 2065. The impact is less MRP on the general fund of over £19m. The MRP policy statement is adopted each year and provides a full picture of the Council's strategy.

A Welsh Government Directive has provided Authorities with the opportunity to utilise capital receipts from the sale of property and other assets to fund transformation costs. Powys has used this opportunity appropriately to capitalise such costs over the last 3 years and will again use this to support transformation costs including staff severance costs for the period of the directive.

A **Capital Receipts Policy** has been developed to support this approach which includes the projected level and use of receipts over the period for which the directive applies. The disposal of surplus property and assets will be assessed on an annual basis and the level of receipt projected and considered within the budget model.

Reserves

The **Reserves Policy** establishes a framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used. This is a key component of the MTFs as a sound reserves policy is essential in order to underpin the financial sustainability of the Council. It is for this reason that we have developed our approach to reserves through an effective policy.

The use of reserves and the levels at which they are maintained is determined on an annual basis as part of the Council's budget setting process following a risk based assessment. The approach is supported by the policy around the use of reserves. All reserves are corporate rather than service based.

The Council faces a continuing financial challenge and it is essential that a prudent reserve level is in place to ensure enough financial capacity is available. This cannot be stressed too highly given the level of cost reductions, the risk inherent in the budget and the significant challenge to balance the budget over the medium term.

The level and purpose of holding of reserves is a matter for each authority to determine as part of sound financial management. However, it is useful to refer to Financial Indicators based on ratios produced by Welsh Government. These indicators provide comparative statistics for Local Authorities and include the following on reserves:-

	Powys¹	All Wales Total
General and other reserves	£21.1m	£545.3m
Earmarked reserves	£28.3m	£866.7m
Total usable reserves	£49.4m	£1,412m

¹Local Authority Financial Indicators, Wales

2017/18

Usable reserves as a percentage of gross revenue expenditure

This indicator measures the relationship between an authority's usable reserves and its annual gross revenue expenditure. The average for Wales in 2017/18 was 19.8% (17.5% 2016/17). Powys is 16.6% (17.9% 2016/17).

Earmarked reserves as a percentage of gross revenue expenditure

This is an indication of reserves increasing proportionately more than gross revenue expenditure or vice versa.

Councils with very high levels of earmarked reserves relative to their spending should review the purposes for which these are held to ensure they are still required. The purpose for holding reserves, particularly where reserves are increasing, should be clearly communicated in presentation to the Council and through the annual accounts. The average for Wales in 2017/18 was 12.1% (12.2% 2016/17). Six authorities had a % greater than 15% (seven in 2017/18). Powys is 9.5% (2016/17 9.7%).

Ring-fenced and Specific Reserves are identified and held for defined purposes, this includes a Spend to Save reserve which provides a source of funding for transformational activity across the Council. Allocations from this reserve are

considered by the Transformation Programme Board and are approved on the basis of an appropriate business case.

Investments and Borrowing

The Council has a clear ***Treasury Management and Investment Strategy*** which is approved at Council each year and sets out the expected activities and appropriate strategies of the Treasury function in respect of borrowing and investments.

Cashflow management is essential to ensure we minimise our need to borrow. Strengthening the understanding and importance of this function could facilitate stronger working capital and the ability to invest balances at a rate of return level of around 0.5%. In recent years, minimal investment income has been achieved through cashflow management, because of the uncertainty about the level of capital spending profile. A return could be achieved if we had confidence in capital obligations alongside corporate changes to creditor payments and debt collection.

The strategy confirms the need to borrow to support the capital programme and continue to be significantly under borrowed. The consequence of which is the reduced cost of borrowing and the revenue budget model and forecast are revised regularly to assist the budgets.

The Council's policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times when the Authority will not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt. Borrowing rates are forecast to increase, and borrowing to cover the future capital programme costs will be considered against the cost of carry.

Risks and Risk Management

At a time when the Council is facing unprecedented challenges, the effective management of risk is needed more than ever. A risk-managed approach to decision making will help us to achieve the objectives of Vision 2025 and deliver services more efficiently, using innovative and cost-effective means.

A ***Risk Management Framework*** is in place to ensure that at all levels of the organisation we are able to identify risks which would prevent us from achieving our objectives (including failing to take advantage of opportunities). There is clear guidance on the terminology associated with risk management and the process itself, along with a set of practical tools and techniques to help us manage risks, deliver objectives, meet targets and maintain resilience.

We must not lose sight of the fact that risk is inextricably linked to opportunities and innovation. The Council cannot be risk adverse, and it needs to take full advantage of opportunities for improving services therefore we need to be proactive in the way that we identify and manage our risk.

Having a better understanding of the importance of, and fully implementing, risk management will make a huge contribution to the Council. Better identification of risks

and their management will mean that better use of resources is achieved. If we use the resources available to us more efficiently and effectively then the service to our customers can only be improved.

Budget Risks

Change Delivery Capacity

A number of cost reductions are now categorised as ‘transformational’. In other words, a proactive approach to change is required rather than the more traditional percentage budget cut. It is important the Council recognises that, at a time of change, investment may be needed to deliver change. In some cases, specialist skills will be required for short periods.

Cost Reductions

The level of cost reductions required in 2020/21 is significant at £11.6m. Any unforeseen delays in implementation will impact on the achievement of the reductions required. Progress on the delivery of approved reductions will be reported to Cabinet on a monthly basis. Slippage on the delivery of proposals presents a risk to the budget plan and any resulting overspend would ultimately fall on the council’s general fund reserve. However, the emphasis is placed on ensuring reductions are delivered. Plans within service areas need to be managed robustly in order to limit any underachievement and monthly budget monitoring and savings delivery monitoring ensures Cabinet has visibility of financial performance and can take corrective action if necessary.

The total savings required in 2019/20 is £21.692 million. The savings delivered to date total £14.004 million, 70% of the total. Assurance has been provided that further savings of £2.377 million can be delivered this year. The remaining £5.311 million is considered to be unachievable in the current financial year.

The table below summarizes the level of savings delivered over the last 5 years.

Financial Year	Target (£m)	Delivered (£m)	Delivered %
2014/15	17.6	14.0	80%
2015/16	12.8	9.7	76%
2016/17	12.1	9.6	79%
2017/18	11.8	8.3	71%
2018/19	12.3	6.5	53%
2019/20	21.7	16.4	76%
Total	88.3	64.6	73%

Income

The budget is supported by approximately £60m of generated income and therefore services need to constantly review their income levels and develop creative plans to ensure that they are sustained. This risk is being mitigated by an overall strategy for income and a move to full cost recovery wherever appropriate.

Equal Pay

The Council has mitigated the financial risk of potential future equal pay claims by holding a reserve to support these costs. The six year period expired on 31st March,2019. However there are a small number of claims that were raised before this date which are being pursued through legal channels and are awaiting further information from the Tribunal and solicitors.

Treasury Management

The revenue budget and capital programme are supported by daily cash movement managed within our borrowing and investment strategies. The financial climate has a significant impact on these activities. We continue to monitor these on a daily basis. Any variation in the cost of borrowing is being mitigated by a proactive approach to refinancing our borrowing wherever possible. This ensures that, wherever possible, our long term borrowing for our capital projects takes advantage of the historically low level of debt interest.

Variations to Settlement Assumptions

The Council makes every effort to ensure that its assumptions about budget settlements for future years are based upon the best available evidence. However, future settlements cannot be predicted with absolute accuracy and can be influenced by political and economic policy changes. Scenario planning, introduced this year helps the Council mitigate this risk.

Political Approval of Budget

The Council is required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year, and this must be approved by Full Council.

Availability of Reserves

The Council may suffer other costs that may arise due to unexpected events such as: -

- Civil emergencies and Natural Disasters
- Failure to deliver statutory duties – failure to deliver, including safeguarding activity in relation to adults, children, health and safety or public health could result in possible negligence claims.
- Increased threat of legal litigation in respect of service delivery standards and regulations and multiple insurance claims. This risk is the likelihood of needing to replenish the insurance fund immediately from reserves as a result of several claims above our excess.
- Increase in energy cost prices.

If the actual position is different to the assumptions made in producing the budget, in-year adjustments would be needed.

Mitigation, Review and Monitoring

As part of the impact assessment process, the author of the assessment is asked to identify mitigation to any negative impacts that have been identified. The risks and the identified mitigation must be managed within the appropriate project risk register to ensure continual monitoring and management of the risks.

Stakeholder Communication & Engagement

The aim of our Communications and Engagement Strategy is to :-

- Provide clear and honest information about the budget position and future challenges
- To raise awareness of Vision 2025 and engage stakeholders to capture their views, to inform the Cabinet's and Full Council's decision-making process around budget setting
- To engage and consult, taking into account the Equalities Act 2010, and in accordance with the National Principles for Public Engagement in Wales e.g. timely, genuine, due regard etc.

Public Communication and Engagement

Over the past few years the Council has sought to engage residents in the decision making process around setting a balanced budget using an online budget simulator tool. The cost reduction targets subsequently agreed by the Cabinet and ratified by Full Council have then led to service managers needing to develop more detailed proposals which have, in the main, gone out for public consultation. This has created a further opportunity for affected residents to influence service delivery by attending drop-in engagement sessions, public meetings, organised workshops or completing online/paper surveys to have their say.

The views of residents have been sought and received in a number of ways including:

- The Powys Budget Simulator
- Specific service type Consultations
- Legislative consultations

Appropriate methods of engaging with our residents are considered and implemented on an annual basis.

Member Seminars

Members of the Council are engaged in the budget planning process from the outset through a series of budget seminars. These seminars look at the development of the budget proposals and all members have an opportunity to consider, challenge and input into the process. Financial assumptions and settlement information is shared with members and the impact on the budget modelled and considered. Members are provided with the Impact Assessments for each of the proposals and the feedback from the consultation exercises carried out.

Finance Scrutiny Panel

The Finance Scrutiny Panel, comprising Group Leaders of non-Executive Groups together with representatives of the Audit Committee, continue to be engaged in the budget process and are regularly updated on the process and the proposals as they develop.

Conclusion

In developing this Medium Term Financial Strategy, the Council has a clear framework within which to develop its 5-year budget model and a 5-year Capital Strategy Programme. The model and the assumptions included within it will be reviewed and updated as more information becomes available. Specific budget proposals are being developed and these will be finalised and reported in detail as each annual budget is developed and submitted for approval.

This process will enable the Council to strategically prepare to deliver a Council which is affordable, sustainable and able to achieve its 2025 Vision.

Supporting Documentation

Vision 2025: Our Corporate Improvement Plan
Income Management and Service Cost Recovery Policy
Capital Strategy
Capital Receipts Policy
Reserves Policy
Treasury Management and Investment Strategy
Risk Management Framework
Corporate Risk Register

APPENDIX B - FINANCE RESOURCE MODEL 2020-2025

REVENUE FUNDING	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£000s	£000s	£000s	£000s	£000s	£000s
Base Funding (Prior Year)		255,186	269,600	270,179	271,046	272,209
AEF (RSG & NNDR Allocation)	174,291	+ 9,998	(3,686)	(3,612)	(3,540)	(3,469)
Council Tax	80,896	+ 4,415	+ 4,266	+ 4,479	+ 4,703	+ 4,938
Total Projected Revenue Funding	255,186	269,600	270,179	271,046	272,209	273,678
REVENUE EXPENDITURE	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Base Budget (Prior Year)		255,186	269,600	274,738	285,846	296,887
General Inflation:		+ 2,833	+ 2,441	+ 2,494	+ 3,149	+ 3,833
Grant Changes & Transfers into RSG						
Sustainable Waste Grant Reduced		+ 110				
Funded Nursing Care		+ 120				
Corporate Pressures						
Council Tax Reduction Scheme		+ 450	+ 450	+ 450	+ 450	+ 450
Fire Levy		+ 406	+ 170	+ 170	+ 170	+ 170
Corporate and Service Specific Pressures:						
Childrens		+ 5,681	(408)			
Adults		+ 2,905	+ 1,618	+ 1,891	+ 1,500	+ 1,500
Highways Transport and Recycling		+ 1,055	+ 252	+ 255	+ 660	+ 452
Property, Planning and Public Protection		+ 105			+ 29	+ 29
Digital		+ 108				
Housing General Fund		+ 30			+ 6	+ 6
Schools		+ 321	+ 141	+ 143		
Schools Delegated		+ 6,276	+ 1,587	+ 1,591		
Provision for Service Pressures			+ 5,000	+ 5,000	+ 5,000	+ 5,000
Legal		+ 40				
Corporate		+ 924	+ 140	+ 140		
Finance		+ 95				
Savings 2020/21		(10,796)	(9,020)	(6,476)	(733)	
2019/20 Undelivered Savings		+ 3,751				
Capital Financing Costs:						
Capital Funding			+ 255	+ 962	+ 810	
Transformation Costs supported by Capital Receipts				+ 2,000		
One Off Funding:						
Changes in MRP			+ 2,512	+ 2,488		
Total Projected Revenue Expenditure	255,186	269,600	274,738	285,846	296,887	308,327
(Funding Shortfall)/ Surplus - Cumulative	(0)	(0)	(4,559)	(14,799)	(24,678)	(34,649)
(Funding Shortfall)/ Surplus - In Year		(0)	(4,559)	(10,240)	(9,878)	(9,971)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

Cost Reductions

Reference	Proposal Title	Service	Brief Description	2020/21 Reduction £K
AS01	TEC	Adult Services	To deploy (TEC) Technology Enabled Care in order to cost avoid £500k to adult social services in 2020/21. TEC includes lifelines emergency phones/alarms and sensors which support people to live independently in their own homes. These systems enable people to live at home for longer and for next of kin / informal carers to be assured of the individual's wellbeing.	45
AS02	Direct Payment	Adult Services	Identifying the level of domiciliary care packages (average of 14 hours/week) is critical to finding efficiencies and the use of Direct Payments a solution if linked to the new strength based approach in Social Work practice. Current figures show that Direct Payments already generate efficiencies of £472 pp/pm (so far in 2018/19 £132,500 in year).	200
AS03	Where people live	Adult Services	'Where People Live' – This is an approach to support people to live within their own community, or as close to their community as possible. This means a reduction in the number of people who live in care homes and specialist homes outside of Powys and to support people to return to their home community. This to include the shared lives service, repatriating out of county placements, canary systems (Technology Enabled Care) to identify where it is possible replace through the night care etc'	250
AS05	Double to Single handed care	Adult Services	A "Dragons Den" bid was submitted to employ two full time occupational therapists to work specifically with teams in adult social care and commissioning to review and right sight size new and existing care packages. There is well established evidence that such investment would deliver significant returns in terms of both cost reductions, and cost avoidance, as well as releasing care capacity and achieving better outcomes for service users.	400
AS07	Funding Body Review	Adult Services	In line with Vision 2025, we are committed to developing pooled budgets and joint commissioning arrangements to ensure those in need of care receive a seamless service. This will include resolution of ordinary residence challenges and to work with health boards to support accessing correct funding for care.	1,734
AS08	Strengths based reviews	Adult Services	We propose to undertake strengths-based reviews. We believe this will in turn allow us to release domiciliary care capacity to ensure that this resource is targeted more effectively.	335
AS09	Recommissioning/Decommissioning	Adult Services	We will continue to work in partnership with all service providers to review the way services are delivered in Powys to ensure that such services are accessible, of the right quality and at an affordable cost for all people who need to arrange their support. Alongside this, and to generate further efficiencies we will continue to promote reablement and recovery throughout all services to ensure that resulting support packages are appropriate to a people's needs.	879
AS10	Staffing	Adult Services	We will ensure that new innovative staffing models will be based on "multi-skilled and generic roles ensuring a shift to prevention and early intervention."	227
CH01	Shared Costs with PTHB for Placements for Children who are Looked After	Childrens Services	To ensure that the placement costs for children who are looked after are shared by PTHB wherever possible	380
CH02	Placements for Children who are Looked After	Childrens Services	To bring 5 children out of residential placements and into fostering placements either in-house or with Independent Fostering Agencies, which meet their needs and wherever possible, are closer to their homes and communities. To bring 5 children from Independent Fostering placements into in-house fostering placements which meet their needs and wherever possible, are closer to their homes and communities.	575
CH03	Changes in service provision - effect of pump priming	Childrens Services	various proposals	1,266
CS01	Integration of reception facility with the closure of Neuadd Maldwyn, Welshpool	Digital Services	The reductions will be achieved through the closure of Neuadd Maldwyn, Welshpool. It will provide the opportunity to integrate staff resources that work on the reception desk with contact centre support staff.	27
CS03	Customer Centred Digital Solutions (Digital Powys Programme)	Digital Services	Our Digital Transformation Programme will drive delivery of digital solutions whilst providing financial reductions. The programme has 7 key work streams, this proposal focusses on:- Customer Centred Digital Solutions Workstream	200
CS04	Reprographics/Hybrid Mail solution	Digital Services	A review of current printing, postage and scanning within the authority, potentially to move to a Hybrid Mail solution to release reductions, through efficiencies in process, postage and stationary costs, whilst ensuring compliance to data handling and reducing the number of data breaches.	27

Cost Reductions

Reference	Proposal Title	Service	Brief Description	2020/21 Reduction £K
ED02	Learning and Inclusion Support Team	Education	The full year effect of the removal of the Learning and Inclusion Support Team (LIST) officers.	226
ED03	Early Years education	Education	Based on current levels of funding for Early Years education, the service is able to identify an underspend of £50,000. The number of children accessing Early	50
ED04	To reduce the Governor Service training budget	Education	The budget for governor training was underspent by £7,000 at the end of the last financial year.	7
ED05	Reduce the central budget by £20,000 for	Education	The central budget had general underspends of £20,000 at the end of the last financial year. These budgets have been reviewed for the forthcoming year and it is	20
ED06	Reduce the budget by £19,230 for travel	Education	Based on previous expenses, it is anticipated that there will be an underspend of approximately £19,230 in the current financial year (2019-2020) against travel	19
ED07	Reduce the budget by £14,000 for ALN managers travel and general expenditure	Education	Based on previous expenses, it is anticipated that there will be an underspend of approximately £14,000 in the current financial year (2019-2020) against travel and general expenditure, therefore we propose reducing the 2020-2021 budget by the amount identified.	14
ED08	Reduce the budget by £65,000 for placement of pupils with SEN out of county	Education	It is anticipated that there will be an underspend in relation to out of county placements in the current financial year (2019-2020). Based on current known placements, we therefore propose reducing the 2020-2021 budget by the amount identified.	65
ED09	Other Proposals	Education	TBA	110
FS01	Finance Transformation	Finance	The Finance Service is about to embark on a transformation project that will encompass a number of workstreams, some of which are cross cutting with other Financial Services colleagues such as Procurement and Income & Awards, and the support element of services. Thus we have the opportunity to consider benefits wider than the Finance team alone.	252
FS02	Commercial Services Team (CST)	Finance	Changes to the service model and charging capital for services delivered	95
FS03	Income and awards	Finance	Income generation from contracts – (£50k) Revenue Generation (additional £100k revenue growth and additional £400k revenue collection in year)	50
FS04	Reduction to the audit contract	Finance	Review of the internal audit contract arrangements	29
FS05	Actuarial pensions % reduction	Finance	Triennial valuation confirms a reduced contribution rate into the fund for the next 3 years	500
FS06	Revenue risk budget reduction	Finance	Last year a £2m revenue “risk” budget was approved to add further resilience to the Council’s budget plan. The inclusion of this was influenced by the significant potential pressure in Social Services. This prudent approach was appropriate as the budget is projected to be used in 2019/20 to support a year end balanced budget position. The budget being proposed for 2020/21 continues to have a level of risk inherent in it and it is proposed to maintain this revenue budget to mitigate this risk, however, due to the more transparent approach adopted in recognising inescapable service pressures within the budget plan it is proposed to reduce the level of budget by £500k for 2020/21. Any use of the budget will again only be approved when there is an evidence based business case to support it.	500
FS07	Saving delivery duplication	Finance	Provision for risk of duplication or non delay from corporate savings that will be delivered through changes across all services, in particular relating to WOD and digital proposals	175
HC01	Arts & Cultural Services – future sustainability modelling	Housing & Community Development	25% reduction in funding for key independent arts organisations supported to deliver arts provision equitably throughout county. This will deliver a reduction of £62,738 in 2020/21.	63
HC02	Cleaning reductions/ income generation Proposals	Housing & Community Development	The cleaning service will develop business and income generating opportunities to ensure a viable and sustained positive budget position.	29
HC03	Housing General Fund	Housing & Community Development	Restructure of Housing senior management team	25
HC04	Library service transformation –	Housing & Community Development	Library service transformation – Development of community hubs model; service redesign and restructure to develop good quality information, literacy and digital support across county; investigation and implementation of charitable trust / social enterprise model for delivery of library/cultural services.	30

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Cost Reductions

Reference	Proposal Title	Service	Brief Description	2020/21 Reduction £K
HC05	reductions target for Museum Service	Housing & Community Development	Move to seasonal opening hours for Radnorshire Museum	16
HC06	Y Gaer – future operational modelling	Housing & Community Development	Move to a sustainable future operational model with potential partnership options currently being invited	34
HC07	Economic Development & Regeneration Service	Housing & Community Development	Bid for ESF Priority 5 funding to support development of Mid Wales Growth Deal and regional economic development	326
HC08	Countryside access reductions, 2020-2023	Housing & Community Development	The proposal is that a reduction of £150,000 will be made from the core Countryside access budgets in 2020-21. For the most part, this will be achieved through a staff restructure and reduction in associated costs e.g. travel.	150
HT02	Review Fleet Maintenance Resources	Highways Transport & Recycling	A further rationalisation of the Fleet Maintenance resources, following the implementation of the change in working methods, apprenticeship scheme, and the positive impact of the fleet replacement programme.	60
HT08	Increase income from bulky collections	Highways Transport & Recycling	Proposal is to increase price by £10 in 2020/2021 (£30 to £40); having increased from £25 to £30 in 19/20.	22
HT10	Review of Waste & Recycling Resources	Highways Transport & Recycling	<p>This review will be carried out in conjunction with the change on residual collection frequency, and whereas the budget reduction in the change in frequency is gained through increased recycling/reduced landfill costs, the gain from this element of the review will be from efficiencies made in the collection rounds. Alongside this there will be further consideration of working hours and practices.</p> <p>Dependencies are the moves to the North Bulking facility from Newtown and Welshpool existing sites, and from Brecon to Cwrt y Plyffin. There is a risk that any change in working hours requiring a collective agreement with staff may not be achievable. Risks associated with working vehicles for longer hours, are that with a smaller fleet, overall resilience will be weakened and any breakdowns etc will have an immediate and greater impact on collections.</p>	26
HT13	Reduction in Winter Service Provision	Highways Transport & Recycling	The Winter Service primary routes have not been reviewed for over 15 years, and many criteria for identifying routes have changed (schools, surgeries, housing, and bus routes) which will probably require changes to the winter hierarchy. The hierarchy needs a fundamental review in light of the current financial austerity. It is considered that the existing treatment network has certain anomalies and there is potential (subject to Council agreement) to reducing the primary treated network by approx.. 10% to 15%. For context, the current length of primaries is circa 1000km; therefore a 10% reduction would mean approximately 100/150km would no longer be gritted as part of the primary network.	130
HT14	Transfer of Public Conveniences	Highways Transport & Recycling	<p>Public Conveniences have been successfully transferred to Town & Community Councils and community groups. Only two toilets now remain being maintained by PCC (Ystradgynlais and Brecon Bus Stations), and the proposal is now to also transfer these assets. Transferring these assets will create a saving, however it must be noted that if an operator cannot be found then they will need to be closed in order to make the proposed saving.</p> <p>Previous transfers gave operators a transition grant to support them over the first few years for them to make arrangements to permanently operate the facilities. If this rational was accepted, then the savings would need to be re-profiled according to the transition arrangements.</p>	3
HT15	income inflation	Highways Transport & Recycling	Inflation uplift to fees where possible	50
IT01	Reduce the Revenue contribution to Device Refresh by £200k per annum	Digital Services	Currently there is a revenue contribution to the Device Refresh of £350k per annum. Due to contract negotiation, change of equipment and reduced number of devices; this capital scheme has sufficient funds to be sustained for at least 3 years by reducing the contribution to £150k.	200
IT02	Removal of 1 FTE from EUS due to automation in years 20/21 and 21/22	Digital Services	By introducing self service and automation, it is estimated that 1 FTE can be removed from End User Services Team in each of the following years 20/21 and 21/22	59

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Cost Reductions

Reference	Proposal Title	Service	Brief Description	2020/21 Reduction £K
IT03	Reduction in Contract Costs	Digital Services	Since 2015 Powys County Council has been rationalising their ICT systems via the System rationalisation Programme. This proposal continues the above work and it is estimated that the ICT budget funding many of these corporate contracts can be reduced by £65k year on year for 3 years 20/21 21/22 22/23.	65
IT04	Recharge 1 FTE to ongoing capital projects	Digital Services	The Infrastructure team currently provides support to many capital projects. It is therefore proposed that the funding for 1 FTE be removed from base budget and be fully funded from these capitals and grant funded projects. Examples would include the Welsh Government Schools Infrastructure (HWB) project.	45
IT06	Recharge 1 FTE Developer/Integrator to Transformation Funding	Digital Services	Change in funding Source For the years 20/21 and 21/22, 1 FTE Developer/Integrator which is currently funded by ICT base budget can be reallocated to the Transformation fund as their work is dedicated to the Customer Centred Workstream in the Digital Powys Programme.	45
IT07	Reduce Corporate Phone Contracts by an estimated £103k	Digital Services	Due to Bring your phone project, it is estimated that the council can reduce its Mobile Phone cost by approx £53k in 20/21 and a further £40k in 22/23 Due to System Rationalisation, the council can reduce its contract costs by approx £50k. This is a similar proposal to IT04. However this is for contracts that do not current sit within ICT Budget. These reductions are cross cutting as they are corporate contracts not sitting in ICT Budgets.	103
LS01	Do not recruit to vacant Trainee Solicitor post	Legal & Democratic Services	Do not recruit to vacant Trainee Solicitor post	28
LS01	Do not recruit to vacant 0.5 FTE Education / Employment Solicitor post	Legal & Democratic Services	Do not recruit to vacant 0.5 FTE Education / Employment Solicitor post	27
LS01	Review of Registration Service	Legal & Democratic Services	Review of Registration Service	23
LS01	Regrade Vacant Solicitor post in recruitment from Grade 14 to Grade 12	Legal & Democratic Services	Regrade Vacant Solicitor post in recruitment from Grade 14 to Grade 12	11
LS01	Reduce Members Travel Budget	Legal & Democratic Services	Reduce Members Travel Budget	10
LS01	Reduce Printing from 16940 to 13000	Legal & Democratic Services	Reduce Printing from 16940 to 13000	4
LS01	Restructure of Scrutiny, Democratic Services and Member Services team	Legal & Democratic Services	Restructure of Scrutiny, Democratic Services and Member Services team	176
PP01	Deliver an efficient Strategic Property service.	Property, Planning & Public Protection	Increase the Strategic Property income target by £100,000. It is hoped that renting out Council building space will help improve income generation.	100
PP02	Deliver an efficient Planning Service.	Property, Planning & Public Protection	The proposal would involve the redesign of the Development Management and Planning Policy teams.	196
PP03	Ensure the effective senior management of Property, Planning and Public Protection.	Property, Planning & Public Protection	The proposal would involve the redesign of the senior management of Property, Planning and Public Protection.	168
TC01	Communications	Transformation and Communications Service	The proposal would deliver £20k reductions from the Corporate Communication budget for 2020/21 and 2021/22. Implementing the change from October 2019 will deliver £10k additional reductions. The service also proposes to reduce its discretionary expenditure by £5k, comprising of general office expenditure reduced by £2,000; catering by £1,500, advertising by £500, mobiles phones £500 and subscriptions £500.	25
TC02	Delete Strategic Programme Manager role	Transformation and Communications Service	Delete post (post is already vacant).	60

Cost Reductions

Reference	Proposal Title	Service	Brief Description	2020/21 Reduction £K
WD01	Introduction of Salary Sacrifice Pension AVCs	Workforce & OD	The payment of additional voluntary contributions to pensions via a salary sacrifice scheme does not attract NI contributions. This provides a reduction to both the employee and employer.	30
WD02	reductions from Leadership Development	Workforce & OD	Moving forwards we will be able to deliver a large part of our leadership and management development through apprenticeship programmes funded from the apprenticeship levy we pay to Welsh Government. This will significantly reduce the cost of delivering our leadership training programme.	10
WD03	Increase the uptake of Apprenticeship positions in the Council	Workforce & OD	We will increase the number of apprentices we appoint to the Council and will place them in substantive vacancies the Council has decided to fill. This will enable apprentices to undertake a recognised relevant qualification under the Welsh Government's Apprenticeship Framework, including classroom based training, develop skills and experience in their chosen role and to be appointed to the role upon their successful completion of the apprenticeship. An apprenticeship placement in these circumstances reduces the employment cost by c £12k per vacancy (this being the difference between the average cost of a suitable post for an apprentice and the cost of employing the apprentice).	120
WD06	Removal of the 5p per mile passenger car mileage rate	Workforce & OD	Under our allowances staff and the driver can claim 5 pence per mile car mileage each, when a member of staff travels on Council business as a passenger.	23
Total				10,797

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SUMMARY OF FEES AND CHARGES INCREASES/DECREASES BY SERVICE AREA

Service Area	Service Charge Category	2020-21 Inflationary Increase/Decrease %	Comments
PROPERTY, PLANNING AND PUBLIC PROTECTION	Other Licences:		
	Gambling	0%	Set by Statute
	Animals	2% to 268%	The fees have been calculated using All Wales Toolkit to ensure that the council recovers the full cost of administering each licence
	Taxi	0% to 7%	
	Petroleum	0%	Set by Health & Safety Executive
	Explosives	0%	Set by Health & Safety Executive
	Miscellaneous	-19% to 49%	The fees have been calculated using All Wales toolkit to ensure that the council recovers the full cost of administering each licence
	Water Sampling	0%	Set by Statute
	Weights and Measures	2.4%	Increased inline with CPI
	Food and H&S	0% - 3%	Service Strategy
	Licensed Premises	0%	Set by Statute
	Building Control	2%	Service Strategy
	Planning	0%	Set by Welsh Government
	Burial fees	0%	Service strategy to leave fees as they are
Dog & Pest Control	0%	Service strategy to leave fees as they are	
HOUSING AND COMMUNITY DEVELOPMENT	Catering	0%	Increase of £0.15 was introduced from April 2019. There is no plan to increase this in 2020.
	Cleaning	TBA	
	Libraries	0%	Service strategy to leave fees as they are
	Museums	0%	Service strategy to leave fees as they are
	Archives	0%	Service strategy to leave fees as they are
	Private Sector Housing	0%	Based on Welsh Government guidelines, maximum charge already implemented
FINANCE	Council Tax and NDR - Summons and Liability Order	0%	Legislation in Wales states that the maximum fee is £70.00 (Any combination)
HIGHWAYS, TRANSPORT AND RECYCLING	Car Parks	0%	Increase was implemented in 2019, no increase for 2020/21
	Waste Collection	0% to 25%	Service strategy to increase fees where possible. Trade prices have been omitted for 2020-21 due to an agreement to allow flexible pricing to enable the service to remain competitive and also so that competitors cannot access Powys prices in respect of trade waste
	Licenses, authorisations, permissions, agreements, approvals and notices (LAPAAN)	3%	Service strategy to increase fees by 3%
LEGAL SERVICES	Registrations	0% to 2%	Some fees are set by Statute, other fees have increased based on CPI
	Land Charges	0%	Service strategy to leave fees as they are
SCHOOLS	Schools	0% to 6%	Home to school transport pre and post 16 has been increased by 6% and 5% which equates to a £10 increase per term
SOCIAL CARE	Social Care	0%	Part of service strategy and Welsh Government guidelines
DIGITAL SERVICES	Careline	2%	Inflationary increase based on CPI of 2.4%

OTHER LICENCES

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments	
GAMBLING	Small Lotteries - New Registration	£40	£40	0%	set by statute	
	Small Lotteries - Renewal	£20	£20	0%		
	Notification of Gaming Machine	£50	£50	0%		
	Betting Premises Annual Fee	£480	£480	0%		
	Betting Premises Application	£2,400	£2,400	0%		
	Family Entertainment Centre	£0	£0	0%		
	Licensed Family Entertainment Centre Application	£1,600	£1,600	0%		
	Licensed Family Entertainment Centre Annual Fee	£600	£600	0%		
	Unlicensed Family Entertainment Centre permit (10 year permit)	£300	£300	0%		
	Club Gaming Machine - New Permit	£200	£200	0%		
	Club Gaming Machine - Renewal	£100	£100	0%		
Club Gaming/Machine Permit Annual fee due in the first month of applying	£50	£50	0%			
ANIMALS	Riding Establishments	£250	£374	50%		
		£289	£416	44%		
	Animal Boarding Establishments	£211	£303	44%		
	Pet Shops	£211	£303	44%		
	Dog Breeding		£211	£315	49%	
			£221	£345	56%	
			£230	£345	50%	
	Dangerous Wild Animals	£497	£730	47%		
	Zoo (4 year)	£541	£1,496	177%		
	Zoo (6 year)	£541	£1,991	268%		
	Performing Animals - Registration Fee	£148	£151	2%		
	Home Boarder	£106	£268	153%		
	Advisory Visit at request of License		£101			
TAXI	Private Hire Operator: Admin charge for consideration of the Application	£398	£405	2%	Calculated using the All Wales toolkit and approved by Licensing Committee in December 2019 and advertised for consultation, feedback received so returning to committee for representations to be considered.	
	Private Hire/Hackney Carriage Drivers: Administration Charge for consideration of a New Application	£247.50	£260.00	5%		
	Private Hire/Hackney Carriage Drivers: Administration Charge for Renewal	£247.50	£260	5%		
	Driver Licence (1 year – on request)	£148	£150	1%		
	Private Hire Vehicle	£138	£148	7%		
	Hackney Carriage Vehicles	£138	£148	7%		
	Plate Bracket	£11.30	£11.30	0%		
	Pair of door stickers	£7.50	£7.50	0%		
Driver test	£38.0	£40.0	5%			
PETROLEUM	Less than 2,500 litres (550 gallons)	£44	£44	0%	set by HSE	
	Between 2,500 litres (550 gallons) and 50,000 litres (11,000) gallons	£60	£60	0%		
	More than 50,000 litres (11,000 gallons)	£125	£125	0%		
	Transfer of Licence	£8.00	£8.00	0%		
EXPLOSIVES	Licence to store explosives >0m separation - 1 year	£185	£185	0%	set by HSE	
	Licence to store explosives >0m separation - 2 year	£243	£243	0%		
	Licence to store explosives >0m separation - 3 year	£304	£304	0%		
	Licence to store explosives >0m separation - 4 year	£374	£374	0%		
	Licence to store explosives >0m separation - 5 year	£423	£423	0%		
	Renewal of Licence to store explosives >0m separation - 1 year	£86	£86	0%		
	Renewal of Licence to store explosives >0m separation - 2 year	£147	£147	0%		
	Renewal of Licence to store explosives >0m separation - 3 year	£206	£206	0%		
	Renewal of Licence to store explosives >0m separation - 4 year	£266	£266	0%		
	Renewal of Licence to store explosives >0m separation - 5 year	£326	£326	0%		
	Licence to store explosives <=0m separation - 1 year	£109	£109	0%		
	Licence to store explosives <=0m separation - 2 year	£141	£141	0%		
	Licence to store explosives <=0m separation - 3 year	£173	£173	0%		
	Licence to store explosives <=0m separation - 4 year	£206	£206	0%		
	Licence to store explosives <=0m separation - 5 year	£238	£238	0%		
	Renewal of Licence to store explosives <=0m separation - 1 year	£54	£54	0%		
	Renewal of Licence to store explosives <=0m separation - 2 year	£86	£86	0%		
	Renewal of Licence to store explosives <=0m separation - 3 year	£120	£120	0%		
	Renewal of Licence to store explosives <=0m separation - 4 year	£152	£152	0%		
	Renewal of Licence to store explosives <=0m separation - 5 year	£185	£185	0%		
	Registration for up to 5 years	£105.00	£105.00	0%		
	Registration Renewal for up to 5 years	£52.00	£52.00	0%		
	Any other kind of variation	reasonable cost	reasonable cost	na		
	Licence Variation: Amending name of licensee or address of site	£36	£36	0%		
	Licence Variation: Transfer of licence or registration	£36	£36	0%		
	Licence Variation: Replacement of Licence or registration if lost	£36				

OTHER LICENCES

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
MISCELLANEOUS	Sexual Entertainment Venue/Sex Establishment	£1,104	£1,138	3%	
	Street Trading Consents	£435	£448	3%	
	Skin Piercing	£222.00	£229.00	3%	
	Ear Piercing -duplicate for above really no need for separate entry	£222.00	£229.00	3%	
	Scrap Metal Site - New	£270	£401	49%	Scrap renewable every 3 years and calculated using an All Wales toolkit to account for full cost recovery. Renewed and approved via Cabinet report and subsequent delegated authority in advance of Sept 19 when they became due for renewal.
	Scrap Metal Site - Renewal	£270	£401	49%	
	Scrap Metal Site - Variation	£102	£102	0%	
	Scrap Metal Collector - New	£270	£332	23%	
	Scrap Metal Collector - Renewal	£270	£332	23%	
	Scrap Metal Collector - Variation	£102	£102	0%	
	Mobile Home Site	£776.00 plus £6/pitch	£1054/£781		Mobile homes licences renewable every 5 years and calculated using an All Wales toolkit to account for full cost recovery.
	Variation of licence conditions (no visit)	£50	£67	34%	
	Variation of licence conditions (visit)	£135	£127	-6%	
	Depositing site rules	£48	£39	-19%	
	Replacement licence	£17	£21	21%	
Environmental Search Enquiry	£74	£77	3%		

WATER SAMPLING FEES

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Sampling Fees	Risk Assessment for single dwelling supplies (by req. only)	£220.00	£220.00	0%	statute
	New risk assessment	£220.00	£220.00	0%	
	Revised risk assessment	£135.00	£135.00	0%	
	Sampling of single supplies (by req. only)	£100.00	£100.00	0%	statute
	Sampling of statutory supplies (each visit)	£100.00	£100.00	0%	statute
	Investigation (each supply)	£110.00	£110.00	0%	
	Granting an authorisation for temporary exemption from certain limits on impurities	£100.00	£100.00	0%	statute
	Small shared domestic property only	£100.00	£100.00	0%	statute

WEIGHTS & MEASURES

Category	ITEM/SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Measuring Instruments Directive	Automatic discontinuous totalisers, automatic rail weighbridges, automatic catchweighers, automatic gravimetric filling instruments and beltweighers. Cold water meters	£87.61	£89.71	2.4%
	Measuring instruments for liquid fuel and lubricants	10% surcharge	10% surcharge	0%
	Measuring instruments for liquid fuel delivered from road tankers	10% surcharge	10% surcharge	0%
	Capacity serving measures	25% surcharge	25% surcharge	0%
	Material measures of length	25% surcharge	25% surcharge	0%
Special Weighing & Measuring Equipment (per hour)	Automatic or totalising weighing machines	£87.61	£89.71	2.4%
	Equipment designed to weigh loads in motion	£87.61	£89.71	2.4%
	Bulk fuel measuring equipment tested following a Regulation 65 or 66 occurrence under the 1983 Regulations or Regulation 23 or 24 occurrence under the 1988 Regulations	£87.61	£89.71	2.4%
	Weighing or measuring equipment tested by means of statistical sampling	£87.61	£89.71	2.4%
	The establishment of calibration curves from templates	£87.61	£89.71	2.4%
	Templates graduated in millilitres	£87.61	£89.71	2.4%
	Testing or other services in pursuance of a Community obligation other than EC initial or partial verification	£87.61	£89.71	2.4%
Weights (per hour)	Full hourly rate for the first hour, thereafter £42.55 ph	£87.61 (Discount £43.57)	£89.71 (Discount £44.61)	2.4%
Measures (ea)	Linear measures not exceeding 3m, for each scale	£10.91	£11.17	2.4%
	Capacity measures, without divisions, not exceeding 1 litre	£8.16	£8.36	2.4%
	Cubic ballast measures (other than brim measures)	£192.91	£197.54	2.4%
	Liquid capacity measures for making up and checking average quantity packages	£30.49	£31.22	2.4%
Templates (ea)	Per scale - first item	£56.20	£57.55	2.4%
	Second and subsequent items	£20.06	£20.54	2.4%
Weighing Instruments - Non NAWI	Not exceeding 1 tonne (ea)	£69.25	£70.91	2.4%
	Exceeding 1 tonne to 10 tonne (ea)	£112.18	£114.87	2.4%
	Exceeding 10 tonnes (ea)	£234.28	£239.90	2.4%
	Certification of Weighbridge Operators (ph)	£87.61	£89.71	2.4%
Weighing Instruments - NAWI	Not exceeding 1 tonne (ea)	£115.26	£118.03	2.4%
	Exceeding 1 tonne to 10 tonne (ea)	£178.39	£182.67	2.4%
	Exceeding 10 tonnes (ea)	£390.51	£399.88	2.4%
	When testing instruments incorporating remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged.	50% surcharge	50% surcharge	0%
Measuring Instruments for Intoxicating Liquor: (ea)	Not exceeding 150ml	£19.00	£19.46	2.4%
	Other	£21.96	£22.49	2.4%

WEIGHTS & MEASURES

Category	ITEM/SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Measuring Instruments for Liquid Fuel and Lubricants:	Container type (not subdivided) (ea)	£79.62	£81.53	2.4%
Single/multi-outlets (nozzles)	First nozzle tested, per site (ea)	£129.87	£132.99	2.4%
	Each additional nozzle tested (ea)	£79.78	£81.69	2.4%
	Testing of peripheral electronic equipment on a separate visit (per site) (ph)	£87.61	£89.71	2.4%
	Testing of credit card acceptor (per unit, regardless of no. of slots/nozzles/pumps) (ph)	£87.61	£89.71	2.4%
Road Tanker Fuel Measuring Equipment (Above 100 Litres):	Meter measuring systems: Wet hose with two testing liquids (ea)	£278.75	£285.44	2.4%
	Meter measuring systems: Wet hose with three testing liquids (ea)	£325.21	£333.02	2.4%
	Meter measuring systems: Dry hose with two testing liquids (ea)	£309.69	£317.12	2.4%
	Meter measuring systems: Dry hose with three testing liquids (ea)	£356.33	£364.88	2.4%
	Meter measuring systems: Wet/dry hose with two testing liquids (ea)	£433.59	£444.00	2.4%
	Meter measuring systems: Wet/dry hose with three testing liquids (ea)	£463.52	£474.64	2.4%

FOOD & H&S

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
FOOD HYGIENE	Request for re-rating	£180.00	£180.00	0%	Nationally set
	Food advisory service	£150.00	£150.00	0%	Fee for 2 hours plus £55 plus vat per hour for any further hours based on actual costs.
	Food export health certificates	£90.00	£93.00	3%	
	Voluntary surrender of foods	£90.00	£93.00	3%	Fee for first hour, plus £55 per additional hours and actual costs of food disposal.
	Food hygiene training	£55.00	£55.00	0%	
	Factual Statement HSW Act	£151.00	£156.00	3%	
	Primary Authority Arrangements for food hygiene			n/a	fee will be based on actual cost
HEALTH AND SAFETY	Safety Certificate for Sports Ground	£538.00	£554.00	3%	

LICENSED PREMISES

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Licensed Premises/Club Application/Variation	Band A (non-domestic rateable value £0 - £4,300)	£100.00	£100.00	0%	same as other years as set by statute (last revision 2003)
	Band B (non-domestic rateable value £4,301 - £33,000)	£190.00	£190.00	0%	
	Band C (non-domestic rateable value £33,001 - £87,000)	£315.00	£315.00	0%	
	Band D (non-domestic rateable value £87,001 - £125,000)	£450.00	£450.00	0%	
	Band E (non-domestic rateable value £125,001+)	£635.00	£635.00	0%	
Licensed Premises/Club Annual Fee	Band A (non-domestic rateable value £0 - £4,300)	£70.00	£70.00	0%	
	Band B (non-domestic rateable value £4,301 - £33,000)	£180.00	£180.00	0%	
	Band C (non-domestic rateable value £33,001 - £87,000)	£295.00	£295.00	0%	
	Band D (non-domestic rateable value £87,001 - £125,000)	£320.00	£320.00	0%	
	Band E (non-domestic rateable value £125,000+)	£350.00	£350.00	0%	
Miscellaneous	Copy of Premises Licence	£10.50	£10.50	0%	
	Premises Provisional Statement	£315.00	£315.00	0%	
	Premises Change of name	£10.50	£10.50	0%	
	Premises Change DPS	£23.00	£23.00	0%	
	Premises Transfer	£23.00	£23.00	0%	
	Premises Interim Notice	£23.00	£23.00	0%	
	Club Change of Name or Rules	£10.50	£10.50	0%	
	Club Change of Registered Address	£10.50	£10.50	0%	
	Minor Variation	£89.00	£89.00	0%	
	Disapply DPS on Community Premises	£23.00	£23.00	0%	
	Temporary Event Notice	£21.00	£21.00	0%	
	TEN Copy Notice	£10.50	£10.50	0%	
	Personal Licence	£37.00	£37.00	0%	
	Personal Licence Copy	£10.50	£10.50	0%	
Personal Change Name/address	£10.50	£10.50	0%		
Premises Freeholder Interest	£21.00	£21.00	0%		

BUILDING CONTROL

Category	Quantity	Service	2019/20	2020/21	% increase /decrease from previous charge	Comments
Table A - New Dwellings Number of Units (Full Plans Vetting Charge): *	1		£197.23	£201.18	2%	
	2		£263.94	£269.22	2%	
	3		£347.63	£354.58	2%	
	4		£431.31	£439.94	2%	
	5		£521.44	£531.87	2%	
	6		£611.56	£623.79	2%	
	7		£637.31	£650.06	2%	
	8		£663.06	£676.32	2%	
	9		£688.81	£702.59	2%	
	10		£695.25	£709.16	2%	
	11 - 30		Quote	Quote	N/A	
Table A - New Dwellings Number of Units (Full Plans Inspection Charge): *	1		£302.97	£309.03	2%	
	2		£451.27	£460.30	2%	
	3		£650.84	£663.85	2%	
	4		£857.48	£874.62	2%	
	5		£1,057.69	£1,078.84	2%	
	6		£1,172.91	£1,196.37	2%	
	7		£1,402.09	£1,430.13	2%	
	8		£1,631.26	£1,663.89	2%	
	9		£1,860.44	£1,897.65	2%	
	10		£2,108.93	£2,151.10	2%	
	11 - 30		Quote	Quote	n/a	
Table A - New Dwellings Number of Units (Building Notice Charge): *	1		£500.21	£510.21	2%	
	2		£715.21	£729.52	2%	
	3		£998.46	£1,018.43	2%	
	4		£1,288.79	£1,314.56	2%	
	5		£1,579.12	£1,610.71	2%	
	6		£1,784.48	£1,820.16	2%	
	7		£2,039.40	£2,080.19	2%	
	8		£2,294.33	£2,340.21	2%	
	9		£2,549.25	£2,600.24	2%	
	10		£2,804.18	£2,860.26	2%	
	11 - 30		Quote	Quote	n/a	
Table B - Amount of Full Plans Vetting Charge	Garages	Erection or extension of a detached building which consists of a garage carport or both having a floor area not exceeding 60m2 in total, and which is not an exempt building.	£131.49	£134.12	2%	
	Single Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 10m2, including means of access and work in connection	£131.49	£134.12	2%	
		Any extension of a dwelling the total floor area of which exceeds 10m2, but does not exceed 40m2, including means of access and work in connection with that extension.	£131.49	£134.12	2%	
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and	£131.49	£134.12	2%	
	Two Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 40m2, including means of access and work in connection with that extension.	£131.49	£134.12	2%	
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.	£131.49	£134.12	2%	
	Loft Conversions	Loft conversion floor area not exceeding 40m2	£131.49	£134.12	2%	
		Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£131.49	£134.12	2%	
	Other Works	Conversion of a single domestic garage in to a habitable room	£198.11	£202.07	2%	
		Replacement of windows in a dwelling (up to 20 windows)	£56.98	£58.12	2%	
		Installation or replacement of domestic sewage treatment system	£157.79	£160.94	2%	
		Upgrading thermal elements (as defined in guidance note)	£56.98	£58.12	2%	
		Installation of heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) Inc. associated flue arrangement. (Where the installer is not a member of a 'Competent Persons Scheme')	£157.79	£160.94	2%	
		Replacement of an existing heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) (Where the installer is not a member of a 'Competent Persons Scheme')	£56.98	£58.12	2%	
		Installation of a solar hot water system (Where the installer is not a member of a 'Competent Persons Scheme')	£157.79	£160.94	2%	
Electrical Installations where the installer is not a member of a 'Competent Persons Scheme'	£175.32	£178.82	2%			

BUILDING CONTROL

Category	Quantity	Service	2019/20	2020/21	% increase /decrease from previous charge	Comments	
Table B - Amount of Full Plans Inspection Charge	Garages	Erection or extension of a detached building which consists of a garage carport or both having a floor area not exceeding 60m2 in total, and which is not an exempt building.	£128.25	£130.81	2%		
	Single Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 10m2, including means of access and work in connection with that extension.	£128.25	£130.81	2%		
		Any extension of a dwelling the total floor area of which exceeds 10m2, but does not exceed 40m2, including means of access and work in connection with that extension.	£245.88	£250.80	2%		
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.	£341.45	£348.27	2%		
	Two Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 40m2, including means of access and work in connection with that extension.	£283.17	£288.83	2%		
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.	£378.73	£386.31	2%		
	Loft Conversions	Loft conversion floor area not exceeding 40m2	£245.88	£250.80	2%		
		Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£341.45	£348.27	2%		
	Table B - Amount of Building Notice Charge	Garages	Erection or extension of a detached building which consists of a	£285.71	£291.43	2%	
		Single Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 10m2, including means of access and work in connection with that extension.	£285.71	£291.43	2%	
Any extension of a dwelling the total floor area of which exceeds 10m2, but does not exceed 40m2, including means of access and work in connection with that extension.			£415.11	£423.41	2%		
Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.			£520.23	£530.64	2%		
Two Storey Extensions		Any extension of a dwelling the total floor area of which does not exceed 40m2, including means of access and work in connection with that extension.	£456.13	£465.25	2%		
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.	£561.25	£572.47	2%		
Loft Conversions		Loft conversion floor area not exceeding 40m2	£415.11	£423.41	2%		
		Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£520.23	£530.64	2%		
Other Works		Conversion of a single domestic garage in to a habitable room	£217.92	£222.28	2%		
		Replacement of windows in a dwelling (up to 20 windows)	£62.68	£63.93	2%		
		Installation or replacement of domestic sewage treatment system	£173.57	£177.04	2%		
		Upgrading thermal elements (as defined in guidance note)	£56.98	£58.12	2%		
		Installation of heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) Inc. associated flue arrangement. (Where the installer is not a member of a 'Competent Persons Scheme')	£173.57	£177.04	2%		
		Replacement of an existing heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) (Where the installer is not a member of a 'Competent Persons Scheme')	£56.98	£58.12	2%		
		Installation of a solar hot water system (Where the installer is not a member of a 'Competent Persons Scheme')	£173.57	£177.04	2%		
		Electrical Installations where the installer is not a member of a 'Competent Persons Scheme'	£192.85	£196.70	2%		
Table C - Cost of Works - Amount of Full Plans Vetting Charge	£0 - £2,000		£113.30	£115.57	2%		
	£2,001 - £5,000		£186.95	£190.68	2%		
	£5,001 - £10,000		£63.06	£64.32	2%		
	£10,001 - £15,000		£76.57	£78.10	2%		
	£15,001 - £20,000		£90.07	£91.87	2%		
	£20,001 - £25,000		£102.08	£104.12	2%		
	£25,001 - £30,000		£114.09	£116.37	2%		
	£30,001 - £35,000		£126.10	£128.62	2%		
	£35,001 - £40,000		£138.11	£140.87	2%		
	£40,001 - £45,000		£152.46	£155.51	2%		
	£45,001 - £50,000		£161.81	£165.05	2%		
	£50,001 - £55,000		£173.14	£176.61	2%		
	£55,001 - £60,000		£184.47	£188.16	2%		
	£60,001 - £65,000		£195.80	£199.72	2%		
	£65,001 - £70,000		£207.13	£211.28	2%		
	£70,001 - £75,000		£218.46	£222.83	2%		
	£75,001 - £80,000		£229.79	£234.39	2%		
£80,001 - £90,000		£241.12	£245.95	2%			
£90,001 - £100,000		£252.45	£257.50	2%			

BUILDING CONTROL

Category	Quantity	Service	2019/20	2020/21	% increase /decrease from previous charge	Comments
Table C - Cost of Works - Amount of Full Plans Inspection Charge	£5,001 - £10,000		£162.23	£165.47	2%	2% increase to fees so that the Service remains competitive within the current market
	£10,001 - £15,000		£196.99	£200.93	2%	
	£15,001 - £20,000		£231.75	£236.39	2%	
	£20,001 - £25,000		£262.65	£267.90	2%	
	£25,001 - £30,000		£293.55	£299.42	2%	
	£30,001 - £35,000		£324.45	£330.94	2%	
	£35,001 - £40,000		£355.35	£362.46	2%	
	£40,001 - £45,000		£386.25	£393.98	2%	
	£45,001 - £50,000		£417.15	£425.49	2%	
	£50,001 - £55,000		£448.05	£457.01	2%	
	£55,001 - £60,000		£478.95	£488.53	2%	
	£60,001 - £65,000		£509.85	£520.05	2%	
	£65,001 - £70,000		£540.75	£551.57	2%	
	£70,001 - £75,000		£571.65	£583.08	2%	
£75,001 - £80,000		£602.55	£614.60	2%		
£80,001 - £90,000		£643.75	£656.63	2%		
£90,001 - £100,000		£674.65	£688.14	2%		
Table C - Cost of Works - Amount of Building Notice Charge	£0 - £2,000		£124.63	£127.12	2%	
	£2,001 - £5,000		£205.64	£209.75	2%	
	£5,001 - £10,000		£247.81	£252.76	2%	
	£10,001 - £15,000		£300.91	£306.93	2%	
	£15,001 - £20,000		£354.01	£361.09	2%	
	£20,001 - £25,000		£401.21	£409.23	2%	
	£25,001 - £30,000		£448.41	£457.38	2%	
	£30,001 - £35,000		£495.61	£505.52	2%	
	£35,001 - £40,000		£542.81	£553.67	2%	
	£40,001 - £45,000		£592.58	£604.43	2%	
	£45,001 - £50,000		£636.86	£649.60	2%	
	£50,001 - £55,000		£683.31	£696.98	2%	
	£55,001 - £60,000		£729.77	£744.36	2%	
	£60,001 - £65,000		£776.22	£791.74	2%	
£65,001 - £70,000		£822.67	£839.12	2%		
£70,001 - £75,000		£869.12	£886.51	2%		
£75,001 - £80,000		£915.58	£933.89	2%		
£80,001 - £90,000		£973.36	£992.83	2%		
£90,001 - £100,000		£1,019.81	£1,040.21	2%		
Table D - Other Residential (Institution and Other) Full Plans Vetting Charge	Floor area not exceeding 10m2		£131.49	£134.12	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£175.32	£178.82	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£219.15	£223.54	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£219.15	£223.54	2%	
Table D - Other Residential (Institution and Other) Full Plans Inspection Charge	Floor area not exceeding 10m2		£359.41	£366.60	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£525.96	£536.48	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£788.94	£804.72	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£964.26	£983.54	2%	
Table D - Assembly and Recreation Full Plans Vetting Charge	Floor area not exceeding 10m2		£105.19	£107.30	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£140.26	£143.06	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£175.33	£178.83	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£175.33	£178.83	2%	

BUILDING CONTROL

Category	Quantity	Service	2019/20	2020/21	% increase /decrease from previous charge	Comments
Table D - Assembly and Recreation Full Plans Inspection Charge	Floor area not exceeding 10m2		£287.52	£293.27	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£420.77	£429.18	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£631.15	£643.78	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£771.41	£786.84	2%	
Table D - Industrial and Storage Full Plans Vetting Charge	Floor area not exceeding 10m2		£65.74	£67.06	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£87.66	£89.42	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£109.58	£111.77	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£109.58	£111.77	2%	
Table D - Industrial and Storage Full Plans Inspection Charge	Floor area not exceeding 10m2		£179.70	£183.30	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£262.98	£268.24	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£394.47	£402.36	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£482.13	£491.78	2%	
Table D - All Other Use Classes Full Plans Vetting Charge	Floor area not exceeding 10m2		£78.90	£80.48	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£105.19	£107.30	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£131.49	£134.12	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£131.49	£134.12	2%	
Table D - All Other Use Classes Full Plans Vetting Charge	Floor area not exceeding 10m2		£215.64	£219.95	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£315.57	£321.88	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£473.37	£482.83	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£578.55	£590.12	2%	

BUILDING CONTROL

Category	Quantity	Service	2019/20	2020/21	% increase /decrease from previous charge	Comments
Table E - Other Services	E1 Code for Sustainable Homes – Pre-assessment		£162.23	£165.47	2%	
	E1a Code for Sustainable Homes – Registration Fee (Single dwelling)		£156.82	£159.95	2%	
	E2 Code for Sustainable Homes – Design Stage Assessment (two stage payments)		£1,297.80	£1,323.76	2%	
	E2a Code for Sustainable Homes – Additional Optional Services (per calculation)		£43.26	£44.13	2%	
	E3 Code for Sustainable Homes – Post Construction		£270.38	£275.78	2%	
	E4 Code for Sustainable Homes – Additional visits		£432.60	£441.25	2%	
	E5 SAP Rating – On construction (New Build)		£135.19	£137.89	2%	
	E6 EPC Rating - Existing Dwelling		£108.15	£110.31	2%	
	E7 Copy of Decision Notices / Completion Certificates with valid ref number		£22.53	£22.98	2%	
	E8 Copy of Decision Notices / Completion Certificates without valid ref number		£31.55	£32.18	2%	
	E9 Letter Confirming Exemption		£31.55	£32.18	2%	
E10 Pre-Application		£63.08	£64.35	2%		
Potential Service Charges to be Introduced/ Charges levied but not yet	Demolition Notices		£81.11	£82.73	2%	
	CON 29 Searches - on basis of time as well as disbursements		tbc	tbc	n/a	
	Street signs		tbc	tbc	n/a	
	Fire Risk Assessments		POA	POA	n/a	
	Fire Door Assessments		POA	POA	n/a	

PLANNING

Planning Fees

The latest planning permission fees can be obtained by clicking on the following link:-

<https://en.powys.gov.uk/article/6040/Planning-permission-fees>

BURIAL FEES

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Excavation	<i>Burial - Adults: Single Depth</i>	£820.91	£820.91	0%
	<i>Burial - Adults: Double Depth</i>	£1,034.75	£1,034.75	0%
	<i>Burial - Children: Stillborn to under 12 years</i>	£0	£0	0%
	<i>Burial - Children: Children over 1 month and under 12 years</i>	£0	£0	0%
	<i>Cremated Remains: All burials</i>	£260	£260	0%
Monument Registrations	Right to erect a headstone & first inscription	£236.83	£236.83	0%
	Right to erect a kerbstone	£236.83	£236.83	0%
	Subsequent inscriptions	£60.08	£60.08	0%
Purchase of Exclusive Right of Burial (ERB)	Adults & Children 12 and over	£945.23	£945.23	0%
	Children - under 12 years	£0	£0	0%
	Stillborn/under 1 month	£0	£0	0%
	Cremation Space	£468.34	£468.34	0%
Registration of Burial	Adults & Children 12 and over	£294.56	£294.56	0%
	Stillborn and Children under 12 years	£0	£0	0%
Miscellaneous	Scattering of Ashes	£294.56	£294.56	0%
	Home burial visit	£120.00	£120.00	0%
	Genealogy Research Requests*	£70.18	£70.18	0%
	Saturday cremations (additional cost)	£264	£264	0%
	Saturday burials (additional cost)	£528	£528	0%

DOGS & PEST CONTROL

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
DOG	Kennelling fee	£50	£50	0%
WARDEN	Cost per day	£13	£13	0%

CATERING

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Primary School	Meal	£2.45	£2.45	0%	increase of £0.15p was introduced from April 2019. There is no plan to increase this in 2020.
	Free Meal	£2.45	£2.45	0%	
High School	Meal of the day	£2.55	£2.55	0%	
	Free Meal	£2.55	£2.55	0%	
Adults	Meal Tickets	£4.50	N/A	0%	Meal tickets ceased with the introduction of cashless from 2016
	Meals	£4.50	£4.50	0%	
Other	Clifford Meals	£3.40	£0.00		Clifford meals ceased in the summer of 2019. School gave notice.

CLEANING

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
External Sites	Cleaner	£13.18	TBA	
	Cleaner in Charge	£13.36	TBA	
	Caretaker	£12.92	TBA	
Schools	Cleaner	£13.45	TBA	
	Cleaning Caretaker	£12.92	TBA	
Internal Sites	Cleaner	£12.40	TBA	
	Cleaner in Charge	£12.40	TBA	
	Cleaner Supervisor	£13.47	TBA	
	Caretaker / Handyman	£12.92	TBA	
	Caretaker	£14.13	TBA	
Other sites	Fire Stations small Not including materials	£13.18	TBA	

LIBRARIES

SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Fines – books	Branches: Adult: 15p per open day overdue for each item (max. £5.00 per item). Mobile libraries: 15p per item per missed visit. Children: no fines on children's items.	Voluntary donation (delegated decision paper to remove fines currently going through system for comments and decision)	0%	<i>Increased by 50% 15/16</i>
Fines – other	Talking books: Adult – 15p per day overdue for each item, to a maximum of £5.00. No fines on children's items. DVDs: childrens, information and music: 20p per open day DVDs - feature films and boxed sets: 50p per open day to a maximum of £5.00	Voluntary donation (delegated decision paper to remove fines currently going through system for comments and decision)	0%	<i>Increased by 50% 15/16</i>
Reservations	Books in stock or on order: no charge Not in stock book or periodical: £10.00 Music and play sets: from £30.00 depending on number of copies wanted etc. Application for renewal of inter-library loan items (minimum of one week's notice required): £10.00 Overdue inter-library loan items: £10.00 recharge		0%	<i>Increased by 50% and 67% in 17/18</i>
DVDs	Hire charge: £1.00 per week for children's, information, and music. Hire charge: £2.50 per week for adults and children's feature films Hire charge: £4 per week for boxed sets containing 3 or more DVDs	No change	0%	<i>Boxed sets charge introduced 16/17. Feature films increased 25% 15/16.</i>
Talking Books	Hire charge: £3.00. No charge for children's items.	No change	0%	<i>Increased 50% 16/17</i>
Replacement tickets	Adult / children: £2	No change	0%	<i>Increased 100% 18/19</i>
Sales of withdrawn stock	Adult fiction: from 50p Non-fiction: from 75p Junior: from 20p Audio: from 50p DVDs: from £2.51	No change	0%	<i>Increased 25% 18/19</i>
Photocopies	A4, 20p per side A3, 40p per side	No change	0%	<i>It is believed that this is one area where the market should sustain an increased price without detrimentally affecting use</i>
Paper	A4 10p per sheet	No change	0%	
Printouts	A4: 20p black & white, 40p colour Microfiche/film printout: - A4: 30p self-service, 50p postal (where available) Standard charge through public i-cam printer Digital copies and printouts undertaken by staff: £1.00 each	No change	0%	<i>A4 increased to match charge for copies, as uses the same machine. A3 deleted as no A3 printer/copiers in libraries.</i>
Damaged & lost items	Books: In print: current published price Out of print: current average cost for book type DVDs: Individually priced	No change	0%	<i>Variable pricing already in place</i>
Use of Computers	Free bookable sessions	No change	n/a	WG requirement under the Welsh Public Library Standards to provide free computer use
Sale of memory sticks	8gb memory stick £6	No change	0%	<i>Increased 20% 18/19</i>

LIBRARIES

SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Room hire	<p>Voluntary / educational organisations: £30.00 per 3 hour session; £15.00 per hour; £50 per 3 hour session out of library opening hours</p> <p>Other organisations: £50.00 per 3 hour session during library opening hours; £20 per hour plus caretaker costs for opening/closing per session outside of library opening hours Use of kitchen facilities (Brecon £10.00, others £5.00)</p> <p>Reduced rates for regular bookings: 10% reduction for regular bookings (10 per year and over)</p>	Only change is to kitchen facilities - Use of kitchen facilities £5.00	0%	3 hour session charge out of hours
Exhibitions	<p>Galleries: No charge for non selling exhibitions £50 + 10% of sales for selling exhibitions</p> <p>Display cases: No charge for non selling exhibitions Selling: £25 + 10% of sales for selling exhibitions</p> <p>Local organisations information displays: FREE at the discretion of the Branch Librarian</p>		0%	Charge removed in 2017/18 for non-selling exhibitions
Fax	<p>Incoming: 50p per page Outgoing: UK £1.00; Europe - £2.00 for 1st page, £1.00 for each subsequent page; World - £3.00 for 1st page, £1.00 for each subsequent page</p>	No change	0%	<i>Very limited use now - under review</i>
Laminating (where available)	<p>A4 size: £1.50 A3 size: £2.00</p>	No change	0%	<i>Very limited use now - under review</i>
Local studies research	£20 per half hour	No change	33%	<i>Increase in line with Archives Service</i>

MUSEUMS

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
COPY CHARGES	Photocopy: Single A4/ BW	£0.25	£0.25	0%
	Photocopy: A4 colour	£0.50	£0.50	0%
	Photocopy - laminated	£1.00	£1.00	0%
	Photocopy: A3 B/W	£0.50	£0.50	0%
	Photocopy: A3 colour	£1.00	£1.00	0%
	Scanned photos – personal / commercial / publishing	Quote available depending on number of images	Quote available depending on number of images	n/a
ROOM HIRE	Half day incl. tea & coffee	£30.00	£30.00	0%
	Full day incl. tea & coffee	£60.00	£60.00	0%
VENUE HIRE	Filming etc. per day	Negotiable – depending on requirements	Negotiable – depending on requirements	n/a
SALES	Exhibition art work sales, commission, pictures / books / cards	33% of wall price	33% of wall price	0%
EDUCATION CHARGES	SLA - school annual agreement	N/A	N/A	0%
	Visit to Museum by an educational organisation (with Education & Access Officer)	£50.00	£50.00	0%
	Visit to school or other educational institution (with Education & Access Officer)	£70.00 (Discount of £15.00 for 2 or more bookings made within the same financial year)	£70.00 (Discount of £15.00 for 2 or more bookings made within the same financial year)	0%
	Visit to Museum / Outreach visit by Education & Access Officer to Special schools / Adults with disabilities	£30.00	£30.00	0%
	Visit to Museum / Outreach visit by Education & Access Officer to Adult groups	£55.00	£55.00	0%
	Craft activities / holiday activities – per child / adult	£0-£3.00 Depending on activity	£0-£3.00 Depending on activity	0%
	Visit to retirement / nursing home	£25.00	£25.00	0%
	3rd Age / Adult Learning visits	£20.00 - £60.00 Depending on requirements / activity	£20.00 - £60.00 Depending on requirements / activity	0%
Education Charges (Rad and Mont)	Visit to Museum by an educational organisation	Free	Free	0%
	Use of handling collection at museum	£25 per Topic	£25 per Topic	0%
	Use of Victorian/WW2 school room - (Mont only)	£25	£25	0%
	Rental of handling collection	£40 per Topic	£40 per Topic	0%
	Transport of above (delivery/return)	£0.45 per mile	£0.45 per mile	0%
	Crafts	£2 per child	£2 per child	0%

ARCHIVES

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Photocopies	A4 per sheet	£0.50	£0.50	0%
	A3 per sheet	£1.00	£1.00	0%
	Micro film / fiche printout	£1.00	£1.00	0%
	Postal requests (cost of copies, plus postage)	£3.00	£3.00	0%
Digital Images	Images digitised from the original document, on CD, per image	charged as per staff time	charged as per staff time	n/a
	Images digitised from the original document, printout, per image	charged as per staff time	charged as per staff time	n/a
	Images of existing digital images, on CD, per image	charged as per staff time	charged as per staff time	n/a
	Images of existing digital images, printout, per image	charged as per staff time	charged as per staff time	n/a
Research Service	Half an hour quick "look-up" (parish registers and census only)	£20.00	£20.00	0%
	One hour research	£40.00	£40.00	0%
	Two hours research	£80.00	£80.00	0%
Photography Permit	Annual permit to take digital photographs of archive documents (for private research only)	Daily permit £9; weekly permit £20; annual permit £50	Daily permit £9; weekly permit £20; annual permit £50	0%
Family and Local History Internet Sessions	One-to-one sessions on family or local history sources on the Internet, one hour	£5 per individual in group; £10 individual	£5 per individual in group; £10 individual	0%

PRIVATE SECTOR HOUSING

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Renewals:	Landlord Loans	up to 15% of loan value (up to £25K per unit recovered over 5 years)	up to 15% of loan value (up to £25K per unit recovered over 5 years)	0%
	CO2I Loans	up to 15% of loan value (up to £5K per measure recovered over 5 years)	up to 15% of loan value (up to £5K per measure recovered over 5 years)	0%
	WG Houses into Homes Loans (Formal Route)	up to £495 administration fee, plus £50 land registry fee	up to £495 administration fee, plus £50 land registry fee	0%
	WG Houses into Homes Loans (Following Works in Default Notice - Supervised)	up to 15% of loan value (up to £5K per measure recovered over 5 years)	up to 15% of loan value (up to £5K per measure recovered over 5 years)	0%
	WG Town Centre Loans	up to 15% of loan value (up to £25K per unit recovered over 5 years)	up to 15% of loan value (up to £25K per unit recovered over 5 years)	0%
	Disabled Facility Grant & Loan Assistance	up to 15% of approved works cost value against capital budget	up to 15% of approved works cost value against capital budget	0%
	Safe Warm & Secure Assistance	up to 15% of approved works - e.g. to support delivery of W.G. Loan Capital), otherwise limited to a maximum of £1k per building for voided applications, or Housing Standards Enforcement Guidance.	up to 15% of approved works - e.g. to support delivery of W.G. Loan Capital), otherwise limited to a maximum of £1k per building for voided applications, or Housing Standards Enforcement Guidance.	0%
Enforcement:	HMO Licensing			0%

FREEDOM WEBSITE LINK

Powys Leisure Centres - for latest activity prices please click on the link below

Brecon Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=1975§ionTitle=brecon+leisure+centre>

Bro Ddyfi Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2014§ionTitle=bro+ddyfi+leisure+centre>

Builth Sports Centre and swimming pool

<https://www.freedom-leisure.co.uk/centres/builth-wells-sports-centre-and-swimming-pool/>

Caereinion Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2028§ionTitle=caereinion+leisure+centre>

East Radnor Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2029§ionTitle=east+radnor+leisure+centre>

Knighton Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2030§ionTitle=knighton+sports+centre>

Llandrindod Wells Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2031§ionTitle=llandrindod+wells+sports+centre>

Llanfyllin Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2032§ionTitle=llanfyllin+sports+centre>

Llanidloes Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2033§ionTitle=llanidloes+sports+centre>

Maldwyn Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2034§ionTitle=maldwyn+leisure+centre>

Rhayader Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2035§ionTitle=rhayader+leisure+centre>

The Flash Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2037§ionTitle=the+flash+leisure+centre>

Ystradgynlais Leisure Centre

<https://www.freedom-leisure.co.uk/centres/ystradgynlais-sports-centre/>

CTAX

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Council Tax	Summons (subject to Court approval)	£50.00	£50.00	0%	as per Legislation maximum costs that can be charged in Wales is £70.00 (any combination).
	Liability Order	£20.00	£20.00	0%	
	<i>Council tax Premium- second homes</i>	n/a	n/a	n/a	Housing (Wales) Act enables a 100% premium to be charged on second homes. Council determined 09/03/2016 to charge a premium of 50% from 01/04/2017 . Exceptions to premium apply.
	Council tax Premium -Long Term empties	n/a	n/a	n/a	Housing (Wales) Act enables a 100% premium be charged on Long-term empty properties. Council determined 09/03/2016 to charge a premium of 50% from 01/04/2017 . Exceptions to premium apply
NNDR	Summons (subject to Court approval)	£50.00	£50.00	0%	
	Liability Order	£20.00	£20.00	0%	

CAR PARK

CAR PARK FEES AND CHARGES			CATEGORY			UP TO 1 HR			UP TO 2 HRS			UP TO 4 HRS			OVER 4 HRS			OVERNIGHT			
LOCATION	TYPE OF VEHICLE	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge		
																				Short Stay Car Parks	
Hay on Wye - Market Square car park Brecon - George Street, Viaduct Inner and Y Gaer car parks Llandrindod Wells - Middleton Street car park Knighton - Norton Arms car park Welshpool - Severn Stars car park																					
Long Stay Mixed Use Car Parks			Motor car/cycle	£1.00	£1.00	0%	£2.00	£2.00	0%	£3.00	£3.00	0%	£4.00	£4.00	0%	£0.00	£0.00	0%	£0.00	£0.00	0%
			Vehicle & Trailer/caravan	£2.00	£2.00	0%	£4.00	£4.00	0%	£6.00	£6.00	0%	£8.00	£8.00	0%	£0.00	£0.00	0%	£0.00	£0.00	0%
			Van <3t	£1.00	£1.00	0%	£2.00	£2.00	0%	£3.00	£3.00	0%	£4.00	£4.00	0%	£0.00	£0.00	0%	£0.00	£0.00	0%
			Motorhome and Goods >3t	£2.00	£2.00	0%	£4.00	£4.00	0%	£6.00	£6.00	0%	£8.00	£8.00	0%	£0.00	£0.00	0%	£0.00	£0.00	0%
Builth Wells - Smithfield and The Groe car parks Crickhowell - Beaufort Street car park Hay-on-Wye - Oxford Road car park Brecon - Promenade car park Knighton - Bowling Green Lane car park Rhayader - Dark Lane car park Newtown Back Lane and Gravel car parks																					
Welshpool - Berriew Street and Church Street car parks Llanidloes - Mount Street car park Machynlleth - Maengwyn Street car park																					
Long Stay Motorcars/Cycles plus Trailer/Caravan			Motor car/cycle/van <3t	£1.00	£1.00	0%	£2.00	£2.00	0%	£3.00	£3.00	0%	£4.00	£4.00	0%	£0.00	£0.00	0%	£0.00	£0.00	0%
			Vehicle & Trailer/caravan	£2.00	£2.00	0%	£4.00	£4.00	0%	£6.00	£6.00	0%	£8.00	£8.00	0%	£0.00	£0.00	0%	£0.00	£0.00	0%
Brecon - Alexandra Road, Kensington, Dinas Road, Scout Lane, Viaduct Outer and Canal Road car parks Ystradgynlais - Heol Maes y Dre and Heol Eglwys Presteigne - Hereford Street and High Street car parks																					
Long Stay Motorcars/Cycles only			Motor car/cycle	£1.00	£1.00	0%	£2.00	£2.00	0%	£3.00	£3.00	0%	£4.00	£4.00	0%	£0.00	£0.00	0%	£0.00	£0.00	0%
Brecon - Alexandra Road, Kensington, Dinas Road, Scout Lane, Viaduct Outer and Canal Road car parks Ystradgynlais - Heol Maes y Dre and Heol Eglwys Presteigne - Hereford Street and High Street car parks Llandrindod Wells - Town Hall car park																					

CAR PARK FEES AND CHARGES			CATEGORY			Per Day			OVERNIGHT			
Long Stay Coach and Lorry Park			Coach/Goods Vehicle	£8.00	£8.00	0%	£0.00	£0.00	0%	£0.00	£0.00	0%
Brecon - Canal Road Coach and Lorry Park												

PERMITS													
LOCATION	TYPE OF VEHICLE	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge
CAR PARK PERMITS	Motor Cars	£40.00	£40.00	0%	£115.00	£115.00	0%	£205.00	£205.00	0%	£370.00	£370.00	0%
	Cars and Trailers	£70.00	£70.00	0%	£185.00	£185.00	0%	£340.00	£340.00	0%	£610.00	£610.00	0%
	Motorhomes	£70.00	£70.00	0%	£185.00	£185.00	0%	£340.00	£340.00	0%	£610.00	£610.00	0%
	Goods Vehicles	£70.00	£70.00	0%	£185.00	£185.00	0%	£340.00	£340.00	0%	£610.00	£610.00	0%
	Bus/Coach	£70.00	£70.00	0%	£185.00	£185.00	0%	£340.00	£340.00	0%	£610.00	£610.00	0%

WASTE COLLECTION

Category	SERVICE	2017/18	2019/20	2020/21	% increase /decrease from previous charge	Comments	
Household Waste	Bulky Household Waste (subject to conditions)	£25.00 (up to 3 items)	£30 (up to 3 items)	All ready consider as part IBP Work			
Wheeled Bin Size (240 Litre) Weekly Collection Charge:	Glass	£2.69	see comment	see comment	0%	TRADE - flexibility over pricing approved by portfolio holder to remain competitive within the marketplace, therefore no set price	
	Plastic/tins/cans/metal	£2.69			0%		
	Paper	£2.69			0%		
	Wheeled Bin Size (180 Litre) Weekly Collection Charge:	Food			£4.33		0%
	Wheeled Bin Size (360 Litre) Weekly Collection Charge:	Cardboard & Paper			£2.69		0%
Wheeled Bin Size (820 & 1100 Litre) Weekly Collection Charge:	Cardboard & Paper	£6.68-£8.91			0%		
Trade	Wheeled Bin Size (360 Litre) Weekly Collection Charge:	£11.74	see comment	see comment	0%		
	Wheeled Bin Size (660 Litre) Weekly Collection Charge:	£20.12			0%		
	Wheeled Bin Size (1100 Litre) Weekly Collection Charge:	£29.24			0%		
	Wheeled Bin Size (1280 Litre) Weekly Collection Charge:	£33.88			0%		
	Trade Kerbside containers - up to 6 boxes (annual fee)	£139.88			0%		
	Trade Refuse Sacks (26 per roll) - General	£114.46			0%		
Trade Refuse Sacks (26 per roll) - Charity (blue)	£57.23	0%					
Miscellaneous	Compost Bin - to purchase from CA Sites	Delivery direct to householders only £20	£20	No Longer supply	0%		
	Garden Waste Sacks (each)	£13.56 for roll of 10	n/a	n/a	0%	superseded by garden waste collection service	
	Purple Sacks (domestic) 26 per roll	£51.88	£57.07	£62.77	10%	inflationary increase and increase in disposal costs	
	HWRS Civic Amenity Site Permit (annual fee)	£200.00	£200.00	£250.00	25%		
	Bring Site Permit (annual fee)	£55.00	n/a	N/a	0%	discontinued	
Replacement Eurobins	New Replacement 1280L	£400.74	see comment	see comment	0%	TRADE - flexibility over pricing approved by portfolio holder to remain competitive within the marketplace.	
	New Replacement 1100L	£367.02			0%		
	New Replacement 660L	£350.95			0%		
	New Replacement 360L	£134.66			0%		
	Refurbished Replacement Bin (all sizes)	£144.55			0%		
Replacement Eurobin lids	1280L	£83.57	see comment	see comment	0%		
	1100L	£74.16			0%		
	660L	£74.16			0%		
	360L	£74.16			0%		

LAPAAAN

Category	Service	Proposed charges April 2019/20 £	Proposed charges April 2020/21 £	% increase	Notes
Temporary Traffic Signals	2 way lights	Notification Only No Charge	Notification Only No Charge	n/a	Each period of installation
	3 / 4 way lights	Notification Only No Charge	Notification Only No Charge	n/a	Each period of installation
Scaffolding	Consideration of an application to erect over a highway any scaffolding or other structure.	92	95	3%	Initial consideration and first 2 weeks
	Consideration of an application to retain on or over a highway any scaffolding or other structure.	53	55	4%	Each additional week or part thereof
Skips	Consideration of an application for permission to deposit a skip on any highway.	53	54	3%	Initial consideration and first 2 weeks
	Consideration of an application for permission to retain a skip on any highway.	27	28	5%	Each additional week or part thereof
Hoarding	Consideration of an application for consent to erect a hoarding or fence.	92	94	3%	Initial consideration and first 2 weeks
	Consideration of an application for consent to retain a hoarding or fence.	53	54	3%	Each additional week or part thereof
Seasonal Decs,Banners/Bunting	Consideration of application to erect short term banners & decorations within or over a highway or street.	105	108	3%	
Materials storage/Working areas on the Highways	Consideration of an application for consent to temporarily deposit building materials rubbish or other things in a street that is maintainable at public expense.	92	94	3%	Initial consideration and first 2 weeks
	Consideration of an application for consent to continue temporarily depositing building materials rubbish or other things in a street that is maintainable at public expense.	53	54	3%	Each additional week or part thereof
Vehicle Access	Vehicle Access - Residential property verge and/or footway crossing. Authorisation of access and inspection of the works as required.	128	132	3%	
	Vehicle Access - Commercial premises verge and/or footway crossing. Authorisation of access and inspection of the works as required.	259	267	3%	
Private apparatus placed in the Highway	Single dwelling, non-commercial development and the like. New Connections up to 100 metres	307	317	3%	
	Multiple dwellings, commercial development and the like. New Connections up to 100 metres	460	475	3%	
	Repair, renewal or replacement of existing where no previous licence exists up to 100 metres.	255	264	3%	
	Repair, renewal or replacement of existing where licence already granted up to 100 metres.	174	180	3%	
	New connections, repair, renewal or replacement. Extra over for each additional 100 metres of excavation or part thereof.	174	180	3%	
Excavations in Streets	Authorisation for temporary excavations in streets such as foundations of adjacent walls, trial pits etc.	256	265	3%	Initial consideration and first 2 weeks
	Authorisation for time extension for temporary excavations in streets such as foundations of adjacent walls, trial pits etc.	53	54	3%	Each additional week or part thereof
	Structural calculations in connection with works in Highways or Streets Checking of submitted calculations in connection with applications for consents, authorisation etc.	Quote	Quote	n/a	
	Cellars under Streets Consideration for construction or control of openings to cellars etc. under the street. (Includes checking of submitted structural calculations)	477	492	3%	
Road Closures/Traffic Regulation Order etc.	Temporary for works in the highway	989	1,019	3%	
	TTRO & TTRN amendments to existing orders and notices	315	325	3%	
	Temporary for single events on the highway	474	489	3%	First Event
	Temporary for repeat events on the highway within 6 months of last event.	340	351	3%	Repeat event (within 12 months)
	Traffic Regulation Order - Permanent	3,090	3,183	3%	
	Stopping up of Highways	3,090	3,183	3%	
Use of Council venue	Use of Council venue & associated services (Excluding Brecon Market Hall)	Specific quote	Specific quote	Specific quote	
	Use of Council owned or operated car park for event	Loss of average daily income plus £77.25 administration	Loss of average daily income plus £77.25 administration		Charges calculated on full day basis only
Brecon Market Hall	basic hire per day or part thereof (0800 to midnight)	258	TBA		
	basic hire per day or part thereof (0800 to midnight)- Charities or Voluntary groups	206	TBA		
	additional chairs, up to 900 maximum [per 100]	15	TBA		
	full stage	155	TBA		
	removal of furniture to allow maximum capacity	773	TBA		
	additional fee if Licensed bar to be operated	77	TBA		
	additional hours after midnight [per hour or part hour]	77	TBA		
	Cultivation of or planting within the Highway and maintenance thereafter.	191	197	3%	
	Furniture placed on highway, street, walkway etc. - Authorisation to place furniture or similar	191	197	3%	
	Tourist Signing - Consideration of a request for tourist signing. Excluding cost of sign(s) and installation.	118	122	3%	
Cattle Grids	Consideration of application to install in a highway, assessment of contribution from the Council and Report to Committee.	580	598	3%	
	Applicant's contribution towards the costs of installation and future maintenance.	50% to 100% of cost	50% to 100% of cost	n/a	

LAPAAAN

Category	Service	Proposed charges April 2019/20 £	Proposed charges April 2020/21 £	% increase	Notes
List of Streets	View the record of highways maintainable at public expense at Headquarters.	No charge	No charge	n/a	
	A4 print for residents in relation to their property.	No charge	No charge	n/a	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study max site length 0.5km (excludes rights of way).	200	206	3%	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study & site visit max site length 0.5km (excludes rights of way).	400	412	3%	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study and/or site visit site length over 0.5km (excludes rights of way).	Quote	Quote	n/a	
Highway information	Supply of hard copy information e.g. road and traffic schemes information, report copies/extracts (incl. where distributed by email).	28	29	4%	Includes covering letter plus up to 5 no. A4 sheets. Additional sheets @ £0.45 each
	Accident data - standard report	10	11	7%	Per collision
	Traffic data - (existing) each individual type of report	69	71	3%	Per site per report type
	Traffic data - Location plan (each plan max A3 size)	39	41	5%	For collision or survey locations
	Traffic surveys - ATC including analysis & provision of data per site	453	467	3%	Excludes traffic management which will be quoted individually under "Works"
	Traffic surveys - ATC - each additional site within 5km radius	216	223	3%	Excludes traffic management which will be quoted individually under "Works"
	Publication - Technical Specification for Industrial and Residential Infrastructure	55	57	4%	
Publication - Design Guide for Industrial and Residential Infrastructure	39	41	4%		
Development	Development Advice	78	81	3%	Per hour (minimum 1 hour)
	Section 38 Agreement - Vetting fee for review of proposals outside agreement.	973	1,003	3%	
	Section 38 Agreement - Minimum inspection / administration fee.	the greater of 7% of bond or £3,430	the greater of 7% of bond or £3,430	n/a	
	APC's and Section 38 Agreement Unit rate per linear metre for carriageway - width up to 5.5 metres.	863	890	3%	
	APC's and Section 38 Agreement Unit rate per linear metre for carriageway - width over 5.5 metres up to 7.3 metres.	1,007	1,038	3%	
	Site inspection - Over and above that covered by the agreement.	163	168	3%	
	Agreements - Extension beyond the initial period.	2.5% of bond per year or part thereof	2.5% of bond per year or part thereof	n/a	
	Surface Water Drainage - connection to highway drainage (per dwelling where existing system has capacity).	1,799	1,854	3%	
	Soakaways - Commuted sum for future maintenance of soakaways to deal with highway drainage.	Specific calculation for each site	Specific calculation for each site	n/a	
	Non-standard construction materials - Commuted sum for future maintenance.	Specific calculation for each site	Specific calculation for each site	n/a	
	Checking structural proposals and calculations	Quote	Quote	n/a	
	Land Drainage - Ordinary Watercourse Consent	£50*	Applicants should check for current price.		Charge set by Welsh Government. Charge valid October 2015. *Applicants should check for current price.
	Consultancy	Quote	Quote	n/a	
	Attendance at site - following accidents or incidents of potential damage for traffic management, debris clearance, inspection, making safe, repairs etc.	At Cost	At Cost	n/a	
Works	Quote	Quote	n/a		
Traffic Signs, Signals and Parking	Suspension of On-Street parking	£330	340	3%	
	Temporary parking dispensation in exceptional circumstances	£15	16	7%	Per vehicle per day. Maximum of 2 vehicles and limited to 5 days.
	Traffic signal switch off/on to allow temporary traffic management	£420	433	3%	Covers initial application
	Traffic signal switch off/on to allow temporary traffic management - additional visits	£210	217	3%	Per each additional visit
	H-Bar marking on the carriageway	£100	103	3%	
	Advisory Disabled bay	Free	Free		
	Provision of Design and Manufacture of Tourism signs	Quote	Quote		

REGISTRATIONS

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Approved premises	License (for a 3 year period)	£927	£946	2%	
Marriage/Civil Partnership at Licensed Premises and other Ceremonies Fee:	Monday-Thursdays	£321	£327	2%	
	Friday	£336	£343	2%	
	Saturday	£387	£395	2%	
	Sunday/Bank Hols	£459	£468	2%	
	Attendance at a Registered Building (e.g.: Chapel)	£86	£86	0%	set by law
Civil Naming Ceremony Fees and Re-Affirmation of Vows/Commitment Ceremonies:	Mon - Fri	£170	£173	2%	
	Saturday	£191	£195	2%	
	Sunday/Bank Hols	£212	£216	2%	
	Non-refundable booking fee	£21	£21	0%	
Issuing a standard or short certificate of birth, death or marriage (and for statutory purposes):	At time of registration	£11	£11	0%	statutory fee
	After initial registration	£11	£11	0%	statutory fee
	After the Register has been closed	£11	£11	0%	statutory fee
	Issuing a standard or short certificate of birth, death or marriage (24 hour priority service)	£11	£11	0%	statutory fee
	Family History - historic birth, death and marriage	£11 plus £2 admin	£11 plus £2 admin	0%	statutory fee
Attending a marriage	at the register office - Mon - Friday	£46-£206	£46-£210	up to 2%	
	at the register office - Saturday	£170-£325	£173-£332	2%	
Civil Partnerships	for a certified copy issued by a registration authority: At the time of registration	£11	£11	0%	statutory fee
	for a certified copy issued by a registration authority: After the time of registration	£11	£11	0%	statutory fee
	for a certified extract issued by a registration authority: At the time of registration	£11	£11	0%	statutory fee
	for a certified extract issued by a registration authority: After the time of registration	£11	£11	0%	statutory fee
	Notices - Attestation by an authorised person of the necessary declaration	£35	£35	0%	statutory fee
Issuing a certificate	Special delivery 9.00am	£28	£28	0%	awaiting guidance from GRO
	Next day delivery	£20	£20	0%	awaiting guidance from GRO
	Recorded delivery	£15	£15	0%	awaiting guidance from GRO
	Statutory priority certificate fee for 24-hour service	£35	£35	0%	statutory fee
Misc.	Non refundable, non deductible booking fee for civil ceremonies	£21	£21	0%	
Decommissioned rooms	Mon - Fri	£93	£95	2%	
	Saturday	£206	£210	2%	

LAND CHARGES

Category	Service	2019/20	2020/21	% increase /decrease from previous charge
Searches of the Land Charges Register	LLC1 Search of the Local Land Charges Register - view only	£0.00	£0.00	0%
	LLC1 Search of the Local Land Charges Register - tailored report	£6.00	£6.00	0%
	LLC1 Search of the Local Land Charges Register - electronic via NLIS	£4.00	£4.00	0%
	Personal Search of Local Land Charges Register - view only	£0.00	£0.00	0%
	Additional Parcel - tailored report - per parcel	£1.00	£1.00	0%
	Additional Parcel - electronic via NLIS - per parcel	£1.00	£1.00	0%
Property Enquiries	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. VIEW ONLY	£76.60	£76.60	0%
	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. TAILORED REPORT	£119.00	£119.00	0%
	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. ELECTRONIC VIA NLIS	£119.00	£119.00	0%
	CON29O - Optional enquiry No. 22 View Only	£22.00	£22.00	0%
	CON29O - Optional enquiry No. 22 Tailored Report	£22.00	£22.00	0%
	CON29O - Optional enquiry No. 22 Electronic Via NLIS	£22.00	£22.00	0%
	Drafted Enquiries - view only	£22.00	£22.00	0%
	Drafted Enquiries - tailored report	£22.00	£22.00	0%
	Drafted Enquiries - electronic via NLIS	£22.00	£22.00	0%
	Additional Parcel - view only - per parcel	£10.00	£10.00	0%
	Additional Parcel - tailored report - per parcel	£10.00	£10.00	0%
	Additional Parcel - electronic via NLIS - per parcel	£10.00	£10.00	0%
	Full Standard Search LLC1 & CON29R: Search of the Local Land Charges Register together with standard property enquiries, and further additional enquiries have now been included-	Tailored Report	£125.00	£125.00
Electronic via NLIS		£123.00	£123.00	0%
Additional Parcel - tailored report - per parcel		£11.00	£11.00	0%
Additional Parcel - electronic via NLIS - per parcel		£11.00	£11.00	0%
Copy Land Charge documents - available by written request only. Tailored report. Per document.		£13.00	£13.00	0%
1.1 a-i Planning Application Decisions and Pending Applications - view only	1.1 a-i Planning Application Decisions and Pending Applications - view only	£0.00	£0.00	0%
	1.1 a-i Planning Application Decisions and Pending Applications - compiled report	£20.40	£20.40	0%
	1.1 j-l Building Control Decisions and Pending Applications - view only	£18.10	£18.10	0%
	1.1 j-l Building Control Decisions and Pending Applications - compiled report	£18.10	£18.10	0%
	1.2 Planning Designations and Proposals - view only	£4.30	£4.30	0%
	1.2 Planning Designations and Proposals - compiled report	£4.30	£4.30	0%
	2.1 a-d Roads If a road, footpath or footway is not a highway, there might be no right to use it. The Council cannot express and opinion, without seeing the title plan of the property and carrying out an inspection, whether or not any existing or proposed highway directly abuts the boundary of the property. VIEW ONLY	£0.00	£0.00	#DIV/0!
	2.1 a-d Roads If a road, footpath or footway is not a highway, there might be no right to use it. The Council cannot express and opinion, without seeing the title plan of the property and carrying out an inspection, whether or not any existing or proposed highway directly abuts the boundary of the property. - compiled report	£17.80	£17.80	0%
	2.2-2.5 Public Rights of Way - view only	£20.00	£20.00	0%

LAND CHARGES

Category	Service	2019/20	2020/21	% increase /decrease from previous charge
Individual CON29R Question Fees Available to Local Land Charge Office subject to the following fees:	2.2-2.5 Public Rights of Way - Compiled Report	£20.00	£20.00	0%
	3.1 Land Required for Public Purposes. View only.	£1.20	£1.20	0%
	3.1 Land Required for Public Purposes. Compiled Report	£1.20	£1.20	0%
	3.2 Land to be Acquired for Road Works. View only.	£1.20	£1.20	0%
	3.2 Land to be Acquired for Road Works. Compiled Report.	£1.20	£1.20	0%
	3.3 Drainage Agreements and Consents. Please contact the relevant water authority. View only.	£1.00	£1.00	0%
	3.3 Drainage Agreements and Consents. Please contact the relevant water authority. Compiled Report.	£1.00	£1.00	0%
	3.4 Nearby Road Schemes. View only.	£4.75	£4.75	0%
	3.4 Nearby Road Schemes. Compiled report.	£4.75	£4.75	0%
	3.5 Nearby Railway Schemes. View only.	£1.80	£1.80	0%
	3.5 Nearby Railway Schemes. Compiled report.	£1.80	£1.80	0%
	3.6 Traffic Schemes. View only.	£4.75	£4.75	0%
	3.6 Traffic Schemes. Compiled report.	£4.75	£4.75	0%
	3.7 Outstanding Notices. View only.	£5.65	£5.65	0%
	3.7 Outstanding Notices. Compiled report.	£5.65	£5.65	0%
	3.8 Contravention of Building Regulations. View only.	£2.80	£2.80	0%
	3.8 Contravention of Building Regulations. Compiled report	£2.80	£2.80	0%
	3.9 Notices, Orders, Directions and Proceedings under Planning Acts. View only.	£2.10	£2.10	0%
	3.9 Notices, Orders, Directions and Proceedings under Planning Acts. Compiled report.	£6.30	£6.30	0%
	3.10 Community Infrastructure Levy - View Only	£1.00	£1.00	0%
	3.10 Community Infrastructure Levy - Compiled Report	£1.00	£1.00	0%
	3.11 Conservation Areas. View only.	£2.10	£2.10	0%
	3.11 Conservation Areas. Compiled report.	£2.10	£2.10	0%
	3.12 Compulsory Purchase. View only.	£1.25	£1.25	0%
	3.12 Compulsory Purchase. Compiled report.	£1.25	£1.25	0%
	3.13 Contaminated Land. View only.	£2.05	£2.05	0%
	3.13 Contaminated Land. Compiled report.	£2.05	£2.05	0%
	3.14 Radon Gas. View only.	£1.55	£1.55	0%
	3.14 Radon Gas. Compiled report.	£1.55	£1.55	0%
	3.15 Assets of Community Value- View Only	£1.00	£1.00	0%
	3.15 Assets of Community Value- Compiled Report	£1.00	£1.00	0%
	4. Road Proposals by Private Bodies - view only.	£12.00	£12.00	0%
	4. Road Proposals by Private Bodies - compiled report.	£12.00	£12.00	0%
	5. Advertisements. View only.	£12.00	£12.00	0%
	5. Advertisements. Compiled report.	£12.00	£12.00	0%
	6. Completion Notices. View only.	£12.00	£12.00	0%
	6. Completion Notices. Compiled Report.	£12.00	£12.00	0%
	7. Parks and Countryside. View only.	£12.00	£12.00	0%
	7. Parks and Countryside. Compiled Report.	£12.00	£12.00	0%
	8. Pipelines. View only.	£12.00	£12.00	0%
	8. Pipelines. Completion only.	£12.00	£12.00	0%
	9. Houses in Multiple Occupation. View only	£12.00	£12.00	0%
	9. Houses in Multiple Occupation. Compiled report.	£12.00	£12.00	0%
	10. Noise Abatement. View only.	£12.00	£12.00	0%
	10. Noise Abatement. Compiled report.	£12.00	£12.00	0%
11. Urban Development Areas. View only.	£12.00	£12.00	0%	
11. Urban Development Areas. Completion only.	£12.00	£12.00	0%	
12. Enterprise Zones. View only.	£12.00	£12.00	0%	
12. Enterprise Zones. Completion only.	£12.00	£12.00	0%	
13. Inner Urban Improvement Areas. View only.	£12.00	£12.00	0%	
13. Inner Urban Improvement Areas. Compiled report.	£12.00	£12.00	0%	
14. Simplified Planning Zones. View only.	£12.00	£12.00	0%	
14. Simplified Planning Zones. Compiled report.	£12.00	£12.00	0%	
15. Land Maintenance Notices. View only.	£12.00	£12.00	0%	

LAND CHARGES

Category	Service	2019/20	2020/21	% increase /decrease from previous charge
	15. Land Maintenance Notices. Compiled report.	£12.00	£12.00	0%
	16. Mineral Consultation Areas. View only.	£12.00	£12.00	0%
	16. Mineral Consultation Areas. Compiled report	£12.00	£12.00	0%
	17. Hazardous Substance Consents. View only.	£12.00	£12.00	0%
	17. Hazardous Substance Consents. Compiled report.	£12.00	£12.00	0%
	18. Environmental and Pollution Notices. View only.	£12.00	£12.00	0%
	18. Environmental and Pollution Notices. Compiled report.	£12.00	£12.00	0%
	19. Food Safety Notices. View only.	£12.00	£12.00	0%
	19. Food Safety Notices. Compiled report.	£12.00	£12.00	0%
	20. Hedgerow Notices. View only.	£12.00	£12.00	0%
	20. Hedgerow Notices. Compiled report.	£12.00	£12.00	0%
	21. Flood Defence & Land Drainage Consents	£12.00	£12.00	0%
	21. Flood Defence & Land Drainage Consents	£12.00	£12.00	0%
	22. Common Land, Town and Village Greens: Information also available free of charge by inspection of the definitive plan held at Llandrindod Wells. Compiled report. View only.	£22.00	£22.00	0%
	22. Common Land, Town and Village Greens: Information also available free of charge by inspection of the definitive plan held at Llandrindod Wells. Compiled report. Compiled report.	£22.00	£22.00	0%

SCHOOLS

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Home to School Transport	Vacant Seat charge, pre 16 per term	£160.00	£170.00	6%
	Vacant Seat charge, post 16 per term	£185.00	£195.00	5%
School Houses Rent per Year (Peppercorn?)	Llangattock	£25.00	£25.50	2%
	Talgarth	£180.00	£183.60	2%
	Arddleen	£10.00	£10.20	2%
	Buttington/Trewern	£30.00	£30.60	2%
	Carno	£250.00	£255.00	2%
	Dolfor	£50.00	£51.00	2%
	Forden	£1.00	£1.02	2%
	Gungrog	£1.00	£1.02	2%
	Llandysilio	£5.00	£5.10	2%
	Brynlywarch Hall	£100.00	£102.00	2%
School Houses Rent per month	Llangorse	£485.00	£494.70	2%
	Llandinam	Vacant	Vacant	n/a
	Meifod	£277.00	£282.54	2%
	Rhayader	£144.00	£146.88	2%
	Llanidloes High	Vacant	Vacant	n/a
	Llandrindod Wells	Vacant	Vacant	n/a

SOCIAL CARE

Category	ITEM/SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Miscellaneous Items	Home Care (domiciliary care) (per hour)	£20.50 up to max of £90pw, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	The fees and charges for Community Based Services will be increased in line with Welsh Government Guidelines when known
	Attendance at a Older Day Centre (per day)/Day and Employment Centre	£15 per day up to max of £90pw, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Attendance at Learning Disabilities services in the community (per day)	£15 per hour up to max of £90pw, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Transport to Older Day Centre	Free as directed by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	24 hour Support (supported tenancy) (per week)	£90 per week - max of £90 per week, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Shared Lives scheme (per night - to a maximum of £70 per week)	£28.85 up to max of £90pw, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Shared Lives (short terms/respite placements)	£9.00 per night up to max of £90 pw as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Package of care i.e. a range of services - maximum	Up to a max of £90.00 as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Respite i.e. a stay not exceeding 8 weeks	Up to a maximum of £90pw per single episode of care, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Direct Payment Scheme - service provision	£20.50 up to max of £90pw, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
Housing Related Support:	<i>Level 1: Community alarm only (per week)</i>	2.00	2.00	0%	
	<i>Level 2: Warden Service 9.00am - 5.00pm Mon - Fri (per week)</i>	9.90	9.90	0%	
	<i>Level 3: Warden Service, including 24 hour emergency call-out (per week)</i>	60.00	60.00	0%	
	<i>Level 4: Individual room, live-in housekeeper and meals (per week)</i>	60.00	60.00	0%	
Meals	<i>Meals at the day centre (per meal)</i>	7.50	7.50	0%	
Appointee & Deputyship	Protection of property (per month)	35.00	35.00	0%	
	Storage of paperwork (per month)	25.00	25.00	0%	
	Storage of belongings (per month)	55.00	55.00	0%	
	Winding up fee	350.00	350.00	0%	
	Delay in responsibility (Deceased asset in administration) (per month)	25.00	25.00	0%	
	Treasury Solicitor for Deceased (per referral)	350.00	350.00	0%	

NOTES

Social Care Charges (Wales), introduced in April 2011, consulted and have now increased maximum charge level to £90pw for non-residential Social Care charges
Residential/Nursing charges governed by CRAG

DIGITAL SERVICES

Category	ITEM/SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Careline	Careline	49.58	50.77	2.4%

Briefing Paper to accompany the Fees and Charges Register

1 Summary

The purpose of this report is to consider and approve the changes to charges detailed within the Council's fees and charges register. The fees and charges register will be maintained and updated for submission as part of the budget setting process on an annual basis, with the new fees agreed as a whole rather than on an individual basis.

The fees and charges register, contains details of all items for which a charge is made. It is important that these fees are reviewed at least annually as part of the budget setting process and reviewed during the year, in line with the Councils income policy. This will ensure existing targets are being met and to explore any further income potential to maximise the Councils resources.

Improving income management and service cost recovery has a key role to play in enabling the Council to achieve its financial and wider strategic objectives.

The fees and charges register has been reviewed by each Service area, and appropriate uplifts proposed. A general increase of between 2% and 3% has been applied where no alternative basis is available.

2 Additions, removal and reduction of fees and charges are noted below along with any items where a significant increase has been applied:

2.1 The following removal of a charge should be noted:

Catering – The supply of meals to Clifford School ceased in the summer of 2019.

2.2 The following areas have significant increases:

Other Licences (Animals & Miscellaneous) - The fees have been calculated using All Wales toolkit to ensure that the council recovers the full cost of administering each licence. In this case there have been increases in fees for all licenses in this category.

2.3 The following fees and charges are proposed to reduce:

Other Licences, Miscellaneous – The fees have been calculated using All Wales toolkit to ensure that the council's fees cover the full cost of administering each licence. This has seen a decrease for the fees charged for Variation of licence conditions (visit) and Depositing site rules.

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

Capital Strategy and Treasury Management Strategy

Including Minimum Revenue Provision Policy
Statement and Annual Investment Strategy

February 2020

Section

1 Introduction

2 Capital Strategy

The Capital Prudential Indicators

MRP Statement

Appendix A - Ten Year Capital Programme

Appendix B - Capital Receipts Policy

3 Treasury Management Strategy

Borrowing and Prudential Indicators

Annual Investment Strategy

Appendix A - Economic Background

Appendix B - Interest Rate Forecasts

1. INTRODUCTION

1.1 Introduction

1.2 The Capital and Treasury Management Strategies are fundamental to the effective delivery of the Council's priorities and Vision 2025. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services.

1.3 This strategy document provides a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services, an overview of how the associated risk is managed and the implications for future financial sustainability.

1.4 It sets out an integrated plan for the future management of the Council's assets and its capital programme. It is a key document running alongside the Vision 2025 and the Medium-Term Financial Strategy (MTFS) and will provide the framework to facilitate a seamless interface between business planning and the management of assets and capital resources. This will ensure that the provision of resources and future investment are prioritised and ensures the effective and affordable management of the Council's assets.

1.5 The CIPFA 2017 Prudential Code and Treasury Management Code of Practice, sets out the new requirements in relation to the setting of a Capital Strategy. The new requirement asks local authorities to consider the longer term as well as the short and medium term to:

- Ensure that the capital expenditure plans of the council are affordable, prudent and sustainable.
- Support transparent options appraisal.
- Giving an outline of future commitments so that the affordability of both the long-term plan and any new proposals can be properly understood.
- Inform prioritisation and timing of projects to ensure that both financial and operational capacity is available for delivery.
- Provide an overview of risk so that projects and proposals can be viewed in the overall risk context of capital and treasury investments.
- Enable the ongoing capital and revenue implications of capital expenditure to be better understood and planned for in the Financial Resource Plan.

1.6 This Strategy document provides both the Capital Strategy and the Treasury Management Strategy as they are inherently linked through the activities they undertake. The document sets out the Capital Programme to 2029/30 and the funding approach through treasury management activities.

1.7 Capital Strategy

1.8 The key aims of the Capital Strategy are to:

- Provide a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities.
- Clarity about how the Council identifies and prioritises capital requirements and proposals arising from various strategies including the Vision 2025, Service Improvement Plans, and other corporate strategies, and how they will be managed within the limited capital resources available.
- Challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and economically sustainable to deliver services.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.

- Use partnerships, both public and private, more effectively to support our overall strategy.
- Establish effective arrangements for managing capital schemes including assessment of outcomes and achievement of value for money.
- Ensure there is a full understanding of the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

1.9 It is a requirement that the capital strategy demonstrates that the Local Authority takes both capital and investments decisions in line with service objectives. The capital strategy shows that the key drivers of the Council's Capital plans are captured through various plans across the authority. These includes;

- Highways Asset Management Plan (HAMP)
- Welsh Housing Quality Standard Plan (WHQS)
- Strategic Asset Management Plan
- Schools Transformation Plan
- Health and Care Strategy
- Service Plans

1.10 **Treasury Management**

1.11 The Treasury Management Strategy and Annual Investment Strategy report is a requirement of the CIPFA Code of Practice on Treasury Management and a requirement under the Local Government Act 2003. It has regard to the Guidance on Local Government Investments issued by the Welsh Government which requires the Treasury Management Strategy and Annual Investment Strategy to be approved by Full Council.

CIPFA defines treasury management as:

“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.12 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

1.13 A key function of the treasury management service is arranging the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

1.14 The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

1.16 This authority has engaged in only minimal commercial investments and has no (or immaterial) non-treasury investments.

1.17 **Treasury Management and Capital Reporting Arrangements**

- 1.18 The Council is currently required to receive and approve at Cabinet, as a minimum, three main treasury/capital reports each year, which incorporate a variety of policies, estimates and actuals.
- a) Prudential and treasury indicators and treasury and capital strategy (this report) - The first, and most important report is forward looking and covers:
- The capital plans, (including prudential indicators).
 - A minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time).
 - Capital strategy and capital programme
 - The treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
 - An investment strategy, (the parameters on how investments are to be managed).
- b) A mid-year treasury management report – This is primarily a progress report and will update members on the capital position, amending prudential indicators if necessary, and whether any policies require revision. In addition, this Council will receive further quarterly update reports.
- c) Monthly capital reports to Cabinet – Providing an update on the capital spend, reprofiling and virement changes and funding that support delivery of the programme, with a year-end reflection of the actual against plan and reasons for the final month's changes from the forecast.
- d) An annual treasury report – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.
- 1.19 The above Treasury reports are required to be adequately scrutinised before being recommended to the Cabinet and Council. This role is undertaken by the Audit Committee.
- 1.20 Treasury Management Strategy for 2020/21**
- 1.21 The strategy for 2020/21 covers two main areas:
- a) **Capital issues**
- The capital programme and funding regime and the associated prudential indicators;
 - The minimum revenue provision (MRP) policy.
- b) **Treasury management issues**
- The current treasury position;
 - Treasury indicators which limit the treasury risk and activities of the Council;
 - Prospects for interest rates;
 - The borrowing strategy;
 - Policy on borrowing in advance of need;
 - Debt rescheduling;
 - The investment strategy;
 - Creditworthiness policy; and
 - Policy on use of external service providers.
- 1.22 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, Welsh Government MRP Guidance, the CIPFA Treasury Management Code and Welsh Government Investment Guidance.

1.23 Training

- 1.24 The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. The Authority holds two briefing sessions per year for members and members must ensure that they attend at least one of these. The training needs of treasury management officers are periodically reviewed.
- 1.25 Financial training in managing the financial aspects of capital projects is available for those that manage projects and takes place regularly throughout the year.

1.26 Treasury Management Consultants

- 1.27 The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors. They also support on Capital advice. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.
- 1.28 It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

2. CAPITAL STRATEGY

2.1 Background

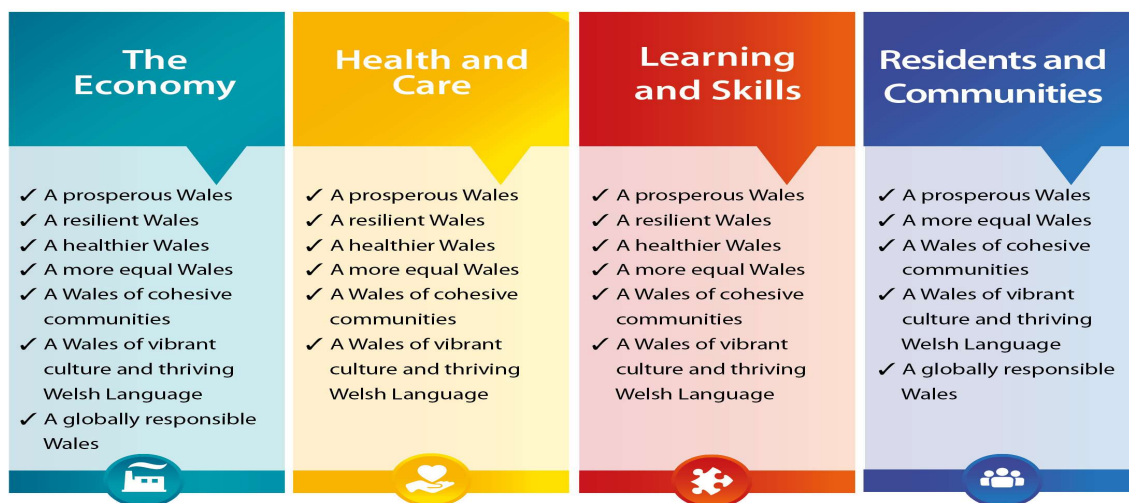
2.2 Part 1, Section 3 of the Local Government Finance Act 2003 requires that the Authority shall determine and keep under review how much it can afford to borrow. The Act is supported by the Prudential Framework for local authority capital investment and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Code). The CIPFA Prudential Code was revised in December 2017. The revised Code introduced a new requirement that all authorities produce a capital strategy, which sets out the long-term context in which capital expenditure and investment decisions are made.

2.3 The Capital Strategy and Treasury Management Strategy (TMS) are closely linked and both are revised annually. The Capital Strategy defines the Council's spending and the TMS sets out how it will be funded and its impact on the overall financial standing of the Council.

2.4 Aims, Priorities and Principles

2.5 The purpose of this strategy is to set out the objectives, principles and governance framework to ensure that the Authority takes capital expenditure and investment decisions in line with service objectives that underpin the delivery of the Corporate Improvement Plan through Vision 2025. The Council's Vision sets out the key priorities and objectives of the Council for the period to 31 March 2025.

2.6 Vision 2025 sets out the long-term vision for the council under four priority areas (aligned to the Wellbeing of Future Generations Act 2015 objectives):



2.7 Programme Overview

2.8 The Capital Programme is a key enabler to deliver the Council's ambition set out in Vision 2025. Broadly the programme covers three areas of expenditure:

- a core programme of schemes that are regulatory / statutory in nature, and minimise legal challenge or revenue risk, these schemes are related to day to day activities that will ensure the Council meets its statutory requirements
- a retained asset programme to improve or enhance the life of existing assets, and
- an investment programme in schemes linked to the Council's strategic priorities, such as schemes to generate income and increase the diversification of the Council's property portfolio or reduce the revenue costs of running and maintaining the assets.

2.9 Vision 2025 will be delivered, in part, through its nine Transformation Programmes, as shown in the diagram below. The six Service Transformation programmes all require capital funding to deliver their transformation agenda.



2.10 Capital Investment across Services

2.11 The Council has developed its capital strategy which sets out a ten year long-term plan and demonstrates that the capital / investments decisions are taken in line with priorities and gives consideration to both risk/reward and impact; as well as properly taking account of stewardship, value for money, prudence, sustainability and affordability.

2.12 The Council will continue to invest in services that underpin the priorities set out as part of Vision 2025, the key themes have clear service projects:

a) Residents and the Community - We will support our residents and communities

- Housing** - The Council will continue to maintain the WHQS achieved in 2018, with an ongoing capital programme in part funded through Welsh Government Funding and Supported Borrowing. The HRA 30 Year Business Plan demonstrates an affordable capital strategy alongside delivering the day to day service and has key objectives linked to the Local Housing Strategy. Over the lifetime of the business plan the service has commenced the building of 250 new council dwellings using locally sourced materials, in addition to the improvement and management of its housing stock.
- Leisure and Recreation** - A number of libraries are already housed in open public locations, and self-service technology continues to be funded through capital allowing customers to make increased use of the resources available even when staff are not present. This provides a wider more cost effective service and is linked to improving learning and skills and health and wellbeing.

- **Waste Strategy** - Powys County Council faces stringent WG statutory recycling targets. These are 64% for 2019/20 through to 70% for 2024/25. In addition to this there is a target to reduce landfill to 10% by 2019/20 reducing to 5% by 2024/25. This has required a step change in the way all local authorities approach waste and recycling. The continued capital investment in the Waste and Recycling service will ensure that the Council is able to meet the targets whilst obtaining maximum value from the service. A network of assets under the Council's control allows flexibility to adapt to any changing requirements within the industry and Government policy and legislation. Some of these schemes will deliver efficiency savings in future years, whilst others ensure health and safety issues are minimised.

b) Health and Care – We will lead the way in effective, integrated rural health and care.

- **Social Care** - The capital programme focuses on supporting those who wish to remain in their own home rather than residential care and supports the integrated Health and Care Strategy for Powys. This strategy acknowledges that people in Powys live longer and healthier lives than elsewhere in Wales and that Powys is a place aspiring to help improve the wellbeing of all people. Capital funding mainly focus on accommodation options, including supporting the building and redevelopment of facilities to increase the stock of extra care housing, in collaboration with Powys Teaching Health Board and local Residential Social Landlords.
- **Assistive Technology** - has a key role to play in the modernisation of health and social care With ever increasing technological advances, it offers a range of possibilities for greater choice, not only of how people can access the support they need, but also where and when they access support. In doing so, assistive technology enables people to take greater control, and to live independently for longer by preventing hospital admissions and premature moves to residential care. Enabling access to better accommodation options is essential in order to support independent living and reduce demand for other types of care.

c) Learning and Skills – We will strengthen learning and skills

- **Schools Transformation** - The Council is investing £142m over the next ten years in its schools. It aims to provide learning environments that meet the aspirations of the WG's 21st Century Schools programme. Major capital investment in school buildings in Powys will continue to be taken forward through the WG's 21st Century Schools programme, and the authority's programme for Band B (2019 – 2024) will develop schools according to agreed strategic policy. Alongside this, capital funding through our major repairs programme will be focussed on where the need is greatest, as identified through the Schools Service's Asset Management Plan.
- The programme has a 65% capital intervention rate for mainstream schools, 75% for special schools and it also offers a new and innovative funding route where the intervention rate is 85% the Mutual Investment Model. The Council will develop its strategies to ensure maximisation of the potential investment opportunities that may be available via WG funding.

d) The Economy – We will develop a vibrant economy

- **Highways and Environment** - The Council has a statutory duty to maintain the adopted highway, maintained at public expense in a safe condition for the passage of the user. A strategic approach has been used to develop the HAMP in identifying and allocating resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers. Current gross replacement cost of these assets are estimated at £4.4bn.

- **Property** - The vision is to ensure that the property and land assets are efficient, sustainable and in the right locations to support the delivery of services and the achievement of key priorities. The Strategic Asset Board and the Strategic Asset Management Plan are the mechanisms in place to help deliver these priorities. An escalated property disposals programme has been developed to help fund the transformation costs of the council until 2022 as part of a Welsh Government directive.
- **Regeneration, Property and Development** - The Council need to intervene where the private sector is not able to (for economic reasons) to create or facilitate investment in business units in order to keep and attract business to the County. The Abermule scheme is one such scheme that sees the Authority creating a business park on a former WG site which otherwise would not have been developed in the short to medium term.
- **County Farms** - It is essential that the Council manages its agricultural estate prudently, efficiently, and professionally. Effective management of County Farms estate will enable the continued opportunities already enjoyed by current tenant farmers and maintain an income stream. The financial demands of the Estate need to be evaluated against the competing demands across the council whilst noting the estate produces an annual surplus in its trading account and has made a considerable contribution in capital receipts.
- **Information Technology (IT)** - The service engages with change programmes so that investment and resource meets identified priorities. In respect of infrastructure, IT will seek to invest in up to date cloud based technologies including 'Azure' cloud technologies, improved telephony and mobile systems, WEB and share-point and improved wireless. In terms of applications IT is looking to rationalise the number of systems through investment in replacement of legacy corporate systems and improved integration between systems notably the WEB and Intranet.

2.13 Investment in Commercial Activity

- 2.14 The commercial activity undertaken in the council relates to holding properties that are utilised by tenants, these include livestock markets, caravan park, restaurant and office space.
- 2.15 Around £240,000 in rental income is received each year.
- 2.16 The council has a trading company that is likely to become the vehicle that supports greater commercial activity, but any investment must evidence the following criteria:
- Support the strategic community objectives of the council
 - Have a balanced investment approach
 - Improve covenant strength
 - Drive income generation and maintain yield

2.17 Funding the Capital Strategy

- 2.18 The cost of funding the capital programme is closely monitored due to the impact on the budget and the ongoing funding constraints of the MTFs. The Council aims to minimise the cost of borrowing on the Financial Resource Model (FRM) and other sources need to be maximized such as grant funding. Funding capital from borrowing incurs extra costs from interest on the loan and the minimum revenue provision, repayment of the principal. Capital projects are prioritised where they can evidence a reduction in the cost of revenue, such as digital technologies or generate income such as building council dwellings.
- 2.19 The Housing Revenue Account (HRA) supports its own capital expenditure and provision for this is included in the HRA Business Plan. The surplus on the HRA account (excess of rental income over expenditure) is used to fund capital expenditure. This does not impact on the Council Fund. Although the HRA operates separately from the Council Fund, the Council does not borrow separately for Council Fund and HRA expenditure, all borrowing is

combined and the costs apportioned to the two funds based on the level of expenditure funded from borrowing for the two funds. The apportionment method is kept under review to ensure that it remains the most equitable method.

2.20 The Capital programme detailed at Appendix A, sets out how the programme is funded, the sources are explained below:

- General Capital Grant – This is a sum of money which is provided by the Welsh Government as part of the annual settlement. The Council is free to use the capital grant on any capital project it wishes.
- Supported Borrowing – The Council will borrow from establishments including the Public Works Loans Board (PWLB) to fund the expenditure. The revenue costs arising from the borrowing (Interest Costs and Minimum Revenue Provision) are funded by the Welsh Government through the annual revenue settlement, hence the term “Supported Borrowing”.
- Unsupported Borrowing – Again, the Council borrows the funding but is required to finance the revenue costs from its own resources. Projects funded by means of unsupported borrowing tend to be projects which deliver revenue savings and these savings contribute to meet the additional revenue costs arising from the borrowing.
- Specific Capital Grants – The Council will be awarded capital grants which partly or fully fund the cost of a project. Capital grants usually come with restrictions surrounding the expenditure which can be funded and by when the expenditure must be incurred.
- Revenue Contribution – Services can make a contribution from their revenue budgets to fund projects. These contributions tend to be as a match funding to a project which is mainly funded from a specific capital grant.
- Capital Receipts – The funds generated from the sale of assets can be used to contribute to the funding of the capital programme. These are usually generated from the sale of surplus assets (normally land or buildings). The Councils’ Capital Receipts Policy is set out in Appendix B
- Reserves – Funding held in reserve, e.g. unapplied capital receipts, can be used to support the capital programme. Specific reserves can also be built up and set aside for this purpose.

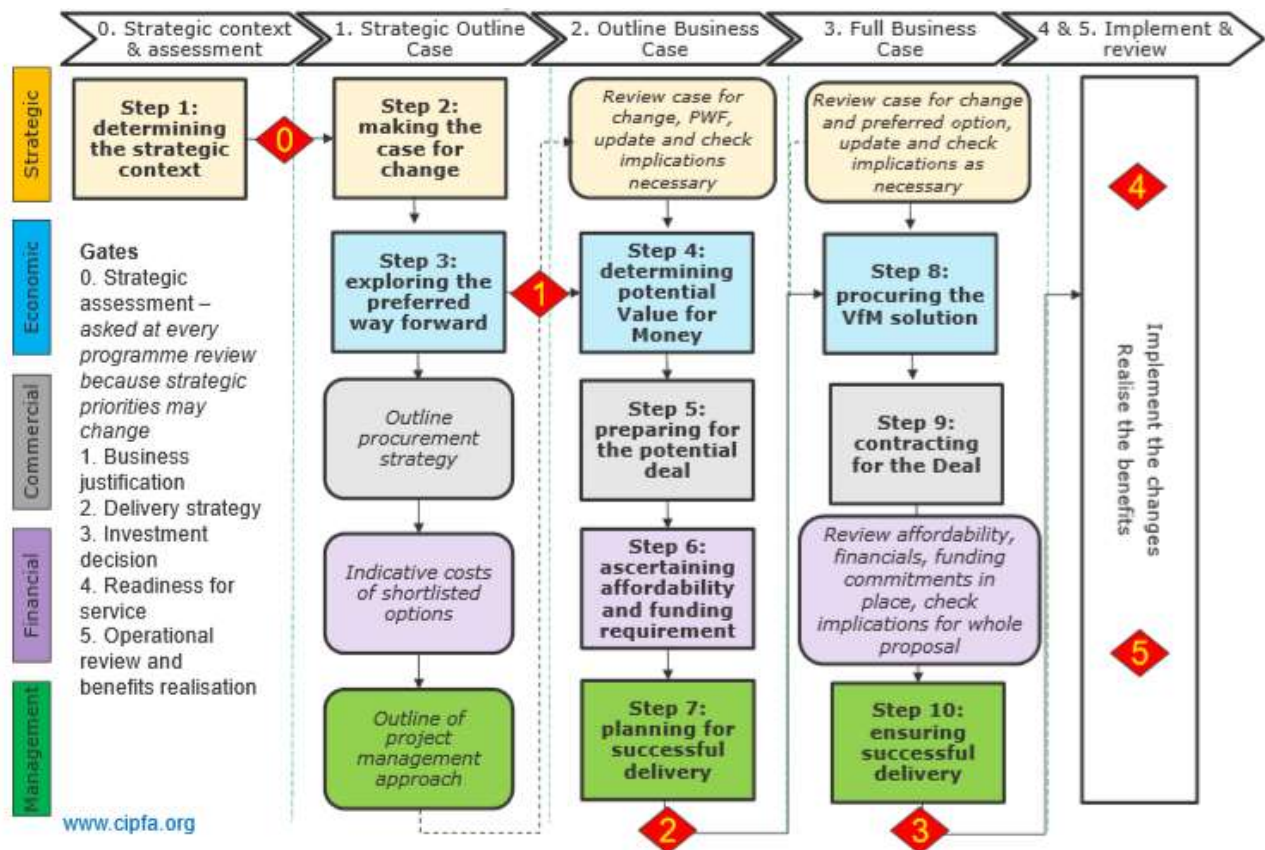
2.21 Capitalisation Direction and Transformation

2.22 In December 2017 the Secretary of State announced the continuation of the capital receipt flexibility programme for a further three years up to financial year 2021/22. This is significant as it gives authorities the continued freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformational work and the release of savings.

2.23 Realisable capital receipts will be used to fund the cost of the transformation projects for the next two years. The capital receipts policy is provided at Appendix B and forms a key element of the MTFS.

2.24 Governance and Approval Approach

2.25 Welsh Government have adopted the Better Business Case approach to building, reviewing and agreeing business cases. These principles have been adopted in the Councils’ Capital Governance Framework. This approach introduces a more formal regime to follow and ensures consistency and a robust approach to developing each project. The diagram below sets out the gates and steps necessary to develop a capital from proposal through to a successful delivery. There has been an urgency in adopting this new regime to evidence stronger governance based on robust business cases from services.



2.26 The governance of this Capital Strategy follows the same process as the Revenue Budget Setting Process and is presented to the Cabinet as part of the MTFs which is then recommended to full Council for approval.

2.27 The three stages of the Governance Framework are:

- a) **Stage 1 - The Strategic Outline Case (SOC)**, these must be completed for the new bids and have necessary approval.
- b) **Stage 2** - Once the SOC is approved, managers will need to complete more detailed work, particularly on the economics of the case, finances (detailed costings) and submit the **Outline Business Case (OBC)** for approval through the Strategic Asset Board, who provide challenge and then make recommendation to EMT / Cabinet to approve.
- c) **Stage 3 - The Final Business Case (FBC)** is the final gateway and the project would move to the procurement stage. At this point the tender price for the project would be known and the risks quantified. Only when the FBC becomes a live project does the capital budget get allocated, which will improve our budget forecasting and profiling. Any revenue contributions including MRP costs would need to be built into the budget at stage 3.

2.28 For business cases between £75k and £1m a less formal business justification case will be adopted, being more simple and quicker to develop and proceed to project.

2.29 Each year there is a small bids programme funded by an allocation in the Capital Programme for capital projects under £75k, these are dealt with through the Strategic Asset Board.

2.30 The Council is moving away from an annual capital cycle and using the new framework will have an ongoing process of projects in development through to approval through Cabinet and Council as needed with the necessary prudential indicators updated and presented.

2.31 Capital Programme 2020-2029

- 2.32 The overall capital programme for the Council in 2020/21 is £132.87 million, which includes £35.23 million for the HRA. Appendix A provides a full list of all the schemes.
- 2.33 The General Fund includes schemes have previously been approved or are schemes in progress and expected to continue into future years. These schemes total £85.12 million. In addition, the programme includes a list of schemes that have had their Strategic Outline Case approved and have been progressed to Outline Business case. Providing the economic and financial justification stacks up these schemes are likely to develop to Final Business Case stage and become live projects, totaling £15.29 million. Split over three years, £6.52 million in 2020/21, £3.32 million in 2021/22 and £5.45 million in 2022/23.
- 2.34 The need to maintain the highways infrastructure through the HAMP has been highlighted at strategic level as a critical area of the council's long-term strategy. The ten-year programme now includes £5.00 million per annum for the HAMP and an additional £1.00 million per annum for street lighting column upgrades.
- 2.35 Overall borrowing requirements are estimated at £64.70 million in 2020/21, but it is likely that this figure will be significantly less based on previous years slippage on spend and grants received in year. A prudent estimate has been made for borrowing based on 70% in-year spend and 30% roll forward into future years, to ensure the borrowing budget remains affordable and realistic
- 2.36 The capital programme remains within budget for 2020/21, but may require a call on growth monies in future years, already highlighted through the FRM. The impact of the capital programme is set out through the following prudential indicators:

2.37 Capital Prudential Indicators 2020-2029

- 2.38 The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.39 Capital Expenditure

- 2.40 This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

Capital expenditure £'000	2019/20 Forecast	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Non-HRA	52,604	97,642	80,873	44,999	27,139	22,559	17,638	16,579	18,877	16,182
HRA	20,876	35,230	42,626	27,550	10,263	9,804	7,773	9,509	7,153	14,848
Total	73,480	132,872	123,498	72,549	37,402	32,363	25,411	26,088	26,030	31,030

- 2.41 Other long-term liabilities - The financing need set out in the table above excludes other long-term liabilities, such as leasing arrangements that already include borrowing instruments.
- 2.42 The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a requirement to fund through borrowing, this figure is shown as the net financing need.

Financing of capital expenditure £'000	2019/20 Forecast	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Capital receipts	4,082	3,956	3,248	0,418	0,248	0,248	0,248	0,248	0,248	0,248
Capital grants	23,785	51,712	53,504	31,525	14,033	10,244	9,258	6,462	6,642	6,462
Revenue/Reserves	6,444	12,534	9,786	10,437	5,511	9,106	7,211	7,726	7,332	10,995
Net financing need for the year	39,169	64,670	56,961	30,169	17,609	14,318	11,490	11,652	11,988	13,325

2.43 The Council's Borrowing Need (the Capital Financing Requirement)

2.44 This is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

2.45 The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset life, and so charges the economic consumption of capital assets as they are used.

2.46 The greater the CFR the larger the impact will be on the revenue budget, therefore in the long-term there will be a need to keep capital expenditure funded by borrowing at a level below the MRP budget in order to maintain the revenue budget at a sustainable level.

2.47 The Council is asked to approve the CFR projections below:

Capital Financing Requirement £'000	2019/20 Forecast	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
CFR – non HRA	292,126	340,022	375,249	391,722	399,638	403,127	407,820	411,257	414,686	418,106
CFR – HRA	94,080	107,445	121,945	125,567	124,797	122,378	121,593	119,402	117,627	117,229
Total CFR	386,206	447,468	497,194	517,289	524,435	525,506	529,413	530,659	532,312	535,335
Movement in CFR	36,676	61,262	49,726	20,095	7,146	1,071	3,907	1,246	1,654	3,023
Movement in CFR represented by:										
Net financing need for the year (above)	39,169	64,670	56,961	30,169	17,609	14,318	11,490	11,652	11,988	13,325
Less MRP/VRP and other financing movements	2,493	3,408	7,234	10,075	10,463	10,419	10,411	10,406	10,335	10,302
Movement in CFR	36,676	61,262	49,726	20,095	7,146	1,071	3,907	1,246	1,654	3,023

2.48 Minimum Revenue Provision Policy Statement

2.49 MRP is an annual charge that Councils are required to pay for their debt liability in respect of capital expenditure funded by borrowing, for both the general fund and the Housing Revenue Account debt. This capital expenditure is set out as part of the CFR calculation and updated regularly to reflect borrowing need changes and the resultant costs, it is important to ensure that the debt is repaid over a period commensurate with that over which the capital expenditure provides benefit.

2.50 The debt repayment is a revenue charge, the minimum revenue provision (MRP), although additional voluntary payments are allowed if required voluntary revenue provision (VRP).

2.51 Welsh Government regulations have been issued which require the Council to approve the **MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision set out.

2.52 **Recommendation - The Council is recommended to approve the following MRP Statement for the 2020/21 financial year:**

- a) For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:
 - To continue to calculate the MRP on a 2% on a straight-line basis for borrowing Council Fund debt.
- b) From 1 April 2008 for all unsupported borrowing (including PFI and finance leases), the MRP policy is:
 - To charge MRP over the asset life on an annuity basis.
- c) Estimated life periods will be determined under delegated powers. Whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the components of expenditure and will only be divided up in cases where there are two or more major components with substantially different economic lives.

2.53 These options provide for a reduction in the borrowing need over approximately the asset's life.

- d) There is a requirement on the HRA to make a minimum revenue provision of 2% of the reducing balance. The HRA MRP for prudential debt IS calculated using the asset life method.
- e) Repayments included in annual PFI or finance leases are applied as MRP.
- f) In addition the guidance allows for MRP to be deferred for assets under construction and this part of the guidance is adopted because the asset is not used by the authority until it is operational and therefore the MRP will match the life of the asset.
- g) MRP Overpayments - A change introduced by the revised Welsh Government MRP Guidance was the allowance that any charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31st March 2019 the total VRP utilised was £8.4m, with the expected total overpayments being £19.5m.

2.54 Risk Management

- 2.55 All large capital projects are managed under the Council's Project Management Methodology, which incorporates risk identification and risk management. The Council also has a Risk Management Policy which is applied to all its projects and activities.
- 2.56 For all capital projects, project managers update financial forecasts on a monthly basis identifying any areas subject to risk of overspend, underspend or slippage. The monthly report is reviewed by the officer Resources Working Group, where any issues are discussed and, if necessary, referred for action.
- 2.57 There is also a degree of funding risk in the Capital Programme, reliant as it is on future capital receipts, and the ability to be able to afford borrowing if necessary. These risks need to be managed and monitored on a regular basis, and action taken where necessary.
- 2.58 Risk appetite in this context is the level of risk that the Council is prepared to accept to be exposed to at any point in time in relation to its activities. It involves knowing what risks the Council wishes to avoid, what risks it is willing to accept and what risks it is willing and able to manage (including by transferring them to a third party, e.g. through insurance).
- 2.59 The risks are regularly monitored and managed both financially and operationally in accordance with council processes. The financial performance is reported on a monthly basis to the Resources Working Group and on a quarterly basis to Portfolio Holders as part of the revenue budget monitoring.
- 2.60 The Council is willing to accept the risks set out in this Strategy for projects that have Council approval provided that the project management ensures the appropriate mitigations are put in place to bring the project within acceptable risks margins.
- 2.61 The key financial risks inherent in the Council's Capital Programme include:

Description of Risk	Potential Impact
The longer a project takes to come to fruition, the greater the risk that the financial cost of the project will have increased, both due to the additional staff time spent on the project and the inflationary impact on the costs involved in bringing the asset into operation.	May result in financial pressures on the other projects/ programmes and service delivery.
There is a degree of correlation between the length of time a project spends in the feasibility and development stage and an increased risk of project failure or abandonment. Should a project fail for any reason, the regulations require all capital costs to be returned to revenue, which may create significant pressures, depending on the level of spend at that point.	May result in additional revenue pressures on delivery/services.
Project expenditure is higher than forecast estimates	May result in increased financial pressures/ limitations on future investment options.
Once a project has been delivered successfully the cash expended is then bound in the asset. In the case of the assets that are for service delivery and do not generate a rental income stream, the money invested in the asset is only recovered if and when the asset is sold at a future date. This carries inherent financial risks in that the asset may have decreased in value, depending on market conditions, or may not have increased in value sufficiently to mitigate the effects of inflation.	May result in increased financial pressures/ limitations on future investment options.

Appendix A

CAPITAL PROGRAMME 2020/21 to 2029/30

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Education												
Major Improvements	3,284	2,908	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	15,193
Crickhowell High School Extension	447	434	0	0	0	0	0	0	0	0	0	881
Crickhowell High School Sports Centre	65	51	0	0	0	0	0	0	0	0	0	117
Child Care	858	2,859	0	0	0	0	0	0	0	0	0	3,717
	4,655	6,253	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	19,907
Band A												
Brecon High School	6,775	0	0	0	0	0	0	0	0	0	0	6,775
Gwernyfed Catchment Primary Schools	151	0	0	0	0	0	0	0	0	0	0	151
Carno, Glantwymyn Federation	1,083	0	0	0	0	0	0	0	0	0	0	1,083
Welshpool CinW School	755	5,135	0	0	0	0	0	0	0	0	0	5,890
Gwernyfed High School	270	5,700	1,000	0	0	0	0	0	0	0	0	6,970
Ysgol Calon Cymru	151	2,409	3,372	0	0	0	0	0	0	0	0	5,932
	9,185	13,244	4,372	0	0	0	0	0	0	0	0	26,801
Band B												
Ysgol Bro Hyddgen	250	14,114	8,077	0	0	0	0	0	0	0	0	22,442
Ysgol Brynllwarch	200	800	2,000	4,753	900	0	0	0	0	0	0	8,653
Newtown Development	0	0	0	0	0	0	0	0	0	0	0	0
Cedewain	100	8,955	13,591	0	0	0	0	0	0	0	0	22,645
New WM High School	0	0	8,150	16,000	7,941	0	0	0	0	0	0	32,091
EM Primary School (North Powys Wellbeing)	250	1,500	7,212	0	0	0	0	0	0	0	0	8,962
Welshpool HS Refurbishment	1,564	0	0	0	0	0	0	0	0	0	0	1,564
Ysgol Gymraeg y Trallwng	441	0	3,500	2,268	0	0	0	0	0	0	0	6,209
Refurbishment - School A	0	0	1,948	1,674	1,449	0	0	0	0	0	0	5,071
Refurbishment - School B	0	0	0	0	873	3,429	0	0	0	0	0	4,302
	2,805	25,369	44,478	24,695	11,163	3,429	0	0	0	0	0	111,939
	16,645	44,865	49,850	25,695	12,163	4,429	1,000	1,000	1,000	1,000	1,000	158,648
Highways, Transport and Recycling												
Highways Core Allocation	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
Structural Maintenance	1,586	1,500	1,500	1,500	1,500	0	0	0	0	0	0	7,586
HAMP	0	5,575	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,575
Public Highway Refurbishment Grant (Surface Dressing)	1,575	1,576	0	0	0	0	0	0	0	0	0	3,150
Tallerddig Works for Network Rail	72	0	0	0	0	0	0	0	0	0	0	72
Electric Charge Points (Integrated Transport)	140	60	0	0	0	0	0	0	0	0	0	200
Other Integrated Transport	230	238	0	0	0	0	0	0	0	0	0	469
Street Lighting	100	1,250	1,250	1,250	1,250	1,000	1,000	1,000	1,000	1,000	1,000	11,100
Major Remedial Earthworks	162	150	0	0	0	0	0	0	0	0	0	312
Structural Drainage	263	0	0	0	0	0	0	0	0	0	0	263
Highways Strengthening (Resurfacing)	3,149	0	0	0	0	0	0	0	0	0	0	3,149
Structural Repairs - Footways	194	0	0	0	0	0	0	0	0	0	0	194
Bridge Renewal/Strengthening	1,110	600	500	500	500	0	0	0	0	0	0	3,210
Surface Dressing	225	0	0	0	0	0	0	0	0	0	0	225
Residential Estates	100	0	0	0	0	0	0	0	0	0	0	100
Road Safety and Small Schemes	58	0	0	0	0	0	0	0	0	0	0	58
Flood Alleviation	911	0	0	0	0	0	0	0	0	0	0	911
Depot Storage Bays	90	0	0	0	0	0	0	0	0	0	0	90
Strategic Salt Reserve	834	0	800	0	0	0	0	0	0	0	0	1,634
Recycling Bulking Facility - North Powys	1,858	1,042	103	0	0	0	0	0	0	0	0	3,003
HWRC Newtown	226	0	0	0	0	0	0	0	0	0	0	226
HWRC Brecon	20	480	0	0	0	0	0	0	0	0	0	500
Relocation to Cwrt y Plyffin	75	1,038	50	0	0	0	0	0	0	0	0	1,163
Llandrindod HWRC H&S works	25	0	0	0	0	0	0	0	0	0	0	25

AHP Containers	0	163	0	0	0	0	0	0	0	0	0	163
Local Transport Fund	1,435	0	0	0	0	0	0	0	0	0	0	1,435
Active Travel Vehicle	838	250	0	0	0	0	0	0	0	0	0	1,088
Telematics/Technology	295	0	0	0	0	0	0	0	0	0	0	295
TrawsCymru Vehicles	458	0	0	0	0	0	0	0	0	0	0	458
Vehicle Replacement	2,122	6,603	2,680	1,021	1,215	5,202	3,710	2,651	4,949	2,254	2,714	35,121
	18,152	22,026	13,383	10,771	10,965	12,702	11,210	10,151	12,449	9,754	10,214	141,776

Property, Planning and Public Protection

County Farms Estate	640	100	100	100	100	0	0	0	0	0	0	1,040
County Hall External Fabric	250	0	0	0	0	0	0	0	0	0	0	250
County Hall DSO site	100	0	0	0	0	0	0	0	0	0	0	100
Workshops	209	0	0	0	0	0	0	0	0	0	0	209
North Area Review	250	0	0	0	0	0	0	0	0	0	0	250
Ladywell House	3,278	0	0	0	0	0	0	0	0	0	0	3,278
Park Office Roof	191	0	0	0	0	0	0	0	0	0	0	191
Office Accommodation	307	0	0	0	0	0	0	0	0	0	0	307
Abermule Business Park Units	1,124	700	400	0	0	0	0	0	0	0	0	2,224
Cemeteries	32	167	0	0	0	0	0	0	0	0	0	199
Planning Software	50	0	0	0	0	0	0	0	0	0	0	50
	6,431	967	500	100	100	0	0	0	0	0	0	8,097

Leisure and Recreation

Self Service Terminals in Libraries	75	58	0	0	0	0	0	0	0	0	0	133
Library Works	90	8	0	0	0	0	0	0	0	0	0	98
Refurbishment of Sports Centres	480	465	374	364	302	0	0	0	0	0	0	1,985
Footbridges - Replacement Programme	15	15	15	15	15	15	15	15	15	15	15	165
Other Rights of Way Bridges	28	13	0	0	0	0	0	0	0	0	0	41
Byway Network	88	255	0	0	0	0	0	0	0	0	0	343
Fron Bridge	0	100	0	0	0	0	0	0	0	0	0	100
Llangadfan Bridge	0	50	0	0	0	0	0	0	0	0	0	50
Monks Trod Byway	8	298	0	0	0	0	0	0	0	0	0	306
Y Gaer	597	0	0	0	0	0	0	0	0	0	0	597
Captains Walk Gardens	247	0	0	0	0	0	0	0	0	0	0	247
Other Museum projects	123	0	0	0	0	0	0	0	0	0	0	123
	1,750	1,262	389	379	317	15	15	15	15	15	15	4,187

Housing and Commissioning

Disabled Facilities Grant	1,387	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	14,387
Safe, Warm and Secure	200	200	200	200	200	200	200	200	200	200	200	2,200
Gypsy & Traveller Site - Welshpool	4	0	0	0	0	0	0	0	0	0	0	4
Gypsy & Traveller Site - Machynlleth	77	793	0	0	0	0	0	0	0	0	0	870
Abritas IT System	82	0	0	0	0	0	0	0	0	0	0	82
CO2i Assistance	48	48	48	48	48	48	48	48	48	48	48	528
Loans to RSL	0	10,000	5,000	0	0	0	0	0	0	0	0	15,000
Landlord Loans	421	200	200	200	200	200	200	200	200	200	200	2,421
Extra Care	173	0	2,134	0	0	0	0	0	0	0	0	2,307
	2,393	12,541	8,882	1,748	1,748	1,748	1,748	1,748	1,748	1,748	1,748	37,800

Economic Development

Community Halls	61	0	0	0	0	0	0	0	0	0	0	61
Targeted Regeneration Investment Programme (TRI Programme)	0	700	0	0	0	0	0	0	0	0	0	700
Town Centre Property Investment (TRI Programme)	300	1,200	0	0	0	0	0	0	0	0	0	1,500
Riverside Enterprise Park (TRI Programme)	336	614	0	0	0	0	0	0	0	0	0	950
Autopalace R and D Centre (TRIP)	16	0	0	0	0	0	0	0	0	0	0	16
Community Regeneration Fund	71	0	0	0	0	0	0	0	0	0	0	71
Economic Stimulus	0	665	0	0	0	0	0	0	0	0	0	665
Food Poverty	13	0	0	0	0	0	0	0	0	0	0	13
Section 106 Project	34	0	0	0	0	0	0	0	0	0	0	34
	831	3,179	0	0	0	0	0	0	0	0	0	4,010

Information Services

Refresh Programme	240	150	434	250	370	350	350	350	350	350	350	3,544
Cloud Services	42	250	215	0	0	0	0	0	0	0	0	507
ICT Enterprise Monitoring	100	0	0	0	0	0	0	0	0	0	0	100
ICT Infrastructure and Cyber Security	213	171	0	0	0	0	0	0	0	0	0	384

Sharepoint	33	67	0	0	0	0	0	0	0	0	0	100
ICT System Rationalisation	160	361	0	0	0	0	0	0	0	0	0	521
Hwb In School Infrastructure Grant	360	0	0	0	0	0	0	0	0	0	0	360
Finance System	83	0	0	0	0	0	0	0	0	0	0	83
	1,231	1,000	649	250	370	350	350	350	350	350	350	5,600

Children Services

Flying Start - Open Door, Welshpool	0	292	0	0	0	0	0	0	0	0	0	292
Flying Start - Brecon Golwyg y Bannau Refurbishment	20	800	0	0	0	0	0	0	0	0	0	820
	99	0	0	0	0	0	0	0	0	0	0	99
	119	1,092	0	0	0	0	0	0	0	0	0	1,211

Adult Services

PCC Care Homes (Shaw Healthcare) -	0	190	100	100	110	0	0	0	0	0	0	500
Community Equipment e.g. profile beds	126	100	100	0	0	0	0	0	0	0	0	326
Telecare	100	0	0	0	0	0	0	0	0	0	0	100
Innovative use of robotics e.g. Pepper	0	200	200	0	0	0	0	0	0	0	0	400
Castell y Dail	67	98	0	0	0	0	0	0	0	0	0	165
The Rhyd	78	0	0	0	0	0	0	0	0	0	0	78
SMAF Old Bank Welshpool	366	0	0	0	0	0	0	0	0	0	0	366
Arlais/Lant Avenue ODC	176	0	0	0	0	0	0	0	0	0	0	176
Mobile Working and Transformation	0	100	0	0	0	0	0	0	0	0	0	100
Powys ASC Smart Technology Dom Care System	45	0	0	0	0	0	0	0	0	0	0	45
	14	0	0	0	0	0	0	0	0	0	0	14
	973	689	400	100	110	0	0	0	0	0	0	2,271

Legal Services

Congress System	22	0	0	0	0	0	0	0	0	0	0	22
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Capital Bids Awaiting Approval

Local (small) Capital Schemes Capitalisation Direction	0	500	500	500	500	500	500	500	500	500	500	5,000
Unallocated Resources	3,640	3,000	3,000	0	0	0	0	0	0	0	0	9,640
	419	0	0	0	865	2,815	2,815	2,815	2,815	2,815	2,815	18,174

Total	52,604	97,642	80,873	44,999	27,139	22,559	17,638	16,579	18,877	16,182	16,642	411,733
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Financed By

Supported Borrowing	8,465	7,979	5,825	4,548	4,548	4,548	4,548	4,548	4,548	4,548	4,548	58,653
Prudential Borrowing	17,874	40,955	33,779	18,614	10,404	7,200	6,000	6,000	6,000	6,000	6,000	158,826
General Capital Grant	4,327	4,560	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	33,925
Grants	15,337	34,274	32,125	17,536	7,571	2,229	0	0	0	0	0	109,072
Capital Receipts	4,082	3,956	3,248	248	248	248	248	248	248	248	248	13,271
Revenue/Reserves	2,520	5,917	3,114	1,271	1,585	5,552	4,060	3,001	5,299	2,604	3,064	37,987
Total	52,604	97,642	80,873	44,999	27,139	22,559	17,638	16,579	18,877	16,182	16,642	411,733

Housing Revenue Account

WHQS	12,173	12,489	8,368	10,661	5,295	5,336	4,975	7,140	5,380	13,041	12,270	97,128
New Builds/Purchases	4,859	17,726	29,536	11,672	362	377	385	392	400	408	416	66,534
Fit for Life	1,991	2,725	2,218	2,444	2,295	2,193	557	570	0	0	0	14,993
Adaptions	464	250	256	261	267	273	279	285	291	298	250	3,173
Energy Efficiency	0	250	332	339	347	355	362	285	291	298	0	2,859
Estate Improvements	445	250	434	606	406	415	368	199	209	208	0	3,540
Compliance One Hundred	0	390	460	470	491	447	457	239	175	179	0	3,308
Water Supply and Sewage Works Renewal	80	50	51	52	160	109	111	114	116	119	0	963
Damp Prevention Strategy	743	100	153	209	213	191	167	171	175	179	0	2,301
Ystragynlais Regeneration	0	300	715	731	320	0	0	0	0	0	0	2,067
Rapid Response Fund	0	100	102	104	107	109	111	114	116	119	0	983
Community Alarms	0	600	0	0	0	0	0	0	0	0	0	600
Mobile Solution	60	0	0	0	0	0	0	0	0	0	0	60
Vehicles	60	0	0	0	0	0	0	0	0	0	0	60
Total	20,876	35,230	42,626	27,550	10,263	9,804	7,773	9,509	7,153	14,848	12,936	198,569

Financed By

Prudential Borrowing	12,830	15,736	17,357	7,008	2,657	2,570	942	1,104	1,440	2,777	2,085	66,505
Grant	4,121	12,878	18,597	11,207	3,680	3,680	3,680	3,680	3,680	3,680	3,680	72,563
Capital Receipts	0	0	0	170	0	0	0	0	0	0	0	170
Revenue/Reserves	3,925	6,616	6,672	9,166	3,926	3,554	3,151	4,725	2,033	8,391	7,171	59,330
Total	20,876	35,230	42,626	27,550	10,263	9,804	7,773	9,509	7,153	14,848	12,936	198,569

Appendix B Capital Receipt Policy

Introduction

This policy is introduced to provide guidance to Senior Managers on the rules governing the application of Capital Receipts in Powys County Council. This guidance has been drafted in line with the two codes of practice issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). These publications are:

- The Prudential Code for Capital Finance in Local Authorities
- The Code of Practice on Local Authority Accounting

The two publications referred to above contain guidance on capital receipts and local authority accounting that complements guidance issued by the Welsh Government.

In England and Wales, capital receipts are defined by Section 9(1) of the Local Government Act 2003 to include all instances where property, plant or equipment is disposed of for cash (subject to a £10,000 de minimis). All references to Capital Receipts in this policy therefore refers to this definition.

Application

- This guidance should be read alongside the relevant direction issued by Welsh Ministers.
- This guidance applies with effect from 1 April 2018 and for each subsequent financial year to which the use of capital receipts applies.
- The direction makes it clear that local authorities cannot borrow to finance the revenue costs of service reform. Local authorities can only use capital receipts from the disposal of property plant and equipment assets received in the years in which this flexibility is offered. Officers must therefore not use stock of capital receipts to finance the revenue costs of qualifying projects.

Costs of Disposal

The statutory arrangements for capital receipts in England and Wales permit costs of disposals to be financed from the receipts generated, although there is a cap of 4% of the Capital Receipt for costs incurred in relation to non-housing disposals.

Qualifying Expenditure

The accounting process for disposals is complicated by the fact that proceeds from the sale of property, plant and equipment are generally subject to statutory restrictions over their use. Income that meets the definition of capital receipts is reserved for new capital investment or for the reduction of an authority's indebtedness. This definition has however been extended by a Capitalisation directive (April 2018) on the Flexible Use of Capital Receipt by the Welsh Cabinet Secretary for Local Government and Public Services, in the exercise of his powers under section 16(2)(b) and 20 of the Local Government Act 2003), that the local authorities in Wales treat as capital expenditure, any expenditure which:

- (a). Is incurred by the Authorities that is designed to generate ongoing revenue savings in the delivery of services and/or transform service delivery in a way that reduces cost or demand for services in future years for any of the public sector delivery partners; and
- (b). Is properly incurred by the authorities for the financial years that begin in 1 April 2016, 1 April 2017, 1 April 2018, 1 April 2019, 1 April 2020 and 1 April 2021."

While this directive extends the scope of expenditure that qualify for the use of Capital Receipts, it also restricts the period during which the flexibility can be applied. Therefore, any decision to apply Capital Receipt, must meet the conditions of both the qualifying period and the qualifying expenditure.

The qualifying period during which flexibility can be applied is the financial years that begin from 1 April 2016 and end on 31 March 2022. This means that any Capital Expenditure received prior to 1 April 2016 or received after 31 March 2022 cannot be applied under the exemptions of the Capitalisation Directive. Capital Receipts received during the directive period can also not be applied with the same flexibility once the directive term has expired.

Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery in a way that reduces costs or demand for services in future years for the Authority or any of the delivery partners. This includes investment which supports economic growth projects which are also designed to reduce revenue costs or pressures over the longer term. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.

The set up and implementation costs of any new processes or arrangements can be classified as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.

Examples of qualifying expenditure

There are a wide range of projects that could generate qualifying expenditure and the list below is neither prescriptive nor exhaustive. Examples of projects include:

- Preparatory work necessary to support local authority mergers as part of the programme to reform local government in Wales;
- Sharing back-office and administrative services with one or more other council or public sector body;
- Investment in service reform feasibility work, e.g. setting up pilot schemes;
- Collaboration between local authorities and central government to free up land for economic use
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
- Sharing Chief Executives, management teams or staffing structures;
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using the National Procurement Service, Crown Commercial Services or other central purchasing bodies which operate in accordance with the Wales Procurement Policy Statement;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;
- Setting up alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others); and
- Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.
- Investment which supports economic growth projects which are also designed to reduce revenue costs or pressures over the longer term, across one or more local authorities and/or other public sector bodies.

Use of Capital Receipts

The current policy for the use of Capital Receipts is contained in the Corporate Asset Policy.

Capital Receipts will normally be credited to the Central Fund and will be used to progress the Council's principal objectives defined in the Corporate Improvement Plan. However, up to 4% of the capital receipt may be reclaimed by Property as permitted and approved costs of sale.

Capital receipts from the sale of Farm or Agricultural land under the County Farm Estate and property vested in the HRA will be subject to the following apportionment:

This policy proposes the use of Capital Receipts to continue to be based on the following:

Type	Service Area	Corporate
Agricultural	0%	100%
HRA Dwellings and Land	100%	
Homefinder Receipts	100%	
Vehicles	100%	

3. TREASURY MANAGEMENT STRATEGY

3.1 Background

3.2 The Council is required to operate a balanced budget which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned with cash being available when it is needed.

3.3 The second main function of the treasury management service is the funding of the Council's capital plans. These plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash involves arranging short or long-term loans or using longer-term cash flow surpluses.

3.4 The contribution the treasury management function makes to the authority is critical as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects.

3.5 Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities as they usually arise from capital expenditure and are separate from the day-to-day treasury management activities. The IRFS16 Leases accounting standard will from April 2020 require leases in, with the exception of low value and short term leases to be included on the balance sheet. These arrangements are not included in this report.

3.6 Borrowing Strategy

3.7 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

3.8 Against this background and the risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Head of Financial Services will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp fall in borrowing rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then borrowing will be postponed.
- if it was felt that there was a significant risk of a much sharper rise in borrowing rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

3.9 Any decisions will be reported to the appropriate decision making body at the next available opportunity.

3.10 Policy on Borrowing in Advance of Need

3.11 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

3.12 Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.13 Debt rescheduling

3.14 Rescheduling of current borrowing in our debt portfolio is unlikely to occur as the 100 bps increase in PWLB rates only applied to new borrowing rates and not to premature debt repayment rates. If rescheduling was done, it will be reported to the Cabinet at the earliest meeting following its action.

3.15 New Financial Institutions as a source of Borrowing and / or types of Borrowing

3.16 Following the decision by the PWLB on 9 October 2019 to increase their margin over gilt yields by 100 bps to 180 basis points on loans lent to local authorities, consideration will also need to be given to sourcing funding at cheaper rates from the following:

- Local authorities (primarily shorter dated maturities)
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of spot or forward dates)
- Municipal Bonds Agency

3.17 The degree which any of these options proves cheaper than PWLB Certainty Rate is still evolving at the time of writing but our advisors will keep us informed.

3.18 Approved Sources of Long and Short term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
Municipal bond agency	●	●
Local authorities	●	●
Banks	●	●
Pension funds	●	●
Insurance companies	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Stock issues	●	●
Local temporary	●	●
Local Bonds	●	
Local authority bills		●
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	

3.19 The Capital Prudential and Treasury Indicators 2020/21 – 2022/23 and MRP Statement

3.20 The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

3.21 Ratio of financing costs to net revenue stream

3.22 This indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream. The estimates of financing costs include current commitments and the proposals in this budget report.

Ratio of financing costs to net revenue stream	Revised 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28	Estimate 2028/29	Estimate 2029/30
£'000											
Financing Costs	7,816	9,745	15,947	20,139	21,254	21,422	20,639	21,350	21,854	22,503	23,176
Net Revenue Stream	255,408	269,600	270,179	271,046	272,209	273,678	273,678	273,678	273,678	273,678	273,678
Council Fund	3.72%	3.06%	3.61%	5.90%	7.43%	7.81%	7.83%	7.54%	7.80%	7.99%	8.22%
Financing Costs	5,593	5,641	6,631	7,906	8,224	8,107	8,205	8,082	7,963	7,875	7,910
Net Revenue Stream	24,883	25,650	26,409	27,190	27,995	28,824	29,678	30,557	31,463	32,396	33,357
HRA	22.48%	21.99%	25.11%	29.08%	29.38%	28.13%	27.65%	26.45%	25.31%	24.31%	23.71%

3.23 Maturity structure of borrowing

3.24 These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing and are required for upper and lower limits.

3.25 The Council is asked to approve the following treasury indicators and limits:

Maturity structure of borrowing 2020/21		
	Lower	Upper
Under 12 months	0%	40%
12 months to 2 years	0%	40%
2 years to 5 years	0%	40%
5 years to 10 years	0%	40%
10 years to 20 years	0%	40%
20 years to 30 years	0%	40%
30 years to 40 years	0%	40%
40 years to 50 years	0%	40%

3.26 Affordability prudential indicators

3.27 Prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following borrowing indicators:

3.28 Borrowing Indicators

3.29 The capital expenditure plans set out in the capital strategy provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing

facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

- 3.30 The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

Change in External Debt

£'000	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28	Estimate 2028/29
Council Fund									
External Debt									
Debt at 1st April	180,159	281,067	332,387	335,028	352,967	375,297	378,987	409,118	412,217
Expected change in Debt	100,908	51,320	2,641	17,939	22,331	3,690	30,131	3,099	-27,734
Estimated Gross Debt at 31st March	281,067	332,387	335,028	352,967	375,297	378,987	409,118	412,217	384,483
CFR	340,022	375,249	391,722	399,638	403,127	407,820	411,257	414,686	418,106
Under / (Over) Borrowing	58,956	42,863	56,694	46,671	27,830	28,833	2,138	2,469	33,624
HRA									
External Debt									
Debt at 1st April	94,080	107,445	121,945	125,567	124,797	122,378	121,593	119,402	117,627
Expected change in Debt	13,366	14,499	3,622	-770	-2,419	-785	-2,191	-1,776	-398
Estimated Gross Debt at 31st March	107,445	121,945	125,567	124,797	122,378	121,593	119,402	117,627	117,229
CFR	107,445	121,945	125,567	124,797	122,378	121,593	119,402	117,627	117,229

- 3.31 Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2020/21 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.
- 3.32 The Head of Financial Services reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.
- 3.33 Treasury Indicators: limits to borrowing activity**
- 3.34 The operational boundary is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.
- 3.35 The council has a long term liability of £19.50 million for a section106 obligation. This is not factored into any repayment plans at present, and borrowing is likely to be needed for this at some point in the future.

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2022/30
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Borrowing	404.0	480.0	523.0	546.0	569.0	581.0	593.0	605.0	618.0	618.0
Total	404.0	480.0	523.0	546.0	569.0	581.0	593.0	605.0	618.0	618.0

3.36 The authorised limit for external debt.

3.37 This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

- a) This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
- b) The Council is asked to approve the following authorised limit:

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Borrowing	434.0	510.0	553.0	576.0	599.0	611.0	623.0	635.0	648.0	648.0
Total	434.0	510.0	553.0	576.0	599.0	611.0	623.0	635.0	648.0	648.0

3.38 Annual Investment Policy

3.39 Management of risk - The Welsh Government and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This strategy deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

3.40 The Council's investment policy has regard to the following: -

- Welsh Government's Guidance on Local Government Investments 2019 ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
- CIPFA Treasury Management Guidance Notes 2018

3.41 The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return).

3.42 The above guidance from the Welsh Government and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means:

- a) Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
- b) Other information: ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which

institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.

- c) Other information sources used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- d) This authority has defined the list of types of investment instruments that the treasury management team are authorised to use. There are categories of ‘specified’ and ‘non-specified’ investments.
 - I. Specified investments are those with a high level of credit quality and subject to a maturity limit of one year except deposits with local authorities which can be for any period
 - II. Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use. Once an investment is classed as non-specified, it remains non-specified all the way through to maturity i.e. an 18 month deposit would still be non-specified even if it has only 11 months left until maturity.
- e) Lending limits (amounts and maturity), for each counterparty will be set in conjunction with Link’s matrices.
- f) This authority will set a limit for the amount of its investments which are invested for longer than 365 days
- g) Investments will only be placed with counterparties from countries with a specified minimum sovereign rating
- h) All investments will be denominated in sterling.
- i) As a result of the change in accounting standards for 2019/20 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund.

3.43 The council will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance

3.44 Creditworthiness policy

3.45 This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach, utilising credit ratings from the three main credit rating agencies - Fitch, Moody’s and Standard & Poor’s. The credit ratings of counterparties are supplemented with the following overlays:

- “watches” and “outlooks” from credit rating agencies;
- CDS spreads that may give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

3.46 This modelling approach combines credit ratings, and any assigned Watches and Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will, therefore, use counterparties within the following durational bands:

- Yellow 5 years *
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5

- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

Please note: the yellow colour category is for UK Government debt, or its equivalent, money market funds and collateralised deposits where the collateral is UK Government debt.

Please note: “fund” ratings are different to individual counterparty ratings, coming under either specific “MMF” or “Bond Fund” rating criteria.

- 3.47 The Link Asset Services’ creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency’s ratings.
- 3.48 Typically, the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of F1 and a long term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.
- 3.49 Credit ratings will be monitored daily through use of the Link Asset Services’ creditworthiness service.
- if a downgrade results in the counterparty / investment scheme no longer meeting the Council’s minimum criteria, its further use as a new investment will be withdrawn immediately.
 - in addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council’s lending list.
- 3.50 Sole reliance will not be placed on the use of this external service. In addition, this Council will also use market data and market information, as well as information on any external support for banks to help support its decision making process.
- 3.51 UK banks – ring fencing**
- 3.52 The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.
- 3.53 Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity’s core activities are not adversely affected by the acts or omissions of other members of its group.

3.54 While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

3.55 Country limits

3.56 Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

3.57 The Council has determined that it will only use approved counterparties from the UK and from countries with a minimum sovereign credit rating of AA- from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in paragraph 3.75. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

3.58 Investment strategy

3.59 **In-house funds** - Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

3.60 **Investment returns expectations** – Post Brexit, then Bank Rate is forecast to increase only slowly over the next few years to reach 1.25% by quarter 1 2023. Bank Rate forecasts for financial year ends (March) are:

- Q1 2021 0.75%
- Q1 2022 1.00%
- Q1 2023 1.25%

3.61 The suggested budgeted investment earnings rates for returns on investments placed or periods up to about three months during each financial year are as follows:

2019/20	0.75%
2020/21	0.75%
2021/22	1.00%
2022/23	1.25%
2023/24	1.50%
2024/25	1.75%
Later years	2.25%

3.62 The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture, this is fully explained at Appendix A. The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside. In the event that a Brexit deal is agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

3.63 Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

3.64 The Council is asked to approve the following treasury indicator and limit:

Upper limit for principal sums invested for longer than 365 days			
£m	2020/21	2021/22	2022/23
Principal sums invested for longer than 365 days	£m 10	£m 10	£m 10
Current investments as at 17.02.20 in excess of 1 year maturing in each year	Nil	Nil	Nil

3.65 For its cash flow generated balances, the Council will seek to utilise its business reserve instant access accounts, money market funds and short-dated deposits.

3.66 Investment performance / risk benchmarking – The council will use an investment benchmark to assess the investment performance of its investment portfolio of 3 month LIBID un-compounded.

3.67 Interest Rate Forecasts - The interest rate forecasts provided by Link Asset are predicated on an assumption of an agreement being reached on Brexit between the UK and the EU. In the event of an orderly non-agreement exit, it is likely that the Bank of England would take action to cut Bank Rate from 0.75% in order to help economic growth deal with the adverse effects of this situation. This is also likely to cause short to medium term gilt yields to fall. If there was a disorderly Brexit, then any cut in Bank Rate would be likely to last for a longer period and also depress short and medium gilt yields correspondingly. Quantitative easing could also be restarted by the Bank of England. It is also possible that the government could act to protect economic growth by implementing fiscal stimulus.

3.68 The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.
- In the event that a Brexit deal was agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

3.69 One risk that is both an upside and downside risk, is that all central banks are now working in very different economic conditions than before the 2008 financial crash as there has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could therefore either over or under do increases in central interest rates.

3.70 Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Brexit – if it were to cause significant economic disruption and a major downturn in the rate of growth.

- Bank of England takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the Eurozone sovereign debt crisis. In 2018, Italy was a major concern due to having a populist coalition government which made a lot of anti-austerity and anti-EU noise. However, in September 2019 there was a major change in the coalition governing Italy which has brought to power a much more EU friendly government; this has eased the pressure on Italian bonds. Only time will tell whether this new coalition based on an unlikely alliance of two very different parties will endure.
- Weak capitalisation of some European banks, particularly Italian banks.
- German minority government. In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. The CDU has done badly in recent state elections but the SPD has done particularly badly and this has raised a major question mark over continuing to support the CDU. Angela Merkel has stepped down from being the CDU party leader but she intends to remain as Chancellor until 2021.
- Other minority EU governments. Austria, Sweden, Spain, Portugal, Netherlands and Belgium also have vulnerable minority governments dependent on coalitions which could prove fragile.
- Austria, the Czech Republic, Poland and Hungary now form a strongly anti-immigration bloc within the EU. There has also been rising anti-immigration sentiment in Germany and France.
- In October 2019, the IMF issued a report on the World Economic Outlook which flagged up a synchronised slowdown in world growth. However, it also flagged up that there was potential for a rerun of the 2008 financial crisis, but this time centred on the huge debt binge accumulated by corporations during the decade of low interest rates. This now means that there are corporates who would be unable to cover basic interest costs on some \$19trn of corporate debt in major western economies, if world growth was to dip further than just a minor cooling. This debt is mainly held by the shadow banking sector i.e. pension funds, insurers, hedge funds, asset managers etc., who, when there is \$15trn of corporate and government debt now yielding negative interest rates, have been searching for higher returns in riskier assets. Much of this debt is only marginally above investment grade so any rating downgrade could force some holders into a fire sale, which would then depress prices further and so set off a spiral down. The IMF's answer is to suggest imposing higher capital charges on lending to corporates and for central banks to regulate the investment operations of the shadow banking sector. In October 2019, the deputy Governor of the Bank of England also flagged up the dangers of banks and the shadow banking sector lending to corporates, especially highly leveraged corporates, which had risen back up to near pre-2008 levels.
- Geopolitical risks, for example in North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

3.71 Upside risks to current forecasts for UK gilt yields and PWLB rates

- Brexit – if agreement was reached all round that removed all threats of economic and political disruption between the EU and the UK.
- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.

- UK inflation, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

3.72 Treasury Management Practice – Credit and Counterparty Risk Management

3.73 **Specified Investments** - All such investments will be sterling denominated with maturities up to

Institution	Maximum Investment per Group/Institution £M	Maximum Length	Credit Rating/Other Assessment of Risk
UK Banks	30	Up to 364 days	As per Link's matrices
Foreign Banks	5	Up to 364 days	As per Link's matrices
Other Local Authorities	25	Up to 5 years	N/A

maximum of 1 year (except for deposits with local authorities which can be for any period), meeting the minimum 'high' quality criteria where applicable. (If a deposit is made for say 2 years, it starts as being a non-specified investment and remains as a non-specified investment even when it's time to maturity falls under 12 months.)The criteria, time limits and monetary limits applying to institutions or investment vehicles are

3.74 **Non specified Investments** - These are any investments which do not meet the specified investment criteria. A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made, it will fall into one of the above categories. The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Institution	Maximum Investment per Group/Institution £M	Maximum Length	Credit Rating/Other Assessment of Risk
UK Banks	10 (£5M limit with any one institution)	Up to 2 years	As per Link's matrices
Foreign Banks	2	Up to 2 years	As per Link's matrices
Money Market Funds (max. of 5)	10	N/A	All are AAA rated
Other Local Authorities	10	Up to 5 years	N/A

Note: Limits for Specified and Non-Specified are combined limits. The maximum limit will also apply to a banking group as a whole.

3.75 Approved Countries for Investments

3.76 This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services credit worthiness service.

3.77 Based on lowest available rating

AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- Hong Kong
- France
- U.K.

AA-

- Belgium
- Qatar

3.78 **Prospect for Interest rates** - The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates, their latest update is provided at Appendix B.

3.79 Investment and Borrowing Rates

3.80 Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings. Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9.10.19. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management.

3.81 While this authority will not be able to avoid borrowing to finance new capital expenditure, to replace maturing debt and the rundown of reserves, there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new short or medium-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

3.82 Treasury Management Scheme of Delegation

3.83 The governance of the key decisions are set out below:

(i) Full Council

- approval of annual strategy

(ii) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

(iii) Cabinet

- receiving and reviewing reports on treasury management policies, practices and activities
- approval of amendments to the Authority's adopted clauses, treasury management policy statement and treasury management practices
- budget consideration and approval
- approval of the division of responsibilities
- receiving and reviewing regular monitoring reports and acting on recommendations
- approving the selection of external service providers.

3.84 The Treasury Management Role of the Section 151 Officer

3.85 The role of the section 151 officer is set out below:

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

3.86 The above list of specific responsibilities of the S151 officer in the 2017 Treasury Management Code has not changed. However, implicit in the changes in both codes, is a major extension of the functions of this role:

- preparation of a capital strategy to include capital expenditure, capital financing, and treasury management, with a long term timeframe (*say 20+ years – to be determined in accordance with local priorities.*)
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all investments and is in accordance with the risk appetite of the authority.

3.87 Summary Treasury Management Budget and Forecast

	2020/21 £,000	2019/20 £'000
Employees	165	165
Transport – leasing costs	1,491	1,250
Supplies and Services	200	200
Interest Paid	14,845	14,845
Debt Management Expenses	30	6
Gross Expenditure	16,731	16,466
Interest Received	0	0
Gross Income	0	0
Net Expenditure	16,731	16,466

Notes

- Supplies and Services includes the following main items:
 - Dr/Cr card and bank charges 175k
 - Treasury /Leasing Advice 17k

Interest Received has no budget as cash balances have significantly reduced. Any interest received in respect of cash surpluses may need to be used to offset borrowing costs for negative cash balances

Appendix A – Economic Background

UK. Brexit. 2019 has been a year of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on 31 October 2019, with or without a deal. However, MPs blocked leaving on that date and the EU agreed an extension to 31 January 2020. In late October, MPs approved an outline of a Brexit deal to enable the UK to leave the EU on 31 January; however, even if a Conservative Government gains an overall majority in the general election on 12 December, there will still be much uncertainty as the detail of a trade deal will need to be negotiated by the current end of the transition period in December 2020.

While the Bank of England went through the routine of producing another quarterly Inflation Report, (now renamed the Monetary Policy Report), on 7 November, it is very questionable how much all the writing and numbers are worth when faced with the uncertainties of where the UK will be after the general election. The Bank made a change in their Brexit assumptions to now include a deal being eventually passed. Possibly the biggest message that is worth taking note of from the Monetary Policy Report, was an increase in concerns among MPC members around weak global economic growth and the potential for Brexit uncertainties to become entrenched and so delay UK economic recovery. Consequently, the MPC voted 7-2 to maintain Bank Rate at 0.75% but two members were sufficiently concerned to vote for an immediate Bank Rate cut to 0.5%. The MPC warned that if global growth does not pick up or Brexit uncertainties intensify, then a rate cut was now more likely. Conversely, if risks do recede, then a more rapid recovery of growth will require gradual and limited rate rises. The speed of recovery will depend on the extent to which uncertainty dissipates over the final terms for trade between the UK and EU and by how much global growth rates pick up. The Bank revised its inflation forecasts down – to 1.25% in 2019, 1.5% in 2020, and 2.0% in 2021; hence the MPC views inflation as causing little concern in the near future.

If economic growth were to weaken considerably, the MPC has relatively little room to make a big impact with Bank Rate still only at 0.75%. It would therefore, probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy. The Government has already made moves in this direction and both of the largest parties have made significant promises in their election manifestos to increase government spending. The Chancellor has also amended the fiscal rules in November to allow for an increase in government expenditure. In addition, it has to be borne in mind that even if the post-election Parliament agrees the deal on 31 January 2020, the current transition period for negotiating the details of the terms of a trade deal with the EU only runs until 31 December 2020. This could prove to be an unrealistically short timetable for such major negotiations which leaves open two possibilities: one the need for an extension of negotiations, probably two years, or a no deal Brexit in December 2020.

As for **inflation** itself, CPI has been hovering around the Bank of England's target of 2% during 2019 but fell again in October to 1.5%. It is likely to remain close to or under 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily because of imported inflation on the back of a weakening pound.

With regard to the **labour market**, growth in numbers employed has been quite resilient through 2019 until the three months to September where it fell by 58,000. However, this was about half of what had been expected. The unemployment rate fell back again to a 44-year low of 3.8% on the Independent Labour Organisation measure in September, despite the fall in numbers employed, due to numbers leaving the work force. Wage inflation has been edging down from a high point of 3.9% in July to 3.8% in August and now 3.6% in September, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 1.9%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The other message from the fall in wage

growth is that employers are beginning to find it easier to hire suitable staff, indicating that supply pressure in the labour market is easing.

In the **political arena**, a general election could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.

USA. President Trump's massive easing of fiscal policy in 2018 fuelled a temporary boost in consumption in that year which generated an upturn in the rate of growth to a robust 2.9% y/y. **Growth** in 2019 has been falling after a strong start in quarter 1 at 3.1%, (annualised rate), to 2.0% in quarter 2 and then 1.9% in quarter 3; it is expected to fall further. The strong growth in employment numbers during 2018 has weakened during 2019, indicating that the economy is cooling, while inflationary pressures are also weakening; CPI inflation fell from 2.3% to 2.0% in September.

The Fed finished its series of increases in rates to 2.25 – 2.50% in December 2018. In July 2019, it cut rates by 0.25% as a 'midterm adjustment' but flagged up that this was not intended to be seen as the start of a series of cuts to ward off a downturn in growth. It also ended its programme of quantitative tightening in August, (reducing its holdings of treasuries etc). It then cut rates by 0.25% again in September and by another 0.25% in its October meeting to 1.50 – 1.75%. At its September meeting it also said it was going to **start buying Treasuries again**, although this was not to be seen as a resumption of quantitative easing but rather an exercise to relieve liquidity pressures in the repo market. Despite those protestations, this still means that the Fed is again expanding its balance sheet holdings of government debt. In the first month, it will buy \$60bn, whereas it had been reducing its balance sheet by \$50bn per month during 2019. As it will be buying only short-term (under 12 months) Treasury bills, it is technically correct that this is not quantitative easing (which is purchase of long-term debt).

Investor confidence has been badly rattled by the progressive ramping up of increases in tariffs President Trump has made on Chinese imports and China has responded with increases in tariffs on American imports. This **trade war** is seen as depressing US, Chinese and world growth. In the EU, it is also particularly impacting Germany as exports of goods and services are equivalent to 46% of total GDP. It will also impact developing countries dependent on exporting commodities to China.

However, in early November, a phase one deal was agreed between the US and China to roll back some of the tariffs which gives some hope of resolving this dispute.

EUROZONE. **Growth** has been slowing from +1.8 % during 2018 to around half of that in 2019. Growth was +0.4% q/q (+1.2% y/y) in quarter 1, +0.2% q/q (+1.2% y/y) in quarter 2 and then +0.2% q/q, +1.1% in quarter 3; there appears to be little upside potential in the near future. German GDP growth has been struggling to stay in positive territory in 2019 and fell by -0.1% in quarter 2; industrial production was down 4% y/y in June with car production down 10% y/y. Germany would be particularly vulnerable to a no deal Brexit depressing exports further and if President Trump imposes tariffs on EU produced cars.

The European Central Bank (ECB) ended its programme of quantitative easing purchases of debt in December 2018, which then meant that the central banks in the US, UK and EU had all ended the phase of post financial crisis expansion of liquidity supporting world financial markets by quantitative easing purchases of debt. However, the downturn in EZ growth in the second half of 2018 and into 2019, together with inflation falling well under the upper limit of its target range of 0 to 2%, (but it aims to keep it near to 2%), has prompted the ECB to take new measures to stimulate growth. At its March meeting it said that it expected to leave interest rates at their present levels "at least through the end of 2019", but that was of little help to boosting growth in the near term. Consequently, it announced a **third round of TLTROs**; this provides banks with cheap borrowing every three months from September 2019 until March 2021 that means that, although they will have only a two-year maturity, the Bank was making funds available until 2023, two years

later than under its previous policy. As with the last round, the new TLTROs will include an incentive to encourage bank lending, and they will be capped at 30% of a bank's eligible loans. However, since then, the downturn in EZ and world growth has gathered momentum; at its meeting on 12 September, it cut its deposit rate further into negative territory, from -0.4% to -0.5%, and announced a **resumption of quantitative easing purchases of debt for an unlimited period**; (at its October meeting it said this would start in November at €20bn per month - a relatively small amount compared to the previous buying programme). It also increased the maturity of the third round of TLTROs from two to three years. However, it is doubtful whether this loosening of monetary policy will have much impact on growth and, unsurprisingly, the ECB stated that governments will need to help stimulate growth by 'growth friendly' fiscal policy.

On the political front, Austria, Spain and Italy have been in the throes of **forming coalition governments** with some unlikely combinations of parties i.e. this raises questions around their likely endurance. The latest results of German state elections have put further pressure on the frail German CDU/SDP coalition government and on the current leadership of the CDU. The results of the Spanish general election in November have not helped the prospects of forming a stable coalition.

CHINA. Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and shadow banking systems. In addition, there still needs to be a greater switch from investment in industrial capacity, property construction and infrastructure to consumer goods production.

JAPAN - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

WORLD GROWTH. Until recent years, world growth has been boosted by increasing **globalisation** i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last thirty years, which now accounts for nearly 20% of total world GDP, has unbalanced the world economy. The Chinese government has targeted achieving major world positions in specific key sectors and products, especially high-tech areas and production of rare earth minerals used in high tech products. It is achieving this by massive financial support (i.e. subsidies) to state owned firms, government directions to other firms, technology theft, restrictions on market access by foreign firms and informal targets for the domestic market share of Chinese producers in the selected sectors. This is regarded as being unfair competition that is putting western firms at an unfair disadvantage or even putting some out of business. It is also regarded with suspicion on the political front as China is an authoritarian country that is not averse to using economic and military power for political advantage. The current trade war between the US and China therefore needs to be seen against that backdrop. It is, therefore, likely that we are heading into a period where there will be a **reversal of world globalisation and a decoupling of western countries** from dependence on China to supply products. This is likely to produce a backdrop in the coming years of weak global growth and so weak inflation. Central banks are, therefore, likely to come under more pressure to support growth by looser monetary policy measures and this will militate against central banks increasing interest rates.

The trade war between the US and China is a major concern to **financial markets** due to the synchronised general weakening of growth in the major economies of the world, compounded by fears that there could even be a recession looming up in the US, though this is probably overblown. These concerns resulted in **government bond yields** in the developed world falling significantly during 2019. If there were a major worldwide downturn in growth, central banks in most of the major economies will have limited ammunition available, in terms of monetary policy

measures, when rates are already very low in most countries, (apart from the US). There are also concerns about how much distortion of financial markets has already occurred with the current levels of quantitative easing purchases of debt by central banks and the use of negative central bank rates in some countries. The latest PMI survey statistics of economic health for the US, UK, EU and China have all been predicting a downturn in growth; this confirms investor sentiment that the outlook for growth during the year ahead is weak.

Appendix B – Interest Rate Forecasts

Link Asset Services Interest Rate View														
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.30	1.30
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40	1.50	1.50	1.50	1.50
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60	1.70	1.70	1.70	1.70
5yr PWLB Rate	2.30	2.40	2.40	2.50	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.10	3.20	3.20
10yr PWLB Rate	2.60	2.70	2.70	2.70	2.80	2.90	3.00	3.10	3.20	3.20	3.30	3.30	3.40	3.50
25yr PWLB Rate	3.20	3.30	3.40	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00	4.10	4.10
50yr PWLB Rate	3.10	3.20	3.30	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90	4.00	4.00

The above forecasts provided by Link Asset Services have been based on an assumption that there is some sort of muddle through to an agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. Given the current level of uncertainties around the uncertainties following the general election and then subsequent developments, this is a major assumption and so forecasts may need to be materially reassessed in the light of events over the coming weeks or months.

Bond yields / PWLB rates. There has been much speculation recently that we are currently in a bond market bubble. However, given the context that there are heightened expectations that the US could be heading for a recession, and a general background of a downturn in world economic growth, together with inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last thirty years. We have therefore seen over the last year, many bond yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated, as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.

During the first half of 2019-20 to 30 September, gilt yields plunged and caused a near halving of longer term PWLB rates to completely unprecedented historic low levels. (*See paragraph 3.7 for comments on the increase in the PWLB rates margin over gilt yields of 100bps introduced on 9.10.19.*) There is though, an expectation that financial markets have gone too far in their fears about the degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but also in the UK due to a correlation between US treasuries and UK gilts; at various times this correlation has been strong but at other times weak. However, forecasting the timing of this and how strong the correlation is likely to be is very difficult to forecast with any degree of confidence. Changes in UK Bank Rate will also impact on gilt yields.

One potential danger that may be lurking in investor minds is that Japan has become mired in a twenty-year bog of failing to get economic growth and inflation up off the floor, despite a combination of massive monetary and fiscal stimulus by both the central bank and government. Investors could be fretting that this condition might become contagious to other western economies.

Another danger is that unconventional monetary policy post 2008, (ultra-low interest rates plus quantitative easing), may end up doing more harm than good through prolonged use. Low interest rates have encouraged a debt-fuelled boom that now makes it harder for central banks to raise interest rates. Negative interest rates could damage the profitability of commercial banks and so impair their ability to lend and / or push them into riskier lending. Banks could also end up holding large amounts of their government's bonds and so create a potential doom loop. (A doom loop would occur where the credit rating of the debt of a nation was downgraded which would cause bond prices to fall, causing losses on debt portfolios held by banks and insurers, so reducing their capital and forcing them to sell bonds – which, in turn, would cause further falls in their prices etc.). In addition, the financial viability of pension funds could be damaged by low yields on holdings of bonds.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

In addition, PWLB rates are subject to ad hoc decisions by H.M. Treasury to change the margin over gilt yields charged in PWLB rates: such changes could be up or down. It is not clear that if gilt yields were to rise back up again by over 100bps within the next year or so, whether H M Treasury would remove the extra 100 bps margin implemented on 9.10.19.

Economic and interest rate forecasting remains difficult with so many influences weighing on UK gilt yields and PWLB rates. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

Powys County Council Reserves Policy

Introduction

This policy establishes a framework within which decisions will be made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used.

The requirement for Financial Reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 requires authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

There are also a range of safeguards in place that help prevent local authorities over committing themselves financially. These include:

- The balanced budget requirement
- Chief finance officers' duty to report on the robustness of estimates and adequacy of reserves when the authority is considering its budget requirement (Section 25 of the Local Government Act 2003)
- The legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the chief finance officer has responsibility for the administration of those affairs as set out in Section 151 of the Local Government Act 1972.
- The requirements of the Prudential Code.

These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the chief financial officer to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the Authority will not have resources to meet its expenditure in a particular financial year.

Definitions

Reserves are sums of money held by the Council to meet future expenditure.

Types of Reserve

General Fund Reserves – to meet short term, unforeseeable expenditure arising from unexpected events or emergencies. To enable significant changes in resources or expenditure to be properly managed over the period of the Medium Term Financial Strategy.

Earmarked and Specific Reserves – to meet known or predicted requirements, or established by statute.

Unusable reserves – these arise out of the interaction of legislation and proper accounting practice either to store revaluation gains or as adjustment accounts to reconcile requirements driven by reporting standards to statutory requirements. These reserves are not backed by resources and cannot be used for any other purpose.

Reserves should not be held without a clear purpose.

General Fund Reserves

In assessing the appropriate level of reserves the Authority will ensure that the reserves are not only adequate but also necessary and will be appropriate for the risk (both internal and external) to which it is exposed.

In assessing its financial risk the Chartered Institute of Public Finance and Accountancy (CIPFA) has issued guidance on the factors that should be considered:

- Budget Assumption for inflation and interest rates
- Estimates of the level and timing of capital receipts
- The treatment of demand led pressures
- The Authorities track record in budget and financial management
- Treatment of planned efficiencies/savings
- The financial risk inherent in any significant new funding partnerships, major outsourcing and capital developments
- The likely level of Government support to deal with major unforeseen events
- The adequacy of the authority's Insurance arrangements
- The Authority's virement and end of year procedures in relation to budget under and over spends
- The general financial climate and future funding assumptions

The risk assessment will be reviewed annually.

The appropriate level of General Fund Reserves will be determined annually as part of the Budget Setting process and Medium Term Financial Strategy and will be subject to approval by the Cabinet and Full Council.

The Financial Strategy will set out the level of planned reserve balances including financial arrangements for any replenishing of reserves, it will also confirm acceptable thresholds above and below the balance. If the balance falls outside of these thresholds a plan will be agreed by Cabinet to restore balances to the appropriate level.

Earmarked and Specific Reserves

These are required for specific purposes and are a means of building up funds to meet known or predicted liabilities. By nature these reserves balances do not have minimum and maximum thresholds. Creation of such reserves must be approved by the Strategic Director of Resources.

Balances should be reasonable for the purpose held and must be used for the item for which they have been set aside, if circumstances arise to which the reserve is no longer required for its original purpose they will transfer to the General Fund Reserve.

Ringfenced Reserves

Housing Revenue Account

The Housing Revenue Account is ringfenced this means that HRA resources may only be expended with the HRA. Councils are not allowed to transfer resources between the HRA and their general funds. The Balance on the HRA is held in a ringfenced reserve.

Schools Reserves

Schools are able to carry forward surplus and deficit balances from one year to the next and utilise these balances for managing changes in pupil numbers and funding, or the funding of projects and future liabilities. The balances are held by individual schools, they are not for general Council use. Guidance on the level of balances held, and possible clawback of funds by the Authority is documented within section 4 of Powys' Scheme for the Financing of Schools.

Reporting of Reserves

The balances and movement of all reserves is required to be reported within the Authorities Annual Statement of Accounts.

The balance held and projected movement of useable reserves is reported monthly as part of the Budget Monitoring Report to Cabinet, this includes the level of reserves held against the threshold set for the year.

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol



Powys County Council

Budget Simulator Public Consultation 2019-20

Communications and Overview of Findings

Jane Thomas
11-18-2019

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1. Background:

Over the past few years the council has sought to engage residents in the decision making process around setting its budget. The views of residents have been sought through surveys, workshops, a citizen panel and a previous budget simulator exercise in 2015/16.

The latest budget simulator exercise has been undertaken as part of the consultation process to support the 2020/2021 budget process which requires cost reductions of £13m to achieve a balanced budget.

2. Purpose of report:

The purpose of this report is to bring together the findings from the consultation to allow the Council decision makers to view the findings and ensure they are considered as part of the final budget decision making process. The appendices provide all the public comments made through the simulator exercise, in terms of their overall views and more specifically, each service area that offered cost reductions. The comments are provided in full for transparency and it is hoped that salient points can be gleaned from the detailed list and used where needed to support impact assessments and other narratives.

3. Communications

The Communications team set out the communications for the budget consultation approach as a three phased plan:

Phase I - Information Giving. Promote the new animations available on the website around council tax and how the council receives its money. (May/June)

Over 900 visits to the website have been made through this period

Phase II - Pre-engagement. Correspondence from the leader to councillors, employees and town and community councils to explain the budgetary position and to promote the forthcoming exercise and to seek initial qualitative feedback via a set template. Also engaged with disability and carers groups, primary and secondary Heads presented with key facts and asked about pupil engagement re- (July/August)

- *Handful of responses received from TCCs and Cllrs*
- *Feedback from meeting of town clerks held by Ness Young to seek to improve relations/understanding between parties*
- *Feedback from two sessions run with PDSL and LD & Carers groups to explain budget position and get their input as more vulnerable groups*
- *Follow up session booked to help PDSL members to complete the exercise*
- *Lack of response from schools*

Phase III – Feedback on Phase II (September)

Phase III – Launch budget simulator, promote via mix of methods (social media, media, direct comms, posters, PAVO etc, staff intranet, all cllrs, TCCs etc and invite feedback on the service reductions listed in the simulator by Sunday 3 November. (October/November)

580 responses received – 574 English 6 Welsh of which 482 provided demographic data and 298 responded with comments, we know that at least double that figure clicked on to the simulator but didn't complete the exercise.

Phase V – Analysis (November/December)

Draft report and presentation now available

Phase VI – Due regard. Consideration of feedback ahead of finalising and setting the budget and council tax levels. (December/January)

The engagement process through the Simulator Consultation is summarised in the table below:

Actions	Outcomes
Press releases issued at start /mid-point of exercise.	Some good coverage overall – Front-page County Times
All staff emails, intranet article and reminders	Good engagement and response by our employees
Posters and flyers distributed to all libraries, given to staff to put up or hand out in their local community. Example: officer handed out flyers at Aldi on a Sat am.	Number of flyers given out and posters visible in certain communities but no countywide staff distribution network exists
Posters and flyers dropped off in advance of countywide community connectors meeting at PAVO	Unsure how and if connectors distributed, talked to people about the exercise - tbc
Social media posts and gifs produced and promoted	Lots of comments and engagement received via clicks to exercise
All PCC social media account holders asked to share the exercise via their pages – tenants, YIS etc.	Some evidence of some sharing/liking the posts
Links with other existing channels – Tenant 100 panel	Tenants emailed and invited to take part.
Key partner asked to invite their employees to take part	PTHB circulated to all staff.
Schools emailed following secondary school heads meeting to remind them re- pupil involvement opportunities during Local Democracy week, PSE lessons	Little indication that any of school worked to encourage their pupils to do the exercise in school time. See demographics.
TCC reminder emails issued	Little evidence of TCCs sharing with their communities etc.
Cllr reminder emails issued	Some liked or shared link from our site via their own social media accounts.
Drop in session held in Ystradgynlais and Brecon library to support non IT residents (others cancelled due to purdah) Prior to organised session officer handed out flyers and put posters up in Tesco, Welfare Hall & Volunteer Centre in Ystradgynlais, Morrison's in Brecon.	Good for promoting exercise, handing out flyers, talking to those using the library, but no one turned up for specific help to access the exercise re- IT literacy issues/disability See demographics.

4. Budget Simulator Findings

The budget simulator findings are shown below, and show the mean values of all respondents and the budget adjustment acceptable to achieve a balanced budget: Schools have the lowest reduction of just 0.55%, whilst central support had a much larger figure of 5.83%. The public suggested that council tax could be increased above the 5% set as the base, mean averages from the 580 respondents suggest a 6% increase would be palatable. Note: majority of respondents were in higher council tax bands. Only 45 respondents were in C Tax Bands A-, A or B.

Highways Transport and Recycling	
Waste and Recycling Services	-2.84%
Highways, Grounds Maintenance and Streetscene	-2.27%
Transport	-3.30%
Adult Social Care	
Support for service users in their own home	-2.38%
Residential Placements	-3.40%
Children's Services	
Keeping children in Powys safe	-2.66%
Education	
Central schools support and school improvement	-5.35%
Youth Services	-4.81%
Additional Learning Needs and Inclusion	-3.78%
Schools	
Schools	-0.55%
Culture and Recreation	
Catering and cleaning services	-5.41%
Library and cultural services	-5.03%
Countryside services	-5.12%
Economic Development and Regeneration	-5.46%
Regulatory and Property Services	
Planning Services	-4.72%
Property Services	-4.98%
Central Support Services	
Central Support Services	-5.83%

The budget simulator comments, and suggested budget reductions will form part of the budget setting process, and be evidenced through the final decisions made on the budget reductions. The findings should also be reflected on the Impact Assessments where relevant.

5. Demographics

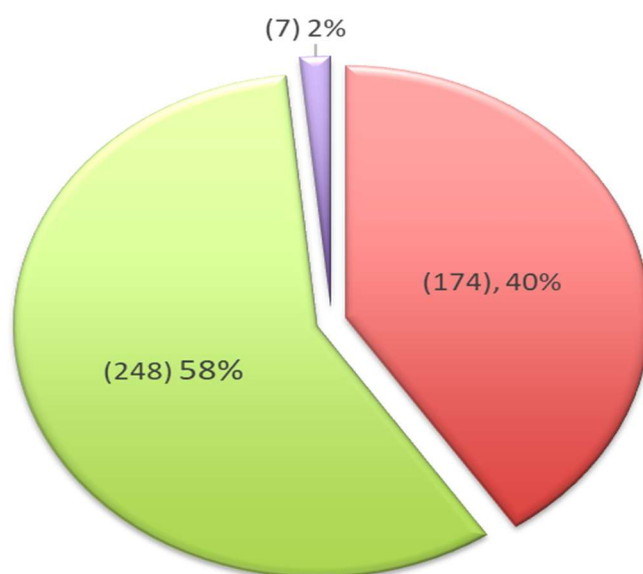
The following tables and charts present the demographic information gathered from those who completed this section in the budget simulator.

Gender

436 out of a possible 580 respondents gave their gender. Of these, more women appear to have responded to the exercise than men.

Comparison: Population of Powys 2018 = 132,447
 Female = 66,856 (50%)
 Male = 65,591 (50%)

Source: ONS Mid year estimates.

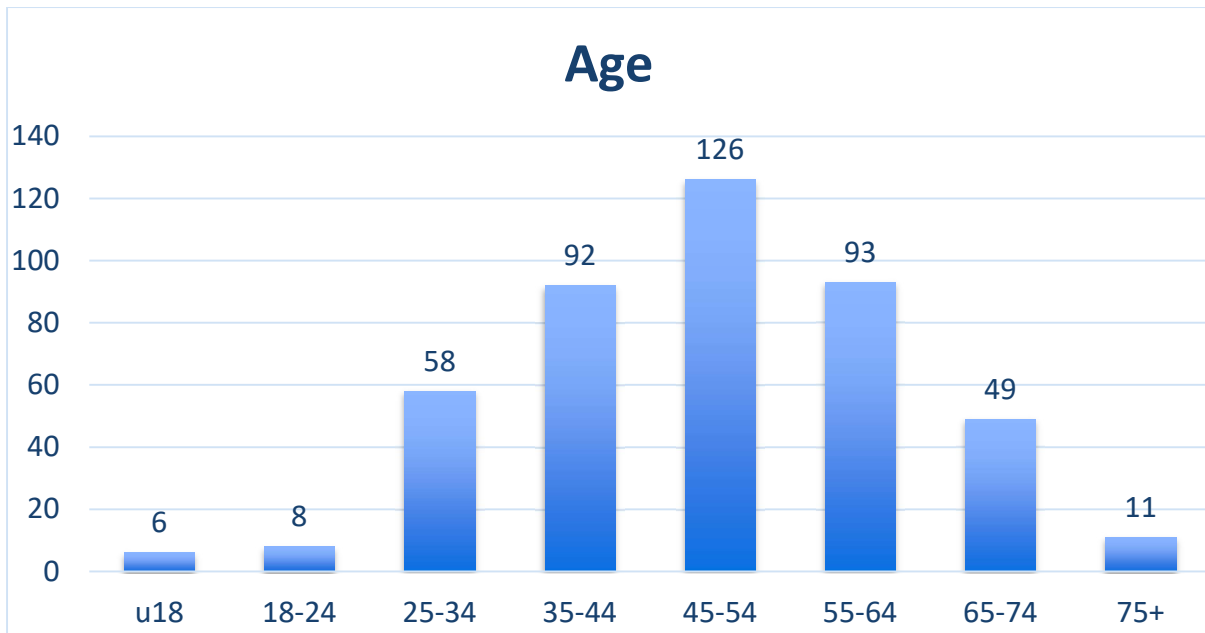


Gender ■ Male ■ Female ■ Other - Gender fluid

Age

443 out of a possible 580 respondents gave their age details. The views of people under 24 years of age and those over 75 are less represented.

u18	18-24	25-34	35-44	45-54	55-64	65-74	75+
6	8	58	92	126	93	49	11

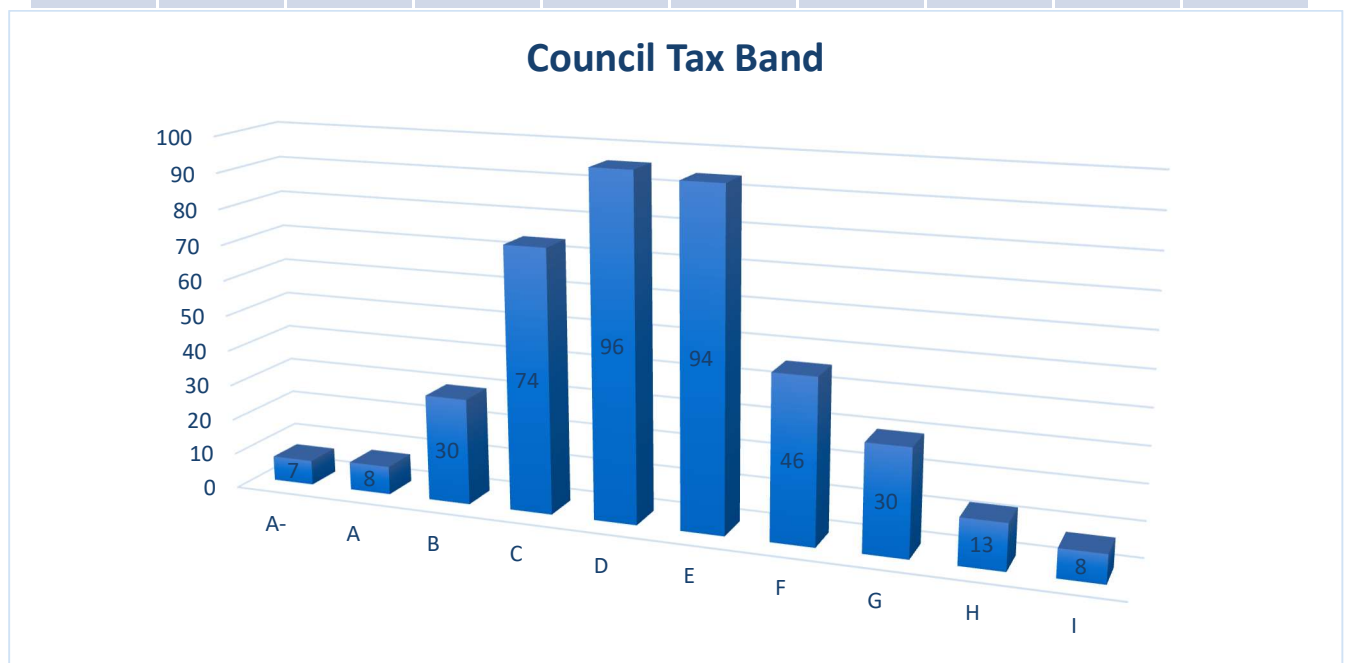


Council Tax Band

The majority of respondents were in either C, D or E council tax bands, this mirrors the overall Powys picture. Only a handful of respondents were at either end with seven people in Band A-, eight in Band A and eight in Band I.

Comparison - In Powys we have over 62,517 properties listed.

A-	A	B	C	D	E	F	G	H	I
7	8	30	74	96	94	46	30	13	8



Postcodes

383 respondents gave their postcode. The highest response rate was from people living in the LD1 area which covers homes in Llandrindod, Howey, Hundred House etc.

Brecon, Newtown, Builth and Ystradgynlais were next in terms of number of responses. The lowest responses were from Coelbren, Pont Nedd Fechan and Llanbrynmair where for each only one person had left their postcode details.

Some postcode areas saw no responses e.g. SY5 and NP7

HR3	LD1	LD2	LD3	LD4	LD5	LD6	LD7	LD8	SA9	SA10
13	74	28	52	4	6	9	8	6	23	1
SA11	NP8	SY10	SY15	SY16	SY17	SY18	SY19	SY20	SY21	SY22
1	10	4	14	48	7	20	1	13	23	18

Other

We also captured information on

Ethnicity - 394 Responses

White	Asian	Black	Gypsy Traveller	Mixed	Other	Other ethnic
394	2	1	3	6	7	1

Disability – 69 Responses

Hearing Loss	Physical Disability	Mental Health	Dexterity	Stamina	Visual	Learning Disability
13	11	9	9	8	7	3

Employment status – 94 Responses

Working	Retired	Sick / Disabled	Other	Volunteering
67	20	3	3	1

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Adult Services	Head of Service	Michael Gray	Director	Alison Bulman	Portfolio Holder	Myfanwy Alexander
Proposal	IBP Proposal 1- TEC						
Outline Summary / Description of Proposal							
To deploy assistive technology to support people to remain independent, with a focus on enabling virtual assessments in care homes where this is appropriate. If the numbers of domiciliary care recipients in Powys had increased in line with demographics since 2016 there would be 244 additional service users receiving domiciliary care. This could equate to a financial cost of over £3m for 2018/19.							

2. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

3. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£45,000	£45,000	£45,000	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal will enhance client experience and will not result in a change to staff terms and conditions therefore no consultation required

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Using technology enabled care to undertake reviews may enable the reduction of staff travel.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Neutral	N/A	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	We will become more efficient in undertaking reviews of care packages, which could be undertaken jointly with other partners, through reducing mileage costs.	Good	We will track mileage reductions through virtual assessments to understand impact of the proposal.	Good
Learning and skills We will strengthen learning and skills	We will embrace new technology that enables us to meet resident needs in more cost effective ways	Good	Staff, patients and providers will be supported to understand any new technology so that benefits can be maximised.	Good
Residents and Communities We will support our residents and communities	N/A	Neutral	N/A	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

The Council has identified an exciting product called [Ethel](#) to introduce in to Care Homes in the North of the County under the North Powys Wellbeing Programme in order for staff to undertake remote assessments.

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	By utilising technology, workers will be able to spend more time understanding and responding to the needs of residents, and less time travelling to and from venues.	Good	Staff, patients and providers will be supported to understand any new technology so that benefits can be maximised.	Very Good
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	This proposal should assist the Council in reducing its carbon footprint through a reduction in car fuel emissions.	Good	Staff, patients and providers will be supported to understand any new technology so that they have the confidence to use this. This will help to reduce reliance on car travel.	Very Good

Tudalen 223

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 224

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	A reduction in travel time for staff should contribute to greater levels of wellbeing amongst our care workforce.	Good	Staff, patients and providers will be supported to understand any new technology so that they have the confidence to use this. This will help to reduce reliance on car travel.	Very Good
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	N/A	Neutral	N/A	Neutral
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	N/A	Neutral	N/A	Neutral
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	N/A	Neutral	N/A	Neutral
<p><i>Opportunities to promote the Welsh language</i></p>	N/A	Neutral	N/A	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Choose an item.
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	By embedding technology as an enabler, we will be creating the conditions for a more sustainable social care offer in the future.	Good	Ensure that staff are trained to understand TEC and to consider TEC during initial discussions and if necessary, subsequent assessment and care planning.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	We will work closely with Powys care homes to ensure that we work in partnership to embed the approach.	Good		Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	We will involve care homes, residents and their families through an initial trial, so that we take a collaborative approach to rolling out the approach.	Good	We will monitor usage to ensure that the technology is understood	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	Technology enabled care can support families, carers and professionals to better understand service user routines	Good	TEC will be used to better understand service user routines and will inform more timely responses.	Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Neutral	N/A	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral	N/A	Neutral

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Cyngor Sir Powys County Council

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Neutral	N/A	Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Neutral	N/A	Neutral
Impact on Powys County Council Workforce	Travel time for workers will reduce.	Good		Good
Source of Outline Evidence to support judgements				

Updated 227

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		
Ensure that rollout is effectively project managed, to include robust communication, engagement and support.		

Cyngor Sir Powys County Council

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The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
None	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low risk

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal is deemed to be low risk with no risk to the community.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
https://www.ethelcare.co.uk/professional-care-providers/

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Impact on car mileage will be monitored.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of CIP process.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Chris Evans		
Head of Service:	Dylan Owen		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required	1 April 2020

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Cyngor Sir Powys County Council

Impact Assessment (IA)

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Adult Services	Head of Service	Michael Gray	Director	Alison Bulman	Portfolio Holder	Myfanwy Alexander
Proposal	IBP Proposal 2- Direct payments						
Outline Summary / Description of Proposal							
Increase the take up of Direct Payments for eligible service users is proposed to deliver more freedoms and flexibilities to service users and their carers and generate efficiencies.							

2. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

3. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£200,000	£300,000	£200,000	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal will not result in a change to staff terms and conditions and will be up to eligible individuals to take up direct payments.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
N/A

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	There will be a greater use of community/third sector and independent providers of care.	Good	In addition, an e-market place solution will need to be procured to ensure that service users can access solutions.	Good
Health and Care We will lead the way in effective, integrated rural health and care	Promoting the use of direct payments and ensuring that the offer is attractive will help contribute to a greater mixed economy of provision within the County. Direct payments will provide greater choice and flexibility for those that need care and support.	Good	Considerable change management project to be developed with all stakeholders including communication about the positive aspects of change to this model.	Good
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities	The approach will enable communities to access more personalised support and as a result, will have more of a role in the design and delivery of services that they need.	Good	We will support the development of micro-enterprises to further increase options around the use of direct payments	Very Good

Source of Outline Evidence to support judgements

The aim of Direct Payments is to provide flexibility in the provision of social care services. Direct Payments are cash payments given by the Local Authority to people in need of support so they can arrange and pay for their own care; rather than having social care services directly provided for them. Direct Payments give people a greater control over their lives and how their care is delivered by promoting independence, choice and inclusion.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Judalen 232

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Supporting the development of micro-enterprises will contribute to increased job opportunities within the social care sector.	Good	Ensure that direct payments continue to be promoted and that we work alongside partners to increase the number of micro-enterprises within Powys.	Good
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Good		Good

Cyngor Sir Powys County Council

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>People will be supported the regain or maintain independence and therefore become more resilience and self- reliant in terms of meeting needs</p>	<p>Good</p>		<p>Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>People will be able to use Direct Payments more proactively and access local resources with the support of a Strength-based approach</p>	<p>Good</p>		<p>Good</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		<p>Neutral</p>		<p>Neutral</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		<p>Neutral</p>		<p>Neutral</p>
<p><i>Opportunities to promote the Welsh language</i></p>		<p>Neutral</p>		<p>Neutral</p>

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Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).				
<i>Age</i>	People will be enabled to remain in their own homes supported to regain or maintain independence	Good	Access to local resources via the e-marketplace will help achieve this goal. This needs to be supported with appropriate stakeholder engagement to ensure that as many people as possible can utilise this online service.	Good
<i>Disability</i>	People will be enabled to remain in their own homes supported to regain or maintain independence	Good	Access to local resources via the e-marketplace will help achieve this goal. This needs to be supported with appropriate stakeholder engagement to ensure that as many people as possible can utilise this online service.	Good
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Tudalen 234

Source of Outline Evidence to support judgements

The aim of Direct Payments is to provide flexibility in the provision of social care services. Direct Payments are cash payments given by the Local Authority to people in need of support so they can arrange and pay for their own care; rather than having social care services directly provided for them. Direct Payments give people a greater control over their lives and how their care is delivered by promoting independence, choice and inclusion.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This objective will satisfy the direction of travel for people who prefer to stay in a setting familiar to them eg their own homes and become more resilient by being supported to regain or maintain independence through short term time limited support.	Good		Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working with care managers and other stakeholders including Third Sector partners will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Collaborative working with care managers and other stakeholders including Third Sector partners will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	This contributes to Early Intervention and Prevention work which seeks to enable people to remain independent for longer and minimise the need for more intensive supports.	Good		Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The proposed new approach will be developed and delivered with the inclusion of PTHB and Third Sector partners.	Good		Good

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Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 236

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Socio economic opportunities may arise within communities to support people at home via third sector organisations/ private providers, utilising Direct Payments.	Good		Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral
Impact on Powys County Council Workforce	It is essential that this proposal is being developed and delivered with PCC operational colleagues.	Neutral	Early inclusion of PCC staff.	Good
Source of Outline Evidence to support judgements				
The aim of Direct Payments is to provide flexibility in the provision of social care services. Direct Payments are cash payments given by the Local Authority to people in need of support so they can arrange and pay for their own care; rather than having social care services directly provided for them. Direct Payments give people a greater control over their lives and how their care is delivered by promoting independence, choice and inclusion.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

Ensure that rollout is effectively project managed, to include robust communication, engagement and support.

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk	
Medium	Medium	Medium	
Mitigation			
Ensure that any issues with regards to direct payment processes are raised with our direct payment support provider in a timely manner. Ensure that we continue to promote the use of direct payments through our communication and engagement work. Both to be managed through ongoing joint work between operations, commissioning and our direct payment support provider.			
Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Risk that service users do not embrace the approach	Medium	Work on public communication and cultural changes required to be delivered as above	Medium
Risk to timescale of delivery	Medium	External capacity/knowledge would need to be sought to meet timescales set	Medium
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal seeks to further embed our direct payments offer, by making direct payments easy to understand and use, through effective communications and engagement, and easy to use self-service options. The risk to the community is low but a sustained and well-planned communications and engagement will be needed to promote the benefits of direct payments to both residents and adult services staff. The proposal is in line with the Social Services and Well-being Act Wales (2014) which promotes independence and flexibility and choice around care.	

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11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

Social Care Wales has a useful guide on direct payments, including [“myths and facts about direct payments.”](#) Resources such as this will inform our communications and engagement.



VW Plus
Overview.pptx

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.

Please state when this Impact Assessment will be reviewed.

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Martin Heuter		
Head of Service:	Dylan Owen		
Director:	Alison Bulman		
Portfolio Holder:	Clr Myfanwy Alexander		

14. Governance

Decision to be made by	Date required
Portfolio Holder	Ongoing in the service

FORM ENDS

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Please read the accompanying guidance before completing the form.

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Service Area	Adult Services	Head of Service	Michael Gray	Director	Alison Bulman	Portfolio Holder	Myfanwy Alexander
Proposal	IBP Proposal 3- Where People Live						
Outline Summary / Description of Proposal							
This proposal covers a number of housing and housing support related transformation projects that seek to provide improved outcomes for individuals, that are sustainable, that focus on progression, and that are future proofed.							

2. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

3. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£250,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	Consultation with people who are in receipt of services, their families and supportive networks will be undertaken as necessary when it has been identified that people could be supported to progress into more independent accommodation.

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Impact Assessment (IA)

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The proposal creates different expectations of our housing support providers and will entail them working in a more strengths based way to contribute to wellbeing outcomes. This will be closely contract monitored through our commissioning service.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	There will be a greater use of community/third sector and independent providers of care.	Good		Good
Health and Care We will lead the way in effective, integrated rural health and care	By focussing on the progression of individuals, we will help to ensure that housing and related support enables people to maximise their independence	Good	Set clear expectations with housing support providers.	Good
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities	People with have access to housing and support that promotes, wherever possible their independence and progression	Good		Good

Source of Outline Evidence to support judgements

According to the Joint Commissioning Strategy for Adults with a Learning Disability 2015 – 2020:

'Powys has over 90 people in placements outside of the county and enabling the people who wish to return to the county is a key local ambition because they can be extremely expensive, hard to monitor as they are usually at a distance from the commissioning authority and can be of low quality.'

'Furthermore, it is felt that the greater the reliance on specialist services, the more likely it is that competency to manage behaviours that challenge within general learning disability services decreases and specialist services have to respond to an increasing volume of referrals.'

Tudalen 242

How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>		Neutral		Neutral
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>		Neutral		Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>By ensuring the right provision, and right level of support, individuals' living environment will lead to an improved quality of life.</p>	<p>Good</p>	<p>Close contract monitoring of providers and timely reviews of care packages will contribute to this positive impact further.</p>	<p>Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>By bringing people back into Powys, and away from more institutional settings, we will be supporting individuals to live within their communities,</p>	<p>Good</p>	<p>Regular engagement with service users, families and partner agencies to ensure smooth transitions back into Powys and into independent living options.</p>	<p>Neutral</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>N/A</p>	<p>Neutral</p>	<p>N/A</p>	<p>Neutral</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		<p>Neutral</p>		<p>Neutral</p>
<p><i>Opportunities to promote the Welsh language</i></p>		<p>Neutral</p>		<p>Neutral</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>	Given the right combination of support, people will have improved confidence to step down into less intensive forms of support, which will in turn help to guard against intrusive placements.	Good	This approach will require a sustained period of engagement with residents, their families, staff and providers, so that a shared vision for more independent living options can be embedded operationally.	Good
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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Source of Outline Evidence to support judgements

Our development of a framework for accommodation and support for living a good life will see many individuals with learning disabilities being supported to move back into Powys to live in supported tenancies. This work has already commenced and this proposal is a continuation of this work which is being undertaken jointly with commissioning and operational colleagues.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This objective will satisfy the direction of travel for people who prefer to stay in a setting familiar to them eg their own homes and become more resilient by being supported to regain or maintain independence.	Good		Good
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working with stakeholders will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	Collaborative working with stakeholders will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	By identifying step down options for individuals, the proposal will help ensure that we are providing a form and level of care that maximises independence.	Good		Good
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Neutral

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Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
Impact on Powys County Council Workforce	It is essential that this proposal is being developed and delivered with PCC operational colleagues.	Neutral	Early inclusion of PCC staff.	Neutral
Source of Outline Evidence to support judgements				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		
Ensure that any changes are effectively project managed, to include robust communication, engagement and ongoing support.		

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Impact Assessment (IA)

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Ensure that adequate commissioning and operational resource is allocated to develop and deliver the transformation projects with clear project management governance.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Risk that service users do not embrace the approach	Medium	Work on public communication and cultural changes required to be delivered as above	Medium
Risk to timescale of delivery	Medium	Ensure that adequate commissioning and operational resource is allocated to deliver the necessary changes.	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal responds to the fact that there are approximately 120 adults with a learning disability that reside in placement outside of the County. Enabling those who wish to return to Powys is a key priority. This is because out of county placements can be expensive, and hard to monitor as they are usually at a distance from the commissioning authority.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

Robust project management approach involving both commissioning and operational staff.

Please state when this Impact Assessment will be reviewed.

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Rachel Evans		
Head of Service:	Dylan Owen		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required

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FORM ENDS

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Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Adult Services	Head of Service	Michael Gray	Director	Alison Bulman	Portfolio Holder	Myfanwy Alexander
Proposal	IBP Proposal 5- Moving with dignity						
Outline Summary / Description of Proposal							
To invest in additional occupational therapy capacity to review and right size existing care packages. There is well established evidence that such investment would deliver significant returns in terms of both cost savings, and cost avoidance, as well as releasing care capacity and achieving better outcomes for service users.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£400K	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	This additional resource will be used to assist us in furthering our strengths-based approach to reviews.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will help ensure that care packages are right-sized and that the independence of people who use our services is maximised.	Good	Ensure that decisions are fed back to allocated workers in a timely manner so that packages of care can be altered on our system.	Good
Learning and skills We will strengthen learning and skills	Staff from across social services will have access to moving with dignity training. This will enable staff to better right-size packages of care first come through making use of new technology and equipment in the safe moving and handling of people	Good	Ensure that this training is made available to internal staff, PTHB staff and commissioned care agencies so to adopt a whole systems approach.	Good
Residents and Communities We will support our residents and communities		Neutral		Neutral

Source of Outline Evidence to support judgements

[Research](#) has shown that misconceptions regarding moving and handling, insufficient knowledge of specialist equipment, and an inflexible approach to care can lead to too much generalisation regarding the perceived need for two carers as opposed to one. There is evidence to suggest that a greater involvement of occupational therapists in the right-sizing of care packages through strengths based reviews can help to optimise peoples' independence, with a resulting saving in domiciliary care costs.

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Choose an item.

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Impact Assessment (IA)

The integrated approach to support effective decision making



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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The proposal will help to ensure that people with care packages are receiving the right level of care, guarding against people becoming unnecessarily reliant on the care that they receive.</p>	<p>Good</p>	<p>To ensure that that there is a speedy implementation of OT recommendations so that care and support plans can be updated in a timely manner.</p>	<p>Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>		<p>Neutral</p>		<p>Choose an item.</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		<p>Neutral</p>		<p>Choose an item.</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		<p>Neutral</p>		<p>Choose an item.</p>
<p><i>Opportunities to promote the Welsh language</i></p>		<p>Neutral</p>		<p>Choose an item.</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>	The proposal will enable more people with physical disabilities to live as independently as possible in their own homes.	Good	To ensure that that there is a speedy implementation of OT recommendations so that care and support plans can be updated in a timely manner.	Good
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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Impact Assessment (IA)

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Source of Outline Evidence to support judgements

Recent developments in both equipment and moving and handling techniques have shown that in many cases, care can be provided safely whilst at the same time reducing the need for two care workers. This can provide a greater dignity for the person receiving care.

7. How does your proposal impact on the council's other key guiding principles?

Iudalen 254

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This proposal will enable people to maximise their independence and will help ensure that care reviews result in sustainable care and support plans that promote longer term independence wherever possible.	Good	To ensure that when a decision on right-sizing has been made, this is communicated clearly to the service user, wider support networks and other professionals.	Good
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working between occupational therapists and other practitioners to ensure care provision is proportionate and appropriate.	Good	See above	Good
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>		Neutral		Neutral
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	Investing in this resource will help to guard against overprovision of care.	Good		Good
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral
Impact on Powys County Council Workforce	The workforce will have the skills and confidence to work in a mor strengths based way, through better utilisation of equipment and other technology when developing care packages.	Good	To ensure that wider workforce has access to support from occupational therapy colleagues.	Good

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Source of Outline Evidence to support judgements

Occupational therapists are trained to work in a “whole person” way to both mental and physical health and wellbeing. As a result, they play a vital role in our system in assisting those that we support to achieve their full potential.

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		
Ensure that any proposed changes are reflected in timely changes to care and support plans. Ensure, through effective support and monitoring that relevant staff have the necessary training and confidence to conduct any moving and handling in a safe and dignified manner.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Ensure that any proposed changes are reflected in timely changes to care and support plans. Ensure, through effective support and monitoring that relevant staff have the necessary training and confidence to conduct any moving and handling in a safe and dignified manner.		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
There is a risk that we are unable to recruit suitable OTs into the right sizing posts	Medium	Work alongside recruitment colleagues to ensure that job opportunity is advertised across a wide range of recruitment networks.	Medium
There is a risk that the work will not achieved proposed savings targets	Medium	To ensure that savings intentions are realistic and informed by work undertaken by other Local Authorities. To ensure that the occupational therapists work closely with practitioners to ensure that moving and handling provision is appropriate. To ensure that the occupational therapists are given the protected time to support others in developing their strengths based practice.	Medium
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
There is well established evidence that an investment in occupational therapy resource can deliver significant returns in terms of both cost savings, and cost avoidance, if OTs are used to review new and existing double handed care packages. The proposal has the added benefit of releasing care capacity. This extra capacity can then be used in a more targeted way, which will assist with our ongoing efforts of discharging people from hospital in a timely manner.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

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Impact Assessment (IA)

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12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Robust project management approach involving both commissioning and operational staff.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Rachel Williams		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Clr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required	
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Impact Assessment (IA)

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Adult Services	Head of Service	Michael Gray	Director	Alison Bulman	Portfolio Holder	Myfanwy Alexander
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Proposal	IBP Proposal 7- Funding body review						
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Outline Summary / Description of Proposal

In line with guidance from Welsh Government regarding funding responsibilities and the need to ensure timely and fair decision making, adult services, alongside our partners will undertake a review of a number of decisions. These will relate to previous decisions, current funding cases still in discussion, all with a view to having shared clarity and cohesion on future decision making.

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1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£1,734,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal relates to ensuring that we are funding the right levels and right forms of care. No consultation will be required.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

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Impact Assessment (IA)

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The proposal will not have an impact on internal partners in the Council. The outcomes of reviews may have an impact on PTHB, should the outcome of reviews entail necessary changes to funding arrangements between health and care partners.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will contribute to greater professional convergence between the Council and its partners in relation to funding decisions about individuals.	Good	To continue or work with health partners across the UK and with other Local Authorities to embed jointly owned decision-making processes.	Good
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Choose an item.
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.		Neutral		Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Choose an item.

Cyngor Sir Powys County Council
Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good		Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working between social services and health to ensure that funding responsibilities are clarified in a timely manner	Good		Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Neutral		Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.		Neutral		Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Neutral		Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
Impact on Powys County Council Workforce		Neutral		Good
Source of Outline Evidence to support judgements				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
PCC and Powys Teaching Health Board have commissioned a joint report to review the governance of decision-making processes around the funding of health and care. PCC Officers will work with partner NHS organisation to assess previous cases where there are questions from either organisation with regards to the funding responsibility.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Partner engagement	Medium	Work closely with partners to understand the issues and to identify appropriate actions to address any funding issues.	Medium
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The impact of this work will be joint clarity between ourselves and partners on funding responsibilities. This should lead to more timely and fair decision making. Whilst there is no immediate risk to the community, successful resolutions around funding will rely on robust partnership working and shared clarity around appropriate legislation and guidance.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

Cyngor Sir Powys County Council
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Ongoing monitoring of decision-making processes around whom is responsible for funding care.

Please state when this Impact Assessment will be reviewed.

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Michael Gray		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required

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FORM ENDS

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Adult Services	Head of Service	Michael Gray	Director	Alison Bulman	Portfolio Holder	Myfanwy Alexander
Proposal	IBP Proposal 8- Strengths based reviews						
Outline Summary / Description of Proposal							
The Social Services and Wellbeing Act (2014), makes clear that care and support plans should promote wellbeing, so that people are able to maintain an appropriate level of autonomy with the appropriate level of care and support that is consistent with their wellbeing. This proposal is to undertake strengths based reviews in a timely manner with a view to promoting independence wherever possible, and avoiding the overprovision of care.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£335,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal relates to ensuring that we are funding the right levels and right forms of care. No consultation will be required.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will ensure that we are providing the right levels of care that enable people to maintain or increase their independence.	Good	Continually support staff to work in a strengths based way so as to contribute to the right sizing of care packages.	Good
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

Source of Outline Evidence to support judgements

The Adult Services Delivery Plan has clear objective of effectively managing demand for people with long term care and support needs. [Research from the Institute of Public Care](#) makes clear that the purpose of a review is to focus on whether the help being offered has assisted people in helping them to gain, regain or retain their levels of independence.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The proposal will help ensure that we do what matters for individuals quicker within the community, which will help guard against unnecessary referrals into longer term care teams.</p>	<p>Good</p>	<p>Ensure that reviews are undertaken in a timely manner and in a strengths based way.</p>	<p>Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>		<p>Neutral</p>		<p>Neutral</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		<p>Neutral</p>		<p>Neutral</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		<p>Neutral</p>		<p>Choose an item.</p>
<p><i>Opportunities to promote the Welsh language</i></p>		<p>Neutral</p>		<p>Choose an item.</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Tudalen 271

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good	Ensure that outcome of reviews is reflected in care and support plans, and support altered appropriately.	Good
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>		Neutral	Undertaking reviews alongside other professionals when appropriate will contribute to more creative solutions for meeting assessed needs.	Good
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>		Neutral		Neutral
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	Investing in this resource will help to guard against overprovision of care.	Good		Good
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
Impact on Powys County Council Workforce		Neutral		Good

Judalen 273

Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		
Ensure that reviews are conducted in a strengths based way, in line with collaborative communication training.		

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Ensure that there is dedicated staff to undertake reviews in respective teams. Ensure sufficient management oversight of this activity to ensure that when reviews are undertaken, this is in the context of appraising the extent to which the care helps delivers outcomes in the most effective and efficient way.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
There is a risk that reviews will not be conducted in a timely manner.	Medium	Ensure that there is dedicated staff to undertake reviews in respective teams.	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
There is well established evidence that reviewing packages of care in a strengths-based way can result in the rightsizing of care packages. This can help to use our limited home-based care resource in a more targeted way and in the longer term, reduce our reliance on domiciliary care providers.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring will take place through the domiciliary care project board.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

Cyngor Sir Powys County Council
Impact Assessment (IA)

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13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Michael Gray		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required	

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Service Area	Adult Services	Head of Service	Michael Gray	Director	Alison Bulman	Portfolio Holder	Myfanwy Alexander
Proposal	IBP Proposal 9- Recommissioning and decommissioning						

Outline Summary / Description of Proposal

Working in partnership with service providers to review the way services are delivered in Powys to ensure that such services are accessible, of the right quality and at an affordable cost for all people who need to arrange their support. Alongside this, and to generate further efficiencies we will continue to promote reablement and recovery throughout all services to ensure that resulting support packages are appropriate. Our commissioning will be underpinned by a set of clear principles that support the health and care priorities within our Vision 2025:

- Most cost effective means of achieving outcomes
- Utilising the most appropriate resource to meet needs
- Ensuring that our commissioned services promote wellbeing as set out by Welsh Government to tangible effect
- Stimulating a diverse range of appropriate services and organisations (including social enterprises) to ensure that the market for care in Powys remains vibrant and sustainable.

Tudalen 276

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£879,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal relates to ensuring that we are funding the right levels and right forms of care. No consultation will be required.

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will ensure that we are providing the right levels of care that enable people to maintain or increase their independence.	Good		Good
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

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Source of Outline Evidence to support judgements

In line with the Council’s commissioning cycle, we have identified opportunities to deliver outcomes differently, as well as alternative models of delivery.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Judalen 278

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The proposal will help ensure that we do what matters for individuals quicker within the community, which will help guard against unnecessary referrals into longer term care teams.</p>	<p>Good</p>		<p>Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>		<p>Neutral</p>		<p>Neutral</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		<p>Neutral</p>		<p>Neutral</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		<p>Neutral</p>		<p>Neutral</p>
<p><i>Opportunities to promote the Welsh language</i></p>		<p>Neutral</p>		<p>Neutral</p>

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Iudalen 280

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Neutral
<i>Marriage or civil partnership</i>		Neutral		Neutral
<i>Race</i>		Neutral		Neutral
<i>Religion or belief</i>		Neutral		Neutral
<i>Sex</i>		Neutral		Neutral
<i>Sexual Orientation</i>		Neutral		Neutral
<i>Pregnancy and Maternity</i>		Neutral		Neutral

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good	.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working with commissioned providers will enable the Council to work more creatively in supporting better outcomes for residents	Good		Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Co-production is at the centre of commissioning decisions. As a result, service users will be engaged in decision making through our various forums.	Good		Good
Prevention: Understanding the root causes of issues to prevent them from occurring.		Good		Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Good		Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Impact on Powys County Council Workforce		Neutral		Good
Source of Outline Evidence to support judgements				

Judalen 282

What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		
Ensure that service users are involved in commissioning decisions, in line with principles of co-production.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Ongoing commissioning/decommissioning activity relies on a robust approach to contract monitoring and strong relationships with the provider market. Commissioning officers will continue to work to ensure that we support the growth of a range appropriate services and organisations within Powys, who promote an enabling and recovery focussed approach.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Lack of capacity in external market	High	Continue to work alongside providers through contract monitoring and engagement forums to stimulate a diverse range of service offers with a focus on prevention.	Medium
	Choose an item.		Choose an item.

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	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Commissioning works to ensure that when services are required, we are securing the most cost-effective means of achieving outcomes. By stimulating a diverse range of services and organisations, we believe that efficiencies can be made.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Demand management and flow data will help us to understand what support options individuals are accessing to assist them in achieving their desired outcomes.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Michael Gray		
Head of Service:	Dylan Owen		
Director:	Alison Bulman		
Portfolio Holder:	CLlr Myfanwy		

14. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

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Impact Assessment (IA)

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Service Area	Adult Services	Head of Service	Michael Gray	Director	Alison Bulman	Portfolio Holder	Myfanwy Alexander
Proposal	IBP Proposal 10- Strengths based workforce						
Outline Summary / Description of Proposal							
The objectives set out in our adult services delivery plan provides us with a clear strategy on managing demand through our care system in Powys. We need to ensure that we have the right numbers of suitably trained staff, in the right places to deliver timely and appropriate care to those residents that require our information, guidance and support. We also need to ensure that we have structures in place that enable timely decision making and clear progression routes, in line with the Council's wider workforce futures strategy.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£227,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	It is likely that when the outcomes of a workforce review will necessitate changes in job descriptions and team structures. Staff consultation will therefore be required in line with our management of change policy.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will ensure that we have the right structure in place to promote effective and efficient strengths-based working across our health and care system.	Good	Ensure strong engagement with HR and staff throughout any change process. Ensure that any changes are informed by the true nature of demand, and not based on assumptions.	Good
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

Tudalen 286

Source of Outline Evidence to support judgements

Our workforce strategy has a clear priority of ensuring that we have the right workforce which is stable and sustainable (priority 1, Adult Services Workforce Strategy). This means that we need the right people with the right skills in the right role, to effectively support adults in Powys who require our support.

Our business intelligence data allows us to better understand future demand for care in Powys and as a result, we need to design, remodel and implement any changes to adult social care structures to meet these demands.

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6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Neutral
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.		Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.		Neutral		Neutral

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Tudalen 289

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Tudalen 290

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good	.	Good
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working with will enable the Council to work more creatively in supporting better outcomes for residents	Good	Ensure strong engagement with HR and staff throughout any change process. Ensure that any changes are informed by the true nature of demand, and not based on assumptions.	Good
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>		Neutral		Neutral
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>		Neutral		Neutral
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

Tudalen 291

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Tudalen 292

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
Impact on Powys County Council Workforce		Neutral		Good
Source of Outline Evidence to support judgements				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk

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Medium	Medium	Medium
Mitigation		
Manage engagement with staff sensitively and proactively with the assistance of colleagues in HR and workforce and organisational development. Use the Council's management of change process to ensure that process is robust and clear.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
There is a risk that any restructure does not take adequate account of the real nature of demand.	Medium	To work closely with respective teams, and with HR to ensure that decisions on team structures are based on true understanding of demand.	Low
Changes to team structures contribute to reduced morale within teams	Medium	Provide clear rationale for any changes and ensure that ample time for consultation is built into management of change process.	Low
	Choose an item.		Choose an item.

Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Adult services, in line with our workforce strategy needs to ensure that we have the right mix of staff, with the right mix of skillsets, in the right places so that we can deliver effective care, underpinned by principles of strengths based working. By working alongside teams and HR to understand the real nature of demand into our services, we will make the necessary changes to ensure that our structures are fit for purpose.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

Please state when this Impact Assessment will be reviewed.

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Michael Gray		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Stephen Hayes		

14. Governance

Decision to be made by	Choose an item.	Date required

Judalenz

FORM ENDS

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Impact Assessment (IA)

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Children's Services	Head of Service	Jan Coles	Director	Alison Bulman	Portfolio Holder	Cllr Rachel Powell
Proposal	Shared Costs with partners for Placements for Children who are Looked After appropriately						
Outline Summary / Description of Proposal							
To ensure that the placement costs for children who are looked after are attributed appropriately across partners.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Sharon Powell	Senior Manager Care and Support	10.12.2019
V2	Sharon Powell	Senior Manager Care and Support	09.01.2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£380,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Consultation is not required as it has no impact on staff or any children and young people.

Cyngor Sir Powys County Council

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

No it does not have potential to impact on other service areas.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Choose an item.	N/A	Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	It will help to achieve an integrated health and social care provision	Neutral	N/A	Neutral
Learning and skills We will strengthen learning and skills	N/A	Choose an item.	N/A	Choose an item.
Residents and Communities We will support our residents and communities	N/A	Choose an item.	N/A	Choose an item.

Source of Outline Evidence to support judgements

There will be no change to service delivery, this proposal is about ensuring that the financing allocation is appropriate..

6. How does your proposal impact on the Welsh Government’s well-being goals?

Tudalen 297

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Choose an item.	N/A	Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Making better use of Children’s Services financial resources	Good	N/A	Neutral

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Tudalen 298

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Choose an item.	N/A	Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.	N/A	Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Choose an item.	N/A	Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.	N/A	Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	N/A	Choose an item.	N/A	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.	N/A	Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Disability</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Race</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sex</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.	N/A	Choose an item.

Tudalen 299

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Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

There will be no change to service delivery, this proposal is about ensuring that the correct financial allocation.

7. How does your proposal impact on the council's other key guiding principles?

Tudalen 300

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Ensuring correct financial allocations	Good		Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Increased working with partners.	Good		Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.		Choose an item.		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The proposal will further increase integration with partners.	Good		Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Choose an item.		Choose an item.

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Choose an item.		Choose an item.
Impact on Powys County Council Workforce	None	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

There will be no change to service delivery, this proposal is about ensuring that the correct financial allocation

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
There will be no change to service delivery, therefore no impact on communities. This proposal is about ensuring correct financial allocation.		

Cyngor Sir Powys County Council

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
PCC and Powys Teaching Health Board have commissioned a joint report to review the governance of decision-making processes around the funding of health and care CLA cases. PCC Officers will work with partner NHS organisation to review previous cases where there are concerns from either organisation about the funding responsibility.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Unable to secure engagement from partners	Medium	Work closely with partners to understand the issues and to identify appropriate actions to address any funding issues. If partners do not engage legal action may be required	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
There will be limited impact as this proposal is to ensure correct financial allocation. There is no impact to those using services or the workforce.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
N/A

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The Children's Leadership team will monitor the impact at regular intervals.
Please state when this Impact Assessment will be reviewed.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



The impact assessment will be reviewed by CLT during 2020-21.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sharon Powell		
Head of Service:	Jan Coles		
Director:	Alison Bulman		
Portfolio Holder:	ClIr Rachel Powell		

14. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Children's Services	Head of Service	Jan Coles	Director	Alison Bulman	Portfolio Holder	Cllr Rachel Powell
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Proposal	Placements for Children who are Looked After
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Outline Summary / Description of Proposal

To bring 5 children out of residential placements and into fostering placements either in-house or with Independent Fostering Agencies, which meet their needs and wherever possible, are closer to their homes and communities.

To bring 5 children from Independent Fostering placements into in-house fostering placements which meet their needs and wherever possible, are closer to their homes and communities.

Tudalen 304

Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Kathryn Brooks	Senior Manager Corporate Parenting	10.12.2019

2. Profile of cost reduction delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£575,000	£525,000	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Consultation is not required as this does not impact on workforce and has a positive impact on service provision.

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
The proposal does not have the potential to impact on another service area.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The money currently being spent with private companies out of county will be spent on local foster carers in Powys. The proposal will also fund new jobs in Children's Homes in Powys	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
Learning and skills We will strengthen learning and skills	The proposal will enable young people to become involved in education, training and employment in their local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
Residents and Communities We will support our residents and communities	Children and young people will remain in their own communities. Increased facilities being provided in Powys and in local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good

Source of Outline Evidence to support judgements
<p>Children placed out of county have poorer outcomes.</p> <p>The work of the First Minister’s Task Group has provided this evidence around children being placed out of county against children placed in their own communities.</p>

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Children are closer to home and maintain connections with families and communities and school placements</p> <p>The proposal will enable young people to become involved in education, training and employment in their local communities..</p>	Good	N/A	Choose an item.
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The proposal will enable young people to become involved in education, training and employment in their local communities..</p>	Good	N/A	Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community.</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Children are closer to home and maintain connections with families and communities and school placements</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>This proposal will keep children in county and in country. It will promote a child's right to a family while maintaining close links to families and communities.</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</p>	<p>Children are enabled to live and grow in communities which represent their own language and culture.</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p>Opportunities to promote the Welsh language</p>		<p>Choose an item.</p>		<p>Choose an item.</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Children are closer to home and maintain connections with families and communities and school placements	Good	N/A	Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	This proposal supports the rights of all children.	Good	N/A	Choose an item.
<i>Disability</i>		Choose an item.		Choose an item.
<i>Gender reassignment</i>		Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>		Choose an item.		Choose an item.
<i>Race</i>		Choose an item.		Choose an item.
<i>Religion or belief</i>		Choose an item.		Choose an item.
<i>Sex</i>		Choose an item.		Choose an item.
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements

Children placed out of county have poorer outcomes.
The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Maintaining children in their family's limits disruptions and promotes stability throughout their lives.	Good	N/A	Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Working with multi agency partners and families to meet the needs of children	Good	N/A	Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Multi-disciplinary plans to maintain children within their communities	Good	N/A	Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	Providing safe placements for children	Good	N/A	Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Integrating with multi agency partners. Increases close partnership sharing resources and working to meet a range of children and young people's needs.	Good	N/A	Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Choose an item.	N/A	Choose an item.

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Tudalen 310

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Children kept closer to home can be kept safer using local resources	Good	N/A	Choose an item.
Impact on Powys County Council Workforce		Choose an item.		Choose an item.
Source of Outline Evidence to support judgements				
<p>Children placed out of county have poorer outcomes. This has been evidenced in the following: The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities. A recent Children's Commissioner for Wales paper on children placed out of County. The Waterhouse report – Lost in Care</p>				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
Mitigation		
The impact will be positive for individual children and their families		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Low
Mitigation		
This is one of the highest priority areas in Children's Services and a range of service resources are focused on achieving these changes		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Can't recruit foster carers	Medium	Improved offer to foster carers, additional resources to foster service and reduction of children looked after	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall impact of these changes is positive, both to children using services, the workforce and the wider communities.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
N/A Additional evidence will be providing through the cabinet reporting process as progress is made.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Progress will be reviewed by CLT
Please state when this Impact Assessment will be reviewed.
Monthly

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kathryn Brooks		
Head of Service:	Jan Coles		
Director:	Alison Bulman		
Portfolio Holder:	Clr Rachel Powell		

14. Governance

Decision to be made by	Choose an item.	Date required	

TOOLKIT

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Children's Services	Head of Service	Jan Coles	Director	Alison Bulman	Portfolio Holder	Cllr Rachel Powell
Proposal	Changes in service provision - effect of pump priming						
Outline Summary / Description of Proposal							
The proposal is a combination of the following: <ul style="list-style-type: none"> - Development of Children's homes in Powys - Bringing Children Looked After closer to home - Increasing our in house foster carers 							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Kathryn Brooks	Senior Manager Corporate Parenting	10.12.2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£1266,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Consultation is required with Foster Carers about the proposed changes to the financial and support offer. The first phase of consultation will be completed December 2019. The second phase of consultation will be completed Jan 20.

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Impact Assessment (IA)

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The proposal does not have the potential to impact on another service area.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	The money currently being spent with private companies out of county will be spent on local foster carers in Powys. The proposal will also fund new jobs in Children's Homes in Powys	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community. The therapeutic Childrens Home will be a multi disciplinary team.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
Learning and skills We will strengthen learning and skills	The proposal to open Children's homes in Powys will provide career development and training opportunities in the wider social care workforce. The proposal will enable young people to become involved in education, training and employment in their local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	Children and young people will remain in their own communities. Increased facilities being provided in Powys and in local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good

Tudalen 315

Source of Outline Evidence to support judgements

Children placed out of county have poorer outcomes.

The work of the First Minister’s Task Group has provided this evidence around children being placed out of county against children placed in their own communities.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Judalen 316

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Children are closer to home and maintain connections with families and communities and school placements</p> <p>The proposal to open Children’s homes in Powys will provide career development and training opportunities in the wider social care workforce.</p> <p>The proposal will enable young people to become involved in education, training and employment in their local communities..</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The proposal to open Children’s homes in Powys will provide career development and training opportunities in the wider social care workforce. Also the potential development of people into qualified social worker</p> <p>The proposal will enable young people to become involved in education, training and employment in their local communities..</p>	<p>Good</p>	<p>N/A</p>	<p>Neutral</p>

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community.</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Children are closer to home and maintain connections with families and communities and school placements</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>This proposal will keep children in county and in country. It will promote a child's right to a family while maintaining close links to families and communities.</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</p>	<p>Children are enabled to live and grow in communities which represent their own language and culture.</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p>Opportunities to promote the Welsh language</p>		<p>Choose an item.</p>		<p>Choose an item.</p>

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Children are closer to home and maintain connections with families and communities and school placements	Good	N/A	Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	This proposal supports the rights of all children.	Good	N/A	Choose an item.
<i>Disability</i>		Choose an item.		Choose an item.
<i>Gender reassignment</i>		Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>		Choose an item.		Choose an item.
<i>Race</i>		Choose an item.		Choose an item.
<i>Religion or belief</i>		Choose an item.		Choose an item.
<i>Sex</i>		Choose an item.		Choose an item.
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.

Tudalen 318

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements
<p>Children placed out of county have poorer outcomes. The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities.</p>

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Maintaining children in their family's limits disruptions and promotes stability throughout their lives.	Good	N/A	Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Working with multi agency partners and families to meet the needs of children	Good	N/A	Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Multi-disciplinary plans to maintain children within their communities	Good	N/A	Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	Providing safe placements for children	Good	N/A	Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Integrating with multi agency partners. Increases close partnership sharing resources and working to meet a range of children and young people's needs.	Good	N/A	Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Promoting the social care workforce in wales to ensure children are maintained in their families and communities.	Good	N/A	Choose an item.

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Children kept closer to home can be kept safer using local resources	Good	N/A	Choose an item.
Impact on Powys County Council Workforce	Increase in job opportunities	Good	N/A	Choose an item.
Source of Outline Evidence to support judgements				
<p>Children placed out of county have poorer outcomes. This has been evidenced in the following: The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities. A recent Childrens Commissioner for Wales paper on children placed out of County. The Waterhouse report – Lost in Care</p>				

Tudalen 320

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Choose an item.	Choose an item.	Choose an item.
Mitigation		
The impact will be positive		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Low
Mitigation		
This is one of the highest priority areas in Childrens Services and a range of service resources are focused on achieving these changes		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Don't get the capital funding	Medium	Multiple bids to PCC and WG have been submitted	Medium
Can't recruit staff	High	Extend the recruitment strategy to non social worker qualified children's workforce	Medium
Can't recruit foster carers	Medium	Improved offer to foster carers, additional resources to foster service and reduction of children looked after	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall impact of these changes is positive, both to children using services, the workforce and the wider communities.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
N/A Additional evidence will be providing through the cabinet reporting process as progress is made.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Progress will be reviewed by CLT

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Please state when this Impact Assessment will be reviewed.
Monthly

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kathryn Brooks		
Head of Service:	Jan Coles		
Director:	Alison Bulman		
Portfolio Holder:	CLlr Rachel Powell		

14. Governance

Decision to be made by	Date required
Choose an item.	

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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

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Service Area	Customer Services	Head of Service	Diane Reynolds	Director	Ness Young	Portfolio Holder	Cllr Graham Breeze
Proposal	Release of staff through the closure of Neuadd Maldwyn, Welshpool						
Outline Summary / Description of Proposal							
Integration of Receptionist positions to release staff resources							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
Draft 0.1	Kelly Watts	Customer Services Manager	19/11/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£26,011	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Potential impact will be internal; therefore, no external consultation will be undertaken. The consultation will follow the Council's Management of Change process.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
 PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Reduction in receptionist positions should not impact on service areas as other arrangements will be put in place. Receptionists also take calls while based on the reception desk; this will mean that calls into the council will need to be answered by the remaining staff which could have a small impact on the Customer Service call wait times.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	A reduction in staff numbers	Neutral	Re-deployment opportunities will be sought	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	N/a	Neutral	N/a	Neutral
Learning and skills We will strengthen learning and skills	N/a	Neutral	N/a	Neutral
Residents and Communities We will support our residents and communities	N/A	Neutral		Neutral

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Choose an item.		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.		Choose an item.
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.		Choose an item.

Tudalen 325

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Tudalen 326

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	N/A	Choose an item.		Choose an item.
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	Loss of staff may have implications on welsh language provision. The receptionists are welsh speaking.	Poor	Need to ensure any changes will not have a detrimental impact welsh language provision.	Neutral
<p><i>Opportunities to promote the Welsh language</i></p>	N/A	Choose an item.		Choose an item.
<p><i>Welsh Language impact on staff</i></p>	N/A	Choose an item.		Choose an item.
<p><i>People are encouraged to do sport, art and recreation.</i></p>	N/A	Choose an item.		Choose an item.
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).</p>				
<p><i>Age</i></p>		Choose an item.		Choose an item.
<p><i>Disability</i></p>		Choose an item.		Choose an item.
<p><i>Gender reassignment</i></p>		Choose an item.		Choose an item.
<p><i>Marriage or civil partnership</i></p>		Choose an item.		Choose an item.
<p><i>Race</i></p>		Choose an item.		Choose an item.
<p><i>Religion or belief</i></p>		Choose an item.		Choose an item.
<p><i>Sex</i></p>		Choose an item.		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.
Source of Outline Evidence to support judgements				
Conversations with Managers will support in decision making. Any personal support to staff will need to be identified.				

How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.	N/A	Choose an item.
Impact on Powys County Council Workforce	This proposal will result in a reduction in receptionist 1.07 (FTE) workforce	Poor	In order to mitigate any potential job losses, a voluntary redundancy process and reduced hours will be instigated, there could be potential to reallocate staff or retrain.	Good
Source of Outline Evidence to support judgements				
Discussions with staff and managers.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Low	Low	Low
Mitigation		
Minimise the impact to customers by ensuring they have other ways in which to contact the council, (web, telephone, library points)		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Medium
Mitigation		
No mitigation required.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Reduction in staffing could impact call answer rates	Medium	Staff management and the provision of more services online through the digital transformation programme.	Low
Our customers could become frustrated by call wait times and more complaints are likely to be generated.	Medium	Offer alternative methods of communication e.g. website	Low
Services do not put in plans to deal with the customers who want to meet face to face	Medium	Services ensure that customers are able to contact them through other channels. Alternative solutions are explored (appointments, utilising other buildings/meeting rooms)	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



			LOW
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10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
<p>In order to meet the budget savings targets for 2020-21 it will be necessary to reduce posts. The savings equate to a potential loss of 1.07 fulltime posts. There will be an impact on customers who will not have access to a face to face provision, but this impact can be mitigated through utilising library customer service points.</p>		

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
<p>Current Structure. Current Budget. Financial Savings</p>

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
<p>The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.</p> <p>Where there is impact on external customers and/or internal customers then on-going monitoring arrangements will need to be in place.</p>
Please state when this Impact Assessment will be reviewed.
<p>The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.</p>

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kelly Watts		19/11/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	CLlr Graham Breeze		

14. Governance

Decision to be made by

Choose an item.

Date required

FORM ENDS

Tudalen 331

DRAFT

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Customer Services	Head of Service	Diane Reynolds	Director	Ness Young	Portfolio Holder	Cllr Graham Breeze
Proposal	Efficiency savings through Customer Centred Digital Solutions (delivered through the Digital Powys Programme)						
Outline Summary / Description of Proposal							
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100	<p>The way we work and live today is evolving fast, with digital technology having an impact on all our lives. Our resident's lives are changing and many public service users now expect access 24/7 to our services and that number is increasing all the time. It is widely recognised that public services need to radically transform to keep pace with the digital evolution and customer expectations as well as finding new ways to add value.</p> <p>There is a strong case for transformation in Powys County Council. Demographic trends, rurality, financial pressures, a need to improve performance in key service areas are key drivers for change and all can to some extent be mitigated through the effective use of digital tools and technologies.</p> <p>With reduced funding over the next 3 years and greater demand for services, we need to be innovative in the solutions we design for the future, harnessing the power of the data revolution and digital technology. Our Digital Transformation Programme will drive delivery of digital solutions whilst providing financial savings. The programme has 7 key work streams, this proposal focusses on:-</p> <p>Customer Centred Digital Solutions Workstream</p> <ul style="list-style-type: none"> • Will aim to ensure our processes and interactions are designed around our customers and what they need. <p>We will</p> <ul style="list-style-type: none"> • Redesign our services to be customer focused, with quicker end-to-end times • Increase the number and quality of digital services • Improve customer satisfaction and 24-hour access to services • Increase the number of 'My Powys' accounts • Increase self-serve use and decrease call volumes and emails 						

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Impact Assessment (IA)

The integrated approach to support effective decision making



1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
Draft 0.1	Kelly Watts	Customer Services Manager	16/08/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£200,000	£400,000	£250,000	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Potential impact will be internal; therefore, no external consultation will be undertaken. The consultation will follow the Councils Management of Change process.

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

As each of the Processes is re-designed, end to end using our Transformation methodology, data and benefits will be gathered to provide a baseline cost, once the new process has been implemented this will be costed. The savings will be assigned to a Responsible Officer and financial savings identified within Services will be subject to inclusion in the MTFP. The Service Area's will need to engage in this process to ensure savings are realised within their areas.

All processes will follow GDPR guidance.

No other consideration to note at present.

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How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	The overall Digital Powys Programme will support in delivering the council priority:- Providing support for businesses to grow Improving skills and supporting people to get good quality jobs	Very Good	No Mitigation.	Very Good
Health and Care We will lead the way in effective, integrated rural health and care	The overall Digital Powys Programme will support in delivering the council priority:- Focussing on well-being Early help and support Providing joined up care Developing a workforce for the future Creating innovative environments Developing digital solutions	Very Good	N/a	Very Good

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills We will strengthen learning and skills	The overall Digital Powys Programme will support in delivering the council priority:- Improving digital technology	Very Good	N/a	Very Good
Residents and Communities We will support our residents and communities	The overall Digital Powys Programme will support in delivering the council priority:- Improve our understanding of our residents and improve service delivery	Very Good	N/A	Very Good

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Source of Outline Evidence to support judgements
<ul style="list-style-type: none"> • Medium Term Financial Plan (Budget Savings) • Potential savings in Customer Centred re-design workstream in Digital Powys Programme • Evidence of call reductions and benefit savings in processes that have been transformed. • System Reboot: Transforming Public Services through better use of digital” by Lee Waters, System Reboot. • Welsh Governments vision for Digital First

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	<u>Economy</u> New business start-ups and relocations will increase. Local businesses benefit from good advice and support that help them thrive. <u>Learning and Skills</u> High quality teaching and learning environments embrace new technology for the population.	Good	The digital Powys Programme will not achieve the goals working in isolation, the programme will need to engage and link to other programmes so we are working towards joint outcomes.	Very Good
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.		Choose an item.

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Health and Care People have good access to information, advice and assistance. Technology enables people to care for themselves more easily and remain independent.</p>	<p>Good</p>	<p>The digital Powys Programme will not achieve the goals working in isolation, the programme will need to engage and link to other programmes so we are working towards joint outcomes.</p>	<p>Very Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Changing how we work Making best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county’s residents and communities.</p> <p>Our Digital place workstream will improve our digital capability supporting in connected digital communities.</p>	<p>Good</p>	<p>The digital Powys Programme will not achieve the goals working in isolation, the programme will need to engage and link to other programmes so we are working towards joint outcomes.</p>	<p>Very Good</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	N/A	Choose an item.		Choose an item.
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	All changes will take into consideration the Welsh language and ensure the same level of standards no matter when, where or how you contact the council are the same whether that be in English or Welsh.	Good	Need to ensure any changes will not have a detrimental impact Welsh language provision.	Very Good
<p><i>Opportunities to promote the Welsh language</i></p>	N/A	Choose an item.		Choose an item.
<p><i>Welsh Language impact on staff</i></p>	N/A	Choose an item.		Choose an item.
<p><i>People are encouraged to do sport, art and recreation.</i></p>	N/A	Choose an item.		Choose an item.
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>				
<p><i>Age</i></p>	N/A	Choose an item.		Choose an item.
<p><i>Disability</i></p>	We will need to ensure we do not exclude any customers that have disabilities that will have a negative impact on them accessing Council services.	Neutral	Consideration will be given to the EU Web-site accessibility Directive, Government Digital Service guidelines, Well-Being Act	Good

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	N/A	Choose an item.		Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.
<i>Sex</i>	N/A	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements
Digital Powys Programme risk register DIGITAL Powys Programme initiation document. GDS EU Accessibility Directive Well-being Act

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The proposal supports future generations to meet their own needs through providing digital solutions to help them to remain independent for longer. Customers are able to access services from home.	Very Good		Very Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The proposal has the potential to work in partnership with others e.g. PTHB	Neutral	Where necessary and dependant on the process working with others will be considered.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	End to end process re-design utilising transformation methodology and principles puts customers at the heart of everything we do, providing our customers with much improved customer journeys. Customers are asked for feedback on their experiences and as required changes will be made to ensure the best possible service.	Very Good		Very Good

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Prevention: Understanding the root causes of issues to prevent them from occurring.	By designing our processes to be intuitive and keep customers updated throughout their journey it will be less likely that customers will contact the council time and time again. By understanding customer requirements early and joining up customer information we will be able to have a holistic view of our customers and provide targeted prevention rather than wait until the customer reaches crisis point.	Very Good		Very Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Where necessary integration with partners will be considered.	Neutral	Where necessary integration with partners will be considered.	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral		Poor
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Will need to take into consideration.	Neutral	Will need to take into consideration.	Good
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Neutral	N/a	Neutral
Impact on Powys County Council Workforce	In order to achieve the budget savings, it may be necessary to reduce the workforce or change the way in which the workforce carry out their duties.	Poor	In order to mitigate any potential job losses, a voluntary redundancy process and reduced hours will be instigated, there could be potential to reallocate staff or retrain.	Good

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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Source of Outline Evidence to support judgements				
Digital Powys Programme risk register Programme initiation document.				

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
None		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		

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Successful implementation will be dependent on a number of factors

Financial – the investment to support the change

Resources – The right skilled resources to support the change

Capacity – the staff resources to deliver the change.

The risks to delivery will be managed through the Programme Governance Structure. Powys Digital Programme reports to the Transformation Board.

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Financial - In order to transform services the savings proposal will require financial investment	Medium	Business case identifies financial requirements and return on Investment. Any savings are delivered within the service areas. Risks managed through Programme Governance	Low
Capacity – the staff resources to deliver the change	Medium	Capacity issues are identified within the programmes risk register	Low
Customers unable to utilise digital channels will be excluded	Medium	Access to services at Library plus points, maintain minimum telephony channel.	Low
Resources – That we have the right skilled staff to support the changes required	Medium	Workstream in overall programme looking at workforce and leadership. Planning for future digital skills. Buy in resource to support programme	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
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The way we work and live today is evolving fast, with digital technology having an impact on all our lives. Our resident's lives are changing and many public service users now expect access 24/7 to our services and that number is increasing all the time. It is widely recognised that public services need to radically transform to keep pace with the digital evolution and customer expectations as well as finding new ways to add value.

With reduced funding over the next 3 years and a greater demand for services, we need to be innovative in the solutions we design for the future, harnessing the power of the data revolution and digital technology. Our Digital Transformation Programme will drive delivery of digital solutions whilst providing financial savings.

There will be an impact on our customers, however this will be a positive impact providing an improved customer journey, and additional choice in the way they access our services.

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11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

MTPF
 Powys Digital Programme Project Initiation
 Powys Digital Programme Risk Register
 Powys Digital Strategy

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.

Where there is impact on external customers and/or internal customers then on-going monitoring arrangements will need to be in place.

Please state when this Impact Assessment will be reviewed.

The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kelly Watts		16/08/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		

Portfolio Holder:	Graham Breeze		
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14. Governance

Decision to be made by	Cabinet	Date required	
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FORM ENDS

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Impact Assessment (IA)

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Customer Services	Head of Service	Diane Reynolds	Director	Ness Young	Portfolio Holder	Cllr Graham Breeze
Proposal	Reduction of staff in reprographics						
Outline Summary / Description of Proposal							
A reduction of 1 FTE in the staffing structure of the council's reprographics team (print, post and scanning).							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
Draft 0.1	Kelly Watts	Customer Services Manager	01/11/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£27,095		£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Potential impact will be internal; therefore, no external consultation will be undertaken. The consultation will follow the Councils Management of Change process.

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The proposal has the potential to impact on all services areas that utilise post room, scanning (Civica), printing and reprographics. Communication will be undertaken with the service areas when necessary.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	Potentially there will be a loss of jobs and therefore this has the potential to impact on the local economy.	Poor	Re-deployment Opportunities. Actively support staff in gaining other employment.	Good
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral	N/A	Neutral
Learning and skills We will strengthen learning and skills	N/A	Neutral	N/A	Neutral
Residents and Communities We will support our residents and communities	N/A	Neutral	N/A	Neutral

Source of Outline Evidence to support judgements

- Medium Term Financial Plan (Budget Savings)

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	There is likely to be job losses which will have a small impact on the economy.	Neutral	The management of change process will ensure a fair and structured process. There could be opportunities for staff to be redeployed, we will also be able to offer support in completing job applications and attending interviews.	Good
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.	N/A	Choose an item.
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Choose an item.	N/A	Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.	N/A	Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Choose an item.	N/A	Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	A reduction in staff will not have any implications on welsh language provision.	Neutral	We will to ensure any changes will not have a detrimental impact welsh language provision.	Good
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Choose an item.	N/A	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.	N/A	Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Disability</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.	N/A	Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Marriage or civil partnership</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Race</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sex</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.	N/A	Choose an item.

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Source of Outline Evidence to support judgements

Management knowledge

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Choose an item.	N/A	Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.	N/A	Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.	N/A	Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.	N/A	Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.	N/A	Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Reduction in staffing may have a detrimental impact on the local economy.	Neutral	There is no mitigation that can be offered by the service area	Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	The service will need to assess whether any staff are unpaid carers.	Poor	Redundancy process – ask questions regarding this.	Neutral

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/a	Neutral	N/a	Neutral
Impact on Powys County Council Workforce	In order to achieve the budget savings, it will be necessary to reduce the workforce. There may be a potential to impact on the way that processes are undertaken and staff duties.	Neutral	In order to mitigate any potential job losses, voluntary redundancy or reduced hours will be sought in the first instance, there could be potential to reallocate staff or retrain. Staff training will be undertaken for any new processes for those staff left behind.	Good
Source of Outline Evidence to support judgements				
Management knowledge				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
There should be minimal impact on our communities; any impacts will need to be mitigated by looking, longer term, at other solutions.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
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Low	Low	Low
Mitigation		
No mitigation required.		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Reduced staffing could have implications on the processing time of print jobs.	Medium	Where jobs are required urgently, the council may have to look to source external suppliers. Staff remaining will be required to have the skills to be able to work within all areas of the reprographics unit.	Low
Reduced staffing could have implications on the scanning function, i.e. mail may not be scanned immediately and sent to departments, this could affect housing, social care, revenue and benefits and education.	Medium	As more services move to on-line, there will be less of a need for a scanning function. Staff remaining will be required to have the skills to be able to work within all areas of reprographics unit. Management may have to support at busy times.	Low
Reduced staffing may see an increase in processing time for printing, enveloping and franking of mail to our customers.	Medium	As more services move to on-line, there will be less of a need for a print and mail function. Staff remaining will be required to have the skills to be able to work within all areas of the reprographics unit. Management may have to support at busy times.	Low
Staff remaining will be under increased pressure to maintain service standards.	Medium	Management will need to carefully control service areas expectations on the team. Hold regular meeting with staff to manage workloads effectively.	Low

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Increase in management workload, if required to cover sick or leave or an increase in workload impacting on other management tasks.	Medium	Awareness of impact and will need to manage time efficiently.	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>In order to meet the budget savings for 20-21 it will be necessary to reduce staff within reprographics; the current staffing structure of 3.43 will be reduced to 2.43. The risks to this proposal are listed above and will have an impact on service delivery especially at times of sick and leave.</p> <p>A management of change process will be followed, unless the savings are achieved through natural wastage.</p>	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
<ul style="list-style-type: none"> • Current Structure. • Current Budget. • MTFP • Management of change process

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.
Where there is impact on external customers and/or internal customers then on-going monitoring arrangements will need to be in place.
Please state when this Impact Assessment will be reviewed.

The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kelly Watts		01/11/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	Graham Breeze		

14. Governance

Decision to be made by	Date required
Cabinet	

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Education	Head of Service	Lynette Lovell	Director	Chief Executive	Portfolio Holder	Cllr Phyl Davies
Proposal	Removal of Learning and Inclusion Support Team (LIST) officers						

The full year effect of the removal of the Learning and Inclusion Support Team (LIST) officers.
All LIST officers left their posts by 31st December 2019.

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4b

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Eurig Towns	Senior Challenge Adviser	22/1/20

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£226k	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	As all LIST officers have left the Education Service, there is no need for consultation.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
N/A

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care		Neutral		Neutral
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

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Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Neutral		Neutral
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Neutral		Neutral

Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	N/A	Neutral		Neutral
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Neutral		Neutral
<i>Disability</i>	N/A	Neutral		Neutral
<i>Gender reassignment</i>	N/A	Neutral		Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral		Neutral
<i>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral		Neutral

Hafwrdd 359

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
Areas of responsibility have already been accommodated into other roles in the Education Service.		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The Learning and Inclusion Support Team (LIST) posts were removed during the 2019-20 financial year. The impact of the full year savings will now be applied to the 2020-21 budget.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Please state when this Impact Assessment will be reviewed.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Eurig Towns		
Head of Service:	Lynette Lovell		
Director:	Chief executive		
Portfolio Holder:	Clr Phyl Davies		

14. Governance

Decision to be made by	Date required
Cabinet	

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Service Area	Education	Head of Service	Lynette Lovell	Director	Chief Executive	Portfolio Holder	Cllr Phyl Davies
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Proposal	To reduce the base funding for Early Years Education
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Based on current levels of funding for Early Years education, the service is able to identify an underspend of £50,000.
The number of children accessing Early Years education are predicted to be similar to this academic year during the 2020/21 financial year.

Tudal Bwrdd 1

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Eurig Towns	Senior Challenge Advisor	22/1/20

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£		£50,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The reduction to the Early Years budget will not have an impact on any staff either within the Education Service or in the funded Early Years settings.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

None as it is a reduction in the base budget for Early Years.

5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care		Neutral		Neutral
Learning and skills We will strengthen learning and skills	No impact as it is a reduction prior to funding Early Years settings	Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

Source of Outline Evidence to support judgements
2019-20 Education Service Financial Report

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Neutral		Neutral
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Neutral		Neutral

Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	N/A	Neutral		Neutral
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Neutral		Neutral
<i>Disability</i>	N/A	Neutral		Neutral
<i>Gender reassignment</i>	N/A	Neutral		Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral		Neutral
<i>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral		Neutral

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	N/A	Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
No impact on the Early Years funded settings.		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Significant increase in children accessing early years education resulting in additional funding of Early Years places in Early Years settings.	Low	Based on projected birth rates, the number of children entitled to access Early Years education will remain the same as the previous year.	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Reduction in the base funding for Early Years education. The reduction of £50,000 is an efficiency calculated on previous year's allocation of funded places and will have limited impact on the availability of Early Years education across Powys.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
2019-20 Education Service Financial Report

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Early Years Contract Monitoring Officer and Admissions Team monitor the availability of places in settings across Powys.

Please state when this Impact Assessment will be reviewed.

November 2020

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Eurig Towns		
Head of Service:	Lynette Lovell		
Director:	Chief executive		
Portfolio Holder:	CLlr Phyl Davies		

14. Governance

Decision to be made by	Date required
Cabinet	

PART 1

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Service Area	Education	Head of Service	Lynette Lovell	Director	Chief Executive	Portfolio Holder	Cllr Phyl Davies
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Proposal **To reduce the Governor Service training budget**

The budget for governor training was underspent by £7,000 at the end of the last financial year.

Tudalwr 29

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Eurig Towns	Senior Challenge Adviser	22/1/20

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£		£7,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	As the training events are organised by Governor support, the number of courses will be similar to the previous year. However, there is a need to adapt to demand and look at new methods of delivery.

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
N/A

5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care		Neutral		Neutral
Learning and skills We will strengthen learning and skills	As this is an underspend on training based on previous years, there will be limited impact on training, as we can maintain previous years training schedule.	Neutral	Governor training will take place in Powys buildings to ensure no additional costs are accrued. Powys officers to conduct all governor training rather than any external providers. More online governor training is being developed in order that governors can access training across the local authority.	Good
Residents and Communities We will support our residents and communities		Neutral		Neutral

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements
Estyn report – September 2019 Post Inspection Action Plan - November 2019

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Neutral		Neutral
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Neutral		Neutral

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Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	N/A	Neutral		Neutral
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Neutral		Neutral
<i>Disability</i>	N/A	Neutral		Neutral
<i>Gender reassignment</i>	N/A	Neutral		Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral		Neutral
<i>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral		Neutral

Ludwig 2023

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

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Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
Delivery of Governor training as part of the Post Inspection Action Plan.		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change ?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Low governors attending training	Low	Develop online training opportunities to supplement face to face courses.	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The reduction of the Governor Support training budget is based on underspend in the previous year's budget	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Estyn report and the subsequent PIAP.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Governor training attendance records and comparison with previous years' attendance records. Online training records for governors.
Please state when this Impact Assessment will be reviewed.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



December 2020

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Eurig Towns		
Head of Service:	Lynette Lovell		
Director:	Chief executive		
Portfolio Holder:	CLlr Phyl Davies		

14. Governance

Decision to be made by	Date required
Cabinet	

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Education	Head of Service	Lynette Lovell	Director	Chief Executive	Portfolio Holder	Cllr Phyl Davies
Proposal	Reduce the central budget by £20,000 for general expenditure.						

The central budget had general underspends of £20,000 at the end of the last financial year. These budgets have been reviewed for the forthcoming year and it is expected that these underspends will remain and therefore can be used towards the saving required to be made.

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Lynette Lovell	Interim Chief Education officer	29/01/2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£		£20,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	No staffing reductions.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

Budget monitoring with finance business partners

6. How does your proposal impact on the Welsh Government's well-being goals?

Pwyllwr 383

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Neutral		Neutral
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Neutral		Neutral

Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	N/A	Neutral		Neutral
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Neutral		Neutral
<i>Disability</i>	N/A	Neutral		Neutral
<i>Gender reassignment</i>	N/A	Neutral		Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral		Neutral
<i>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral		Neutral

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	N/A	Choose an item.		Choose an item.
Source of Outline Evidence to support judgements				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
Low impact on service		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
	Low		Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.

Page 10 of 38

Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Estyn report and the subsequent PIAP.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Please state when this Impact Assessment will be reviewed.
New financial year.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lynette Lovell		
Head of Service:	Lynette Lovell		
Director:	Chief executive		
Portfolio Holder:	Clr Phyl Davies		

14. Governance

Decision to be made by	Date required
Cabinet	

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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Schools and Inclusion / Education	Head of Service	Lynette Lovell	Director	Dr Caroline Turner	Portfolio Holder	Cllr. Phyl Davies
Proposal	Reduce the budget by £19,230 for travel and expenses in the educational psychology team						
Outline Summary / Description of Proposal							
Based on previous expenses, it is anticipated that there will be an underspend of approximately £19,230 in the current financial year (2019-2020) against travel and expenses, therefore we propose reducing the 2020-2021 budget by the amount identified.							

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Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Caroline Rees	Consultant	28/01/2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£19,230	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Reduction based on surplus budget.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Choose an item.		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Choose an item.		Choose an item.
Learning and skills We will strengthen learning and skills	N/A	Choose an item.		Choose an item.
Residents and Communities We will support our residents and communities	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements
Budget monitoring with finance business partners (Budget code – 124103 RE500600)

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Choose an item.		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.		Choose an item.
A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.		Choose an item.

Pwyllwr 391

Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	N/A	Choose an item.		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Choose an item.		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.		Choose an item.
<i>Disability</i>	N/A	Choose an item.		Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	N/A	Choose an item.		Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.
<i>Sex</i>	N/A	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements
Budget monitoring with finance business partners (Budget code – 124103 RE500600)

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

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Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	N/A	Choose an item.		Choose an item.
Source of Outline Evidence to support judgements				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Low impact on service delivery.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
N/A	Choose an item.		Choose an item.
N/A	Choose an item.		Choose an item.
N/A	Choose an item.		Choose an item.

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Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Low risk.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Please state when this Impact Assessment will be reviewed.
New financial year.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Caroline Rees		
Head of Service:	Lynette Lovell		
Director:	Dr Caroline Turner		
Portfolio Holder:	Clr Phyl Davies		

14. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

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Service Area	Schools and Inclusion / Education	Head of Service	Lynette Lovell	Director	Dr Caroline Turner	Portfolio Holder	Cllr. Phyl Davies
Proposal	Reduce the budget by £14,000 for ALN managers travel and general expenditure						
Outline Summary / Description of Proposal							
Based on previous expenses, it is anticipated that there will be an underspend of approximately £14,000 in the current financial year (2019-2020) against travel and general expenditure, therefore we propose reducing the 2020-2021 budget by the amount identified.							

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Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Caroline Rees	Consultant	28/01/2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£14,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Reduction based on surplus budget.

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
N/A

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Choose an item.		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Choose an item.		Choose an item.
Learning and skills We will strengthen learning and skills	N/A	Choose an item.		Choose an item.
Residents and Communities We will support our residents and communities	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

Budget monitoring with finance business partners (Budget code – 124302 RE500600)

6. How does your proposal impact on the Welsh Government’s well-being goals?

Pagola 399

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Choose an item.		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.		Choose an item.
A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.		Choose an item.

Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	N/A	Choose an item.		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Choose an item.		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.		Choose an item.
<i>Disability</i>	N/A	Choose an item.		Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	N/A	Choose an item.		Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.
<i>Sex</i>	N/A	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

Budget monitoring with finance business partners (Budget code – 124302 RE500600)

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

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Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Tudor Heritage

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Low impact on service delivery.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
N/A	Choose an item.		Choose an item.
N/A	Choose an item.		Choose an item.
N/A	Choose an item.		Choose an item.

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Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Low risk.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Please state when this Impact Assessment will be reviewed.
New financial year.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Caroline Rees		
Head of Service:	Lynette Lovell		
Director:	Dr Caroline Turner		
Portfolio Holder:	ClIr Phyl Davies		

14. Governance

Decision to be made by	Choose an item.	Date required
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FORM ENDS

Source of Outline Evidence to support judgements

Budget monitoring with finance business partners (Budget code – 124302 RE500600)

6. How does your proposal impact on the Welsh Government’s well-being goals?

Pagaiden 405

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Choose an item.		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.		Choose an item.
A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.		Choose an item.

Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	N/A	Choose an item.		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Choose an item.		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.		Choose an item.
<i>Disability</i>	N/A	Choose an item.		Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	N/A	Choose an item.		Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.
<i>Sex</i>	N/A	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

Budget monitoring with finance business partners (Budget code – 124401 RE500600)

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

Pagwrth 407

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Low impact on service delivery.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
N/A	Choose an item.		Choose an item.
N/A	Choose an item.		Choose an item.
N/A	Choose an item.		Choose an item.

Page 6 of 10

Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Low risk. However, it should be noted that, if there is an increase in pupils requiring out of county placements, it might not be possible to make this saving.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Regular meetings held between officer in finance and education to review the placements.
Please state when this Impact Assessment will be reviewed.
New financial year.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Caroline Rees		
Head of Service:	Lynette Lovell		
Director:	Dr Caroline Turner		
Portfolio Holder:	ClIr Phyl Davies		

14. Governance

Decision to be made by	Choose an item.	Date required
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Finance	Head of Service	Jane Thomas	Director	Ness Young	Portfolio Holder	Cllr Aled Davies
Proposal							

	Yr 1	Yr 2	Yr 3
staff	166,250	189,750	-
non staff (supplier discount)	27,500	27,500	50,000
income (pcards and 3yr old settings)	58,000	-	-
Total	251,750	217,250	50,000

Savings achieved through the following workstreams

- **Finance system** introduce supplier self service, creditor scan / match – staff, home care supplier invoices, interfaces & uploads automated and self service on queries, supplier discount for shorter payment terms.
- **Right first time** reduce the number of corrections and therefore reduce staff costs in debtors, treasury management, schools and management accounts as well as savings in administration and payroll, provide additional training and implements self service by managers.
- **Functional review** of the team removing duplication and driving work to the lowest levels freeing up capacity to add value
- **Senior management** amalgamating senior experts across Financial Services
- **Purchase card discount** increase level of discount received through promoting use of cards
- **Trading Income** - Three year old settings – Support for settings now being provided and charged for resulting in additional income for traded work.
- **Cultural Shift** – Review the level of Insurance excess charged- change behaviours across services and reduce insurance costs by year 3.

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
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Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



V1			

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£		£252k	£218k	£50k	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Consultation may be required for staff reductions if a management of change process has to be run, to identify redundancies. It is hoped that staff reductions would be made through vacancies in the main.

Tudalen 412

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

The changes will impact positively on other Services as the changes will drive improvement in their financial acumen and undertaking tasks themselves – like forecasting and owning their own budgets, this will reduce demand on finance staff time. Other changes like getting services to undertake tasks correctly, again will see less finance staff needed to do corrections. The improved compliance is expected to be delivered through regular training and rolling out the SLA so services understand what will and will not be done by finance.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral		Neutral
Learning and skills We will strengthen learning and skills	N/A	Neutral		Neutral
Residents and Communities We will support our residents and communities	N/A	Neutral		Neutral

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Neutral		Neutral
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Neutral		Neutral

Judalen 414

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	N/A	Neutral		Neutral
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Neutral		Neutral
<i>Disability</i>	N/A	Neutral		Neutral
<i>Gender reassignment</i>	N/A	Neutral		Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral		Neutral
<i>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral		Neutral

Education 415

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

Judalen 416

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	Removal of the posts will reduce the finance team, but that will be mirrored by reduced work load.	Neutral	It is hoped to utilise vacancies before having to run a management of change process	Neutral
Source of Outline Evidence to support judgements				

Tudalen 417

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Reduced resilience & capacity within the Financial Services team	Medium	Re-alignment of roles and responsibilities of these posts within other posts within the service	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Low risk and impact on the Council. Some minor impact on the Financial Services team through reduced resilience and capacity as a result of removing these posts. This can be mitigated by reviewing roles and responsibilities and re-prioritising our service provision.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
N/A

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Customer satisfaction surveys; formal and informal assessment and monitoring of the services provided against the SLA
Please state when this Impact Assessment will be reviewed.

--

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Anne Phillips		
Head of Service:	Jane Thomas		
Director:	Ness Young		
Portfolio Holder:	Aled Davies		

14. Governance

Decision to be made by	Date required
Cabinet	

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Service Area	Commercial Services	Head of Service	Jane Thomas	Director	Ness Young	Portfolio Holder	Cllr Aled Davies
Proposal	Reductions in staff numbers and alternative sources of funding utilised to fund some work.						
Outline Summary / Description of Proposal							

Tudalen 420	In summary the proposal is to
	<ul style="list-style-type: none"> Externally fund a post for 21st Century Schools by a grant. This would mean that 2 posts are funded - currently 1 post is funded by HRA Lose Admin Support – 0.6 FTE Maintain current staff levels without additional support for Local Sourcing or contract management and limited ability for the development of ongoing supplier resilience checks (will need to be undertaken by services) (see audit committee review) Maintain current resources will limit support for major 'unknown' or transformational projects such as the North Powys Health Partnership or ICF or grant funded projects

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Grant Thomas/Mary Salmon	Data Analyst/Procurement Specialist	03/09/19
2	Grant Thomas/Mary Salmon	Data Analyst/Procurement Specialist	04/09/19
3	Grant Thomas/Mary Salmon	Data Analyst/Procurement Specialist	05/09/19
4	Vince Hanly	Interim Professional Lead	06/07/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£95,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
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No consultation required (please provide justification)	Options will be discussed with SLT and Members
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Tudalen 421

DRAFT

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Service areas will be required to undertake low value tenders without support from the central Team.

Commercial services have a substantial workload over the next 1-2 year will be less able to provide the support and advice for new unknown larger procurements and contract negotiations.

There will be no resource for service areas for low value procurements or additional support for procuring support for their service IBP or grant funding

Increase work for Creditors to automate or deal with the new supplier end to end.

4. How does your proposal impact on the council's strategic vision?

Budget 422

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	Minimal support for Local Suppliers	Poor		Unknown
Health and Care We will lead the way in effective, integrated rural health and care	Reduced support for projects such as the North Powys Partnership Group	Poor		Unknown
Learning and skills We will strengthen learning and skills	N/A	Neutral	N/A	Neutral
Residents and Communities We will support our residents and communities	N/A	Neutral	N/A	Neutral

Source of Outline Evidence to support judgements
Local spend performance measure On/Off contract spend Up-coming contracts see embedded document Efficiencies Identified and Achieved

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Choose an item.	N/A	Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.	N/A	Choose an item.
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Choose an item.	N/A	Choose an item.

Tudalen 423

Tudalen 424

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.	N/A	Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Choose an item.	N/A	Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	N/A	Choose an item.	N/A	Choose an item.
Opportunities to promote the Welsh language	N/A	Choose an item.	N/A	Choose an item.
Welsh Language impact on staff	N/A	Choose an item.	N/A	Choose an item.
People are encouraged to do sport, art and recreation.	N/A	Choose an item.	N/A	Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
Age	N/A	Choose an item.	N/A	Choose an item.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Disability</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Race</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sex</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.	N/A	Choose an item.

Tudalen 425

DRAFT

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.		Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Some collaboration will be part of procurement activities via the Regional and WLGA procurement	Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.		Choose an item.		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Choose an item.		Choose an item.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Choose an item.		Choose an item.
Impact on Powys County Council Workforce		Choose an item.		Choose an item.

Tudalen 427

Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
None		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Medium
Mitigation		

Judalen 428

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Reduction in Local Spend	Medium	Extra resource	Low
Increase in off Contract Spend	High	Extra resource	Low
Risk of Legal challenge due to non compliance	High	Extra resource	Low
Poorer value for money for Powys residents	High	Extra resource	Low
Less Transparency for Powys residents	High	Extra resource	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

Please state when this Impact Assessment will be reviewed.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Vince Hanly		
Head of Service:	Jane Thomas		
Director:	Ness Young		
Portfolio Holder:	Clr Aled Davies		

14. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Ludalen 430

Service Area	Arts & Culture, Housing & Community Development	Head of Service	Nina Davies	Director	Nigel Brinn	Portfolio Holder	Cllr Rachel Powell
Proposal	Reduce revenue funding for commissioned Arts Services in order to achieve revenue budget savings of £62,738 in 2020/21						
Outline Summary / Description of Proposal							
<ul style="list-style-type: none"> Reduce revenue funding for arts organisation partners including performing arts venues (x 4), art gallery (x 1) and community dance organisation (x1) – proposal represents 27% reduction to current funding level in 2020/21. Reduce support for Night Out rural community touring scheme. Reduce arts commissioning budget. 							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V01 DRAFT	Lucy Bevan	Arts & Culture Commissioning Officer	10 December 2018
V02 DRAFT	Lucy Bevan	Arts & Culture Commissioning Officer	14 February 2019
V03 DRAFT	Lucy Bevan	Arts & Culture Commissioning Officer	12 August 2019
V04 DRAFT	Lucy Bevan	Arts & Culture Commissioning Officer	12 December 2019
V05 DRAFT	Lucy Bevan	Arts & Culture Commissioning Officer	10 January 2020
V06 DRAFT	Nina Davies	Head of Housing & Community Development	30 January 2020

2. Profile of savings delivery (if applicable)

	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£62,738			

Cyngor Sir Powys County Council

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3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The Arts organisations were informed 12 months ago to prepare for reduction in, or removal of, support from Powys County Council.

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
Potential to impact Regeneration, Tourism, Schools Service, Youth Service, Property, Children's & Adult Services Third & voluntary sector; private sector / businesses.

Tudalen 431

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	Reduced support for the Arts organisations affected may negatively impact on their sustainability. Potential for impact on employment within those organisations. Could result in less educational and employment opportunities locally in the creative industry sector.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions.	Unknown
Health and Care We will lead the way in effective, integrated rural health and care	Opportunities to participate in and attend arts events and activities may be diminished, reducing social interaction through cultural events and maintaining mental and physical well-being by being actively socially engaged.	Unknown		Choose an item.

Cyngor Sir Powys County Council
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The integrated approach to support effective decision making



Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills We will strengthen learning and skills	Potential for reduced access to arts provision across Powys. Potential for reduction in young people focused arts provision e.g. youth theatre; youth music; arts education / skills development programmes.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions.	Unknown
Residents and Communities We will support our residents and communities	Potential for reduced access to arts provision for residents of Powys. Reduction in locally provided services requiring people to travel longer distances to access equivalent provision.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions.	Unknown

Tudalen 432

CONFIDENTIAL

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Could result in less educational and employment opportunities locally in the creative industry sector. Migration of young people out of county seeking further education, work experience, apprenticeships and employment in more culturally thriving urban centres. Reduction in the cultural tourism offer in Powys.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Unknown
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Reduction in locally provided services requiring people to travel long distance to access equivalent provision.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Unknown
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Opportunities to participate in and attend arts events and activities diminished by reducing offer, reducing social interaction through cultural events and maintaining mental and physical well-being by being actively socially engaged.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Unknown

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Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 434

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Professional and community arts venues capacity to deliver cultural programmes and events may be reduced, leading to lack of vibrancy, cultural identity and connected communities.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Unknown
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	If arts venues are not sustainable and cannot keep pace with larger urban based theatres and arts provider organisations in meeting customer's needs, then closure may be a consequence. This would mean longer travel for people to access cultural services with a reliance on car travel due to limited public transport availability particularly in evenings. Accessibility would be very limited for lower income families.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Unknown
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	Potential for reduced cultural provision for communities, particularly performing arts events in the Welsh language reducing opportunities for people to socialise, perform and attend activities through the Welsh language and loss of provision for learners to develop skills in learning environments.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Unknown
Opportunities to promote the Welsh language	As above.	Poor		Choose an item.
Welsh Language impact on staff	As above.	Neutral		Choose an item.
People are encouraged to do sport, art and recreation.	As above.	Very Poor		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Age</i>	Children and young people (0 – 25yrs) may be affected by reduced access to high quality arts & cultural provision. Older people, whose social interactions are often through participation in cultural activities and events and at arts venues – less engaged; less mentally stimulated; less physically active.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Unknown
<i>Disability</i>	Access to cultural & social events at accessible venues locally may be reduced. Alternative options may be inaccessible due to travel times, cost, mobility and other constraints.	Poor		Choose an item.
<i>Gender reassignment</i>		Unknown		Choose an item.
<i>Marriage or civil partnership</i>		Unknown		Choose an item.
<i>Race</i>		Unknown		Choose an item.
<i>Religion or belief</i>		Unknown		Choose an item.
<i>Sex</i>		Unknown		Choose an item.
<i>Sexual Orientation</i>		Unknown		Choose an item.
<i>Pregnancy and Maternity</i>		Unknown		Choose an item.

Tudalen 435

CONFIDENTIAL

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	Potential for reduced access to arts & cultural facilities, services, activities inc. training, learning & skills development, career pathways and creative expression / talent development.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Unknown
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Loss of collaborative opportunities; damage to established partnership arrangements;	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Unknown
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	The arts are by their very nature inclusive and welcoming to all, often providing a forum in which to mix diverse population groups in shared activities. Hard to reach groups and those with whom it is difficult to engage are often attracted to creative and non-competitive pastimes. Loss of such engagement opportunities risks less involvement from communities.	Poor		Choose an item.

Iudalen 436

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Prevention: Understanding the root causes of issues to prevent them from occurring.	It is widely understood that participation & involvement in arts & cultural activities increases mental & physical health & well-being; reduces social isolation & loneliness; improves community integration. Loss of access to arts & cultural activities, facilities, events and community venues may impact negatively on this benefit and potentially increase demand on other services.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Negative contributing factor to overall achievement of well-being goals, particularly mental health; social isolation / loneliness and community engagement.	Poor		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	People on low incomes or those out of work benefit from participating in free and inclusive arts activities, undertaking volunteering / work experience placements and skills development.	Poor	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Unknown
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Unknown		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Unknown		Choose an item.
Impact on Powys County Council Workforce		Neutral		Choose an item.
Source of Outline Evidence to support judgements				

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
Mitigation		
Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Public opposition to reduction of funding to theatre, gallery & arts organisations resulting in possible closures / loss of facilities; damage to PCC reputation.	Medium	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Low

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Potential loss of external match & partnership funding brought into county.	Low	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Low
Loss of cultural services to communities in Powys.	Medium	Potential to work closely with arts organisations & sector to find collaborative solutions. The Service will work with affected Arts organisations in order to bid for alternative sources of grant funding. If successful, these projects could help mitigate the impact of reduced support.	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Reductions in funding support for performing arts venues and professional arts organisations in Powys may impact their ability to continue valued community arts and cultural provision, potentially reducing the breadth, quality and benefits of cultural services available to the communities of Powys.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Service will monitor Arts provision
Please state when this Impact Assessment will be reviewed.

13. Sign Off

Position	Name	Signature	Date
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Impact Assessment (IA)

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Impact Assessment Lead:	Lucy Bevan	<i>Lucy Bevan</i>	10 Dec 2018; 14 Feb 2019; 12 Aug 2019; 12 Dec 2019; 10 Jan 2020
Head of Service:	Nina Davies		30 th January 2020
Director:	Nigel Brinn		
Portfolio Holder:	CLlr Rachel Powell		

14. Governance

Decision to be made by	Council	Date required	February 2020
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FORM ENDS

Cyngor Sir Powys County Council

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation. **Please read the accompanying guidance before completing the form.** **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Housing & Community Development	Head of Service	Nina Davies	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Phyl Davies
Proposal	Budget Savings Proposal for Cleaning Service for FY 2019/2020						
Outline Summary / Description of Proposal							
Proposal to deliver revenue savings from the Cleaning service for FY 2019/20 by implementing the proposals below:							
<ul style="list-style-type: none"> Increasing income by expanding business opportunities: explore providing a handyman service for minor repairs and maintenance, communal garden clearance/maintenance for general public/housing service. This will be work outside of the HOWPS contract or work subcontracted from HOWPS. A number of internal services have requested reviews of current cleaning schedules in order to make efficiencies. Property services have asked to review cleaning in a number of corporate buildings to save up to £150k on their cleaning costs. Requests will be reviewed along with staffing. This could further affect negatively upon the Service. Introduce a service brand and use social media to expand communication to the residents and public we serve, with potential networking opportunities with greater income potential. 							

Tudalen 4/1

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£39,281	£29,000	£45,000	£35,000	£148,281

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Before end of 19/20 FY	Yes

3. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Jason Rawbone	Professional Lead Catering & Cleaning	17 September 2018

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V2	Jason Rawbone	Professional Lead Catering & Cleaning	15 February 2019
V3	Jason Rawbone	Professional Lead Catering & Cleaning	2 August 2019

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
<ul style="list-style-type: none"> The reductions in cleaning other services have requested will result in reduced hours and possible redundancies of the cleaning staff. Consequently, corporate building users may notice a difference in the cleaning standard due to reduced cleaning frequency within our corporate buildings. 			
Service Area informed:	Property Services	Contact Officer liaised with:	Neil Clutton
Mitigation			
Cleaning service will meet with Neil Clutton from Property Services to establish standard/frequency of cleaning/caretaking to provide the efficiencies.			

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	Potential for staff reductions in cleaning hours and redundancies within corporate buildings, which would affect all cleaning staff and caretaking staff and potentially building users. A minimum cleaning standard must be maintained.	Poor	Staff will be offered redeployment into available positions within the Council.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Choose an item.		Choose an item.

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills We will strengthen learning and skills	The proposal to introduce a brand and use social media will enhance and contribute to effective communication with the public and customers. Internal staff will develop use social media to the service's best effect.	Good	Careful and controlled monitoring of social media posts in line with the corporate social media policy, with support from our communication team.	Good
Residents and Communities We will support our residents and communities	Expanding on the services provided by our cleaning service, working with the Housing service and HOWPS to provide handyman services/garden work to support local PCC housing tenants.	Good	Better communication with local tenants through our partners to promote the services available.	Good

Tudalen 443

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	By expanding the services provided we are keeping local people employed providing services benefiting local residents. Reducing carbon footprint by using local resources and not outsourcing/contracting works keeping the Powys pound in Powys.	Good		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	As above	Good		Unknown
A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Providing our extended cleaning services to local tenants and local residents that may be less able will help to support their well-being, knowing they can rely on a friendly reliable service.	Good	Better communication with local tenants through our partners to promote the services available.	Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	By making best use of social media to connect and communicate with Partners and local residents will be advantageous for everyone.	Good	Better communication with local tenants through our partners to promote the services available.	Good

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	With the proposal to expand the cleaning services to provide a “handyman” service, our team will make best use of resources to ensure the least impact on the environment and improve social and economic well-being.	Good	Services provided will be monitored to ensure they are being carried out responsibly and efficiently.	Good
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	By using social media, we will follow corporate policy and interact and respond where possible to questions and post in the Welsh language. We will use the councils translation services and /or Welsh speaking staff members.	Good		Unknown
<i>Opportunities to promote the Welsh language</i>	As Above	Good		Unknown
<i>Welsh Language impact on staff</i>	No Impact	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	No Impact	Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	No Impact	Neutral		Neutral
<i>Disability</i>	No Impact	Neutral		Neutral
<i>Gender reassignment</i>	No Impact	Neutral		Neutral
<i>Marriage or civil partnership</i>	No Impact	Neutral		Neutral
<i>Race</i>	No Impact	Neutral		Neutral
<i>Religion or belief</i>	No Impact	Neutral		Neutral
<i>Sex</i>	No Impact	Neutral		Neutral
<i>Sexual Orientation</i>	No Impact	Neutral		Neutral
<i>Pregnancy and Maternity</i>	No Impact	Neutral		Neutral

Tudalen 4/5

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No Impact	Neutral		Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Developing our cleaning services and collaborating with partners and key stakeholders is essential for sustainability in providing services to local residents.	Good	Using social media and continued collaboration with partners will ensure our service capabilities and identify long term need.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Clear communication with our partners to promote our service and the range of work streams it is capable of.	Good	As above	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	No Impact	Neutral		Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Continue working with partners to further develop services to improve well-being for local communities.	Good		Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	We will offer staff in redundancy situations, redeployment wherever possible.	Neutral		Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 447

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No Impact	Neutral		Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No Impact	Neutral		Neutral
Impact on Powys County Council Workforce	With the request from Property services to reduce their cleaning budget, there will be some redundancies and reduction to staff hours from the cleaning staff within our corporate buildings. Also there will be reduced cleaning in corporate buildings which building users may notice, however hygiene areas (toilets) will be cleaned daily.	Poor	Staff will be offered redundancy/redeployment into available positions within the Council.	Neutral
Source of Outline Evidence to support judgements				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Low
Mitigation		
<ol style="list-style-type: none"> Further collaboration with other internal PCC services to provide needed services. Establish social media presence to market service and communicate with wider customer audience. 		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Loss of jobs and employment opportunities	Medium	Redeployment will be offered	Low
Reduction of cleaning service by other services, will reduce cleaning frequency/caretakers in corporate buildings	Medium	Corporate Property Services need to be clear on the standards required/acceptable	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Fudalen 448

Action	Target Date	Outcome	Decisions made
Savings target to be met from Cleaning service by end of next FY	2019/20	Saving target in 2019/20 is made.	
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
A reduction in the cleaning of corporate buildings will reduce the staff within all council buildings to provide a minimal service, however toilet areas will be cleaned daily. There will be a reduction in main buildings caretaking and only adhoc call outs for window cleaning and carpet cleaning.	

13. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

14. On-going monitoring arrangements?


What arrangements will be put in place to monitor the impact over time?

Monthly management meetings to discuss progress and regular meetings with finance business partners to ensure targets are on track.

Please state when this Impact Assessment will be reviewed.

Nov 2019

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Jason Rawbone		
Head of Service:	Nina Davies		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	Clr Phyl Davies		

16. Governance

Decision to be made by	Date required
Cabinet	

FORM ENDS

Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as “Draft” and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Housing	Head of Service	Nina Davies	Director	Nigel Brinn	Portfolio Holder	Cllr James Evans
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Proposal	Housing General Fund saving 2020/21						
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Outline Summary / Description of Proposal

The Housing General Fund (HGF) controllable budget is £634,816.08. HGF funds the following main statutory duties:

Assessing Housing Need¹ – undertake and update a Local Housing Market Assessment and a Gypsy Traveller Accommodation Assessment, maintain a register of housing need in Powys (without which the Council cannot allocate social housing) and assess housing need and demand to allocate resources and housing grants for new homes in Powys.

Housing Advice and Homelessness² – a duty to prevent homelessness and assist those who are homeless, to provide advice and assistance in relation to housing and accommodation needs, to produce and implement a homeless strategy and to provide temporary and emergency accommodation.

Housing Standards³ – a duty to make sure the Housing Health and Safety Rating System is applied in Powys, to license certain premises, to offer Disabled Facilities Grant (DFG) and adaptations for people with disabilities. Housing standards includes energy efficiency advice and funding⁴, to reduce fuel poverty.

The service will achieve cost reductions in the 2020/21 financial year through a restructure of Housing Senior Management and the loss of one post.

The saving is considered to be achievable, however, there will be a reduction in capacity and resource.

Judalen 450

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Dafydd Evans	Service Manager Housing Solutions	14 th August 2019
V2	Nina Davies	Head of Housing & Community Development	9 th February 2020

¹ Housing Act (Wales) 2014

² Housing Act 1996; Code of Guidance for Local Authorities on Allocation of Accommodation and Homelessness - Wales 2016; Housing Act (Wales) 2014

³ Social Services and Wellbeing (Wales) Act 2014; Housing Grant, Construction and Regeneration Act 1996; Regulatory Reform (Housing Assistance) (England and Wales) Order 2002; Housing Act 2004; Housing Health and Safety Rating System (England) Regulations 2005

⁴ Environment (Wales) Act 2016

PCC: *Impact Assessment Toolkit (March 2018)*

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2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£25,000			

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	April 2020 – Housing Service Restructure

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No impact expected	Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	No impact expected	Neutral		Neutral
Learning and skills We will strengthen learning and skills	No impact expected	Neutral		Neutral
Residents and Communities We will support our residents and communities	Limited or no impact expected	Unknown		Unknown

Source of Outline Evidence to support judgements

Homeless Review and Strategy undertaken in 2018; WHO 12⁵ quarterly returns; ‘Homes in Powys’ housing waiting list data; Aids and Adaptions data; Housing Service performance data.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact expected	Neutral		Neutral

Tudalen 453

⁵ WHO 12: mandatory quarterly return to the Welsh Government, reporting the incidence of homelessness in Powys and the work undertaken by the Council to both prevent and deal with homelessness.

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Tudalen 454

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>		Neutral		Neutral
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	Any reduction in the ability of the Council to justify and evidence claims for Welsh Government funding for new affordable homes will reduce the ability of Powys to make sure that communities, especially those in rural areas, remain viable and sustainable by offering homes for people across the socio-economic spectrum	Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources.	Neutral

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Tudalen 455

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Neutral
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	No impact expected	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	No impact expected	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	No impact expected	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No impact expected	Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	Unknown	Unknown		Choose an item.
<i>Disability</i>	Unknown	Unknown		Choose an item.
<i>Gender reassignment</i>	No impact expected	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	No impact expected	Neutral		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Race</i>	No impact expected	Neutral		Choose an item.
<i>Religion or belief</i>	No impact expected	Neutral		Choose an item.
<i>Sex</i>	No impact expected	Neutral		Choose an item.
<i>Sexual Orientation</i>	No impact expected	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	No impact expected	Neutral		Choose an item.

Judalen 456

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Source of Outline Evidence to support judgements

Homeless Review and Strategy undertaken in 2018; WHO 12⁶ quarterly returns; 'Homes in Powys' housing waiting list data; Aids and Adaptions data; Housing Service performance data.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The service with less capacity is unlikely to be able to progress its preventative agenda at the same pace and scale.	Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources.	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The service currently collaborates with a number of organisations and agencies. However with fewer resources and capacity there will be less collaboration.	Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources.	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact expected	Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	The service has adopted a preventative agenda with regard to its statutory duties. Less resource and capacity may result in the service becoming more reactive and increases the risk of unpredicted expenditure falling on the council to discharge statutory obligations and duties.	Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources.	Neutral

⁶ WHO 12: mandatory quarterly return to the Welsh Government, reporting the incidence of homelessness in Powys and the work undertaken by the Council to both prevent and deal with homelessness.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact expected	Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The statutory services provided by the service are directly linked to poverty. Reduced management capacity may have a negative impact.	Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources.	Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Neutral
Impact on Powys County Council Workforce	Reduced capacity and resource in the Housing Service management team	Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources.	Neutral
Source of Outline Evidence to support judgements				
Homeless Review and Strategy undertaken in 2018; WHO 12 ⁷ quarterly returns; 'Homes in Powys' housing waiting list data; Aids and Adaptions data; Housing Service performance data.				

⁷ WHO 12: mandatory quarterly return to the Welsh Government, reporting the incidence of homelessness in Powys and the work undertaken by the Council to both prevent and deal with homelessness.

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Timescale to deliver redundancy may mean that full year saving not achieved.	Low	Process to start as soon as possible	Low
The blend of HRA and HGF for posts that carry out duties for both funds need to have robust business cases. HRA funding is ring fenced and Welsh Government are in the process of issuing revised guidance.	Medium	The development of robust business cases regarding the allocation of HRA funding in accordance with the revised guidance.	Low
Overall judgement (to be included in project risk register)			

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Very High Risk	High Risk	Medium Risk	Low Risk
			v

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
If the Housing service is unable to secure alternative grant funding there would be reduced management capacity.		

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
HGF allocation by other local authorities in Wales.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Budgets are reviewed on a monthly basis.
Please state when this Impact Assessment will be reviewed.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Dafydd Evans		
Head of Service:	Nina Davies		
Director:	Nigel Brinn		
Portfolio Holder:	Cllr James Evans		

14. Governance

Decision to be made by	Cabinet	Date required	
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FORM ENDS

Tudalen 461

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Service Area	Library Service	Head of Service	Nina Davies	Director	Nigel Brinn	Portfolio Holder	Cllr Rachel Powell
Proposal	Library service transformation – Development of community hubs model; service redesign and restructure to develop good quality information, literacy and digital support across county; investigation and implementation of charitable trust / social enterprise model for delivery of library/cultural services.						
Outline Summary / Description of Proposal							
<p>To pilot a joint mobile outreach information project; removal of mobile library service if unsuccessful (will require specific risk assessment) (20/21)</p> <p>To build on existing community hub approach, to maximise services and opportunities offered in each location, working with wide ranging partners from all sectors and community – roll out further community hubs, 2 per year</p> <p>To map and develop a local approach to provision of Information Advice and Assistance, with Social Care (20/21)</p> <p>To restructure and implement a new structure of trained literacy, information and digital support for public across libraries, providing front door access to wide ranging services/providers, triaging demand appropriately with a strong focus on getting it right first time for residents at reduced cost to the council (21/22)</p> <p>To further investigate co-locations and town council involvement/contribution to all libraries, including larger 6. (20/21)</p> <p>To further investigate options for externalisation of service to a charitable/trust/social enterprise model (20/21)</p> <p>To further investigate and implement new income generating and fundraising schemes (20/21)</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)


Version	Author	Job Title	Date
V1	Kay Thomas	Principal Librarian	4 August 2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£30,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation

<p>Public consultation required</p>	<p>An extensive public consultation has been carried out, and informed this action plan for the service as a whole. Please see the report embedded below.</p>  <p>Feedback Report The Future of Powys Libra</p> <p>However, further local consultation will be needed for changes to individual sites, with no clear deadlines as yet.</p>
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Tudalen 463

Draft

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Housing and Community Development services, Customer services, schools service, Income and Awards, cleaning, children's and adults' services, PAVO and 3rd sector partners, ICT and Data Protection

5. How does your proposal impact on the council's strategic vision?

Tudalen 464

Draft

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Tudalen 465

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>The Economy We will develop a vibrant economy</p>	<p>Community hubs will continue to support the economy in the following ways: Drawing people into town centres, which benefit the local shops and businesses. Providing support for job seekers and self-employed/small businesses through the IT and information provision which offers supported access to jobseekers online and government gateways. Volunteer opportunities allow people to develop skills and experience to help with returning to the workplace Learning opportunities also build skills Libraries/community hubs play an important role in Universal Credit applications in Powys. Range of cultural activities in Welsh and English draw people into hubs, and attract them to live/stay in Powys 69% of respondents to the library user survey 2018 stated that the library service provides economic benefit to them. Transfer to a charitable model will not impact on service delivery – the public should not see any difference to service (as with Freedom Leisure)</p>	<p>Neutral</p>	<p>Investigation of offering start-up businesses space to work within local community Work with partners to increase range of cultural and learning activities provided in community hubs Seek ways of extending/increasing access through working with partners and communities - removal of barriers to access</p>	<p>Unknown</p>

Tudalen 466

<p>Health and Care We will lead the way in effective, integrated rural health and care</p>	<p>The community hubs will continue to offer wide-ranging support to health and care, including provision of up-to-date information for individuals, families and carers.</p> <p>The library service is Dementia Friendly and offers literature in support of this to those living with Dementia and their carers.</p> <p>Libraries are part of the national Book Prescription schemes for adults and children, and works closely with Powys Health Promotion unit to widely disseminate campaign information to libraries across the county (e.g. measles vaccinations, or stop smoking campaigns).</p> <p>Books on Prescription Reading Well for Mental Health list launched in Wales June 2019 – supports SEP objective about improving access to mental health services</p> <p>Information is provided around both physical and mental health conditions, and parenting.</p> <p>The library service offers a “carer’s card” with specific benefits for carers, and which recognises some of the issues that they face in accessing the service.</p> <p>Public libraries have enabled people to access online cognitive behaviour courses prescribed for them.</p> <p>Activities in community hubs will have a positive impact on health and wellbeing, e.g. rhythm and rhyme sessions for parents and babies encourages bonding as well as a social network for peer support. Dementia reading aloud sessions have proven benefit, and groups such as book groups, knit and natter and poetry groups offer mental stimulus and social</p>	<p>Neutral</p>	<p>Introduce provision of gateway to Information, Advice and Assistance, working with Social Care</p> <p>Mobile hub strategy could provide means to maintain local service delivery in smaller communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset costs. Health partners keen to be involved with transformational proposals. (good/very good)</p> <p>To continue to participate in the North Powys Wellbeing Hub development project (Newtown).</p> <p>Seek ways of extending/increasing access through working with partners and communities - removal of barriers to access</p>	<p>Good</p>
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Tudalen 467

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
	<p>interaction to boost overall wellbeing. 83% of adult respondents to the library service user survey 2018 stated that visiting the library makes them feel better.</p> <p>The library is seen as a safe, friendly and neutral environment in the community, (97% of respondents agreed), which contributes to the SEP objective to eliminate violence, harassment and abuse – it is important that community hubs maintain this ethos of equality for all regardless of protected characteristics.</p> <p>Transfer to a charitable model will not impact on provision for the public.</p>			

Tudalen 468

<p>Learning and skills We will strengthen learning and skills</p>	<p>Community hubs will continue to support the strategic equality plan aim of closing the gap in attainment, through provision of quality resources for learners of all ages and abilities, and help with accessing and using those resources, including independent study space and providing a location for 1-1 tuition and courses. 68% of respondents in the adult library user survey 2018 said that the library has helped them to learn something new, and 76% said that they had developed new ideas and interests.</p> <p>Being free at the point of delivery, the library service ensures that no-one need be deprived of opportunity through poverty.</p> <p>The library service’s existing resources fund does not meet Welsh Public Library Standards requirements for provision of up-to-date stock for residents, which will include resources to support learning.</p> <p>“Access to Research” is an online service available through public library computers only, providing access to a huge UK collection of academic articles and papers (the terms of the agreement means that it is not available remotely via the library web pages). This is heavily used by researchers in Powys. Ancestry.com and FindmyPast local and family history online resources are similarly freely available from library computers only (not from home computers).</p> <p>Volunteer opportunities allow people to learn, practice and share skills locally in their community.</p> <p>Literacy development (including digital literacy) - Staff and volunteers provide sessions such as 1-1 computer support, coding, family learning through storytimes, lego clubs, homework support etc.</p>	<p>Neutral</p>	<p>Work with partners to further develop offer in Welsh and English (existing partners offering learning opportunities include Mudiad, Mentrau Iaith, Welsh for Adults, Adult Learners Wales, Aberystwyth University lifelong learning department). (Community Hub developments)</p> <p>Explore the potential for distance learning and online learning using library facilities/equipment (MOOCs)</p> <p>Develop closer links with N&PT college group to improve offer (particularly y Gaer).</p> <p>Seek ways of extending/increasing access through working with partners – removal of barriers to access</p> <p>Seek ways to boost resources for learning</p>	<p>Unknown</p>
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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
	<p>Literacy in Welsh and English is developed for all ages e.g. through rhythm and rhyme and storytimes to book clubs and poetry groups and reading aloud for adults sessions. Pre-school family sessions in particular help to develop school readiness and communication skills.</p> <p>Demand for support for development of digital skills is high</p> <p>Transfer to a charitable model will not impact on provision for the public</p>			

Tudalen 469

Tudalen 470

<p>Residents and Communities We will support our residents and communities</p>	<p>Community hubs will support residents to live fulfilled lives and to feel part of their community. 80% of respondents in the most recent adult library user survey said that their local library makes them feel part of their community, 97% find their library an enjoyable, safe and friendly environment, 83% said it makes them feel better, and 88% said that their library makes a difference to their lives.</p> <p>Volunteer opportunities provide a good way for people to be active in their communities.</p> <p>Community hubs will support the PCC SEP objective to improve living conditions in cohesive communities, and advance equality and opportunity through being open to everyone on an equitable basis (irrespective of protected characteristics), and free at the point of delivery. Libraries are already viewed as safe and neutral community venues where people will receive help. Meeting and engaging with others in a neutral venue fosters good relations in the community.</p> <p>Consultations are distributed through libraries, often with drop in sessions, contributing to the SEP objective to increase democratic participation.</p> <p>Transfer to a charitable model will not impact on provision for the public.</p> <p>Any libraries which have been transferred to the community to run will require ongoing support from the library service (stock, facilities, volunteer recruitment, training and support)</p>	<p>Neutral</p>	<p>Mobile library customers in particular are the more elderly and vulnerable, living in more isolated areas and frequently without their own transport; 70% of mobile library customers are aged 60+, and 58% of those who have given their gender are female. Redesign of the service to a joint model will need to ensure that vulnerable people do not lose out – work with partners needed to ensure that everyone who wants a service receives it in alternate ways.</p> <p>Further development of community hubs should lead to wider range of services/facilities available in community.</p> <p>Seek ways of extending/increasing access through working with partners - removal of barriers to access</p> <p>Cease fine payments, as barrier to access for those living in poverty and who do not use the service for fear of incurring monetary fines for late return of books.</p>	<p>Unknown</p>
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Tudalen 471

Draft

Source of Outline Evidence to support judgements
Adult library user survey data, Oct 2018 Results of public consultation, Feb-April 2019 List of services provided by branch libraries Library management system membership and usage data "Connected and ambitions libraries" Welsh Public Library Standards framework 6, 2017 – 2020 Libraries – bridging the digital divide. Libraries Wales 2016 Analysis of library membership postcodes 2019 Analysis of library usage by road zones 2013

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Branch libraries already provide an efficient use of resources through the same materials and facilities being shared and used over and over by a multitude of users. This will be enhanced through shared service provision in community hubs – sharing of skills and knowledge Contributions to the local economy and skills/learning as outlined above, plus work experience and volunteer opportunities in libraries develop skills for employability. Transfer to a charitable model should not negatively impact on contribution to this goal.	Good	Development of work spaces in community hubs where possible, to support people to work locally and improve work life balance, manage caring responsibilities and reduce travelling	Unknown

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The library network has a direct impact on social and economic resilience, as residents are able to freely access wide-ranging resources and facilities locally, including directly interact with the council services in their local community, and seek advice or information from a member of staff face-to-face. This will continue in a community hub model.</p> <p>The proposals should have minimal impact on this goal. Any libraries identified for transfer to community delivery will continue to be supported with resources and training.</p> <p>Transfer to a charitable model should not negatively impact on contribution to this goal.</p>	<p>Neutral</p>	<p>Community and mobile hub strategy could improve means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs of provision. (good)</p>	<p>Unknown</p>

Tudalen 473

Tudalen 474

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Libraries/community hubs would continue to make the following contributions to this goal:</p> <ul style="list-style-type: none"> • Visits to the library improve the health and wellbeing of residents, and reading boosts mental health, along with social interaction. • Reading for pleasure for 6 minutes per day lowers stress by 68% (Univ of Sussex research) • Social interaction which boosts wellbeing • Wide range of activities supporting wellbeing e.g. dementia singing, poetry, tai chi • Ready access to book prescription schemes and health information. • 57% of respondents to the adult library user survey Nov 18 reported that the library had helped them with information about health matters, and 83% said that going to the library makes them feel better. <p>These outcomes should be maintained or enhanced in a community hub model. Transfer to a charitable model should not negatively impact on contribution to this goal.</p>	<p>Neutral</p>	<p>Transformation of mobile libraries in particular will affect a high % of very elderly and disabled customers, which will need to be addressed in alternative ways e.g. volunteers, befriending, other services which visit people’s homes</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset/share costs. Health partners interested in development. (good / very good)</p>	<p>Unknown</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Community hubs will contribute to stronger, resilient communities. 90% of respondents in the most recent adult library user survey said that their local library makes them feel part of their community, 99% find their library an enjoyable, safe and friendly environment, 91% said it makes them feel better, and 97% said that their library makes a difference to their lives. Transfer to a charitable model should not negatively impact on contribution to this goal.	Neutral	Ways will need to be investigated to ensure that smaller communities visited by the mobile library do not lose out on benefits e.g. through befriending schemes, partnering with other services which deliver into communities	Unknown
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	Community Hubs will continue to act as an access point to information and communication with the wider world. Community hubs will continue to provide a range of opportunities for young people, and to be a safe place for children to meet, whilst resources will help them to learn about the wider world. Transfer to a charitable model should not negatively impact on contribution to this goal. Public libraries across the UK support the children's promise <i>"Public Libraries welcome children from the very earliest months of life, helping parents and carers to support them as they grow and learn"</i> .	Neutral	Extend hours through partnership working to overcome barriers to access e.g. weekend opening could be trialled	Unknown
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	<p>These opportunities will be provided through range of stock and resources, including Welsh speaking staff – these benefits were highlighted through the public consultation process around libraries. Partners also deliver in libraries as community venues e.g Welsh classes, Welsh medium children’s activities, Welsh language book clubs – this will continue in a community hub model.</p> <p>Transfer to a charitable model should not negatively impact on contribution to this goal, as long as Welsh speaking staff/volunteers are retained/prioritised at recruitment</p>	<p>Neutral</p>	<p>Continue to work with partners and communities to develop opportunities</p>	<p>Unknown</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>Community hubs will promote the Welsh language by range of stock and associated activities in the Welsh language e.g. storytimes, Welsh classes, author visits. Partners also deliver in community venues e.g Welsh classes, Welsh medium children’s activities, Welsh language book clubs.</p> <p>Transfer to a charitable model should not negatively impact on contribution to this goal, as long as Welsh speaking staff/volunteers are retained/prioritised at recruitment</p>	<p>Neutral</p>	<p>Continue to work with partners and communities to develop opportunities</p>	<p>Unknown</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	If staff are made redundant through this project, this could impact on Welsh speaking staff, and opportunities for the public to speak to staff in their language of choice. (Welsh speaking levels of staff as at 12 Nov 2018, not all staff have given this information): Level 0 – 19 staff Level 1 – 25 Level 2 – 14 Level 3 – 7 Level 4 – 5 Level 5 – 7	Unknown	Redeployment opportunities within the library service would be extremely limited, possibly within PCC as a whole. The need to have Welsh speaking staff is more crucial with the new Welsh Language Standards, but distances within Powys make redeployment more problematic.	Unknown
<i>People are encouraged to do sport, art and recreation.</i>	Community hubs will offer a wide range of opportunities for cultural, educational and recreational activities- 20,286 people attended cultural activities in libraries in 2018/19. The range of activities and events offered, which meet a wide variety of strategic outcomes such as digital inclusion, literacy, health and wellbeing and support for the Welsh language, has been impressive in the context of reduced opening hours, and has been supported by partner organisations and volunteers. Such activities are required as core entitlements under the Welsh Public Library Standards and provide the cultural offer under the UK wide Universal Offers provided by library services. Transfer to a charitable model should not negatively impact on contribution to this goal.	Neutral	Continue to work with partners, volunteers and communities to develop opportunities	Unknown
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				

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<p>Age</p>	<p>The age breakdown of 68,596 registered library members shows the following in Nov 2018:</p> <table border="0"> <tr><td>0-4 years</td><td>1524</td></tr> <tr><td>5 – 10 years</td><td>5510</td></tr> <tr><td>11-13 years</td><td>4209</td></tr> <tr><td>14-17 years</td><td>4466</td></tr> <tr><td>18-59 years</td><td>31218</td></tr> <tr><td>60+ years</td><td>21029</td></tr> <tr><td>Not given</td><td>640</td></tr> </table> <p>This equates to:</p> <table border="0"> <tr><td>Under 18</td><td>22%</td></tr> <tr><td>18 – 59</td><td>46%</td></tr> <tr><td>60 +</td><td>31%</td></tr> <tr><td>Not given</td><td>1%</td></tr> </table> <p>The adult public library user survey in Nov 2018, showed 16.5% of respondents 75 years +, and 29% between 65-74 years.</p> <p>It is anticipated that users of community hubs will be similarly aged, particularly to begin with.</p> <p>Responses to service surveys generally show that the most frequent users of libraries are the very young, elderly and unemployed people, frequently the most vulnerable in our communities. The public highlighted a lack of public transport, ICT and financial resources as significant barriers to accessing services in other ways or in larger towns during the library service consultation, and felt that the provision of staffed branch libraries was critical to an equality of access for all.</p> <p>Public consultation over the future of libraries Feb-April 19 sought views from all age groups, with responses from schools, the youth forum and older</p>	0-4 years	1524	5 – 10 years	5510	11-13 years	4209	14-17 years	4466	18-59 years	31218	60+ years	21029	Not given	640	Under 18	22%	18 – 59	46%	60 +	31%	Not given	1%	<p>Unknown</p>	<p>Pursue developments with partners, volunteers etc to provide resources/set up activities to attract underrepresented age groups on a site-by-site basis.</p> <p>Mitigation will be needed for mobile library customers if they are no longer able to reach the mobile hub e.g. befrienders, other services who visit residents at home may deliver books and/or read aloud to customers</p> <p>Older people are less likely to want or be able to use online services - opportunity for “get online” type projects to support here – talk to PAVO and others.</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs. (good)</p> <p>Consideration needs to be given to the feedback from the Youth Forum.</p>	<p>Unknown</p>
0-4 years	1524																									
5 – 10 years	5510																									
11-13 years	4209																									
14-17 years	4466																									
18-59 years	31218																									
60+ years	21029																									
Not given	640																									
Under 18	22%																									
18 – 59	46%																									
60 +	31%																									
Not given	1%																									

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	<p>people. The Older Person’s forum was approached, and the survey distributed by email to Age Cymru, Family information service, schools and other organisations. People of varying ages attended the drop-in sessions in Feb 2019.</p> <p>Changes to the mobile library service in particular would impact on the older population; early analysis of user survey results 2018 shows that 59% of users are aged 75+.</p> <p>A survey of junior library members (7 - 16 years) was carried out in Oct 2016. (This will be updated in autumn 2019.)</p> <p>94% of respondents aged 7-11 years find their library to be a safe and enjoyable place to visit, and 61% feel it makes a difference to their lives. An overall rating of 9.1 out of 10 was given for the library service with this age group.</p> <p>With 11-16 year olds, 88% find the library safe and enjoyable, 55% said it makes a difference to their lives, and an overall rating of 8.5 out of 10 was achieved.</p> <p>At this initial stage of development, there would appear to be no particular negative impact on residents of any age; however, this will need to be analysed more closely on a site by site basis e.g. in terms of opening hours and accessibility.</p> <p>Staff data by age (data from Nov 2018):</p> <p>21 - 30: 3.87%</p> <p>31 – 40: 12.65%</p> <p>41 – 50: 15.27%</p> <p>51 – 60: 45.91%</p> <p>61 – 65: 18.62%</p> <p>65+: 3.66%</p> <p>Any redundancies are likely to affect older staff more.</p>			
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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><i>Disability</i></p>	<p>Public consultation (libraries) 2019: 23% of respondents stated that they are living with a long term disability or condition, with 37% citing mobility issues, 30% hearing, 28% mental health conditions, 15% stamina and 13% had visual impairments.</p> <p>Library service surveys frequently receive responses around mobility issues, and the inability of such residents to travel to bigger towns to access libraries. In the adult public library user survey, Nov 2018, 30.5% of respondents stated that they have a long term disability or condition, with 29% of those citing mobility issues, 24% hearing, 20.5% mental health issues, 21% problems with stamina, breathing and fatigue. 9.5% cited each of vision, 11% dexterity, and 10% memory issues. 26.5% chose other disabilities.</p> <p>Early analysis of responses from mobile library users shows a particularly high level of disabled users – 56% living with a long term disability, with mobility most cited difficulty – changes to the mobile library service could therefore impact negatively.</p> <p>Venues for community hubs will need to be chosen carefully with consideration for disabled access. All libraries are currently accessible and could therefore provide a good venue.</p>	<p>Unknown</p>	<p>Mitigation will be needed for mobile library customers if they are no longer able to reach the mobile hub e.g. befrienders, other services who visit residents at home may deliver books and/or read aloud to customers</p> <p>Explore working with access groups, disability support groups, Carers groups and Disability Powys on choosing suitable locations for community hubs (unknown potential)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery for disabled people in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset costs.</p>	<p>Unknown</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Gender reassignment</i>	No specific impact has been identified for people with protected characteristics – the impact is considered to be the same as for the population as a whole. Libraries are seen as neutral, welcoming venues where everyone is welcome on an equal basis.	Unknown		Unknown
<i>Marriage or civil partnership</i>	No specific impact has been identified for people with protected characteristics – the impact is considered to be the same as for the population as a whole	Unknown		Unknown
<i>Race</i>	In the adult library user survey Nov 2015, 89% gave their ethnicity as white, 2% other, and 9% declined to answer. No specific impact has been identified, except where language skills create a barrier. Polish/English stock is provided in Welshpool library to meet specific demand. Efforts are made to borrow materials in other languages from other library authorities across the UK, when requested. Libraries are seen as neutral, welcoming venues where everyone is welcome on an equal basis.	Unknown	Explore provision of ESOL classes/resources with partners (Adult Learners' Wales), where need identified	Unknown
<i>Religion or belief</i>	No specific impact has been identified for people with protected characteristics – the impact is considered to be the same as for the population as a whole. Libraries are seen as neutral, welcoming venues where everyone is welcome on an equal basis.	Unknown		Unknown

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Sex	<p>The membership database shows that 25537 registered library members are male (37%), and 39057 are female (57%). Not all of the 68,596 members have given this information. (Nov 2018)</p> <p>The analysis of the public consultation exercise, Feb-April 2019, also reflects that more females use the library service than males; 69% female 23% male 1% other (gender neutral/fluid/binary)</p> <p>Majority use by females is confirmed again by the adult library user survey data from 2018: 68% responses female 32% male.</p> <p>Mobile library service data from the adult user survey 2018 shows that 76% of users are female.</p> <p>Library Staff data as at Nov 2018: Male: 8% Female: 92%</p> <p>Any library closures or redundancies through restructuring or remodelling would impact more on females in the community and in the workforce.</p>	Neutral	<p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset costs. (good)</p>	Unknown

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Sexual Orientation</i>	No specific impact has been identified for people with protected characteristics – the impact is considered to be the same as for the population as a whole. Libraries are seen as neutral, welcoming venues where everyone is welcome on an equal basis.	Unknown		Unknown
<i>Pregnancy and Maternity</i>	<p>No specific data, although anecdotal evidence in comments to surveys state that new parents enjoy coming to the library with their babies whilst on maternity leave. Parents who cannot drive also state that they find the local library or mobile library a lifeline.</p> <p>Proposals should not impact.</p>	Neutral	<p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset costs. (good)</p> <p>Community hubs should offer potential for more opportunities for families (social, learning, volunteering etc)</p>	Unknown

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Source of Outline Evidence to support judgements

Adult library user survey data, Nov 2018.
 Mobile library user survey data Oct 2018
 Results of public consultation, Feb – April 2019
 List of services provided by branch libraries
 “Connected and Ambitious Libraries” Welsh Public Library Standards framework 6 2017-2020
 Libraries – bridging the digital divide. Libraries Wales 2016
 Impact of public libraries on the lives of older people. Society of Chief Librarians (Wales) 2014
 Public Libraries: health, wellbeing and social benefits report. Society of Chief Librarians Wales, 2012
 Trent staff data
 Welsh Public Library Standards return 2017/18

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How does your proposal impact on the council’s other key guiding principles?

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<p>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</p>	<p>It is important that budgetary pressures do not override the opportunity to develop long term planning and ability to maintain/increase contribution to the wellbeing goals for the future. The development of community hubs is seen as a long term co-production style solution, sharing resources and costs widely.</p> <p>Opportunities to link with other PCC reviews and strategies in the longer term, with opportunities to improve services and outcomes for residents, must be explored</p> <p>Investigations of externalisation and alternative income streams are aimed at enhancing long term sustainability and reducing costs.</p>	<p>Neutral</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this.</p>	<p>Unknown</p>

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>The library service has a long history of working with partners to be able to deliver more, both within PCC and in the 3rd sector. This will be further developed in these proposals.</p>	<p>Neutral</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset costs. Strong interest from range of 3rd sector and health partners, particularly in mobile wellbeing hubs. The proposals should enhance collaborative work.</p>	<p>Good</p>
<p>Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>The library service has undertaken extensive public engagement Feb – April 2019 (feedback report embedded in section 3 above).</p> <p>The Principal librarian also sits on some of the Regional Partnership Boards (Age Well, Disability) and is involved in the Social Value Forum, both of which include citizen representatives.</p> <p>The service works closely with corporate communications and engagement staff.</p> <p>Further involvement will be needed on a local level to agree and progress plans, and will be planned with the Corporate communications and engagement officers.</p>	<p>Neutral</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs. Strong interest from range of 3rd sector and health partners, particularly in mobile wellbeing hubs.</p>	<p>Unknown</p>

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Prevention: Understanding the root causes of issues to prevent them from occurring.	The public consistently highlight that public libraries already offer preventative medicine and save the authority and the health service money in that way. It is important that this contribution is recognised by the authority in the decision making process. These proposals should not impact on this work.	Neutral	Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this. Strong interest from range of 3 rd sector and health partners, particularly in mobile wellbeing hubs. Future work on community wellbeing hubs and the North Powys Rural Regional Centre should enhance preventative work; also development of delivery of Information Advice and assistance through libraries/community hubs. Opportunities to enhance preventative activities are legion, and outcomes have the potential to be very good.	Very Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Branch and mobile libraries impact positively for residents under the wellbeing objectives and Vision 2025 priorities. The proposals should enhance an integrated approach.	Neutral	Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs of provision. Strong interest from range of 3 rd sector and health partners, particularly in mobile wellbeing hubs.	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Branch and mobile libraries impact very positively on this principle, through provision of free access at the point of delivery to information, knowledge and resources; also support for job seekers. These proposals should not impact on this aim.	Neutral	Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs. Strong interest from range of 3 rd sector and health partners, particularly in mobile wellbeing hubs.	Unknown

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Carers are able to use a specific “carers’ card” which recognises some of their barriers/issues in being to access library services. In consultations, carers have commented that local provision is critical for them, as they cannot leave the people that they look after for very long. Book Prescription schemes provide information about various conditions/health issues for individuals, families and carers. These proposals should not impact on these benefits	Neutral	Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this. Strong interest from range of 3 rd sector and health partners, particularly in mobile wellbeing hubs. Credu Carers will be included in discussions. Provision of Information Advice and Assistance in community hubs will enhance support for carers.	Unknown
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can’t protect themselves.	All libraries support the vulnerable and those on the fringes of communities, and community hubs will continue to do so. Safeguarding policies are in place for children and vulnerable adults, for reporting concerns – branch and mobile library staff know their local customers well, and frequently pick up on issues.	Neutral	Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this. Strong interest from range of 3 rd sector, social care and health partners, particularly in mobile wellbeing hubs. Safe Places scheme to be explored.	Unknown

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Impact on Powys County Council Workforce

Staff data by age (data from Nov 2018):
 21 - 30: 3.87%
 31 – 40: 12.65%
 41 – 50: 15.27%
 51 – 60: 45.91%
 61 – 65: 18.62%
 65+: 3.66%

Any redundancies would be likely to affect older staff more.
 The majority of staff are female and work part time:
 Full time: 12%
 Part time: 88%

Staff gender (Nov 2018):
 Male: 8%
 Female: 92%

Any redundancies could impact on Welsh speaking staff, and opportunities for the public to speak to staff in their language. (Welsh speaking levels of staff as at 12 Nov 2018, not all staff have given this information):
 Level 0 – 19 staff
 Level 1 – 25
 Level 2 – 14
 Level 3 – 7
 Level 4 – 5
 Level 5 – 7

Also cleaning service staff will be impacted.

Unknown

Explore interest in voluntary redundancy and flexible retirement opportunities
 Redeployment opportunities non-existent within library service, and very limited within PCC
 Distances also prohibitive to redeployment opportunities

Further investigation of externalisation / trust models is needed and will impact on staff – insufficient detail known at this point to accurately predict impacts.
 Powys Dance and Leisure centre staff have both successfully transferred to external organisations, so good knowledge and experience is available to support further investigation.

Unknown

Source of Outline Evidence to support judgements

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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Adult library user survey data, Nov 2018
 Mobile library user survey data Oct 2018
 Results of public consultation, Feb-April 2019
 List of services provided by branch libraries
 "Connected and Ambitious Libraries" Welsh Public Library Standards framework 6 2017-2020
 Libraries – bridging the digital divide. Libraries Wales 2016
 Impact of public libraries on the lives of older people. Society of Chief Librarians (Wales) 2014
 Public Libraries: health, wellbeing and social benefits report. Society of Chief Librarians Wales, 2012
 Trent staff data
 Welsh Public Library Standards return 2017/18

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
Partnership working and Community/wellbeing hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation		

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Partnership work, Community/wellbeing hub strategy and investigation of external/charitable models provides means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this.

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Public opposition to change, leading to legal challenge of decisions and judicial review process, loss of PCC reputation, and inability to achieve savings as required under MTFs whilst legal challenge is undertaken (likely to be a lengthy process)	High	Commitment to partnership working needed. Significant opportunities for larger PCC financial savings together with improved customer service and wellbeing outcomes, through joint working in a community hub setting e.g. on Social care hubs, small business hubs, customer services review, office accommodation and agile working initiatives	High
Lack of real commitment to partnership working, within PCC, Health Board and 3 rd sector/community partners may lead to failure and local closures	High	Commitment needed	Medium
Investigation of charitable options may reveal limited saving, and/or establishment of an external charitable model may fail, leading to closures	High	Thorough research and business planning needed	Medium
Impact on statutory service delivery to the customer/community, under the Welsh Public Library Standards framework – potential for WG intervention and loss of library authority status	High	secure commitment from internal and external partners to develop collaborative working	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>This is a transformational strategy which truly reflects the views of the public, as gathered through very robust public consultation Feb-April 2019. As such, it has a high level of support from existing partners and communities. It reflects the aspirations of Vision 2025 and the Health and Care strategy. However, it also carries a real risk of failure, as it has high interdependency on partners from all sectors to genuinely collaborate, and relies on being able to effect real change.</p> <p>(Library service transformation – Development of community hubs model; service redesign and restructure to develop good quality information, literacy and digital support across county; investigation and implementation of charitable trust / social enterprise model for delivery of library/cultural services.)</p>	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring will take place on a locality by locality basis.
Please state when this Impact Assessment will be reviewed.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kay Thomas		08/08/2019
Head of Service:	Nina Davies		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr Rachel Powell		

14. Governance

Decision to be made by	Choose an item.	Date required

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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Powys Museum Service	Head of Service	Nina Davies	Director	Nigel Brinn	Portfolio Holder	CLr Rachel Powell
Proposal	Seasonal opening for Radnorshire Museum						
Outline Summary / Description of Proposal							
<p>Powys Museum Service The Council currently has 4 museums in Powys:</p> <ul style="list-style-type: none"> • Brecknock Museum and Art Gallery (Shire museum) – currently under development as Y Gaer – a co-location project with Brecon Library, completed in 2019. • Llanidloes Museum (local/town museum) – co-location project with Llanidloes Library completed in 2016 • Powysland Museum and Cottages, Welshpool (Shire museum) • Radnorshire Museum, Llandrindod (Shire museum) <p>The Judge's Lodging (visitor attraction) in Presteigne was owned by the Council but operated by the Judge's Lodging Trust. A freehold CAT was agreed by Cabinet in November 2016 and has been concluded.</p> <p>The Museum Service also manages the Old Market Hall building in Llanidloes. This is leased by PCC from Llanidloes Town Council, but the facility run by the Old Market Hall Committee.</p> <p>Proposals Move the seasonal opening hours for Radnorshire Museum.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V01	Catherine Richards	Principal Lead Museums, Archives & Information Management Services (Economy & Environment)	January 2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£15,602	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation

Public consultation required	
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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Corporate Property
HR
Legal Services

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Tudalen The Economy We will develop a vibrant economy	<p>Maintaining the Shire museums across the county will have a positive impact on this priority.</p> <p>Powys Museums make a valued contribution to the economy in Powys, both as local businesses and tourist attractions. To further help with financial sustainability Powys Museums must consider how they can further increase the income they already generate.</p> <p>Museums and libraries draw people into town centres, and attract tourists, both of which benefit the local shops and businesses. Maintaining both services in Welshpool ensures the continuation of such benefits.</p> <p>Co-location should improve these outcomes through broadening the offer in one location.</p>	Good	Potential to further develop visitor attractions and associated spend	Unknown
Health and Care We will lead the way in effective, integrated rural health and care	<p>Visits to Museums for recreational purposes improve the health and wellbeing of residents, boosting mental health, along with social interaction.</p> <p>Volunteering contributes to community wellbeing and improves the Museum Service in addition to enabling personal development and involvement with heritage.</p> <p>Access to arts and cultural services overall enhances wellbeing.</p>	Neutral	Continue to investigate any ways to improve health and wellbeing outcomes for residents through partnerships and joint working with others.	Unknown

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>Learning and skills We will strengthen learning and skills</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Open 494</p>	<p>Museums have proved to be ‘safe’ places in which people can learn and develop. This learning experience can come about either as a visitor or a volunteer giving people the opportunity to learn more about their local history and heritage.</p> <p>For volunteers the payback can be significant in terms of skills and employability. Volunteering helps people with their sense of being part of a workplace; helps them learn or improve their IT or other work-related skills; and improves their confidence to look for work.</p> <p>Museums have always been a vital resource of educational attainment, providing source material for a range of qualifications from GCSEs to PhDs. Museum collections have been widely used to bring a wide range of school subjects to life such as history, geography and provide the stimulus for projects as such as art and drama productions.</p>	Neutral	<p>Volunteer opportunities can offer the chance to develop new skills.</p> <p>Opportunities to develop local partnership working to promote learning opportunities</p>	Unknown
<p>Residents and Communities We will support our residents and communities</p>	<p>Powys Museums hold, care for and continue to develop collections for the county, which represent our rich and diverse culture. These in turn enrich the lives of people in our communities and help them live fulfilled lives.</p> <p>Volunteer opportunities should support a feeling of belonging to the local community.</p>	Unknown	Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.	Unknown
<p>Source of Outline Evidence to support judgements</p>				
<p>Powys Museum’s visitor surveys Powys Museum’s Accreditation documentation submitted to Welsh Government Expert Review of Local Museum Provision in Wales 2015 A museum Strategy for Wales 2010-2015 Spotlite on Museums 2016</p>				

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Powys Museums make a valued contribution to the economy in Powys, both as local businesses and tourist attractions.</p> <p>Museums provide an efficient use of resources through the same materials and facilities being shared and used over and over by a multitude of users. Work experience and volunteer opportunities in both develop skills for employability.</p>	<p>Neutral</p>	<p>Continue to investigate any ways to improve opportunities for residents</p>	<p>Unknown</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>N/A</p>	<p>Neutral</p>		<p>Choose an item.</p>
<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Visits to cultural/heritage services such as libraries and museums improves the overall health and wellbeing of residents, and reading boosts mental health, along with social interaction.</p> <p>Volunteer opportunities also boost health related outcomes.</p>	<p>Neutral</p>		<p>Neutral</p>

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Powys Museums contribute much to their local communities. Maintaining the Shire museums across the county will have a positive impact on this priority. Volunteer opportunities also help to build community cohesion and a sense of belonging and contributing.	Neutral	Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.	Neutral
A Globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	Powys Museums promote the cultural life of our county, they encourage active participation in culture, protect our heritage, help expand our international profile and contribute to our tourism industry.	Neutral		Neutral
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	Providing access to Museums for everyone must include developing services that reflect the importance of the Welsh language. Our language is an important part of our heritage, and many tourists who come to Powys are drawn by our heritage and culture.	Neutral		Neutral
Opportunities to promote the Welsh language	As above	Neutral		Neutral

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	There are no Welsh language speaking staff within the Museum Service at this current time.	Neutral	Continue to investigate all possible partnerships to improve Welsh language opportunities for staff and residents. It may prove possible to enhance this through community partnerships and use of volunteers. Seek to recruit Welsh speaking members of staff and volunteers wherever possible	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Powys Museums enable people to explore collections for inspiration, learning and enjoyment	Neutral	Continue to investigate any ways to improve this participation for residents through partnerships and joint working with others	Unknown
ASpire equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
Age 497	Powys Museums welcome increased use of the service by existing and new audiences regardless of their background or circumstances. It is important that the demographic of our communities is understood and this is used to inform forward planning. Understanding and dismantling barriers, real or perceived, that deter those who do not currently use our collections, or do not participate in our activities is crucial if Powys Museums are to be fully inclusive.	Neutral	Continue to investigate all possible partnerships and ways to improve outcomes for residents.	Unknown
<i>Disability</i>	As above	Neutral	As above	Unknown
<i>Gender reassignment</i>	As above	Neutral	As above	Unknown
<i>Marriage or civil partnership</i>	As above	Neutral	As above	Unknown
<i>Race</i>	As above	Neutral	As above	Unknown
<i>Religion or belief</i>	As above	Neutral	As above	Unknown
<i>Sex</i>	As above	Neutral	As above	Unknown
<i>Sexual Orientation</i>	As above	Neutral	As above	Unknown
<i>Pregnancy and Maternity</i>	As above	Neutral	As above	Unknown

Source of Outline Evidence to support judgements

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Powys Museum’s visitor surveys Powys Museum’s Accreditation documentation submitted to Welsh Government Expert Review of Local Museum Provision in Wales 2015 A museum Strategy for Wales 2010-2015 Spotlight on Museums 2016				

7. How does your proposal impact on the council’s other key guiding principles?

Principle Tudalen 98	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The proposals generally have a negligible impact on both the Council’s strategic vision and Welsh Government’s well-being goals. It is therefore anticipated that there will be a negligible impact on the Council’s other key guiding principles also.	Neutral		Neutral
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	As above	Neutral		Neutral
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	As above	Neutral		Neutral
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	As above	Neutral		Neutral
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	As above	Neutral		Neutral

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	As above	Neutral		Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	As above	Neutral		Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	As above	Neutral		Neutral
Impact on Powys County Council Workforce	Change to working hours and patterns for staff	Poor	PCC policies to be followed and appropriate support offered.	Unknown
Source of Outline Evidence to support judgements				
Text staff data				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Medium	Medium
Mitigation		

Appropriate consultation and engagement with staff and communities.

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Negative reaction from local community	Medium	Positive communication strategy needed. Staff will need to be proactively consulted and engaged	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Move to seasonal opening hours for Radnorshire Museum	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

Please state when this Impact Assessment will be reviewed.
2021

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Catherine Richards		January 2020
Head of Service:	Nina Davies		January 2020
Director:	Nigel Brinn		January 2020
Portfolio Holder:	Clr Rachel Powell		January 2020

14. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

Tudalen 501

Cyngor Sir Powys County Council

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation. **Please read the accompanying guidance before completing the form.** **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Housing & Community development / Libraries and Museums	Head of Service	Nina Davies	Strategic Director	Nigel Brinn	Portfolio Holder	CLlr Rachel Powell CLlr Phyl Davies
Proposal	Reduction in revenue support for y Gaer						
Outline Summary / Description of Proposal							
Reduction of y Gaer operating budget. Longer term MTFS aspiration is either shared use or charitable trust status. Invite partners to share space within the building in order to contribute to future revenue costs (as estimated). Expressions of Interest (EOI's) have been invited.							

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£50,000		£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Immediately	Yes

3. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Lucy Bevan	Arts & Culture Commissioning Officer	12/02/19
V3	Lucy Bevan	Arts & Culture Commissioning Officer	05/11/19 Reviewed KT 7/11/19
V4	Lucy Bevan	Arts & Culture Commissioning Officer	08/01/20
V2	Kay Thomas Catherine Richards	Principal Librarian Principal Lead Museums, Archives and Information Management	tbc

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Corporate Property			
Service Area informed:	Corporate Property	Contact Officer liaised with:	Neil Clutton
Mitigation			

Tudalen 503

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Impact Assessment (IA)

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5. How does your proposal impact on the council's strategic vision?

Tudalen 504

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>The Economy We will develop a vibrant economy</p>	<p>Libraries and museums draw people into town centres and attract tourists too, both of which benefit the local shops and businesses. In addition, libraries support job seekers and self-employed/small businesses through the IT and information provision, which offers supported access to jobseekers online and government gateways. Maintaining both services in Brecon ensures the continuation of such benefits.</p> <p>y Gaer, aims to improve these outcomes by adding to the cultural offer of the town and region. However if opening hours are restricted, the success of y Gaer as a viable facility and its impact in drawing visitors to the town and area will be limited.</p>	<p>Unknown</p>	<p>Potential to further explore commercially beneficial building uses.</p> <p>Potential to further develop cultural visitor attractions in Brecon and to maximise associated spend e.g. shop, hires, building usage</p> <p>Consider use of outside Captain's Walk Garden's space for range of cultural activities in summer period</p>	<p>Unknown</p>

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Tudalen 505

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>Health and Care We will lead the way in effective, integrated rural health and care</p>	<p>Health promotion and access to health information is one of the universal offers provided by libraries across the UK.</p> <p>Visits to the branch library and museum improve the health and wellbeing of residents and reading boosts mental health, along with social interaction. Book prescription schemes and access to health information is already provided, and volunteer opportunities enhance the offer.</p> <p>Volunteering contributes to community wellbeing and helps improve service delivery of the museum service, in addition to enabling personal development and involvement with heritage. A heavier reliance on volunteer support for y Gaer could increase volunteering opportunities.</p> <p>Access to arts and cultural services overall enhances wellbeing.</p> <p>Maintaining both services in Brecon ensures the continuation of such benefits.</p>	<p>Unknown</p>	<p>A heavier reliance on volunteers would need to be supported, placing more strain on staff.</p> <p>Continue to investigate any ways to improve health and wellbeing outcomes for residents through partnerships and joint working with others.</p> <p>Opportunities to develop local partnership working to promote health and care outcomes e.g. volunteers taking books to housebound people, reading aloud in the home or in the library etc.</p>	<p>Unknown</p>

Tudalen 506

<p>Learning and skills We will strengthen learning and skills</p>	<p>Libraries support learners of all ages and abilities through provision of quality resources and help with accessing and using those resources, including independent study space and providing a location for 1-1 tuition and courses.</p> <p>Across Powys, 68% of respondents in the adult library user survey 2018 said that the library has helped them to learn something new, and 33% said it helps them with education.</p> <p>The Brecknock Museum is delivering an HLF funded Activity Plan – educational outreach work with schools and communities</p> <p>For volunteers the payback can be significant in terms of skills and employability. Volunteering helps people with their sense of being part of a workplace; helps them learn or improve their IT or other work-related skills; and improves their confidence to look for work.</p> <p>Museums have always been a vital resource of educational attainment, providing source material for a range of qualifications from GCSEs to PhDs. Museum collections have been widely used to bring a wide range of school subjects to life such as history, geography and provide the stimulus for projects as such as art and drama productions.</p> <p>This proposal may affect this outcome by restricting access due to limited opening hours / availability of staff support.</p>	<p>Unknown</p>	<p>Volunteer opportunities continue to be developed and supported throughout y Gaer.</p> <p>Opportunities to develop local partnership working to promote learning opportunities.</p>	<p>Unknown</p>
<p>Residents and Communities We will support our residents and communities</p>	<p>Museum and library services support residents to live fulfilled lives and to feel part of their community. Brecknock Museum holds, cares for and continues to develop collections for the county which represents our rich and diverse culture.</p>	<p>Unknown</p>	<p>Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.</p>	<p>Unknown</p>

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Tudalen 507

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
	<p>Across Powys, 80% of respondents in the adult library user survey 2018 said that their local library makes them feel part of their community, 97% find their library an enjoyable, safe and friendly environment, 83% said it makes them feel better, and 88% said that their library makes a difference to their lives.</p> <p>In Brecon, 71% of library users said that the library makes them feel part of the community, 97% find the library an enjoyable, safe and friendly environment, 77% said that the library makes them feel better, and 95% said that the library makes a difference to their lives.</p> <p>57% of the respondents to the adult library user survey Nov 2018 reported that the library had helped them with information about health matters, and 83% said that going to the library makes them feel better.</p> <p>Volunteer opportunities should support a feeling of belonging to the local community.</p>		<p>Staff will need to be proactively consulted and engaged in deciding how to most effectively operate the building with limited resources.</p>	

Source of Outline Evidence to support judgements

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6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Libraries and museums already provide an efficient use of resources through the same materials and facilities being shared and used over and over by a multitude of users. Work experience and volunteer opportunities in both, develop skills for employability. Potentially limited access will reduce effectiveness in meeting this goal.</p>	<p>Unknown</p>	<p>Continue to investigate any ways to improve opportunities for residents. Continue to improve online access to resources, including development of y Gaer website.</p>	<p>Unknown</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>N/A</p>	<p>Choose an item.</p>		<p>Choose an item.</p>

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Tudalen 509

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Health promotion and access to health information is one of the universal offers provided by libraries across the UK.</p> <p>Visits to cultural/heritage services such as libraries and museums improves the overall health and wellbeing of residents, and reading boosts mental health, along with social interaction. Book prescription schemes and access to health information is already provided, and will continue to be provided in the future.</p> <p>In Brecon, 71% of library users said that the library makes them feel part of the community, 97% find the library an enjoyable, safe and friendly environment, 77% said that the library makes them feel better, and 95% said that the library makes a difference to their lives.</p> <p>57% of the respondents to the adult library user survey Nov 2018 reported that the library had helped them with information about health matters, and 83% said that going to the library makes them feel better.</p> <p>Volunteer opportunities also boost health related outcomes.</p> <p>Limited access to the services y Gaer offers could reduce these beneficial outcomes for residents.</p>	<p>Unknown</p>	<p>Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.</p>	<p>Unknown</p>

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Tudalen 510

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>In Brecon, 71% of library users said that the library makes them feel part of the community, 97% find the library an enjoyable, safe and friendly environment, 77% said that the library makes them feel better, and 95% said that the library makes a difference to their lives. 74% had found helpful information about their community.</p> <p>57% of the respondents to the adult library user survey Nov 2018 reported that the library had helped them with information about health matters, and 83% said that going to the library makes them feel better.</p> <p>Brecknock Museum promotes the cultural life of our county, it encourages active participation in culture, protects our heritage, helps expand our international profile and contributes to our tourism industry.</p> <p>Volunteer opportunities also help to build community cohesion and a sense of belonging and contributing.</p>	<p>Neutral</p>	<p>Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.</p> <p>Staff will need to be proactively consulted and engaged in the project.</p> <p>Engage with experts to design the most comprehensive and efficient layout, to maximise diverse service delivery potential.</p>	<p>Unknown</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Library and museum services support the UN Rights of the Child. Access to wide range of information and democratic process. Access to cultural wellbeing. No significant change to outcomes.</p>	<p>Neutral</p>		<p>Unknown</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	Access to Welsh language resources may be limited by reduced opening hours.	Neutral	Online resources made available where possible.	Unknown
<i>Opportunities to promote the Welsh language</i>	Currently provided through range of stock and resources, including bilingual displays and exhibitions and Welsh speaking staff – it is important to sustain this and develop staff/volunteer skills, as well as to maintain links with partners who help libraries with this e.g. Welsh for Adults, Mudiad, Adult Learners Wales, Mentrau Iaith. Access may be negatively affected by reductions in opening hours.	Neutral	Staff restructure must ensure Welsh speaking staff provision. Continue to investigate all possible partnerships to improve Welsh language opportunities for staff and residents. It may prove possible to enhance this through community partnerships and use of volunteers as well as hosting Welsh language themed events.	Unknown
<i>Welsh Language impact on staff</i>	Data collection required. Staff may be affected by changes to opening hours.	Unknown	Consider needs as part of the Management of Change process. Continue to investigate all possible partnerships to improve Welsh language opportunities for staff and residents. It may prove possible to enhance this through community partnerships and use of volunteers. Seek to recruit Welsh speaking members of staff and volunteers wherever possible	Unknown

Tudalen 511

Tudalen 512

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Improvement to this outcome through co-location of 2 cultural services offering arts and recreational opportunities.</p> <p>HLF funded education activity programme to 2021 enhances access to arts & cultural participatory activities & events.</p> <p>The Sir John Lloyd Gallery and the Temporary Exhibition space at y Gaer present a programme of exhibitions, events & activities. Access to these may be limited due to minimum opening hours.</p> <p>Branch libraries and museums currently offer a wide range of opportunities for cultural, educational and recreational activities, and it is important that these opportunities are maintained through a regular programme at the new facility. The range of activities and events offered, which meet a wide variety of strategic outcomes such as digital inclusion, literacy, health and wellbeing and support for the Welsh language, has been impressive in the context of reduced budgets, and has been supported by partner organisations and volunteers.</p>	<p>Neutral</p>	<p>Continue to investigate any ways to improve this participation for residents through partnerships and joint working with others.</p> <p>Consider use of outdoor space to broaden activities available.</p> <p>Investigate further partnership working with local schools and leisure facilities, to broaden offer and to provide a larger venue if needed</p>	<p>Unknown</p>
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>				

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalen 513</p> <p><i>Age</i></p>	<p>The age breakdown of 68,596 registered library members shows the following:</p> <p>0-4 years 1524 5 – 10 years 5510 11-13 years 4209 14-17 years 4466 18-59 years 31218 60+ years 21029</p> <p>Not all registered members have given this information. This equates to 23% under 18, 46% aged 18-59 years, and 31% over 60 years old.</p> <p>Brecon library has 9878 registered readers, with the following age profile:</p> <table border="1"> <thead> <tr> <th>Age Category</th> <th>Number of Users</th> </tr> </thead> <tbody> <tr> <td>0-4</td> <td>232</td> </tr> <tr> <td>5-10</td> <td>809</td> </tr> <tr> <td>11-13</td> <td>543</td> </tr> <tr> <td>14-17</td> <td>584</td> </tr> <tr> <td>18-59</td> <td>4835</td> </tr> <tr> <td>60-PLUS</td> <td>2829</td> </tr> <tr> <td>NOT SUPPLIED</td> <td>46</td> </tr> <tr> <td>Total Users</td> <td>9878</td> </tr> </tbody> </table> <p>22% under 18, 49% aged 18-59 years, 29% aged 60+. Brecon library therefore has more working age members than is the average across Powys. Longer opening hours on the weekend has the potential to suit this group better.</p> <p>Data development / analysis required.</p>	Age Category	Number of Users	0-4	232	5-10	809	11-13	543	14-17	584	18-59	4835	60-PLUS	2829	NOT SUPPLIED	46	Total Users	9878	<p>Neutral</p>	<p>Continue to investigate all possible partnerships and ways to improve outcomes for residents of all ages. Investigate bus routes and parking facilities</p>	<p>Unknown</p>
Age Category	Number of Users																					
0-4	232																					
5-10	809																					
11-13	543																					
14-17	584																					
18-59	4835																					
60-PLUS	2829																					
NOT SUPPLIED	46																					
Total Users	9878																					
<p>Disability</p>	<p>Data development required.</p> <p>Across Powys, 31% of respondents to the adult library user survey stated that they live with a long term</p>	<p>Unknown</p>	<p>Continue to work with Brecon Access Group</p>	<p>Unknown</p>																		

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 514

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
	<p>condition; for Brecon library, this was 36%, showing that Brecon library has a higher than average number of customers with disabilities. Mental health conditions were cited most frequently (31%), dexterity (23%), hearing, mobility and memory issues (15% each). Brecon library has a higher % of respondents living with mental health conditions than the average across Powys library service (20%). y Gaer will offer a range of resources, activities and social interaction opportunities which boost mental health. Restricted opening hours could reduce access to these benefits.</p> <p>The Brecon Access group has been represented on the Stakeholders group for y Gaer, to highlight issues.</p> <p>Disabled toilets and the changing places facility in particular will offer disabled visitors enhanced provision over those currently available. This could be negated by reduced opening hours/service provision.</p>			
Gender reassignment	<p>There is no specific impact on this characteristic. Data is gathered using PCC Equality Monitoring form, however many respondents refuse to answer this question</p>	Neutral	<p>Continue to investigate all possible partnerships to improve opportunities for residents.</p>	Unknown
Marriage or civil partnership	<p>There is no specific impact on this characteristic. Data is gathered using PCC Equality Monitoring form, however many respondents refuse to answer this question.</p>	Neutral	<p>Continue to investigate all possible partnerships to improve opportunities for residents.</p>	Unknown
Race	<p>Data development required.</p>	Neutral		Choose an item.

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Religion or belief</i>	There is no specific impact on this characteristic. Data is gathered using PCC Equality Monitoring form, however many respondents refuse to answer this question.	Neutral		Choose an item.
<i>Sex</i>	Data development required. Across Powys libraries, 37% of members are male and 57% female, with 6% not giving data. y Gaer library members show slightly higher male usage, with 39% males, 57% female and 4% not responding. Reduced opening hours/service provision would affect both genders.	Neutral		Unknown
<i>Sexual Orientation</i>	There is no specific impact on this characteristic. Data is gathered using PCC Equality Monitoring form, however many respondents refuse to answer this question.	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	Data development required.	Neutral		Choose an item.

Tudalen 515

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

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Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This proposal puts at risk the delivery of continuing a viable service due to insufficient funds being available to meet running costs.	Poor	Explore other options and partners in order to secure a sustainable future model.	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The proposal will seek to establish a solution through collaboration with potential partner/s.	Unknown	All forms of potential collaboration will be explored with a view to sharing the burden of running costs & making possible the extension of opening hours.	Unknown
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	The y Gaer project has been widely consulted on via public consultation throughout its development from inception. However expectations around opening hours, access to community facilities etc. may not be met and will need to be managed.	Unknown	Further collaboration with community and stakeholders needed to address and attempt to overcome concerns about lack of availability of community space, reductions in facilities and access to them.	Unknown
Prevention: Understanding the root causes of issues to prevent them from occurring.	Ongoing concerns raised by Stakeholder Group and funding partners will be considered and addressed where possible.	Neutral	It will be necessary to continue to engage with staff, partners, funders, stakeholders and the public going forward, to overcome these concerns. It will also be necessary to ensure that adequate public information about the scheme is provided through press coverage and social media.	Unknown
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The new facility will continue to provide beneficial outcomes which meet wellbeing objectives.	Neutral		Unknown
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Libraries and museums contribute significantly through being free at the point of delivery, and the new facility will continue to do so, though access re: opening hours may be necessarily limited.	Neutral		Choose an item.

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Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 517

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	n/a	Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The new facility will continue to provide a safe and welcoming environment, and follow service and corporate policies around safeguarding. Potential volunteers will be DBS checked as standard practice.	Neutral		Choose an item.
Impact on Powys County Council Workforce	There may be redundancies through this proposal, as the current staffing structure may be unaffordable. The PCC Management of Change and other relevant policies and procedures will be followed. The staff are predominantly female. Data development required.	Poor	Use redeployment and other training opportunities for staff at risk of redundancy, working with HR and Unions as appropriate.	Unknown
Source of Outline Evidence to support judgements				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Every effort will be made to minimise impacts on service users through maximising use & availability of space where possible, provision of disabled parking, etc. The same services will aim to continue to be provided although reductions in opening hours may challenge this. A reliance on alternative means of non-wholly building based service delivery e.g. outreach, use of outdoor space, supported use of online services will continue.		

Tudalen 518

Draft

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Inability of service delivering y Gaer to meet costs of revenue expenditure with insufficient budget available.	Medium	Rigorous & realistic financial planning combined with operational model planning essential.	Medium
Reduction in library space reducing space available for range of community uses / not meeting public expectations.	High	Communications; stakeholder engagement; cooperative & shared uses of flexible space being explored.	Medium
Process of seeking partners to share space	Medium	Appropriate engagement and scrutiny of any new proposal	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Financial Services												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The reduction of revenue funding available to support the future running costs of y Gaer will require a full review of what services can be offered and how, alongside a robust exploration of a range of income generation and cost deflation opportunities.	

13. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

Financial reporting

Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lucy Bevan	<i>Lucy Bevan</i>	08 Jan 2020
Head of Service:	Nina Davies		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr Rachel Powell		

16. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Economic Development & Regeneration	Senior Manager	Jenni Thomas / Gareth Jones	Head of Service	Nina Davies	Portfolio Holder	Clr James Evans
Proposal	Integrated Business Plan						
Outline Summary / Description of Proposal							
Achievement of a growth deal for the Mid Wales Region, in partnership with Ceredigion CC, Central and Welsh Government and Private Sector Business.							
In partnership with Ceredigion County Council we are submitting an OLT proposal for ESF Priority 5 funding to the Welsh Government. This funding would enable both Councils to cover resource costs for the programme office. If the bid were to be unsuccessful, a restructure of the Service would be required in order to meet the reduced costs required.							

Tudalen 521

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V01	Lisa Griffiths	Senior Manager Economic Development & Regeneration	07 August 2019
V02	Nina Davies	Head of Housing & Community Development	13 th January 2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£325,723	£25,000	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Dependant on outcome of grant funding.

4. Impact on Other Service Areas




**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Colleagues in Corporate Property and Housing. The team supports services from across PCC in terms of advice and support.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	If the ESF5 grant funding bid is application is successful this would support the region's ambitions in developing a vibrant economy. If not, there would be significant redundancies from the team, which would have a significant negative impact on this priority.	Unknown	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
Health and Care We will lead the way in effective, integrated rural health and care	The work carried out by the ED&R team supports the Authorities Health and Care programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Unknown	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
Learning and skills We will strengthen learning and skills	The work carried out by the ED&R team supports the Authorities Learning and Skills programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team	Unknown	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
Residents and Communities We will support our residents and communities	The work carried out by the ED&R team supports the Authorities Residents and Communities programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team	Unknown	A successful application for ESF 5 funding would mitigate potential negative impacts	Good

Source of Outline Evidence to support judgements

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Master Copy Strategic Economic Framework for Action </div> <div style="text-align: center;">  Growing Mid Wales Programme Brief </div> <div style="text-align: center;">  Economyv0.3.docx </div> </div>				

Tudalen 523

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Providing effective support and suitable premises will enable existing businesses to grow, generating wealth and jobs. Supporting vocational training and apprenticeships will provide opportunities for people to develop their skills and meet local business needs.</p> <p>Promoting Powys as a tourism destination will support existing businesses, generate new business opportunities and create jobs.</p> <p>Supporting the delivery of improved digital connectivity and helping businesses to take advantage of the technology will generate greater economic opportunities.</p> <p>Transport is a Key Driver for the economy, especially in Mid-Wales which is a rural county with many SMEs across the county. Transport relies on good infrastructure and a high standard of frequent transport services. Currently the Regional Transport Plan, Marches & Mid Wales Freight strategy and National Transport Plan set out the aspirations for a range of interventions and schemes for all modes of Transport.</p>	<p>Good</p>		<p>Good</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Our economic activities will respect our environment and help manage and conserve our landscapes. Our new 'Home Grown Homes' project will use locally grown timber building products reducing the environmental impact of our house building. Increased forestry will also help alleviate flooding by absorbing water and CO2 reducing the causes of climate change.</p>	<p>Good</p>		<p>Good</p>

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Using our influence to develop a healthy and enterprising economy with good quality job opportunities and good quality housing will be major contributors to improving social and mental well-being.</p>	<p>Good</p>		<p>Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Supporting local events and festivals will help to strengthen communities and bring cultures together.</p>	<p>Good</p>		<p>Good</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>Better access to improved digital connectivity will provide global market opportunities for Powys businesses.</p>	<p>Good</p>		<p>Good</p>

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	A vibrant economy has the potential to enable greater opportunities for all, all PCC policies to be adhered to in terms of the Welsh language.	Good		Neutral
<i>Opportunities to promote the Welsh language</i>	All opportunities to be taken to promote the Welsh language.	Neutral		Neutral
<i>Welsh Language impact on staff</i>	None known	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	A vibrant economy has the potential to enable greater opportunities for all and that would include sport, art and recreation.	Good		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
Age 526	The Mid Wales Growth Deal has the potential to drive forward a more vibrant and diverse local economy, which would benefit all. As no programmes or projects are as yet identified, it is not possible at this stage to predict what impact they may or may not have on any protected characteristics. However, if the ESF funding was not forthcoming, a reduction in the core team would have a negative impact on service delivery.	Unknown		Neutral
<i>Disability</i>	As above	Unknown		Neutral
<i>Gender reassignment</i>	As above	Unknown		Neutral
<i>Marriage or civil partnership</i>	As above	Unknown		Neutral
<i>Race</i>	As above	Unknown		Neutral
<i>Religion or belief</i>	As above	Unknown		Neutral
<i>Sex</i>	As above	Unknown		Neutral
<i>Sexual Orientation</i>	As above	Unknown		Neutral
<i>Pregnancy and Maternity</i>	As above	Unknown		Neutral
Source of Outline Evidence to support judgements				
Economy Programme Brief. Growing Mid Wales Framework for Action				

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The potential Growth Deal is all about planning for the long term future of the region. The impact will be negative without the necessary budget and resource in the ED&R team.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The ED&R team collaborate with partners internal and external to PCC. Any reduction in the team would have a negative impact.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	The team communicate and engage with stakeholders across the county, especially local businesses. If the team was to be reduced this involvement would reduce.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	The team communicate and engage with stakeholders across the county. If the team was to be reduced, this involvement would reduce and therefore knowledge and understanding in terms of prevention would be limited.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme and integrated approach to working with other public and private bodies in order to achieve goals and objectives. A reduction in the team would have a negative impact on this principle.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The team currently run and support projects to help people back into work. The priority of the team is to drive economic development and regeneration in Powys, which in turn reduces and mitigates the impact of poverty. A reduced team would have a negative impact.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Unknown	Unknown		Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Unknown.	Unknown		Neutral
Impact on Powys County Council Workforce	If the ESF funding bid is unsuccessful there would be a restructure of the team, which may result in job changes/losses.	Poor	PCC policies to be followed and support offered. Redeployment could be an option.	Poor

Source of Outline Evidence to support judgements

Economy Programme Brief.
Growing Mid Wales Framework for Action
AECOM Report

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
Mitigation		
A successful application for ESF 5 funding would mitigate potential negative impacts		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	High	Medium

Mitigation

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
A reduction in the ED&R team would prevent the achievement of key objectives, in particular the development of the Regional Economic Action Plan and successful access to growth deal funding.	High	A successful application for ESF 5 funding would mitigate potential negative impacts	Low
Being unable to build a vibrant economy either through the Growing Mid Wales partnership or through our own economic development and regeneration activities for the county of Powys, will have a negative impact on council services, staff and residents in many ways as outlined throughout this assessment.	High	A successful application for ESF 5 funding would mitigate potential negative impacts	Low

Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The ED&R team supports a very extensive number of small and large development projects that make a huge difference to the ongoing delivery of the Powys economy and the maintenance of our public spaces and our supporting infrastructure. A reduction in the team would have a negative ability on the aims and objectives of Vision 2025, particularly for the Economy. A successful ESF bid would mitigate the impact of such potential losses	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Economy Programme Brief. Growing Mid Wales Framework for Action AECOM Report

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Transformation Board
Please state when this Impact Assessment will be reviewed.

Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			August 2019
Head of Service:	Nina Davies		August 2019
Director:	Nigel Brinn		August 2019
Portfolio Holder:	Cllr James Evans		

14. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

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Service Area	Countryside Services and Outdoor Recreation	Head of Service	Nina Davies	Director	Nigel Brinn	Portfolio Holder	Cllr Aled Davies
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Proposal Countryside access savings, 2020-2021

Outline Summary / Description of Proposal

The service delivers the following activities, which are statutory with some associated discretionary powers:

- Maintenance and enforcement on public rights of way;
- Maintenance, enforcement, national co-ordination and promotion of two National Trails (Offa’s Dyke and Glyndwr’s Way National Trails)
- Access provision and enforcement on open access land;
- Maintaining and updating the legal records of public rights of way (Definitive Map), common land and town or village greens (Commons Register) and processing of legal applications associated with these records;
- Provision of advice to the public, including property searches;
- Biodiversity duties.

The proposal is that a saving of £150,000 will be made from the core Countryside access budgets in 2020-21. For the most part, that will be achieved through a staff restructure and reduction in associated costs e.g. travel. There will also be a reduction in the amount provided to the Brecon Beacons National Park Authority for the service level agreement.

Tudalen 531

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V01	Sian Barnes	Acting Professional Lead, Countryside Access and Recreation	10 th August 2019
V02	Nina Davies	Head of Housing & Community Development	6 th February 2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£N/A	£N/A	£150,000	£0	£0	£

3. Consultation requirements

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Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	February 2020

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY	
Tudalen 532	<p>Corporate Health and Safety and Insurance teams – Potential increased risk of the team being unable to meet health and safety responsibilities in a timely way;</p> <p>Legal Services – Potential for increased public dissatisfaction due to reduced capacity to resolve issues on public rights of way, may lead to a greater number of informal and formal legal challenges and complaints.</p> <p>Social Services and Powys Teaching Health Board - The service will be less able to assist in meeting the priorities of other Council services and Powys Teaching Health Board services by working on joint projects. Access to public rights of way and open space, and involvement in volunteer activities to maintain them make an important contribution to preventive healthcare, by improving mental and physical wellbeing and physical activity levels.</p> <p>Regeneration / Tourism - The tourism potential associated with public rights of way in Powys may be reduced, if less budget is available to ensure that paths are open and easy to use.</p> <p>Finance - The team’s capacity to generate income on a cost-recovery basis e.g. through processing public path Orders will be reduced, with less staff capacity.</p> <p>Data protection – Potential for increased risk of errors and information breaches occurring, due to individual staff being required to address higher volumes of casework and being under pressure to complete tasks too quickly.</p>

5. How does your proposal impact on the council’s strategic vision?

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Tudalen 533

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	The tourism potential associated with public rights of way in Powys will be reduced, if significantly less budget is available to ensure that paths are open and easy to use. Tourism associated with outdoor recreational activities forms a significant contribution to the economy of Powys. With reduced budgets, the service will also be able to employ local contractors less often to carry out work on public rights of way.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown
Health and Care We will lead the way in effective, integrated rural health and care	The team's ability to work with other Council Services e.g. Social Services and Powys Teaching Health Board will be reduced. With reduced budgets, less public paths will be 'open and easy to use' which will impact on access to greenspace and outdoor recreation, which can make a significant contribution to physical and mental wellbeing and preventive healthcare.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown
Learning and skills We will strengthen learning and skills	Outdoor recreation and access to open space contributes to lifelong learning through play for children and adults. Volunteering can assist in skills development to support those seeking work. There will be reduced budget and staff capacity to support these activities and maintain paths in an open and easy to use condition, which will have an adverse effect these opportunities.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown
Residents and Communities We will support our residents and communities	Reliance on volunteer support and engagement will increase, as budget to support use of contractors decreases. This will increase community involvement, but core funding is likely to be insufficient to allow for community aspirations to be met.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding.	Neutral

Source of Outline Evidence to support judgements
<ul style="list-style-type: none"> - 5% condition survey carried out as part of review of Rights of Way Improvement Plan - Feedback from public and stakeholders during review of Rights of Way Improvement Plan - Impact of reduced budgets in 2019-20 on achievement of key performance indicator (length of public rights of way receiving maintenance or improvement work) - Powys Wellbeing Information Bank - 'Wellbeing of Wales' report 2017-18 - Public Health Wales report 'Creating healthier places and spaces for our present and future generations' (April 2018) - Towards 2040 – The Powys Wellbeing Plan - Public responses to staff about reduced budgets in 2019-20 e.g. reaction to reduced seasonal vegetation clearance programme on public rights of way - Experience gained from Arwain and Natural Resources Wales funded projects to develop community volunteer groups and improve local path networks

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Tourism forms a major contribution to the economy of Powys and the natural environment is one of the county's biggest assets. Reduced budgets to maintain public paths in a condition that is open and easy to use will impact adversely on achieving the potential of the rights of way network and access land for tourism. With reduced budgets, the service will also be able to employ local contractors less often to carry out work on public rights of way.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	One of the team's statutory duties is in respect of biodiversity; reduced staff capacity will impact adversely on the time available for a specialist staff member to contribute to meeting biodiversity duties.	Poor	A part time staff member will be employed on a fixed term contract for the 2020-21 and 2021-22 financial years, using Welsh Government ENRaW grant funding through the all Wales Biodiversity project. The impact after that is unknown.	Neutral

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<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Outdoor recreation makes a significant contribution to mental and physical wellbeing and physical activity levels. Reduced core funding will adversely impact on the number of public paths that are open and easy to use, which will adversely impact on the opportunities for outdoor recreation and access to greenspace.</p>	<p>Poor</p>	<p>Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.</p>	<p>Unknown</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>With reduced budgets, the service may be less able to respond to health and safety hazards on public paths e.g. collapsing bridges or unsafe surfaces. Path condition is likely to deteriorate with reduced budgets, which will have an adverse impact on the attractiveness of paths for communities and the potential for tourism, reducing community viability</p>	<p>Poor</p>	<p>Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.</p>	<p>Unknown</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>Public rights of way and open space form an important part of low carbon travel and tourism; many paths in or close to settlements already are, or could form valuable parts of the Active Travel network. With reduced core budgets, that potential will be adversely impacted.</p>	<p>Poor</p>	<p>Work with the Council's Travel officer and other organisations including the Brecon Beacons National Park Authority to seek Active Travel and related travel / transport funding to carry out improvement work on routes with potential for active travel.</p>	<p>Neutral</p>

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A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	The team is already required to ensure that an equal level of service is available in Welsh and English. Formal publications, consultations and statutory notices are produced bilingually and correspondence is referred to the Translation Unit as required.	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	With reduced core funding, the team will be less able to produce interpretation signage and leaflets that would help to promote aspects of Welsh Language and culture in relation to promoted and community trails.	Poor	Work with Tourism and Regeneration teams to access grant funding for promotional / interpretation materials.	Neutral
<i>Welsh Language impact on staff</i>		Unknown		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	With reduced core budgets, the condition of public paths may deteriorate. That may reduce the ease with which people can be involved in outdoor recreation and will discourage them from doing so.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	Reduced core funding may impact on the type and quality of path furniture and surfacing on paths. This may make it less easy for older people to remain active.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown
<i>Disability</i>	Reduced core funding may impact on the type and quality of path furniture and surfacing on paths. This may make it less easy for those with a disability to use public rights of way.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown
<i>Gender reassignment</i>		Unknown		Choose an item.
<i>Marriage or civil partnership</i>		Unknown		Choose an item.
<i>Race</i>		Unknown		Choose an item.

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<i>Religion or belief</i>		Unknown		Choose an item.
<i>Sex</i>		Unknown		Choose an item.
<i>Sexual Orientation</i>		Unknown		Choose an item.
<i>Pregnancy and Maternity</i>	The proposals may have an adverse impact on the service's ability to provide accessible path surfaces and structures e.g. gates that can reasonably be used by those with small children and / or pushchairs. This would make it more difficult for parents and guardians of young children to take their family for a walk.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown

Tudalen 537

Source of Outline Evidence to support judgements

- 5% condition survey carried out as part of review of Rights of Way Improvement Plan
- Feedback from public and stakeholders during review of Rights of Way Improvement Plan
- Impact of reduced budgets in 2019-20 on achievement of key performance indicator (length of public rights of way receiving maintenance or improvement work)
- Powys Wellbeing Information Bank
- 'Wellbeing of Wales' report 2017-18
- Public Health Wales report 'Creating healthier places and spaces for our present and future generations' (April 2018)
- Towards 2040 – The Powys Wellbeing Plan
- Public responses to staff about reduced budgets in 2019-20 e.g. reaction to reduced seasonal vegetation clearance programme on public rights of way
- Experience gained from Arwain and Natural Resources Wales funded projects to develop community volunteer groups and improve local path networks

7. How does your proposal impact on the council's other key guiding principles?

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Failure to maintain a viable and safe public rights of way network will impact on the economic viability and attractiveness of Powys as a place to live. This may have an adverse impact on the number of working age people in the county.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The proposals would have an adverse impact on the service's staff capacity to engage in collaboration. However, the need and requirement for collaboration would be greater, so the overall impact is neutral.	Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	The proposals would have an adverse impact on the service's staff capacity to engage with communities. However, the need for engagement and volunteer involvement would be greater, so the overall impact is neutral.	Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	The proposals may have an adverse impact on prevention of mental and physical health problems, as public paths may be less easy to use. There may also be an adverse impact on prevention of poverty; as deterioration of the public rights of way network may impact on tourism and job opportunities in the county so increasing the risk of poverty.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The proposals would adversely impact on taking an integrated approach. Reduced quality and availability of public rights of way may impact adversely on access to the countryside as an opportunity for wellbeing.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Unknown

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<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>The proposals would have an adverse impact on the tourism potential of the public rights of way for tourism in the county. Tourism is a major part of the local economy; with reduced tourism, there will be less work opportunities available in the county.</p>	<p>Poor</p>	<p>Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.</p>	<p>Unknown</p>
<p>Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account</p>		<p>Unknown</p>		<p>Choose an item.</p>
<p>Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>		<p>Unknown</p>		<p>Choose an item.</p>
<p>Impact on Powys County Council Workforce</p>	<p>There will be an adverse impact on the service workforce, as the proposals will result in a reduced number of staff. Individual workloads will be higher and staff are more likely to encounter dissatisfaction from the public, with impacts on their wellbeing.</p>	<p>Very Poor</p>	<p>Set realistic priorities for work, using the framework set out in the Rights of Way Improvement Plan. Managers in the Service will need to be robust in ensuring that staff are able to adhere to plans and not be required to attend to other, lower priority work.</p>	<p>Poor</p>

Source of Outline Evidence to support judgements

- 5% condition survey carried out as part of review of Rights of Way Improvement Plan
- Feedback from public and stakeholders during review of Rights of Way Improvement Plan
- Impact of reduced budgets in 2019-20 on achievement of key performance indicator (length of public rights of way receiving maintenance or improvement work)
- Powys Wellbeing Information Bank
- 'Wellbeing of Wales' report 2017-18
- Public Health Wales report 'Creating healthier places and spaces for our present and future generations' (April 2018)
- Towards 2040 – The Powys Wellbeing Plan
- Public responses to staff about reduced budgets in 2019-20 e.g. reaction to reduced seasonal vegetation clearance programme on public rights of way
- Experience gained from Arwain and Natural Resources Wales funded projects to develop community volunteer groups and improve local path networks

8. What is the impact of this proposal on our communities?

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Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium

Mitigation
<p>Working with communities and volunteer groups to agree community aspirations and priorities for the public rights of way network, then seeking grants or external funding to work with them to achieve those priorities. Involvement of community volunteer groups to carry out light maintenance of paths once reopened e.g. seasonal vegetation clearance to ensure long term sustainability.</p> <p>The Service have been preparing for potential cuts in funding by scaling up work with volunteers and communities over recent years. Upskilling of staff members and communities has been ongoing. The Service was successful in securing external grant funding for a pilot project to work with communities in order to recruit, train and support community volunteers to manage and maintain their local path networks. The pilot has now finished and the lessons learnt will assist when looking to engage with a greater number of communities across the county.</p> <p>The impact of the mitigation outlined has been assessed as 'Unknown' because at this stage the Service is unable to guarantee the success of any external grant funding bids. It is also not possible to estimate what collaboration opportunities are successful or how many communities will wish to engage with this work.</p>

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How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium

Mitigation
Good communication with stakeholders and staff is essential to achieving the savings. Staff need to be fully informed and able to contribute constructively to the process. Stakeholders need to be able to make constructive suggestions as to how they can be involved e.g. in collaborative grant funded projects to avoid frustration leading to legal challenges.

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Deterioration in condition of public rights of way network may result in legal challenges from members of the public, with potential for costs outweighing savings achieved	Medium	Seek grants and external funding to mitigate against impact, although can only be used for non-statutory improvements. Good communication and regular liaison with stakeholders.	Medium
Lack of availability of community volunteers to support work, leading to paths not being maintained in long term. This may lead to dissatisfaction and legal challenges	Medium	Setting realistic goals with volunteer groups that allow for fluctuations in volunteering over time. Review and monitor as time progresses to assess whether risk has increased.	Medium
Inability to address high health and safety risks due to reduced staff and budget, leading to serious accidents and injury claims that may outweigh savings achieved.	High	Allocate highest priority for staff time to addressing these risks. Apply for capital funds if appropriate or remove hazard.	Medium

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Reduced staff capacity to seek external grant funding, to mitigate against the impacts of reduced core budget.	High	Work with Council's regeneration team and allocate staff time as a priority to seeking funding, although will impact on other work.	Medium
The team's capacity to generate income on a cost-recovery basis will be reduced, with less staff capacity. This will reduce ability to mitigate against core budget reductions.	Medium	Seek alternative ways of working to reduce staff input to chargeable activities, to release their time for core statutory work.	Medium
The Brecon Beacons National Park Authority may choose to terminate the service level agreement if reductions are made. All legal responsibility for maintenance of public rights of way in the National Park within Powys would revert to Powys County Council. The team would be unable to meet high level of expectation that has become established in the National Park, being a tourism asset to the county, so the risk of challenge and reputational damage is high and may outweigh the savings delivered.	High	Work with the National Park Authority on collaborative projects to seek alternative funding sources.	Medium
Overall judgement (to be included in project risk register)			
Very High Risk		High Risk	
		Medium Risk	
		Low Risk	
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The proposals would result in reduced staffing in the team with increased workloads for individual staff, with the risk that high priority work will not be achieved. The proposals may result in deterioration of the public rights of way network, presenting an increased risk of injury claims and legal challenges. The proposals may reduce the potential for physical activity and outdoor tourism in the county, with potential impacts on the economy and on physical and mental wellbeing. Mitigation is entirely dependent on the availability and goodwill of community volunteers, and availability of grants or external funding, so it must be recognised that mitigation may not be successful and that other risks will be realised as a result.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Work loads and cases over recent years

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
--

Quarterly reporting will indicate the length of the public rights of way network that has received maintenance or improvement work. Risks will be highlighted as they arise, through monthly Environment Liaison Group meetings and also via quarterly reporting.

Please state when this Impact Assessment will be reviewed.

Ongoing

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sian Barnes		
Head of Service:	Nina Davies		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr Aled Davies		

14. Governance

Decision to be made by	Choose an item.	Date required	

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FORM ENDS

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	HTR	Head of Service	Adrian Jervis	Director	(Nigel Brinn)	Portfolio Holder	Cllr Heulwen Hulme
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Proposal	Commissioning Review of Fleet Maintenance Service						
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Outline Summary / Description of Proposal

In recognition of projected reducing fleet numbers (subject to other cost reduction proposals) and the managed fleet renewal process, further efficiency can be gained from reduced maintenance and repairs.

This review will need to compare in-house service options (1 or 2 workshops), combined in-house and external provision (1 workshop with external support for certain locations) and fully external provision (single or multiple supplier). In-house provision will require capital investment.

In addition to and preceding the full review, efficiencies can be gained following the introduction of a changed working pattern in 2019/20, along with the benefits of reduced repairs associated with the successful progression of the fleet replacement programme. This will enable a reduction of labour resource required, starting from 2020/21 with an anticipated reduction of 2 fte posts.

Commissioning - Soft market testing will be needed to gauge level of interest from external suppliers. This will help the service evaluate the various options available.

At this point we cannot determine the possible reductions that may be available through this process, but it is considered that procurement/transfer or any capital investment in-house could be achieved for 2022/23.

Tudalen 543

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£60k	£	£??	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	May be required through Internal Management of Change process

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

HTR Fleet Maintenance and Management has a corporate role. This proposal may change the mechanism for the maintenance of fleet in the future, but will not impact on the service to other areas.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	No Impact	Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	No Impact	Neutral		Neutral
Learning and skills We will strengthen learning and skills	No Impact	Neutral		Neutral
Residents and Communities We will support our residents and communities	No Impact	Neutral		Neutral

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>		Neutral		Neutral
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>		Neutral		Neutral
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		Neutral		Neutral
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		Neutral		Neutral
<p><i>Opportunities to promote the Welsh language</i></p>		Neutral		Neutral

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LUCAIEN 548

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Neutral
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Neutral
<i>Marriage or civil partnership</i>		Neutral		Neutral
<i>Race</i>		Neutral		Neutral
<i>Religion or belief</i>		Neutral		Neutral
<i>Sex</i>		Neutral		Neutral
<i>Sexual Orientation</i>		Neutral		Neutral
<i>Pregnancy and Maternity</i>		Neutral		Neutral

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>		Neutral		Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	Proposal could provide added opportunity for working with others	Good		Choose an item.
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	Proposal could provide added opportunity for working with others	Good		Choose an item.
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>		Neutral		Choose an item.
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

Tudalen 549

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 550

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
Impact on Powys County Council Workforce	There will be a reduction is employed staff	Poor	TUPE would be applicable in certain circumstances, and job opportunities would be available with other suppliers.	Neutral
Source of Outline Evidence to support judgements				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Unable to properly maintain owned fleet	Low		Choose an item.
No cost reduction through other commissioning routes	Medium	Look at all options, incl collaboration with others and other options	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Low impact overall. Very low external impact.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Continual performance review of whatever supply arrangement is adopted.
Please state when this Impact Assessment will be reviewed.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	John Forsey		
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr Heulwen Hulme		

14. Governance

Decision to be made by	Date required
Portfolio Holder	

Ludlow 2018

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Service Area	Highways, Transport and Recycling	Head of Service	Adrian Jervis	Director	Nigel Brinn	Portfolio Holder	Cllr Phyl Davies
Proposal	Increase income for bulky waste collections						
Outline Summary / Description of Proposal							
To increase the charge for bulky waste collections to residents.							

Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Ashley Collins	Senior Manager – Waste and Recycling Strategy and Operations	23 rd September 2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£10,983	£10,983	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Simple increase in charge

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

There may be an increase in use of the Household Waste Recycling Centres

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Neutral	N/A	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral	N/A	Neutral
Learning and skills We will strengthen learning and skills	N/A	Neutral	N/A	Neutral
Residents and Communities We will support our residents and communities	There will be a an increase in the charge for the service which will impact on residents	Poor	Effective communication and awareness raising	Neutral

Source of Outline Evidence to support judgements
Experience learned from other authorities

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Neutral	N/A	Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Neutral	N/A	Neutral

Tudalen 555

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 556

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Neutral	N/A	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Neutral	N/A	Neutral
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Neutral	N/A	Neutral
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral	N/A	Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral	N/A	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	N/A	Neutral	N/A	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral	N/A	Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	This service may be used more by older people who do not have access to transport	Poor	Effective communication of alternatives	Neutral
<i>Disability</i>	This service may be used more by people with disabilities who do not have access to transport	Poor	Effective communication of alternatives	Neutral
<i>Gender reassignment</i>	N/A	Neutral	N/A	Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral	N/A	Neutral
<i>Race</i>	N/A	Neutral	N/A	Neutral
<i>Religion or belief</i>	N/A	Neutral	N/A	Neutral
<i>Sex</i>	N/A	Neutral	N/A	Neutral
<i>Sexual Orientation</i>	N/A	Neutral	N/A	Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral	N/A	Neutral

Tudalen 557

Source of Outline Evidence to support judgements

Anecdotal evidence

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Neutral	N/A	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Neutral	N/A	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Neutral	N/A	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Neutral	N/A	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Neutral	N/A	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral	N/A	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Neutral	N/A	Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Neutral	N/A	Neutral
Impact on Powys County Council Workforce	N/A	Neutral	N/A	Neutral
Source of Outline Evidence to support judgements				

Judalen 559

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
Effective communication and awareness raising		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal will have minimal impact on residents as an annual increase is to be expected on such a service	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The cost of the service will be closely monitored to see where efficiencies can be realised
Please state when this Impact Assessment will be reviewed.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ashley Collins		
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	Clr Phyl Davies		

14. Governance

Decision to be made by	Council	Date required	By April 2020
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FORM ENDS

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Service Area	Highways, Transport and Recycling	Head of Service	Adrian Jervis	Director	Nigel Brinn	Portfolio Holder	Cllr Phyl Davies
Proposal	Review of Waste & Recycling Resources						
Outline Summary / Description of Proposal							
In line with the move to changes in the frequency of collection of domestic waste, the move to 3 operational depots and other improvements in service delivery, this review will realise these benefits through reduced vehicle. materials and management costs.							

Tudalen 562

Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Ashley Collins	Senior Manager – Waste and Recycling Strategy and Operations	23 rd September 2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£25,815	£114,186	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	To be confirmed

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Any change in service provision is likely to result in changes to collection days for residents which means that the contact centre may receive a large surge in calls whilst the new service beds in.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Neutral	N/A	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral	N/A	Neutral
Learning and skills We will strengthen learning and skills	N/A	Neutral	N/A	Neutral
Residents and Communities We will support our residents and communities	There will be a change in collection days which will impact on residents	Poor	Effective communication and awareness raising	Neutral

Source of Outline Evidence to support judgements
Experience learned from other authorities and Soft Market Testing

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Neutral	N/A	Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Neutral	N/A	Neutral

Iudalen 564

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	N/A	Neutral	N/A	Neutral
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	N/A	Neutral	N/A	Neutral
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	N/A	Neutral	N/A	Neutral
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	N/A	Neutral	N/A	Neutral
<p><i>Opportunities to promote the Welsh language</i></p>	N/A	Neutral	N/A	Neutral

Judalen 565

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	N/A	Neutral	N/A	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral	N/A	Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Neutral	N/A	Neutral
<i>Disability</i>	N/A	Neutral	N/A	Neutral
<i>Gender reassignment</i>	N/A	Neutral	N/A	Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral	N/A	Neutral
<i>Race</i>	N/A	Neutral	N/A	Neutral
<i>Religion or belief</i>	N/A	Neutral	N/A	Neutral
<i>Sex</i>	N/A	Neutral	N/A	Neutral
<i>Sexual Orientation</i>	N/A	Neutral	N/A	Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral	N/A	Neutral

09041010566

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	N/A	Neutral	N/A	Neutral
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	N/A	Neutral	N/A	Good
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	N/A	Neutral	N/A	Neutral
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	N/A	Neutral	N/A	Neutral
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	N/A	Neutral	N/A	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral	N/A	Neutral

Tudalen 567

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 568

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Neutral	N/A	Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Neutral	N/A	Neutral
Impact on Powys County Council Workforce	The effect is likely to be perceived as negative for the workforce as terms and conditions will be changed	Very Poor	Effective communication with workforce	Poor
Source of Outline Evidence to support judgements				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
Effective communication and awareness raising		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Effective communication with affected staff		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Changes to staff terms and conditions are not accepted	Medium	Effective liaison with staff and trade unions	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.

Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal will primarily impact on the workforce due to the inevitable changes to terms and conditions. The impact on the public will be limited to collection day changes which could occur with any service change.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The cost of the service will be closely monitored to see where efficiencies can be realised
Please state when this Impact Assessment will be reviewed.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ashley Collins		
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	Clr Heulwen Hulme		

14. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Service Area	HTR	Head of Service	Adrian Jervis	Director	Nigel Brinn	Portfolio Holder	Cllr Heulwen Hulme
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Proposal	Reduction in Winter Service
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Outline Summary / Description of Proposal

The Winter Service primary routes have not been reviewed for over 15 years, and many criteria for identifying routes have changed (schools, surgeries, housing, and bus routes) which will probably require changes to the winter hierarchy.

The hierarchy needs a fundamental review in light of the current financial austerity. It is considered that the existing treatment network has certain anomalies and there is potential (subject to Council agreement) to reducing the primary treated network by approx.. 10 to 15%.

For context, the current length of primaries is circa 1000km; therefore a 10% reduction would mean approximately 100km would no longer be regularly gritted as part of the primary network.

Tudalen 5/71

Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Shaun James	Senior Manager Technical Services	20/09/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
		£130,000			£130,000

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	Consultation with Town and Community Councils will be required.

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Choose an item.		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Choose an item.		Choose an item.
Learning and skills We will strengthen learning and skills	N/A	Choose an item.		Choose an item.
Residents and Communities We will support our residents and communities	Some routes will be removed from the primary treatment network.	Poor	A risk-based approach will be used when reducing provision. Routes will be managed as the rest of the network that is not primary (salt heaps / secondary route).	Poor

Source of Outline Evidence to support judgements

Welsh Government research - Assessing the Impact of Car Park Charges on town Centre Footfall, March 2015 reported *the general availability of spaces is felt by visitors to be more important than cost in their overall decision about visiting and that Whilst a 'blanket' free parking strategy has been suggested to encourage more car park users, these were generally found not to benefit target visitors ... and consequently had an unexpectedly negative impact on footfall.* <http://gov.wales/docs/caecd/research/2015/150610-assessing-impact-car-parking-charges-town-centre-footfall-en.pdf>

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Reduced salt use.	Neutral	A risk-based approach will be used when reducing provision. Routes will be managed as the rest of the network that is not primary (salt heaps / secondary route).	Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Reduced salt use.	Good		Good
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Some routes will be removed from the primary treatment network.	Poor	A risk-based approach will be used when reducing provision. Routes will be managed as the rest of the network that is not primary (salt heaps / secondary route).	Poor

Tudalen 573

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



udalen 574

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.		Choose an item.		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.		Choose an item.
<i>Disability</i>	N/A	Choose an item.		Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	N/A	Choose an item.		Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.
<i>Sex</i>	N/A	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements
None

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	N/A	Neutral		Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	Opportunity for residents and communities to take more responsibility locally and sustain solutions	Neutral		Choose an item.
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	N/A	Neutral		Choose an item.
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	N/A	Neutral		Choose an item.
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

Tudalen 5/5

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 576

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Neutral		Choose an item.
Impact on Powys County Council Workforce	Possibly of minor reduction in staff resource required out of office hours.	Neutral		Neutral
Source of Outline Evidence to support judgements				
None				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
A risk-based approach will be used when reducing provision. Any routes which are removed from the primary treatment network as a result of the review, will be managed in a similar way to the rest of the network which is not currently included in primary, through the Secondary route treatment regime and provision of salt/grit heaps.		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
A risk-based approach will be used when reducing provision. Routes will be managed as the rest of the network that is not primary (salt heaps / secondary route).		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Some routes or sections of routes as part of primary that are presently gritted regularly may not be, requiring an increased awareness by users to drive carefully and to use salt heaps.	Low	A risk-based approach will be used when reducing provision. Routes will be managed as the rest of the network that is not primary (salt heaps / secondary route).	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			✓

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The impact on road users will be restricted to those routes or sections of routes dropped from primary treatment network. Impact will be reduced where these routes can be included in a reviewed secondary treatment network.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
None

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Road safety will be monitored through the normal statistics and data collection.
Please state when this Impact Assessment will be reviewed.
2 years post implementation.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Shaun James		
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	Clr Heulwen Hulme		

14. Governance

Decision to be made by	Portfolio Holder	Date required	
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

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Service Area	HTR	Head of Service	Adrian Jervis	Director	Nigel Brinn	Portfolio Holder	Cllr Heulwen Hulme
Proposal							
Outline Summary / Description of Proposal							
To transfer the operation of the two remaining public conveniences (Brecon & Ystradgynlais Bus stations) to Town or Community Councils or local interest groups or where no transfer can be completed to close the facilities and seek alternative provision through local businesses. The aim is to ensure a sustainable future for the provision of public conveniences across Powys which takes into account the efficiencies identified for the service in the Medium Term Financial Plan.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
	Shaun James	Senior Manager Highways Technical Services	20 th Sept 2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£3,000	£42,846	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Property will need to progress transfers.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral		Choose an item.
Learning and skills We will strengthen learning and skills	N/A	Neutral		Choose an item.
Residents and Communities We will support our residents and communities	N/A	Neutral		Choose an item.

Source of Outline Evidence to support judgements

The majority of Public Conveniences have previously been transferred successfully.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Neutral		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Neutral		Choose an item.

Tudalen 581

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 582

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Neutral		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	Neutral		Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Neutral		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	N/A	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Neutral		Choose an item.
<i>Disability</i>	N/A	Neutral		Choose an item.
<i>Gender reassignment</i>	N/A	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Neutral		Choose an item.
<i>Race</i>	N/A	Neutral		Choose an item.
<i>Religion or belief</i>	N/A	Neutral		Choose an item.
<i>Sex</i>	N/A	Neutral		Choose an item.
<i>Sexual Orientation</i>	N/A	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Neutral		Choose an item.

Iudalen 583

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

Some operators have introduced charges.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	N/A	Neutral		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	Neutral		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Neutral		Choose an item.
Impact on Powys County Council Workforce	N/A	Neutral		Choose an item.
Source of Outline Evidence to support judgements				

Judalen 585

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
Transition grant.		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Transition grants will be provided to help the sustainability of new operators.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Public Conveniences could close if no operator is found	Low	None – there are other Public Conveniences in these locations	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
N/A	N/A

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
-

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
If no operator is found the toilets will be closed.
Please state when this Impact Assessment will be reviewed.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Shaun James		
Head of Service:	Adrian Jervois		
Director:	Nigel Brinn		
Portfolio Holder:	Cllr Heulwen Hulme		

14. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Service Area	Digital Services	Head of Service	Diane Reynolds	Director	Ness young	Portfolio Holder	Cllr Graham Breeze
Proposal	Reduce Annual Revenue Contribution to Device Refresh by £200k						
Outline Summary / Description of Proposal							
Currently there is a revenue contribution to the Device Refresh of £350k per annum. Due to contract negotiation, change of equipment and reduced number of devices; this capital scheme has sufficient funds to be sustained for at least 3 years by reducing the contribution to £150k.							
At the end of 22/23; it is calculated that in total almost 1400 devices will need to be refreshed which will leave a balance of approx £0k, so the funding model will need to be revised for 23/24.							
These calculations are based on the current level of devices and staff but it is estimated that this number will decrease and therefore will be sustainable for longer.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Jonathon Evans	ICT Service Lead Operational Manager	28/08/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£200k	£	£	£200k

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	No affect on Internal or External Customers

Tudalen 589

DRAFT

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
n/a

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care		Neutral		Choose an item.
Learning and skills We will strengthen learning and skills		Neutral		Choose an item.
Residents and Communities We will support our residents and communities		Neutral		Choose an item.

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>		Neutral		Choose an item.
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>		Neutral		Choose an item.

Tudalen 591

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 592

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.		Neutral		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language		Neutral		Choose an item.
Opportunities to promote the Welsh language		Neutral		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Choose an item.
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Iudalen 593

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.		Neutral		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.		Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
Impact on Powys County Council Workforce		Neutral		Choose an item.

Judalen 595

Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Choose an item.	Choose an item.	Choose an item.
Mitigation		
n/a		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Continual monitor of budget and spending commitments		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
From 23/24 – An increase of revenue funding or Capital injection may be required. There are sufficient funds until 23/24.	Low	Monitor spending over next 3 years and highlight to Finance	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall judgement of this impact assessment is Neutral . There is no impact to staff, customers or citizens as the proposal relates to contract negotiation and funding reallocation.	
The overall risk identified in this impact assessment is Low . There is little risk in the reallocation of funding as the funding as the funding source has been confirmed up until years 23/34	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
n/a

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Continual review of budget.

Please state when this Impact Assessment will be reviewed.

Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Jonathon Evans	J Evans	28/08/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	Graham Breeze		

14. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Service Area	Digital Services	Head of Service	Diane Reynolds	Director	Ness young	Portfolio Holder	Cllr Graham Breeze
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Proposal	Removal of 2 FTE from EUS due to automation
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Outline Summary / Description of Proposal

By introducing self service and automation, it is estimated that 1 FTE can be removed from End User Services Team in each of the following years 20/21 21/22.

Following a review in Nov 2019, it has been requested that the 21/22 savings are brought forward into 20/21.

Tudalen 598

Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Jonathon Evans	ICT Service Lead Operational Manager	28/08/2019
2	Jonathon Evans	ICT Service Lead Operational Manager	04/11/2019
3	Diane Reynolds	Head of Digital Services	08/11/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£58 930k			£58 930k

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	It was original anticipated that for years 20/21 and 21/22 this can be met by natural wastage. However, if all savings within this area are brought forward into 21/22 this may not be possible and may require staff consultation.

Cyngor Sir Powys County Council

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

It was anticipated that in the first 2 years this can be achieved by natural wastage and more automated processes. However, if the organisation is unable to embrace automation or natural staff removal is not possible it is likely to have an impact on the service that the Service Desk is able to offer. E.G longer wait times for all Services provided by ICT and in turn a poorer service provided to service areas and the residents those services support.

If all savings in this area are brought forward to 20/21, this may result in a poorer service offered by ICT where automation fails to provide sufficient transformation and the digital skills across the organisation are still being developed.

As EUS is a shared team between PCC and PTHB, removing the equivalent of 2 posts in 20/21 is also likely to have a negative impact on the service being provided to PTHB and consultation with PTHB on impact to service will need to take place.

How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	The EUS team provide first line support for Health and Care teams. Removing of posts will likely result in longer wait times.	Poor	Automation will be implemented but the organisation will need to embrace this change in order to reduce the demand on EUS and inparticular Service Desk. We will continue to encourage self-service by improving digital skills across the organisation.	Neutral

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Tudalen 600

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Learning and skills We will strengthen learning and skills	The EUS team provide support for Education and Schools. Removing of posts will likely result in longer wait times. The EUS team is also considered to be the Gateway to a career in ICT and has led the way in terms of apprenticeships. Too much reduction may also impact further skills.	Neutral	Automation will be implemented but the organisation will need to embrace this change in order to reduce the demand on EUS and inparticular Service Desk. We will continue to encourage self-service by improving digital skills across the organisation.	Neutral
Residents and Communities We will support our residents and communities	Although ICT provide services to internal staff; many of the services that ICT supports provide services to our residents and communities. Almost all public facing services rely on ICT infrastructure or resources and therefore the reduction in further FTE is likely to have a knock-on effect to the residents and communities.	Neutral	As above. We would also communicate and raise awareness to our service users the change in the level of service that we are able to offer	Neutral

Source of Outline Evidence to support judgements

The current financial year has seen an increase in performance against SLA for all ICT Support Teams however, the teams have still not managed to meet the target of 96% of jobs being closed within SLA. Automation and Self Service has enabled the performance to increase and allow the EUS teams to upskill. Reduction in FTE over and above what has been calculated is likely to have a negative impact on this performance.

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Choose an item.

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Tudalen 602

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.		Neutral		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Choose an item.
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Iudalen 603

Source of Outline Evidence to support judgements
No anticipated impact on the wellbeing goals

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.		Neutral		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.		Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
Impact on Powys County Council Workforce	EUS and in particular Service Desk is considered the gateway to a career in ICT and has led the way in terms of apprenticeships. Reduction in FTE over what has been calculated as being maintainable is likely to have a negative impact on the depth of skill within the department and the workforce as a whole.	Poor	Automation will be implemented but we will need to support the organisation to embrace this change in order to reduce the demand on EUS and in particular Service Desk to allow them to continue to be upskilled.	Neutral

Tudalen 605

Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
n/a		

Cyngor Sir Powys County Council

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk	
Medium	Medium	Medium	
Mitigation			
Continue to promote self service and automation			
Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Lack of engagement from the organisation to use new automated processes and self service resulting in higher demand on staff on a reduced level. Resulting longer wait times and reduction Performance Measures.	Low	Full communication and engagement with the organisation to ensure take up of new automated processes.	Low
Unable to recruit to apprenticeships, preventing them from moving through the organisation	Medium	Encourage apprenticeships across the entire department where applicable	Low
Pace of change of transformation from service desk to automation too quick, causing the service quality to decrease and users not having sufficient time to transform.	Medium	Full communication and engagement with the organisation to ensure take up of new automated processes.	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall judgement of this impact assessment is Negative depending on engagement and take up of the new automation processes.	
The overall risk of this impact assessment is Low . As mentioned above, engagement and take up is key.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

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n/a

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Continual review of service KPIs this includes customer satisfaction
Please state when this Impact Assessment will be reviewed.
Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Jonathon Evans	J Evans	04/11/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	James Evans		

14. Governance

Decision to be made by	Choose an item.	Date required

Judicial 607

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Digital Services	Head of Service	Diane Reynolds	Director	Ness young	Portfolio Holder	Cllr Graham Breeze
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Proposal	Reduce Annual Revenue Contribution to Device Refresh by £200k
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Outline Summary / Description of Proposal

Reduction in Contract costs (System Rationalisation Programme)

Since 2015 Powys County Council has been rationalising their ICT systems via the System rationalisation Programme. This programme has, to date led to the decommissioning of over 60 systems, along with a reduction of a number of contract costs delivering savings to the organisation.

Alongside System Rationalisation ICT have concentrated heavily on Contract Negotiation to remove costs where possible.

This proposal continues the above work and it is estimated that the ICT budget funding many of these corporate contracts can be reduced by £65k year on year for 3 years 20/21 21/22 22/23.

Tudalen 608

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Ellen Sullivan	Professional Lead- ICT	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
		65k	65k	65k	£195k

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Changes are to systems not services. Internal communication with service areas regarding the systems that they utilise take place within any system rationalisation/decommission.

Tudalen 609

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Cyngor Sir Powys County Council

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Yes. The proposal to continue to reduce contract costs through the work within the System Rationalisation Programme does and will impact on other services areas (demonstrating a positive impact). The service areas that are utilising the systems that we are either rationalising or de-commissioning will be impacted, however before work commences, all effected services areas are consulted with and are engaged in the process.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care		Neutral		Choose an item.
Learning and skills We will strengthen learning and skills		Neutral		Choose an item.
Residents and Communities We will support our residents and communities		Neutral		Choose an item.

Source of Outline Evidence to support judgements

- System Rationalisation Business Case
- Project plans

It should be noted that this proposal does impact **Positively** against the ‘Making it happen’ Well-being Objective- Changing how we work, specifically- *To design and implement our digital transformation, setting the map for how the Council will take advantage of digital technologies to transform service delivery through the way we work, how we use information, support our customers, improve resident opportunities and help our businesses to compete.*

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.

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Tudalen 612

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
Opportunities to promote the Welsh language	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Welsh Language impact on staff	proposal neither undermines or contributes to this goal	Neutral		Choose an item.
People are encouraged to do sport, art and recreation.	proposal neither undermines or contributes to this goal	Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
Age	proposal neither undermines or contributes to this goal	Neutral		Choose an item.
Disability	proposal neither undermines or contributes to this goal	Neutral		Choose an item.
Gender reassignment	proposal neither undermines or contributes to this goal	Neutral		Choose an item.
Marriage or civil partnership	proposal neither undermines or contributes to this goal	Neutral		Choose an item.
Race	proposal neither undermines or contributes to this goal	Neutral		Choose an item.
Religion or belief	proposal neither undermines or contributes to this goal	Neutral		Choose an item.
Sex	proposal neither undermines or contributes to this goal	Neutral		Choose an item.
Sexual Orientation	proposal neither undermines or contributes to this goal	Neutral		Choose an item.
Pregnancy and Maternity	proposal neither undermines or contributes to this goal	Neutral		Choose an item.

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Source of Outline Evidence to support judgements
<ul style="list-style-type: none"> System Rationalisation Business Case Project plans <p>The above judgements have been concluded through cross referencing the detail within the System Rationalisation Programme against the above Well-being goals.</p>

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The System Rationalisation Programme aims to support the digital needs of future generations.	Good		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Collaboration with service areas/organisations/suppliers are key to the System Rationalisation Programme to ensure that the most effective solutions are determined	Good		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
Impact on Powys County Council Workforce	The proposal aims to support a digital workforce where applicable.	Good		Choose an item.
Source of Outline Evidence to support judgements				
<ul style="list-style-type: none"> System Rationalisation Business Case Project plans <p>The above judgements have been concluded through cross referencing the detail within the System Rationalisation Programme against the above principles.</p>				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
n/a		

Cyngor Sir Powys County Council

Impact Assessment (IA)

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Medium	Low
Mitigation		
Continue to monitor progress/issues of the System Rationalisation Programme.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Resource to implement change (systems to rationalise/decommission)	Medium	Monitor resource requirements through effective Project plans, highlight changes in pace of change to the organisation	Low
Appetite of service areas to review current systems and support change	Medium	Ensure all those service areas affected are communicated/engaged with in order to support the change	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

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10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The overall judgement of this Impact assessment is ‘positive’ in contributing to the following:</p> <ul style="list-style-type: none"> • Reduction in Cost, support & maintenance requirement • Improved Integration between remaining systems • Maximise investment • Streamline IT portfolio and regain flexibility and adaptability • Better use of information (data library) • Service Improvement- Ensuring we have fit for purpose systems. <p>The overall risk identified in this impact assessment is ‘Low’. The need for adequate resource and the appetite to change is key. Mitigating actions have been identified which will lower the inherent risk from medium to low.</p>	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
<ul style="list-style-type: none"> • System Rationalisation Business Case • Project plans • Project closure reports • Evidence of reduction in contract costs

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitor Programmes progress. Continue to review contracts through the ICT Governance process.
Please state when this Impact Assessment will be reviewed.
Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ellen Sullivan	E Sullivan	02/09/19

Cyngor Sir Powys County Council
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Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	Clr Graham Breeze		

14. Governance

Decision to be made by	Choose an item.	Date required	
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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Digital Services	Head of Service	Diane Reynolds	Director	Ness young	Portfolio Holder	Cllr Graham Breeze
Proposal	Remove 1 FTE from Base Budget. Recharge to ongoing Capital Projects and Grant Funding						
Outline Summary / Description of Proposal							
Removal 1 Grade 10 FTE from base budget. There are numerous ongoing and upcoming Grant Funded Projects which staff time can be allocated against.							
This projects include the WAG HWB Schools Infrastructure and ongoing Infrastrucutre Improvements/Data Centre Projects.							

Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Jonathon Evans	ICT Service Lead Operational Manager	28/08/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£45K	£	£	£45K

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	No affect on Internal or External Customers

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
n/a

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care		Neutral		Choose an item.
Learning and skills We will strengthen learning and skills		Neutral		Choose an item.
Residents and Communities We will support our residents and communities		Neutral		Choose an item.

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Choose an item.

Tudalen 621

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Tudalen 622

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.		Neutral		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language		Neutral		Choose an item.
Opportunities to promote the Welsh language		Neutral		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Choose an item.
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Iudalen 623

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.		Neutral		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.		Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

Iudalen 624

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
Impact on Powys County Council Workforce		Neutral		Choose an item.
Source of Outline Evidence to support judgements				
No impact on any service				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Choose an item.	Choose an item.	Choose an item.
Mitigation		
N/A		

Cyngor Sir Powys County Council

Impact Assessment (IA)

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Continual monitor of budget and spending commitments		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
If Capital funds are not made available in future years and Grant Funding is not refreshed this will add a service pressure to the ICT Budget.	Low	Place appropriate capital bids and work with WAG to forecast upcoming grant funding.	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall judgement of this impact assessment is Neutral . There is no impact on staff, customers or citizens as the proposal relates to reallocation of funding	
The overall risk identified in this impact assessment is Low . There is little risk in the reallocation in funding as the funding source has already been confirmed.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
n/a

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Continual review of budget and associated projects.

Please state when this Impact Assessment will be reviewed.

Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Jonathon Evans		
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	CLlr Graham Breeze		

14. Governance

Decision to be made by	Choose an item.	Date required

T

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Digital Services	Head of Service	Diane Reynolds	Director	Ness young	Portfolio Holder	Cllr Graham Breeze
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Proposal	Recharge 1FTE Developer/Integrator to Transformation Funding
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Outline Summary / Description of Proposal

Detail of the proposal

Change in funding Source

For the years 20/21 and 21/22, 1 FTE Developer/Integrator which is currently funded by ICT base budget can be reallocated to the Transformation fund as their work is dedicated to the Customer Centred Work stream in the Digital Powys Programme.

Judalen 628

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Ellen Sullivan	Professional Lead	2/09/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£45k	£	£	£45k

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	No Impact to staff or customers

Tudalen 629

DRAFT

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
No

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	<i>proposal neither undermines or contributes to this Priority</i>	Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	<i>proposal neither undermines or contributes to this Priority</i>	Neutral		Choose an item.
Learning and skills We will strengthen learning and skills	<i>proposal neither undermines or contributes to this Priority</i>	Neutral		Choose an item.
Residents and Communities We will support our residents and communities	<i>proposal neither undermines or contributes to this Priority</i>	Neutral		Choose an item.

Source of Outline Evidence to support judgements
n/a

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.

Tudalen 631

Cyngor Sir Powys County Council

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Tudalen 632

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
Opportunities to promote the Welsh language	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.

Cyngor Sir Powys County Council

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Disability</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Gender reassignment</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Race</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Religion or belief</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Sex</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Sexual Orientation</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.

Iudalen 633

Source of Outline Evidence to support judgements
n/a

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.

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The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
Impact on Powys County Council Workforce	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.

Source of Outline Evidence to support judgements

n/a

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
n/a		

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
n/a		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Commitment to alternative funding source for two years	Low	Transformation funding has been secured and committed	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The overall judgement of this Impact assessment is 'neutral'. There is no impact to staff, customers or citizens as the proposal relates to the reallocation of funding.</p> <p>The overall risk identified in this impact assessment is 'Low'. There is little risk in the reallocation of funding, as the funding source has already been confirmed.</p>	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
n/a

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

Monitoring of funding allocations will be ongoing.
Please state when this Impact Assessment will be reviewed.
Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ellen Sullivan	E Sullivan	2/09/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	Cllr Graham Breeze		

14. Governance

Decision to be made by	Choose an item.	Date required

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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Legal and Democratic Services	Head of Service	Clive Pinney	Strategic Director	N/A	Portfolio Holder	Cllr Graham Breeze
Proposal							
Outline Summary / Description of Proposal							
Tudalen 638	1. Complete restructure of the Scrutiny, Democratic and Member services team involving reducing the team from 8 to 6 and regrading the scrutiny officer JD's (proposed saving £179,084)						
	2. Do not recruit to vacant Trainee Solicitor post (proposed saving £ 28,223)						
	3. Do not recruit to vacant 0.5 FTE Education / Employment Solicitor post (proposed saving £ 26,769)						
	4. Redundancies in Registration Service (proposed saving £ 22,949)						
	5. Regrade from Grade 14 to Grade 12 – Solicitor (proposed saving £ 11, 196)						
	6. Reduce Members Travel from £88000 to £78000 (proposed saving £ 10,000)						
	7. Reduce Members Printing from £16940 to £13000 (proposed saving £3,940)						

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£N/A	£N/A	£282,161	£	£	£282,161

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Jan 20	Yes

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



3. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Clive Pinney	Head of Legal and Democratic Services	Jan 20

Tudalen 639

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Tudalen 640

1.	
1. Restructure of Scrutiny Democratic and Member Services –	<ul style="list-style-type: none"> A reduction in staff with experience could result in reduced capacity to undertake all the activities and support currently undertaken. Possible reduced capacity to undertake an increased level of scrutiny. A possible change in staff may result in Members feeling unsupported Potential concern from external regulators if the effectiveness of scrutiny adversely affected
2. Do not recruit to vacant Trainee Solicitor post	Potential impact on future recruitment
3. Do not recruit to vacant 0.5 FTE Education	Potential impact on legal support for Schools and Schools Service
4. Redundancies in Registration Service	Potential impact on service to customers
5. Regrade from Grade 14 to Grade 12 – Solicitor	None as the vacant role will still be undertaken, albeit by a solicitor with less experience.
6. Reduce Members Travel from £88000 to £78000	Members may refuse to co-operate and reduce travel expenses through car sharing and use of Skye and video conferencing
7. Reduce Members Printing from £16940 to £13000	Members may refuse to co-operate in using the technology (where appropriate) to avoid printing costs.

Service Area informed:	Yes	Contact Officer liaised with:	Various
Mitigation			

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The integrated approach to support effective decision making



N/A

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
Learning and skills We will strengthen learning and skills	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
Residents and Communities We will support our residents and communities	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.

Tudalen 641

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Source of Outline Evidence to support judgements
Application of common sense and professional judgement

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No direct impact as Service assists the Council as a whole in delivery of its priorities apart from proposal 6 which should reduced carbon footprint if number of miles travelled reduced.	Good		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.

Tudalen 642

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Opportunities to promote the Welsh language</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Welsh Language impact on staff</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Disability</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Gender reassignment</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Marriage or civil partnership</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Race</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Religion or belief</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Sex</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.

Tudalen 643

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<i>Sexual Orientation</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Pregnancy and Maternity</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.

Tudalen 644

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Source of Outline Evidence to support judgements

Application of common sense and professional judgement

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.

Tudalen 645

Cyngor Sir Powys County Council

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Tudalen 646

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
Impact on Powys County Council Workforce	Reduction in the number of current staff by voluntary /compulsory redundancies and review of Job descriptions grades could result in loss of experienced staff with increased workload on remaining staff.	Neutral	New ways of working and reassessment of the activities undertaken by the Service will ensure continued support for Scrutiny, Members and Cabinet. The recruitment of 1 new admin post (I possibly and apprentice) will mitigate the impact of staff reductions and ensure that more senior officers devote their full time to substantive duties rather than undertaking admin tasks.	Neutral
Source of Outline Evidence to support judgements				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
The main risk is to proposal 1 for restructure of the restructure of the Scrutiny, Democratic and Member services team. New ways of working and reassessment of the activities undertaken by the Service will ensure continued support for Scrutiny, Members and Cabinet. The recruitment of 1 new admin post (I possibly and apprentice) will mitigate the impact of staff reductions and ensure that more senior officers devote their full time to substantive duties rather than undertaking admin tasks.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
<u>Proposal 1 (Restructure)</u> A reduction in staff with experience could result in reduced capacity to undertake all the activities and support currently undertaken.	Medium	By amalgamating the 3 sections, the experienced staff will remain and they will, be able to bring the staff up to speed by training and support	Medium
Possible reduced capacity to undertake an increased level of Scrutiny	Medium	A complete review of activities and working methods will ensure that an appropriate level of support will be available to scrutiny committees and audit.	Medium
A possible change in staff may result in Members feeling unsupported	Medium	Combining the 3 sections and A complete review of activities and working methods will ensure that an appropriate level of support will be available to Members	Low
Potential criticism by external regulators if support provided for scrutiny committees reduced	Medium	A complete review of activities and working methods will ensure that an appropriate level of support will be available to scrutiny committees and audit.	Medium
<u>Proposal 4 (Reduction on Registration Service)</u> Potential impact on service to customers of the Registration Service	Low	The remaining staff will be able to accommodate all customer needs	Low

Ludalen 648

<p><u>Proposal 6 (reduction in Members Travel)</u></p> <p>Members failing to co-operate by refusing to carshare and/or better use of skype etc</p>	<p>Medium</p>	<p>Additional training and use of electronic systems such as Skype to promote use and develop confidence in using such systems. More being arranged using Skype to embed this as the usual way of working e.g. any working groups being automatically Skype meetings. Need to ensure robustness of systems.</p>	<p>Medium</p>
<p><u>Proposal 7 (reduction in Members printing)</u></p> <p>Members may refuse to co-operate in using the technology (where appropriate) to avoid printing costs and revert to requiring printed materials</p>	<p>Low</p>	<p>Agendas now sent out electronically using Modern. There are only limited requests for paper copies where there are specific requirements by Members or for specific reports on Cabinet.</p>	<p>Low</p>
<p>Overall judgement (to be included in project risk register)</p>			
<p>Very High Risk</p>	<p>High Risk</p>	<p>Medium Risk</p>	<p>Low Risk</p>
		<p>X</p>	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
All Proposals	01.04 2020	Savings achieved	County Council
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Yes	Date required	February 2020

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
<p>Whilst the impact of the proposal might initially be regarded as significant, if the process is managed properly and the transition undertaken carefully then the long term impact should be low even if there is a reduction of activities undertaken by a reduced number of staff long term, which will include new, less experienced staff who require time to gain experience.</p>		

13. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Head of Service will need to monitor the transition and review progress and deliverability of the reduced activity level within the staffing levels available and make adjustments where necessary.
Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Clive Pinney		
Head of Service:	Clive Pinney		12.1.20
Portfolio Holder:	Cllr Graham Breeze		

16. Governance

Decision to be made by	Portfolio Holder	Date required	1 st April 2020
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FORM ENDS

Tudalen 650

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Strategic Property	Head of Service	Gwilym Davies	Director	Nigel Brinn	Portfolio Holder	Cllr P Davies & Cllr R Harris
Proposal	Increase Strategic Property income targets.						
Outline Summary / Description of Proposal							
Increase the Strategic Property income target by £100,000.							

Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
No.1	Gwilym Davies	Head of Property Planning and Public Protection	28/08/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£0	£100,000	£100,000	£100,000	£100,000 annually

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	No staff or external parties considered to be affected by the proposed income target increase to the degree to require consultation.

Cyngor Sir Powys County Council

Impact Assessment (IA)

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

No impact envisaged.

4a Geographical Locations

Powys North 13 Localities
Mid
South

Tudalen 652

How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Learning and skills We will strengthen learning and skills	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Residents and Communities We will support our residents and communities	Negligible impact.	Neutral	No mitigation proposed.	Neutral

Source of Outline Evidence to support judgements
Officer assessment.

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Negligible impact.	Neutral	No mitigation proposed.	Neutral

Tudalen 653

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 654

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Opportunities to promote the Welsh language	Negligible impact.	Neutral	No mitigation proposed.	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Disability</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Gender reassignment</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Marriage or civil partnership</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Race</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Religion or belief</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sex</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sexual Orientation</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Pregnancy and Maternity</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

Tudalen 655

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

Officer judgement.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Potential to promote closer working with partner organisations.	Good	No mitigation proposed.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Negligible impact.	Neutral	No mitigation proposed.	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Impact on Powys County Council Workforce	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Source of Outline Evidence to support judgements				
Officer assessment.				

Judalen 657

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
No mitigation proposed.		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Consider alternative office space advertisement options.		

What are the risks to service delivery or the council following implementation of this proposal? (To be included within project risk register)

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Service fails to secure occupancy of vacant office space.	Low	Consider alternative office advertisement options	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Given plans currently being explored with the partner organisations to occupy vacant PCC office space, it is considered that the overall risk is low.	
Overall Risk Judgement:	Low

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
None.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monthly financial reviews for the service area.

Cyngor Sir Powys County Council
Impact Assessment (IA)

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Please state when this Impact Assessment will be reviewed.

Between 12 and 24 months of implementation.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			
Head of Service:	Gwilym Davies		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr J Evans & CLlr R Harris		

14. Governance

Decision to be made by	Choose an item.	Date required

T

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Development Management & Planning Policy (Planning Services)	Head of Service	Gwilym Davies	Director	Nigel Brinn	Portfolio Holder	Cllr James Evans
Proposal	Planning Service redesign						
Outline Summary / Description of Proposal							
<p>It is proposed to redesign the Planning Service. The following is currently being considered:</p> <ul style="list-style-type: none"> • Reduction in the number of Principal Planning Officers. • Some posts to be merged. • Number of Planning Officer posts to be reduced. • An additional tier is to be added to the Development Management structure at a lower grade. • Planning Technicians and Planning Administrator positions to be merge into one position. • Number of Planning Policy Officers to be reduced. • An additional tier on a lower grade is to be added to the Planning Policy structure. 							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
No.1	Gwilym Davies	Head of Property, Planning and Public Protection	29/08/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£214,000	£214,000	£214,000	£214,000 annually

Cyngor Sir Powys County Council
Impact Assessment (IA)

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3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	To be confirmed.

Tudalen 661

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
 PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Proposal will result in less capacity to undertake non-statutory duties, such as providing free advice to services such as education, property and housing.

How does your proposal impact on the council's strategic vision?

fudalen 662

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	The proposal has the potential to impact on planning application determination periods. This could impact on the deliverability of developments. The proposal has the potential to impact on planning enforcement capacity potentially at the cost of the integrity of the planning system.	Poor	Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity. Keep agents and developers informed of the situation to enable them to forward plan.	Poor
Health and Care We will lead the way in effective, integrated rural health and care	The proposal has the potential to impact on planning application determination periods for health and care facilities. This could impact on the deliverability of developments.	Poor	Keep agents and developers informed of the situation to enable them to forward plan.	Poor
Learning and skills We will strengthen learning and skills	The proposal has the potential to impact on planning application determination periods for education facilities. This could impact on the deliverability of developments.	Poor	Keep agents and developers informed of the situation to enable them to forward plan.	Poor

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	The proposal has the potential to reduce the Planning Services ability to interact with customers and the public.	Poor	Try to develop the Council’s website to reduce the need for direct interaction.	Poor

Tudalen 663

Source of Outline Evidence to support judgements
Officer assessment.

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The proposal has the potential to impact on planning application determination periods. This could impact on the deliverability of developments.	Very Poor	Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity. Keep agents and developers informed of the situation to enable them to forward plan.	Poor
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Reduced capacity will potentially result in Planning Officers having less time to safeguard and/or promote social, economic and ecological resilience.	Poor	Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity	Poor

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Reduced capacity will potentially result in less resources being allocated to managing and improving a developments impact on the health of the area.</p>	<p>Poor</p>	<p>No mitigation proposed.</p>	<p>Poor</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Reduced capacity will impact on Planning Services ability to communicate with Communities as part of the planning process.</p>	<p>Poor</p>	<p>Try to develop the Council's website to reduce the need for direct interaction.</p>	<p>Poor</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>Less resource will be available to promote and/or support the economy, the environment, communities and culture, via the planning process.</p>	<p>Poor</p>	<p>Try to develop the Council's website to reduce the need for direct interaction.</p>	<p>Poor</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</p>	<p>Negligible impact.</p>	<p>Neutral</p>	<p>No mitigation proposed.</p>	<p>Neutral</p>
<p>Opportunities to promote the Welsh language</p>	<p>Negligible impact.</p>	<p>Neutral</p>	<p>No mitigation proposed.</p>	<p>Neutral</p>

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Disability</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Gender reassignment</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Marriage or civil partnership</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Race</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Religion or belief</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sex</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sexual Orientation</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Pregnancy and Maternity</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

0909 666 0000

Source of Outline Evidence to support judgements

Officer assessment.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Reduction in staff resource has the potential to impact on long term investment in the economy and housing provision.	Poor	No mitigation proposed.	Poor
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Reduction in staff has the potential to reduce the ability for Planning Service to collaborate with existing and future partners.	Poor	No mitigation proposed.	Poor
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Reduction in staff has the potential to reduce the ability to engage with communities.	Poor	Try to develop the Council's website to reduce the need for direct interaction.	Poor
Prevention: Understanding the root causes of issues to prevent them from occurring.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Reduction in staff resource may impact on the ability to approve affordable housing in a timely manner.	Poor	Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity.	Poor

Cyngor Sir Powys County Council

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Tudalen 668

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Impact on Powys County Council Workforce	A reduction in staff resource will result in increased workloads for Planning staff.	Poor	No mitigation proposed.	Poor
Source of Outline Evidence to support judgements				
Officer assessment.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
Mitigation		
<ul style="list-style-type: none"> Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity. Try to develop the Council's website to reduce the need for direct interaction. Try and keep communities informed of all service developments (where appropriate). 		

Cyngor Sir Powys County Council

Impact Assessment (IA)

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Medium
Mitigation		
<ul style="list-style-type: none"> Appropriate staff consultation. 		

What are the risks to service delivery or the council following implementation of this proposal? (To be included within project risk register)

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Potential adverse impact on the economy caused by delays in processing planning applications.	High	Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity.	High
Potential reduction in planning enforcement capability.	Medium	Adopt new planning enforcement policy and procedure streamlining processes	Low
Potential delays in the processing of affordable housing applications and education applications impacting on delivery.	Medium	No mitigation proposed.	Medium
Reputational damage - Potential to be in the bottom half/quarter of the Welsh Government planning league table.	Low	No mitigation proposed.	Low
Increase in the number of corporate complaints.	Medium	No mitigation proposed.	Medium
Potential delays in the production of planning policy.	Medium	No mitigation proposed.	Medium

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The proposed savings proposal has the potential to have an adverse impact social and economic impact. The overall risk is judged to be medium.	
Overall Risk Judgement:	Medium

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

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None to report.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

- Feedback from bi-annual agents forum.
- Feedback from Community Council forum (to be arranged).
- Monthly performance reviews.
- Quarterly WG returns.

Please state when this Impact Assessment will be reviewed.

Between 12 and 24 months of implementation.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			
Head of Service:	Gwilym Davies		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr James Evans		

14. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

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Tudalen 671

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as “Draft” and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Property, Planning and Public Protection	Head of Service	Gwilym Davies	Director	Nigel Brinn	Portfolio Holder	Cllr A Davies, Cllr P Davies, Cllr J Evans, Cllr R Harris
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Proposal

Outline Summary / Description of Proposal

The proposal would involve the redesign of the senior management of Property, Planning and Public Protection.

Currently the senior management team for Property, Planning and Public Protection consists of 8 Senior Managers or Professional Leads, namely:

- Professional Lead - Building Control;
- Professional Lead - Development Management;
- Professional Lead - Environmental Health (Commercial);
- Professional Lead - Environmental Health (Environmental Protection);
- Senior Manager – National Trading Standards Estate Agency and letting Agency Team;
- Professional Lead - Planning Policy;
- Professional Lead -Strategic Property;
- Professional Lead - Trading Standards, Community Safety and Emergency Planning.

The proposal would merge and reallocate responsibilities of these 8 positions. The number of FTE will therefore be reduced.

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
No.1	Gwilym Davies	Head of Property, Planning and Public Protection	29/08/2019

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2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£0	£167,640	£181,070	£181,070	£167,640 in 2020/21 and £181,070 annually from 2021/22

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	To be confirmed.

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The proposal will result in less capacity to undertake corporate duties as resources will need to be focused on service delivery.

How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	Less management/leadership resource will be available to undertake duties that help develop a vibrant economy.	Poor	No mitigation proposed.	Poor
Health and Care We will lead the way in effective, integrated rural health and care	Less management/leadership resource will be available to undertake duties that help develop lead the way in effective integrated rural health and care.	Poor	No mitigation proposed.	Poor
Learning and skills We will strengthen learning and skills	Less management/leadership resource will be available to undertake duties that help strengthen learning and skills.	Poor	No mitigation proposed.	Poor
Residents and Communities We will support our residents and communities	Less management/leadership resource will be available to support our residents and communities.	Poor	No mitigation proposed.	Poor

Source of Outline Evidence to support judgements
Officer assessment.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Less management/leadership resource will negatively impact on this well-being goal.	Poor	No mitigation proposed.	Poor
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Less management/leadership resource will negatively impact on this well-being goal.	Poor	No mitigation proposed.	Poor

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Tudalen 676

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	Less management/leadership resource will negatively impact on this well-being goal.	Poor	No mitigation proposed.	Poor
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	Less management/leadership resource will negatively impact on this well-being goal.	Poor	No mitigation proposed.	Poor
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	Less management/leadership resource will negatively impact on this well-being goal.	Poor	No mitigation proposed.	Poor
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<p><i>Opportunities to promote the Welsh language</i></p>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Disability</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Gender reassignment</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Marriage or civil partnership</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Race</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Religion or belief</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sex</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sexual Orientation</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Pregnancy and Maternity</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Source of Outline Evidence to support judgements

Officer assessment.

7. How does your proposal impact on the council's other key guiding principles?

Judalen 678

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Reduction in staff resource has the potential to impact on long term investment in the economy.	Poor	No mitigation proposed.	Poor
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Reduction in staff has the potential to reduce the ability for the Service area to collaborate with existing and future partners.	Poor	No mitigation proposed.	Poor
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Reduction in staff has the potential to reduce the service areas ability to engage with communities.	Poor	Try to develop the Council's website to reduce the need for direct interaction.	Poor
Prevention: Understanding the root causes of issues to prevent them from occurring.	Reduction in staff has the potential to reduce the service areas ability to engage in the prevention agenda.	Poor	No mitigation proposed.	Poor
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Reduction in staff resource has the potential to impact on long term investment in the economy.	Poor	No mitigation proposed.	Poor

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Impact on Powys County Council Workforce	A reduction in staff resource will result in increased workloads for remaining workforce.	Poor	No mitigation proposed.	Poor
Source of Outline Evidence to support judgements				
Officer assessment.				

Tudalen 679

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
No mitigation proposed.		

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Low
Mitigation		
No mitigation proposed.		

What are the risks to service delivery or the council following implementation of this proposal? (To be included within project risk register)

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Impact on leadership and management capacity	Medium	Appropriate leadership training to be promoted within service areas.	Low
	Choose an item.		Choose an item.

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The proposed savings proposal has the potential to have an adverse impact social and economic impact as a result of a reduction in the service areas leadership and management capacity. The overall risk is judged to be medium.	
Overall Risk Judgement:	Medium

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
None.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

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- Quarterly performance reviews.
- Monitoring of complaints.
- Annual and 6 monthly employee reviews.

Please state when this Impact Assessment will be reviewed.

Between 12 and 24 months of implementation.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			
Head of Service:	Gwilym Davies		
Director:	Nigel Brinn		
Portfolio Holder:	Cllr A Davies, Cllr P Davies, Cllr J Evans, Cllr R Harris		

14. Governance

Decision to be made by	Choose an item.	Date required	April 2020

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FORM ENDS

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Tudalen 682

Service Area	Transformation and Communications	Head of Service	Emma Palmer	Director	Ness Young	Portfolio Holder	Leader – Cllr R Harris Deputy Leader – Cllr A Davies Cllr M Alexander Cllr J Evans Cllr P Davies
Proposal		Savings proposals for 2020-2023					
Outline Summary / Description of Proposal							

The service is proposed to receive a reduction in budget of £-99k 20/21, £-154k 21/22 and £-120k 22/23 (total reduction £-373k). Proposals to meet this requirement are set out below (for further detail see full Savings Proposal).

Proposal Title

Delete 1 FTE Grade 14 vacant Programme Manager role 2020/21 - £60,726. This saving is achievable with no impact on the public or additional cost to the authority. There would be no Programme Manager capacity across V2025 (portfolio level) and workload would need to be absorbed across the Transformation Team.

Proposed budget saving of £25,000 recurring from 2020/21 The current Communications structure includes a Digital Communications Officer at a grade 8 which is partially funded (£15k) by funding from Children's service to manage implement ongoing Foster campaign on behalf of the service. The proposal is to use Integrated care fund resources, which has two year's funding, to deliver an adult social care campaign to transform how citizens access a variety of solutions to self-care using digital solutions. The campaign 'Ask Sara' is part of the council's work to improve digital/online access to equipment, telecare/self- service as part of the health and care strategy. Initial discussion with Adult services but not commitment at this stage The proposal would deliver £20k savings from the Corporate Communication budget for 2020/21 and 2021/22. Implementing the change from October 2019 will deliver £10k additional savings. The service also proposes to reduce its discretionary expenditure by £5k, comprising of general office expenditure reduced by £2,000; catering by £1,500, advertising by £500, mobiles phones £500 and subscriptions £500.

Balance: £-398K-£85K = £-313K (to be found)

Minimal Service Offer

To be able to deliver the remaining savings £-313K this service would reduce the team from 22 FTE to only 6 FTE to support the whole organisation. The service offer would be minimal, based on legislative requirements solely:

- Corporate Improvement Plan and monitoring from quarterly to once per year
- Equality Plan and monitoring from quarterly to once per year
- Public Service Board Assessment and Plan once every five years
- Impact Assessment provision of template and framework only
- Risk Assessment and monitoring reporting ceased and provision of electronic JACAD system only
- WAO liaison from monthly to twice a year
- Submission of Statutory Performance Returns
- Regulatory Inspection Data

Impact: Lack of corporate governance, oversight at a strategic level and ability for the organisation to function with evidence-based decision making. Unable to evidence to regulators continual improvement across services. Risk: Repeat of Social Services damaging inspection.

What would stop:

- Partnership Framework and support

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- Performance Framework and monitoring
- The whole Corporate Insight Centre development: EMT Dashboard, information management, Social Services reporting, HR reporting, Schools data development, Idox system development, customer information (GOSS reporting), integrated finance reporting.
- The whole of the Analytics and Research: Rural Cost Analysis, Schools Modelling, Social Services modelling and predictive analytics, evaluation work required by Welsh Government, any form of data analysis, Powys Wellbeing Information Bank, any data development for external use.
- Service Redesign (Change and Improvement).
- Digital agenda (unless all funded by WG/Transformation Fund).

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
Version 1	Emma Palmer	Head of Transformation and Communications	05 th September 2019

Tudalen 684

Profile of savings delivery (if applicable)

2020-21	2021-22	2022-23	TOTAL
£-85,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	31 st January 2020

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

- The proposed changes will not directly impact Health and Safety.
- The proposed changes will impact on Corporate Parenting and the organisation's ability to receive appropriate performance monitoring information and intelligence.
- There is a risk of impacting other service areas as the demand for 'effective business intelligence' will continue to increase due to the cessation of the team. There will be no resource to support the Schools, Social Services or Social Care Transformation agendas and no development of any information for use across the organisation.
- The loss of much of the team is a strategic loss to the council in pursuit of delivering Vision 2025.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The work of the service would not support this priority going forward.	Very Poor	Services would need to commission their own research and analysis at an additional cost to their budget.	Poor
Health and Care We will lead the way in effective, integrated rural health and care	The current heavily directed resource to supporting social care, which is a fundamental cornerstone of analyse, plan and monitoring of this priority would cease. Business analytics requirements to support North Powys future modelling and impact assessment would cease.	Very Poor	No capacity for further refinement.	Unknown
Learning and skills We will strengthen learning and skills	There would be no support to Schools Transformation.	Very Poor	Schools would have to commission expertise.	Poor
Residents and Communities We will support our residents and communities	A lighter touch to well-being and population assessments would be undertaken. Supporting HTR transformation would cease.	Poor	No capacity for further refinement.	Unknown

Source of Outline Evidence to support judgements

Please note that the service reduced by 32% in 2019/20 and current baseline does not cover the cost of the current service. 25% of the costs are already funded through alternative means e.g. Transformation Fund, Integrated Care Fund and Public Services Board funds provided by Welsh Government. Further reductions to this service pose a serious risk to the authority and an unsustainable service. Previously where additional cuts were required, the service was unable to support statutory services e.g. social care where they received no performance information contributing to a regulatory report of SERIOUS CONCERNS and resulting in the authority having to identify millions to reinvest within social services.

It should also be noted that J Salisbury, Independent Advisor to the Improvement and Assurance Board has advised the organisation to 'look to immediately strengthen the business intel/transformation team; which should be an easy business case to make on an invest to save basis'.

The Integrated Business Plan for the team provides further breakdown/detail.

Tudalen 686

How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>The team were developed on the ethos of doing the right thing and tackling root causes of problems.</p> <p>It is founded on the basis of evidence-based planning and making this evidence widely available, both internally and externally.</p> <p>The service aims to provide career pathways for staff.</p>	Very Poor	Services will need to commission their own research and analysis at an additional cost to their budget.	Poor
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	No significant direct impact. Capacity to research and analyse information for our well-being assessment would be severely reduced.	Neutral	No capacity for further refinement.	Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	Demand for services and therefore, demand and expectations on staff may increase and could possibly impact negatively on staff well-being.	Poor	No capacity for further refinement.	Choose an item.
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</p>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<p>Opportunities to promote the Welsh language</p>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	No significant direct impact. Capacity to support services with design and monitoring of equalities objectives to ensure the organisation continues to meet its statutory obligation under the Public Sector Equalities duty would be reduced.	Neutral	No capacity for further refinement.	Choose an item.
<i>Disability</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Gender reassignment</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Marriage or civil partnership</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Race</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Religion or belief</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Sex</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Sexual Orientation</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Pregnancy and Maternity</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.

Tudalen 688

Source of Outline Evidence to support judgements

See Integrated Business Plan and Savings Proposal.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The savings will result in an unsustainable service, however the 5 working principles continue to be a key influence on the service's approach to provision. The organisations ability to analyse information for the long term with the development of predictive analytics would cease.	Poor	No capacity for further refinement.	Choose an item.
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The 5 working principles continue to be a key influence on the service's approach to provision. Additional resource will need to be identified throughout PSB to support its ongoing needs.	Poor	No capacity for further refinement.	Choose an item.
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	Staff and other key stakeholders will be involved in the process. Work to meet WG open data requirements would cease.	Good	No capacity for further refinement.	Choose an item.
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	Further financial challenge will be offset by developing commercial opportunities in the hope that this may prevent further reductions.	Neutral	No capacity for further refinement.	Choose an item.
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Wellbeing objectives will still remain, ongoing monitoring will be reduced to annual rather than quarterly.	Poor	No capacity for further refinement.	Choose an item.

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Tudalen 690

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Whilst the proposal has no significant impact on the broader facets of preventing poverty, it does recognise the resulting of FTE losses of this scale.	Poor	No capacity for further refinement.	Choose an item.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Increased risk of insufficient development and reporting due to staff losses.	Poor	Accept risk.	Choose an item.
Impact on Powys County Council Workforce	Negative impact of proposed net loss of FTE's. Period of uncertainty for all staff due to annual requirement to make staff savings resulting in constant re-structures.	Poor	The move to 3 year planning will assist.	Poor
Source of Outline Evidence to support judgements				
See Integrated Business Plan and Savings Proposals.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
Mitigation		

Continued communication and understanding of organisational needs.

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Very High	High
Mitigation		
Accept that £60k is all that the team can provide in the form of savings following a 32% reduction in the team during 2018/19 or resource the team through other funding sources e.g. Transformation Fund.		

Tudalen 69

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Inability to meet service demand	High	Continued dialogue and prioritisation with EMT and HOS	High
Inability to meet statutory requirements and regulatory concerns over loss of corporate support – risk of damaging inspection	High	Ensure remaining resource is focussed solely on minimum offer	Medium
Lack of corporate governance, oversight at a strategic level and ability for the organisation to function with evidence-based decision making (move from quarterly to annual monitoring)	Very High	Report at least annually	High
Need for efficiency savings further impacts on services	High	Develop commercial opportunities	
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	✓		

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
If this proposal is implemented there will be a lack of corporate governance, oversight at a strategic level and ability for the organisation to function with evidence-based decision making. The organisation will be unable to evidence to regulators continual improvement across services and there is a further potential risk of a repeat damaging inspection.	

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Impact Assessment (IA)

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11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

See Integrated Business Plan and Savings Proposal.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

The impact would need to be monitored by Senior Leadership Team, Cabinet and Audit Committee.

Please state when this Impact Assessment will be reviewed.

13. Sign Off

Tudalen 692

Position	Name	Signature	Date
Impact Assessment Lead:	Emma Palmer		05/09/2019
Head of Service:	Emma Palmer		05/09/2019
Director:	Ness Young		
Portfolio Holder:	Leader – Cllr R Harris Deputy Leader – Cllr A Davies Cllr M Alexander Cllr J Evans Cllr P Davies		

14. Governance

Decision to be made by	Date required
Portfolio Holder	

FORM ENDS

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	Workforce and Organisation Development	Head of Service	Paul Bradshaw	Director	Ness Young	Portfolio Holder	Cllr G Breeze
Proposal	WD01 – Introduction of Salary Sacrifice Pension AVCs (£30,000), and WD06 – Removal of the 5p per mile passenger car mileage rate (£23,000)						
Outline Summary / Description of Proposal							
This documents considers the impacts of the savings generated by Workforce & Organisation Development for the financial year 2020/21.							
WD01 – The conversion of Pension Additional Voluntary Contributions (AVC) to a Salary Sacrifice Scheme provides a saving of National Insurance contributions to both the employee and employer.							
WD06 – Under the existing Travel & Subsistence Policy, both the driver (in addition to the HMRC mileage rate) and passenger can claim 5 pence per mile on business journeys. The proposal is to remove the entitlement to claim passenger rate for both the driver and passenger(s).							

udalen 694

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
Draft	Graham Evans	Professional Lead – Employment Services	14.01.2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£ -	£ -	£53,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
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No consultation required (please provide justification)	Neither WD01 or WD06 form part of employees' terms and conditions, therefore consultation to change is not required. The Council's Senior Leadership Team have been informed of the decision to implement WD06, along with supportive discussions with Trade Unions.
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Tudalen 695

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety and Corporate Parenting?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY		
Adult Services <input checked="" type="checkbox"/>	Education <input checked="" type="checkbox"/>	Legal and Democratic Services <input checked="" type="checkbox"/>
Children's Services <input checked="" type="checkbox"/>	Finance <input checked="" type="checkbox"/>	Property, Planning and Public Protection <input checked="" type="checkbox"/>
Commissioning <input checked="" type="checkbox"/>	Highways, Transportation and Recycling <input checked="" type="checkbox"/>	Strategy, Performance and Transformation Programmes <input checked="" type="checkbox"/>
Customers and Communications <input checked="" type="checkbox"/>	Housing and Community Development <input checked="" type="checkbox"/>	Workforce and OD <input checked="" type="checkbox"/>
Data Protection Impact Assessment		
Will the proposal involve processing the personal details of individuals? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> - No change to current practices No Data Protection IA required		
Is Powys County Council the data controller? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> - No change to current practices No Data Protection IA required		
If you have answered yes to either of the above you will be required to complete, as a minimum, the screening questions on the data protection impact assessment. For further advice please contact the Data Compliance Team.		

4a Geographical Locations

What geographical area(s) will be impacted by the proposal? (Chose all those applicable)			
Powys <input checked="" type="checkbox"/>	Brecon <input type="checkbox"/>	Llandrindod and Rhayader <input type="checkbox"/>	Machynlleth <input type="checkbox"/>
North <input type="checkbox"/>	Builth and Llanwrtyd <input type="checkbox"/>	Llanfair Caereinion <input type="checkbox"/>	Newtown <input type="checkbox"/>
Mid <input type="checkbox"/>	Crickhowell <input type="checkbox"/>	Llanfyllin <input type="checkbox"/>	Welshpool and Montgomery <input type="checkbox"/>
South <input type="checkbox"/>	Hay and Talgarth <input type="checkbox"/>	Llanidloes <input type="checkbox"/>	Ystradgynlais <input type="checkbox"/>
	Knighton and Presteigne <input type="checkbox"/>		

5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	No significant impact, however, a reduction of associated spend in both WD01 and WD06 will ensure that income targets are at least met, with employees also benefitting from savings through increasing their net pay.	Neutral	The higher the employee participation in the WD01 scheme, the higher the savings realised by both employee and the employer. Continual promotion of this benefit is therefore key to additional future savings.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	Not Applicable	Choose an item.	Not Applicable	Choose an item.
Learning and skills We will strengthen learning and skills	Not Applicable	Choose an item.	Not Applicable	Choose an item.
Residents and Communities We will support our residents and communities	No significant impact, however, a reduction of associated spend in both WD01 and WD06 will ensure that income targets are at least met with employees (who are also residents) also benefitting from savings through increasing their net pay	Neutral	The higher the employee participation in the WD01 scheme, the higher the savings realised by both employee and the employer. Continual promotion of this benefit is therefore key to additional future savings.	Neutral

Tudalen 697

Source of Outline Evidence to support judgements
Cost analysis of current levels of expenditure and current non-salary sacrifice AVC memberships.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	WD01 -Not applicable WD06 – Employees should be encouraged to utilise digital equipment for meetings, rather than having to travel around the County increasing productivity and reducing carbon footprint.	Good		Choose an item.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Not applicable	Choose an item.		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	Not Applicable	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Not Applicable	Choose an item.		Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights – is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	Not Applicable	Choose an item.		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	Not Applicable	Choose an item.		Choose an item.
Opportunities to promote the Welsh language	Not Applicable	Choose an item.		Choose an item.

Tudalen 699

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>People are encouraged to do sport, art and recreation.</i>	Not Applicable	Choose an item.		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	Not Applicable	Choose an item.		Choose an item.
<i>Disability</i>	Not Applicable	Choose an item.		Choose an item.
<i>Gender reassignment</i>	Not Applicable	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	Not Applicable	Choose an item.		Choose an item.
<i>Race</i>	Not Applicable	Choose an item.		Choose an item.
<i>Religion or belief</i>	Not Applicable	Choose an item.		Choose an item.
<i>Sex</i>	Not Applicable	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	Not Applicable	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	Not Applicable	Choose an item.		Choose an item.

Tudalen 700

Source of Outline Evidence to support judgements
Not applicable as all available to all staff

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	Not applicable	Choose an item.		Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	Not applicable	Choose an item.		Choose an item.
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	Not applicable	Choose an item.		Choose an item.
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	Not applicable	Choose an item.		Choose an item.
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Not applicable	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Not applicable	Choose an item.		Choose an item.

Tudalen 701

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Tudalen 702

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Not applicable	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Not applicable	Choose an item.		Choose an item.
Powys County Council Workforce: What Impact will this change have on the Workforce?	WD01 – Employees will be benefiting from savings through increasing their net pay whilst also boosting their future retirement income. WD06 – no negative impact as costs not incurred for travelling as a passenger.	Good	WD01 – communicate the benefits of the joining a Salary Sacrifice scheme, increasing the savings opportunities and future benefits for those who join.	Good
Payroll: How will this impact salary, any overtime/enhanced payments etc? Does this affect any particular group of employees? E.g. Male/Female dominated workforce. Does this proposal comply with the Councils Single Status Terms and Conditions?	WD01 – reduction in National Insurance contributions realised for both the Council and employees enrolled in the scheme WD06 – reduction in spend	Good	WD01 - The higher the employee participation in the scheme, the higher the savings realised by both employee and the employer. Continual promotion of this benefit is therefore key to additional future savings.	Good
Welsh Language impact on staff	Not applicable	Choose an item.		Choose an item.

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Apprenticeships: Has consideration been given to whether this change impacts negatively, or positively on Apprenticeships within the service?	Not applicable	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

Cost analysis of current levels of expenditure and current non-salary sacrifice AVC memberships.

Tudalen 708

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Mitigation

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What are the risks to service delivery or the council following implementation of this proposal? (To be included within project risk register)

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
WD01 - Reduction in Salary Sacrifice AVC members	Low	Increase communications and benefits of joining the scheme	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Creates positive savings for the council to assist with meeting budget targets with minimal impact on the workforce. The proposal also provides savings opportunities and future retirement benefits to employees.	
Overall Risk Judgement:	Low

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Cost analysis of current levels of expenditure and current non-salary sacrifice AVC memberships. Salary Sacrifice have been successfully rolled out in other Welsh Authorities, so is a proven benefit for both the Council and its employees.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Quarterly reporting and senior team meetings will be spent assessing the impact and analyse whether on track or not.
Please state when this Impact Assessment will be reviewed.
Annually

Cyngor Sir Powys County Council
Impact Assessment (IA)

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13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Graham Evans		
Head of Service:	Paul Bradshaw		
Director:	Ness Young		
Portfolio Holder:	Cllr G Breeze		

14. Governance

Decision to be made by	Portfolio Holder	Date required	

FORM ENDS

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Please read the accompanying guidance before completing the form.

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Service Area	Workforce and Organisation Development	Head of Service	Paul Bradshaw	Director	Ness Young	Portfolio Holder	Cllr G Breeze
Proposal	WD02 - Savings from Leadership Development budget (£10,000), WD03 - Increase the uptake of Apprenticeship positions in the Council (£120,000),						
Outline Summary / Description of Proposal							
This documents considers the impacts of the savings generated by Organisation Design and Development team (Workforce and OD Service) in the financial year 2020/21 through. Moving forwards we will be able to deliver a large part of our leadership and management development through apprenticeship programmes funded from the apprenticeship levy we pay to Welsh Government. This will significantly reduce the cost to delivering our leadership training programme. We will increase the number of apprentices we appoint to the Council and will place them in substantive vacancies the Council has decided to fill. This will enable apprentices to undertake a recognised relevant qualification under the Welsh Government’s Apprenticeship Framework, including classroom based training, develop skills and experience in their chosen role and to be appointed to the role upon their successful completion of the apprenticeship. An apprenticeship placement in these circumstances reduces the employment cost by c £12k per vacancy (this being the difference between the average cost of a suitable post for an apprentice and the cost of employing the apprentice).							

udalen 706

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
Draft	Ross Young	Business Improvement Project Manager	07.01.2020
V1.01	Ross Young	Business Improvement Project Manager	14.01.2020
V1.02	Ross Young	Business Improvement Project Manager	14.01.2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£-	£-	£130,000	£-	£-	£-

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
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No consultation required (please provide justification)	EMT have received a paper on the apprenticeship approach and agreed the approach. Reducing the Leadership Development budget due to accessing the training through the apprenticeship levy leads to the money no longer being used to pay for the qualifications as previously required.
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Tudalen 707

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Impact Assessment (IA)

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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety and Corporate Parenting?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Adult Services <input checked="" type="checkbox"/>	Education <input checked="" type="checkbox"/>	Legal and Democratic Services <input checked="" type="checkbox"/>
Children's Services <input checked="" type="checkbox"/>	Finance <input checked="" type="checkbox"/>	Property, Planning and Public Protection <input checked="" type="checkbox"/>
Commissioning <input checked="" type="checkbox"/>	Highways, Transportation and Recycling <input checked="" type="checkbox"/>	Strategy, Performance and Transformation Programmes <input checked="" type="checkbox"/>
Customers and Communications <input checked="" type="checkbox"/>	Housing and Community Development <input checked="" type="checkbox"/>	Workforce and OD <input checked="" type="checkbox"/>

Data Protection Impact Assessment

Will the proposal involve processing the personal details of individuals? Yes No - **No change to current practices No Data Protection IA required**
 Is Powys County Council the data controller? Yes No - **No change to current practices No Data Protection IA required**
 If you have answered yes to either of the above you will be required to complete, as a minimum, the screening questions on the data protection impact assessment.
 For further advice please contact the Data Compliance Team.

4a Geographical Locations

What geographical area(s) will be impacted by the proposal? (Chose all those applicable)

Powys <input checked="" type="checkbox"/>	Brecon <input type="checkbox"/>	Llandrindod and Rhayader <input type="checkbox"/>	Machynlleth <input type="checkbox"/>
North <input type="checkbox"/>	Builth and Llanwrtyd <input type="checkbox"/>	Llanfair Caereinion <input type="checkbox"/>	Newtown <input type="checkbox"/>
Mid <input type="checkbox"/>	Crickhowell <input type="checkbox"/>	Llanfyllin <input type="checkbox"/>	Welshpool and Montgomery <input type="checkbox"/>
South <input type="checkbox"/>	Hay and Talgarth <input type="checkbox"/>	Llanidloes <input type="checkbox"/>	Ystradgynlais <input type="checkbox"/>
	Knighton and Presteigne <input type="checkbox"/>		

5. How does your proposal impact on the council's strategic vision?

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Tudalen 709

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>The Economy We will develop a vibrant economy</p>	<p>Reduction in Leadership development budget – no effect</p> <p>Increase the uptake of Apprenticeship positions in the Council – Increasing the entry routes into the council may increase the retention of the 16-25 age group within county. This will aid the economy by the development of skilled workers within the county increasing the skilled workforce availability and enhancing the economic spending within local businesses and services.</p>	<p>Very Good</p>	<p>Utilising the Apprenticeship Levy better will create an improved ROI in terms of the council’s recovery of it’s spending on training and development.</p> <p>The council will seek to fill entry level roles with apprentices from in and around Powys; who will mainly come from school leavers, unemployed people and people who want to return to employment. Many of this group may well have sought employment or further education outside of Powys, the apprenticeship programme should therefore help and protect the future workforce in an aging population.</p>	<p>Very Good</p>
<p>Health and Care We will lead the way in effective, integrated rural health and care</p>	<p>Reduction in Leadership development budget – no effect</p> <p>Increase the uptake of Apprenticeship positions in the Council – Protecting the future workforce availability within social care is a priority. Social care is a high turnover sector. The council will look to increase the use of apprentices within Social care. Social care has a particularly high level of older workers, the engagement of apprenticeships will help to address some of this imbalance.</p>	<p>Good</p>	<p>Apprenticeships in Social care will be developed in conjunction with Powys Teaching Health Board to allow progression through the health and social care career pathway across multiple organisations within Powys, enhancing the attraction for young people who can make a lifelong career in the sector.</p>	<p>Very Good</p>

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Tudalen 710

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills We will strengthen learning and skills	<p>Reduction in Leadership development budget – no effect due to utilising Apprenticeship Levy mechanism.</p> <p>Increase the uptake of Apprenticeship positions in the Council – Through appropriate workforce planning, a training needs analysis for each service will be conducted and collated, this will allow for the councils L&D department to better respond to the needs of the council, improving the skills sustainability whilst contributing to potential financial efficiencies by training the right people at the right time. Developing the use of Higher Apprenticeships will further strengthen the career pathways in the council.</p>	<p>Good</p>	<p>Potential for a greater ROI on the levy usage to return training cost equivalent greater than we pay into the scheme, making the Powys Pound go further in learning and development.</p> <p>Creating more opportunities for Apprentices within the county will aid the learning and skills development of Powys residents.</p>	<p>Very Good</p>
Residents and Communities We will support our residents and communities	<p>Reduction in Leadership development budget – no effect</p> <p>Increase the uptake of Apprenticeship positions in the Council – an increase in apprenticeship positions will improve the ability of services to achieve financial savings targets within the MTFP. Maintaining the financial robustness of the council is extremely important in this time of austerity, whilst delivering much needed and essential services to our residents.</p>	<p>Good</p>	<p>The increase in apprenticeships will enhance opportunities for one demographic group proportionately and may reduce the opportunities for other groups. Communications of the positives of providing opportunities for the next generation workforce should help address any concerns with other groups.</p>	<p>Neutral</p>

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Apprenticeship programmes will contribute to developing a skilled population for the Powys economy.</p>	<p>Good</p>	<p>Effective communication about the opportunities for apprentices and the efficiencies the programme will achieve will lead to greater uptake and a better return on the council's investment.</p>	<p>Very Good</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Better use of the Powys Pound in the skill development of residents contributes to the social and economic benefits for the county.</p>	<p>Good</p>	<p>Greater communications of the opportunities to develop skills in this area, through engaging apprentices in suitable vacancies will lead to a greater uptake and greater council benefits.</p>	<p>Very Good</p>

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Tudalen 712

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	Not Applicable	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Increasing opportunities, chiefly for the 16-25 age group will encourage people to stay in Powys and will therefore aid the age diversity within our communities	Good		Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. Human Rights - is about being proactive (see guidance) UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	Not Applicable	Choose an item.		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	Not Applicable	Choose an item.		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Opportunities to promote the Welsh language</i>	Not Applicable	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Not Applicable	Choose an item.		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	Not Applicable	Choose an item.		Choose an item.
<i>Disability</i>	Not Applicable	Choose an item.		Choose an item.
<i>Gender reassignment</i>	Not Applicable	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	Not Applicable	Choose an item.		Choose an item.
<i>Race</i>	Not Applicable	Choose an item.		Choose an item.
<i>Religion or belief</i>	Not Applicable	Choose an item.		Choose an item.
<i>Sex</i>	Not Applicable	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	Not Applicable	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	Not Applicable	Choose an item.		Choose an item.

Tudalen 713

Source of Outline Evidence to support judgements

DWP Data (August 2019) – 1,800 people actively looking for work via DWP Universal Credit Mechanism.

7. How does your proposal impact on the council’s other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<p>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</p>	<p>Workforce planning facilitates the future by futureproofing services. Understanding the future recruitment and training requirements allows for planning and appropriate processes to be implemented. A comprehensive apprenticeship programme will support the engagement of young people and other age groups in Powys and will also help to future proof the talents and workforce we will need over the coming years.</p>	<p>Good</p>		<p>Choose an item.</p>
<p>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</p>	<p>Partnership working is one of our key focuses and will be a focus of our Workforce Futures and wider Transformation Programme going forwards. The Health and Care Strategy outlines how we will achieve this. We plan to facilitate this work through re-design and Learning and Development contained in PSB/Area plan.</p> <p>Workforce planning for the joint health and social care workforce of Powys is one area we will work jointly in delivering with the PTHB and other partners. The apprenticeship programme is a key aspect of this.</p>	<p>Good</p>		<p>Choose an item.</p>

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Tudalen 715

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	Not Applicable	Choose an item.		Choose an item.
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	Not Applicable	Choose an item.		Choose an item.
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Not Applicable	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Developing the apprenticeship programme will encourage people into work and will help mitigate the impact of poverty	Good		Choose an item.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Not Applicable	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Not Applicable	Choose an item.		Choose an item.
Powys County Council Workforce: What Impact will this change have on the Workforce?	Workforce planning will ensure that the workforce is suitable for the current and future needs of the council. Each service area will be challenged to ensure they have considered their needs including the engagement of apprentices.	Good		Choose an item.

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Tudalen 716

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Payroll: How will this impact salary, any overtime/enhanced payments etc? Does this affect any particular group of employees? E.g. Male/Female dominated workforce. Does this proposal comply with the Councils Single Status Terms and Conditions?	The deployment of apprentices in fully funded entry level vacancies costs less than recruiting to vacancies in the normal way. During 2020/21 we expect to reduce our payroll costs by £120,000 through this programme.	Good		Choose an item.
Welsh Language impact on staff	Not Applicable	Choose an item.		Choose an item.
Apprenticeships: Has consideration been given to whether this change impacts negatively, or positively on Apprenticeships within the service?	Increasing the number of apprentices is a key outcome of this proposal.	Very Good		Choose an item.
Source of Outline Evidence to support judgements				
Cost Analysis of recruiting to entry level vacancies, comparing the cost of recruiting apprentices to the cost of filling vacancies from the local employment market.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Medium
Mitigation		
Services encouraged through Workforce planning and ODD support mechanism to embrace apprentices at entry level roles.		

What are the risks to service delivery or the council following implementation of this proposal? (To be included within project risk register)

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Lack of apprenticeship applicants	Medium	More marketing, working with schools, identified roles	Low
Poor workforce plans	Medium	ODD support provided to each service area	Low
Required management skills not developed	Medium	Further ODD activity to support	Low

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Creates positive savings for the council and improves the economic prospects for the younger generation entering the workforce.	
Overall Risk Judgement:	Low

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

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Quarterly reporting and senior team meetings will be spent assessing the impact and analyse whether on track or not

Please state when this Impact Assessment will be reviewed.

Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ross Young		14.01.2020
Head of Service:	Paul Bradshaw		
Director:	Ness Young		
Portfolio Holder:	Cllr G Breeze		

14. Governance

Decision to be made by	Date required
Portfolio Holder	

Tudalen 719

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Council Wide	Head of Service	Jane Thomas	Director	Ness Young	Portfolio Holder	Cllr Aled Davies
Proposal	Powys County Council 2020-21 Draft Budget						

Tudalen 719

BACKGROUND

By law the Council has to agree a balanced budget annually. This impact assessment concentrates on the net revenue budget for 2020--21.

The 2020-21 Final Budget has been developed, refined and challenged by a robust process involving Heads of Service, Executive Management Team, Cabinet and Scrutiny Committees. The full timetable set out at Appendix A shows the governance approach and challenge meetings that have taken place since July 2019 and include the formal meetings to agree draft and final budgets.

The 2020-21 Draft Budget was approved by Cabinet on 21 January 2020 and was considered by the three Subject Scrutiny Committees and the Finance Panel in January 2020. The Final Budget will be presented to Council for agreement on 28 February 2020.

Individual impact assessments have been completed for each cost reduction proposal included in the 2020-21 Final Budget, but this assessment assesses the cumulative impact of the 2020-21 budget on Powys residents, in respect of the funding allocated, the council tax proposed and the cost reductions proposed.

The Final Budget includes a 5% increase in the Council Tax in 2020-21 (£1.25 a week for a band D property). The Council Tax Resolution will be presented to Council on 5 March 2020.

REVENUE BUDGET

2020-21 will be another financially challenging year for the Council despite a 4.2% settlement increase from the Welsh Government. The Council has developed its 2020-25 MTFS and 2020-21 revenue budget by seeking to focus resources delivery of Vision 2025, service improvements and the Council's statutory obligations using an Integrated Business Planning approach. In 2020-21 the proposed budget starts to move away from salami slicing, ensuring that individual services have the budget they need to deliver the outcomes and obligations required.

Inescapable Cost Pressures

The 2020-21 budget includes £18.4 million to meet inescapable cost pressures, including pay and price inflation as well as service specific pressures, such as Teachers Pay and Pensions, Contract Inflationary pressures, placement costs for Children Looked After and the increased cost of insurance. These must be recognised in the budget as the Council is required by law to set a viable and balanced budget. Powys residents will benefit from investment in these pressures as they will ensure that services can be improved or maintained at current levels and the Council's statutory obligations can be delivered. However, the value of the pressures included in the budget exceed the funding settlement the Council has received from the Welsh Government in 2020-21 creating a budget gap of £15.2 million.

Cost Reductions

To bridge the budget gap all services were asked to identify possible cost reductions that could be made to reduce the Council's spending requirement for 2020-21. £10.8 million of cost reductions have been identified which are deemed to be achievable within an acceptable level of risk. This leaves a residual budget gap of £4.4 million which it is proposed is found by increasing Council Tax by 5% in 2020-21. If Council Tax was to be increased by less than 5% in 2020-21 the Council would need to make further cost reductions, in addition to the £10.8 million already proposed and deemed to be deliverable. In looking for additional cost reductions the Council would need to consider whether the impact on residents from any cost reduction would be greater than the impact on households of an additional £65.11 per annum in Council Tax. Work to develop the 2020-21 Draft Budget suggests that every element of the budget has been explored so the scope for additional cost reductions in the short term is very limited.

Council Tax

The Council's net revenue budget is funded from Welsh Government grant known as Aggregate External Finance (AEF) and Council Tax. AEF is the total level of support that the Government provides to local authorities, comprising Revenue Support Grant and the amount distributed from business rates and is distributed using a needs-based formula. Over the last decade the Council's finances have suffered, as the Council has received the lowest AEF settlements compared to the other 21 counties in Wales primarily due to the costs of rurality not being adequately reflected in the formula. This is evidenced in the Council's [Rural Cost Analysis](#). One of the consequences of poor settlements is that by 2019-20 AEF only funded 67% of the Council's net revenue budget requirement, which is the second lowest in Wales (only Monmouthshire is lower). This in turn means that the Council has to fund the balance of its net requirement from Council Tax, which in 2019-20 is therefore funding 33% of the net revenue budget.

Council Tax income comes from residents but not all residents pay full Council Tax. Many residents benefit from the Council Tax Reduction Scheme (CTRS) which was introduced and initially funded by Welsh Government in a specific grant. However, some years ago the grant was transferred into the settlement and no longer keeps pace with payment levels so our annual expenditure exceeds the level of grant included in the settlement. In 2019-20 the Council has had to fund the recurrent shortfall of £1.8 million. Any increase in Council Tax in 2020-21 will increase the CTRS shortfall and an allocation of £450,000 is included in the budget to cover a 5% increase in Council Tax.

In setting the Council Tax level each year the Council must strike an appropriate balance the need to ensure the Council has sufficient funds to provide crucial often statutory services to local residents within a balanced budget (a legal requirement) with the ability of Powys taxpayers to afford to pay the level set.

In 2019-20, around 9,200 of Powys Council taxpayers (14.2%) are eligible for a Council Tax reduction and in some cases do not pay Council Tax at all; a further 21,900 (33.8%) of Powys households were eligible for a 25% Single Person Discount. 2,200 properties (3.4%) receive a 100% exemption, 130 properties received a 50% discount, 600 properties (0.9%) received a disabled band reduction, with 2,100 properties (3.2%) paying a 50% Council Tax premium as they were either long-term empty (over 12 months) or a second/holiday home. This leaves around 47.7% of households paying full Council Tax in 2019-20 and this is expected to be the same in 2020-21.

Tudalen 721

Understanding the affordability of any Council Tax increase requires consideration of the cost of the increase in relation to household income. Council Tax can be measured in 'Band D' or in 'per dwelling' terms. Band D has historically been used as the standard for comparing Council Tax levels between and across local authorities. This measure is not affected by the varying distribution of properties in bands that can be found across authorities. The 'per dwelling' calculation uses chargeable dwelling figures which gives an indication of the average amount of Council tax that is actually paid per household. In 2019-20 the Band D Council Tax charge in Powys is £1,613, just above the average Band D Council Tax for Wales for 2019-20 which is £1,591. These figures include Community Council and Police authority precepts. Council Tax can also be measured as average Council Tax per dwelling. In Powys the average Council Tax per dwelling for 2019/20 is £1,603, £192 a year (£3.70 a week) above the £1,411 average for Wales.

Provisional national statistics¹ show the average gross weekly earnings (full-time equivalent employees on adult rates) in Powys in 2019 to be £507.70 compared to an average for Wales of £535.00, placing Powys 17th of 22 council areas in Wales. Brexit uncertainty and the cost of living may change, whilst longer term interest and inflation rates may rise. At this time the Council's treasury advisors suggest continued low inflation and bank rate levels, the government may consider further tax cuts and market growth in numbers employed has been quite resilient through 2019. The unemployment rate fell back again to a 44 year low of 3.8% on the Independent Labour Organisation measure in September, despite the fall in numbers employed, due to numbers leaving the work force. Wage inflation has been edging down from a high point of 3.9% in July to 3.8% in August and now 3.6% in September (3 months average regular pay, excluding bonuses) which means that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by c. 1.9%.

Taking account of the above information the groups of people most likely to be impacted by an increase in Council Tax are:

- Families with children especially those headed by a working lone parent
- People who rent their home (social or a private landlord)

Those people less likely to be impacted by an increase in Council Tax are:

- People on higher incomes
- People wholly reliant on means tested benefits

A 5% increase in Council Tax in 2020-21 for a Band D dwelling would be an increase of £65.11 for the year, equivalent to £1.25 per week (before Community Council and Police precept), the price of half a dozen eggs or a box of breakfast cereal.

Based on 2019-20 figures it would be reasonable to assume that only around 48% of Powys' 65,000 households would pay the full £65.11 increase, while just over 52% would receive partial or total exemption from payment.

Public engagement and consultation

The Council conducted a budget consultation exercise in the autumn using a budget simulator which asked residents to balance the Council's budget, including setting Council Tax. Although the response rate was lower than desired the sample was valid and a fair reflection of the County's population. Responses indicated that residents would be prepared to accept an increase in Council Tax of up to 6% to help to balance the budget. A full report on the budget consultation is attached to this impact assessment.

Conclusion

The Council's financial position and outlook continue to be challenging. Because the Council has received much lower than average funding settlements in recent years, due to austerity, the funding available to the Council has been and continues to be much less than the Council needs to meet pay and price inflation and specific service pressures. As the net budget is only financed by the settlement and Council Tax the only other way the Council can balance its budget is by making cost reductions.

The Council has made more than £100 million cost reductions in the last decade making it harder each year to find more. A further £10.8 million of cost reductions are proposed for 2020-21, leaving £4.4 million budget gap which it is proposed should be met by a 5% increase in Council Tax.

Although any increase in Council Tax is likely to impact to some extent on many residents, not all pay Council Tax as there are a number of discounts and exemptions in place which means that only 47.7% pay full Council Tax.

Despite the average Band D Council Tax Bill in Powys being £22 per annum higher than the Wales average and the average Council Tax per dwelling is £192 above the average, these figures need to be considered against the fact that in Powys only 67% of the net budget is funded from AEF which means 33% of the net budget has to come from Council Tax which is higher than all but one other council in Wales.

In terms of affordability a 5% increase in Council Tax for a Band D property would be £1.25 per week and while average gross earnings are lower than the average for Wales they are not the lowest and £1.25 represents only 0.25% of the average weekly wage and in view of the means tested reductions, discounts and exemptions that are available to residents this is considered to be in the realms of affordability for residents.

Tudalen 723

- Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Anne Phillips	Interim Deputy Head of Financial Services	9/1/20
V2	Ness Young	Director Resources & Transformation	20/2/20

¹ <https://gov.wales/sites/default/files/statistics-and-research/2019-03/council-tax-levels-in-wales-april-2019-march-2020-651.pdf>

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Impact Assessment (IA)

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2. Profile of savings delivery (if applicable)

£000	2019-20	2020-21	2021-22	2022-23	2023-24
Net budget	£255,186	£269,600			
Council Tax increase of 5%	£80,896 base figure	£4,415			
Cost reductions Total		£10,796			

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	<p>Budget consultation took place with the public by use of the budget simulator online tool alongside interaction with voluntary groups and the town and community councils. It was conducted between 3rd October and 3rd November 2019. The full details of the communications approach and the findings of the survey are set out in Appendix B.</p> <p>The public were asked to reduce the £13 million budget “gap” and given various scenarios on how to achieve that through percentage cuts to service budgets and further defined activities as well as adding commentary about each suggested saving. Councillors and Senior Officers have had the full analysis of the survey and are clear about what the public feels about an increase to Council Tax and which services have the most / least service reductions.</p>

Tudalen 724

Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

The overall budget will see some service reductions, and each individual proposal has been scrutinised by the relevant committee to assess any detrimental effect on residents and the Council's delivery model.

5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	Each service has completed its own Integrated Business Plan that sets out the changing shape of the service delivery plan, and the need to fund pressures, and where service reductions can be achieved, and is expected to remain aligned to Vision 2025	Neutral	The reductions are underpinned by individual Impact Assessments which will be scrutinised before approval to ensure a minimal, or acceptable level of impact on the Council priorities.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	See above	Neutral	See above	Neutral
Learning and skills We will strengthen learning and skills	See above	Neutral	See above	Neutral
Residents and Communities We will support our residents and communities	See above	Neutral	See above	Neutral

Tudalen 725

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Tudalen 726

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>The budget contains growth for schools' budgets and education remains a priority for the Council and the public (delegated schools having the smallest level of funding cut in the consultation exercise). Delegated schools do not have to deliver any service reductions and have had all their pressures funded. The central schools budget is proposing to deliver more than £500,000 cost reductions by April 2020 which a significant impact on pupils.</p> <p>The capital programme recognises the Mid Wales Growth Deal and the Vision 2025 Update includes a number of actions around economic growth, the Growth Deal and actions to increase the Powys pound.</p> <p>There are a number of reductions to the headcount being proposed, alongside this is a proposal to develop an apprenticeship scheme so vacancies are filled with this resource where possible</p>	<p>Neutral</p>	<p>Delivery of the proposed reductions will be monitored.</p> <p>The capital programme continues to focus on 21st Century Schools and the building and modernisation of schools linked to a newly updated transformation strategy</p> <p>It is likely that this programme will bring up to £200million capital funding to the regime over the next 15 years for economic growth and tourism</p> <p>This allows on the job training, and deliver savings, whilst filling vacancies</p>	<p>Neutral</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The budget proposes to provide £0.5 million growth into the highways maintenance budget in 2020-21 to address some of the pressing issues being experienced in communities. In total Highways, Transport and Recycling will see a net increase in their budget next year of £2.13 million</p>	<p>Good</p>		<p>Neutral</p>

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Tudalen 727

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Social Care budgets are the main deliverer of this goal, alongside leisure and public protection. Both Adults and Children's Services have cost reductions to deliver but mainly linked to new models of delivery linked to early intervention and prevention:</p> <ul style="list-style-type: none"> • Strength based assessments to maintain independence with the right sized level of care, using technology, direct payments and maintaining life in own homes • Using health funding where available to support service user need through continuing healthcare • Multi skilling staff linked to the workforce futures strategy • Bringing services closer to home, which may involve building facilities in count 	Neutral		Neutral
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Housing in the main is ring fenced through the Housing Revenue Account (HRA). Annual rent increases are set independently of the general fund budget process. The HRA business plan includes the cost of borrowing to enable an additional 250 dwellings to be built and increase the overall stock of social housing.</p> <p>Digital transformation is expected to address how residents want to engage with the council, whether that be face to face, by telephone or by 24/7 digital access.</p> <p>The Housing General Fund has proposed a reduction from removing support to the gypsy travellers site at Ysglog as part of the Royal Welsh Show.</p> <p>Planning services will see a reduction of £196k by restructuring policy teams</p>	Neutral	<p>In addition the Council has now implemented the Housing Loan Fund to allow RSLs to access a loan facility to support the delivery of social housing in Powys. It is hoped that this facility will mean projects can commence in a timely manner, especially the extra care facilities supporting the "healthier Wales" goal.</p>	Neutral

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Tudalen 728

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Overall the budget proposed makes a positive impact on the well-being of our residents across all the services. Despite there being some reductions to libraries and the arts, there are plans to address any negative impacts arising through working proactively with partners and the public to develop new ways of working using new commissioning models and digital technology.	Neutral		Neutral
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	N/A	Neutral		Neutral
Opportunities to promote the Welsh language	N/A	Neutral		Neutral
Welsh Language impact on staff	N/A	Neutral		Neutral
People are encouraged to do sport, art and recreation.	There is a proposal to reduce funding to some arts organisations	Poor	The organisations have been invited to a meeting to discuss other funding opportunities and mitigating actions	Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
Age	N/A	Neutral		Neutral
Disability	N/A	Neutral		Neutral
Gender reassignment	N/A	Neutral		Neutral
Marriage or civil partnership	N/A	Neutral		Neutral
Race	N/A	Neutral		Neutral
Religion or belief	N/A	Neutral		Neutral
Sex	N/A	Neutral		Neutral
Sexual Orientation	N/A	Neutral		Neutral
Pregnancy and Maternity	N/A	Neutral		Neutral

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<p><i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>Although the focus of this impact assessment is the 2020-21 budget the Council is also being asked to approve the Medium Term Financial Strategy which extends the revenue forecasting to 2025 and the capital programme to 2030, both of which help the Council to take a longer term view.</p> <p>The new integrated Business Planning approach involves developing operational service and resource plans for the next three years which again encourages the organisation to take a medium term view of planning which should lead to better outcomes for the citizen and future generations.</p>	Good	.	Choose an item.

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Tudalen 730

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The budget will support significant collaborative working in terms of the Regional Partnership Board in respect to our shared Health and Care Strategy; the Public Service Board in delivering Towards 2040; and with Ceredigion Council to develop the Mid Wales Growth Deal. In social care around 25% of the proposed cost reductions are predicated on closer working and realigning services in collaboration with others particularly health.	Good		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	There was significant stakeholder engagement in the budget development process, including meetings with harder to reach groups as well as the budget simulator and meetings with partners.	Good		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	The transformation of Adult and Children's Services is predicated on early intervention and prevention to help maintain independence. This is evidenced by the focus on early years and the developments around Technology Enabled Care and the development of extra care.	Good		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The 2020-21 budget has been developed using an integrated business planning approach during which each service assessed how best to achieve their wellbeing goals as defined in Vision 2025 CIP.	Good		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The Vision 2025 Update report sets out a number of actions that will be taken in 2020-21 to help people into work and mitigate poverty	Good		Choose an item.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	The Adults and Children's Service is engaging unpaid carers in the design and delivery of new service models.	Good		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The Children's and Adult Services transformation plans which underpin their budgets are design to strengthen our arrangements for safeguarding vulnerable children and adults	Good		Choose an item.
Impact on Powys County Council Workforce	There will be some work force reductions as a consequence of staff restructures that will deliver greater efficiency, resilience and agile working	Neutral	Many of the staff reductions are being offered because the posts are vacant and will not be filled. The Council is also implementing an Apprenticeship programme to encourage all entrant level posts being filled this way	Neutral

Tudalen 731

Source of Outline Evidence to support judgements

The Local Government Act 2003 requires the Chief Finance Officer, Section 151 Officer (the Head of Financial Services), to make a report to the Council when it is considering its budget and Council Tax. The report must provide assurance on the robustness of the estimates, highlighting the risks associated with its deliverability and the adequacy of the reserves allowed for in the budget proposals, and fundamentally a balanced budget must be set each year. Council can propose and consider alternative budget suggestions, these would have to be fully costed with identified funding to maintain a balanced budget, this is likely to mean other service reductions and changes to Council Tax.

Council Tax is agreed at Council, and is a political decision based on an assessment, not only between balancing council tax and service reductions, but also making spending choices that meet the immediate needs with those that meet future generation's needs.

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low

Mitigation

Tudalen 732

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
An unacceptable risk is Council not agreeing a fully balanced and agreed budget for 2020/21	Medium	The budget has been prepared by Cabinet and The Senior Leadership Team with engagement and consultation with staff, the public and the wider council membership. The proposals (pressures and reductions) have been subject to scrutiny and challenge and provide a balanced budget within the funding envelope from Welsh Government, with an affordable increase in Council Tax	Low
Council tax collection levels may reduce due to the 5% increase, deemed unaffordable by some residents	Low	CTRS and certain discounts are available, in addition there are flexible ways to pay the bill over 12 months. The council have trained money advice officers to support those struggling to make ends meet.	Low
	Choose an item.		Choose an item.

Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
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Impact Assessment (IA)

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Low risk. There are individual risk assessments for each cost reduction proposal contained in the budget which shows they are deliverable within an acceptable level of risk and impact on residents.

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

N/A

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

Customer satisfaction and continued consultation through surveys; formal and informal assessment and monitoring of the services reduced

Please state when this Impact Assessment will be reviewed.

October 2020 as part of 2021-22 budget process

13. Sign Off

Tudalen 733

Position	Name	Signature	Date
Impact Assessment Lead:	Anne Phillips	Anne Phillips	09/01/20
Head of Service:	Jane Thomas	Jane Thomas	14/02/20
Director:	Ness Young	Ness Young	20/02/20
Portfolio Holder:	Aled Davies	Aled Davies	21/02/20

14. Governance

Decision to be made by	Date required
Council	28 February 2020

FORM ENDS

Cyngor Sir Powys County Council
Impact Assessment (IA)

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Appendix A – Budget Timetable 2020/21

Date	Meeting/Responsibility	SLT and Cabinet Activities
30-Aug	Head of Service	IBP and addendum, first draft impact assessments
w/e 5th Sept	Finance	Collate all addendum savings proposals into spreadsheet
w/e 5th Sept	Finance	Collate the capital proposals identified through the IBP
w/e 5th Sept	Finance	Questions for budget simulator and engage services to agree consequences / issues
11th Sept	Finance/Comms	Finalise budget simulator for wider approval from services
17th Sept	Cabinet/EMT	Sign off budget simulator
17th Sept	Cabinet	Sign off updated MTFS
18th Sept	SLT	Agrees budget simulator draft questions
18th Sept	SLT	Consider the addendum savings summary for consideration at Cabinet EMT and addressing any funding shortfalls against target
19th Sept	Finance/Comms	Sign off simulator
23rd Sept	HoS	Equality Impact assessments for year 1 savings completed in full
24th Sept	Cabinet/EMT	Considers service plans and revenue / capital requirements inc. savings proposals and red lines that need to be addressed,
24th Sept	Cabinet/EMT	Review the IBP detailed on OBB - priorities v budgets - CIP etc
24th Sept	Cabinet/EMT	Communications Plan for budget simulator agreed and include member engagement
25th Sept	Member Development Session	Pm session with full council for viewing of simulator and agree communication plans
1st Oct	Finance/Heads	Heads of Service circulate and complete bid form review capital requirements and profiling with final submissions
1st Oct	Comms	Budget simulator goes live
8th Oct	Cabinet/EMT	PM Cabinet confidential session on budget planning - revenue
9th Oct	SLT	Budget simulator and budget update and debate
10th Oct	Full Council	

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22nd Oct	Cabinet/EMT	quick update - 10 mins max
25th Oct	Heads	Returned Capital Bids
29th	Cabinet / Emt away day	capital, pressures, frm update - 3 hours
3rd Nov	Comms	Budget simulator closure dates
6th Nov	SLT/Comms	Feedback on the budget simulator
12th Nov	Cabinet/EMT	Cabinet EMT feedback budget simulator findings and capital bids
13th Nov	Member Development Session	Budget seminar full council - POTENTIAL - rev / capital strategy draft
dec	cabinet	approve council tax base
20th Nov	SLT	Update on budgets if needed
25th Nov	Finance Panel	Finance panel and scrutiny of budget proposals
3rd Dec	Cabinet/EMT	Draft budget update with Cabinet, budget simulator
3rd Dec	Cabinet/EMT	Cabinet EMT review draft Capital Strategy and bids prioritised
16th Dec	WG	Draft budget from WG re settlement
17th Dec	Cabinet/EMT	Update on provisional settlement and draft budget assumptions
18th Dec	SLT	Update on budgets if needed
19th Dec	Audit Committee	Update if needed on agenda
20th Dec	Member Development Session	Short update on draft settlement, scrutiny process and timetable
2020		
7th Jan	Cabinet/EMT	Finalise draft budget
9-10th Jan	Head of Finance	Business rates consultation meeting or other means
21st Jan	Cabinet	Approve draft budget (MTFS & FRM), reserve policy, capital strategy and Fees & Charges Register (income and charging schedule) and recommend to full council for approval
24th Jan	Finance	Community council precepts finalised
27th Jan	scrutiny	Health scrutiny of draft budget
29th Jan	scrutiny	Economy scrutiny of draft budget
30th Jan	scrutiny	Learning scrutiny of draft budget
3 - 6 Feb	Political Groups	S151 and political groups - updates on budgets

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11th Feb	Cabinet	Feedback from scrutiny - budget recommended to Council - with MTFS / FRM / Income Register / capital Strategy
20th Feb	Cabinet/EMT	Informal budget post scrutiny feedback
25th Feb	WG	Budget confirmation from WG settlement
28th Feb	Council	Approve final budget (MTFS & FRM) and capital strategy, reserve policy and Fees & Charging Register (income & charging schedule). Agreed that S151 is delegated to make final changes if WG send through final budget in March 2020 and confirm what proposals may change if settlement significantly different from budget proposal
3rd March	Cabinet	Cabinet Formal - agenda item if needed
5th March	Council	Council approve council tax
Mid March	Finance	Full budget included in the finance system
Mid March	Finance	Full budget set out in the budget book available on the website

Tudalen 736

Appendix B Budget Simulator Findings

1. Background:

Over the past few years the Council has sought to engage residents in the decision making process around setting its budget. The views of residents have been sought through surveys, workshops, a citizen panel and a previous budget simulator exercise in 2015/16. The latest budget simulator exercise has been undertaken as part of the consultation process to support the 2020/2021 budget process which requires cost reductions of £13m to achieve a balanced budget.

2. Purpose of report:

The purpose of this report is to bring together the findings from the consultation to allow the Council decision makers to view the findings and ensure they are considered as part of the final budget decision making process. The appendices provide all the public comments made through the simulator exercise, in terms of their overall views and more specifically, each service area that offered cost reductions. The comments are provided in full for transparency and it is hoped that salient points can be gleaned from the detailed list and used where needed to support impact assessments and other narratives.

3. Communications

The Communications team set out the communications for the budget consultation approach as a three phased plan:

Phase I - Information Giving. Promote the new animations available on the website around council tax and how the Council receives its money. (May/June)

Over 900 visits to the website have been made through this period

Phase II - Pre-engagement. Correspondence from the leader to councillors, employees and town and community councils to explain the budgetary position and to promote the forthcoming exercise and to seek initial qualitative feedback via a set template. Also engaged with disability and carers groups, primary and secondary Heads presented with key facts and asked about pupil engagement re- (July/August)

- *Handful of responses received from TCCs and Cllrs*
- *Feedback from meeting of town clerks held by Ness Young to seek to improve relations/understanding between parties*
- *Feedback from two sessions run with PDSL and LD & Carers groups to explain budget position and get their input as more vulnerable groups*
- *Follow up session booked to help PDSL members to complete the exercise*
- *Lack of response from schools*

Phase III – Feedback on Phase II (September)

Phase III – Launch budget simulator, promote via mix of methods (social media, media, direct comms, posters, PAVO etc, staff intranet, all cllrs, TCCs etc and invite feedback on the service reductions listed in the simulator by Sunday 3 November. (October/November)

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580 responses received – 574 English 6 Welsh of which 482 provided demographic data and 298 responded with comments, we know that at least double that figure clicked on to the simulator but didn't complete the exercise.

Phase V – Analysis (November/December)

Draft report and presentation now available

Phase VI – Due regard. Consideration of feedback ahead of finalising and setting the budget and council tax levels. (December/January)

The engagement process through the Simulator Consultation is summarised in the table below:

Actions	Outcomes
Press releases issued at start /mid-point of exercise.	Some good coverage overall – Front-page County Times
All staff emails, intranet article and reminders	Good engagement and response by our employees
Posters and flyers distributed to all libraries, given to staff to put up or hand out in their local community. Example: officer handed out flyers at Aldi on a Sat am.	Number of flyers given out and posters visible in certain communities but no countywide staff distribution network exists
Posters and flyers dropped off in advance of countywide community connectors meeting at PAVO	Unsure how and if connectors distributed, talked to people about the exercise - tbc
Social media posts and gifs produced and promoted	Lots of comments and engagement received via clicks to exercise
All PCC social media account holders asked to share the exercise via their pages – tenants, YIS etc.	Some evidence of some sharing/liking the posts
Links with other existing channels – Tenant 100 panel	Tenants emailed and invited to take part.
Key partner asked to invite their employees to take part	PTHB circulated to all staff.
Schools emailed following secondary school heads meeting to remind them re- pupil involvement opportunities during Local Democracy week, PSE lessons	Little indication that any of school worked to encourage their pupils to do the exercise in school time. See demographics.
TCC reminder emails issued	Little evidence of TCCs sharing with their communities etc.
Cllr reminder emails issued	Some liked or shared link from our site via their own social media accounts.
Drop in session held in Ystradgynlais and Brecon library to support non IT residents (others cancelled due to purdah) Prior to organised	Good for promoting exercise, handing out flyers, talking to those using the library, but no one turned up for specific help to access the exercise re- IT literacy issues/disability See demographics.

session officer handed out flyers and put posters up in Tesco, Welfare Hall & Volunteer Centre in Ystradglnais, Morrison's in Brecon.

4. Budget Simulator Findings

The budget simulator findings are shown below, and show the mean values of all respondents and the budget adjustment acceptable to achieve a balanced budget: Schools have the lowest reduction of just 0.55%, whilst central support had a much larger figure of 5.83%. The public suggested that council tax could be increased above the 5% set as the base, mean averages from the 580 respondents suggest a 6% increase would be palatable.

Note: majority of respondents were in higher council tax bands. Only 45 respondents were in C Tax Bands A-, A or B.

Highways Transport and Recycling	
Waste and Recycling Services	-2.84%
Highways, Grounds Maintenance and Streetscene	-2.27%
Transport	-3.30%
Adult Social Care	
Support for service users in their own home	-2.38%
Residential Placements	-3.40%
Children's Services	
Keeping children in Powys safe	-2.66%
Education	
Central schools support and school improvement	-5.35%
Youth Services	-4.81%

Additional Learning Needs and Inclusion	-3.78%
Schools	
Schools	-0.55%
Culture and Recreation	
Catering and cleaning services	-5.41%
Library and cultural services	-5.03%
Countryside services	-5.12%
Economic Development and Regeneration	-5.46%
Regulatory and Property Services	
Planning Services	-4.72%
Property Services	-4.98%
Central Support Services	
Central Support Services	-5.83%

The budget simulator comments, and suggested budget reductions will form part of the budget setting process, and be evidenced through the final decisions made on the budget reductions. The findings should also be reflected on the Impact Assessments where relevant.

5. Demographics

The following tables and charts present the demographic information gathered from those who completed this section in the budget simulator.

Gender

436 out of a possible 580 respondents gave their gender. Of these, more women appear to have responded to the exercise than men.

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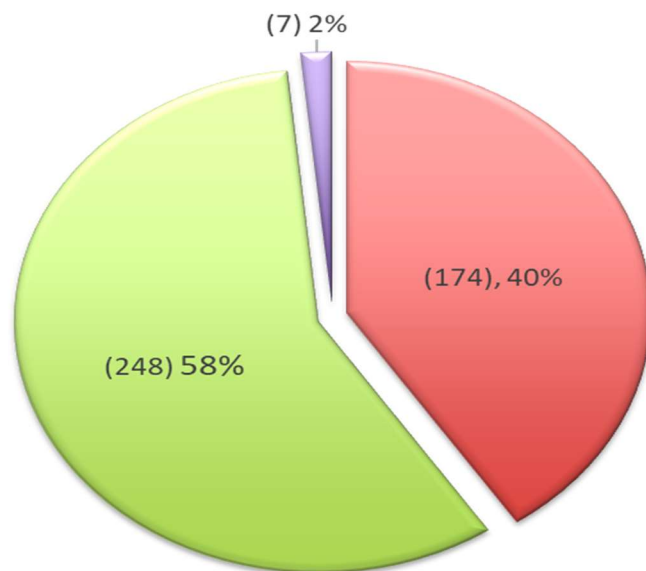
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Comparison: Population of Powys 2018 = 132,447
 Female = 66,856 (50%)
 Male = 65,591 (50%)

Source: ONS Mid year estimates.

Tudalen 742



Gender Male Female Other - Gender fluid

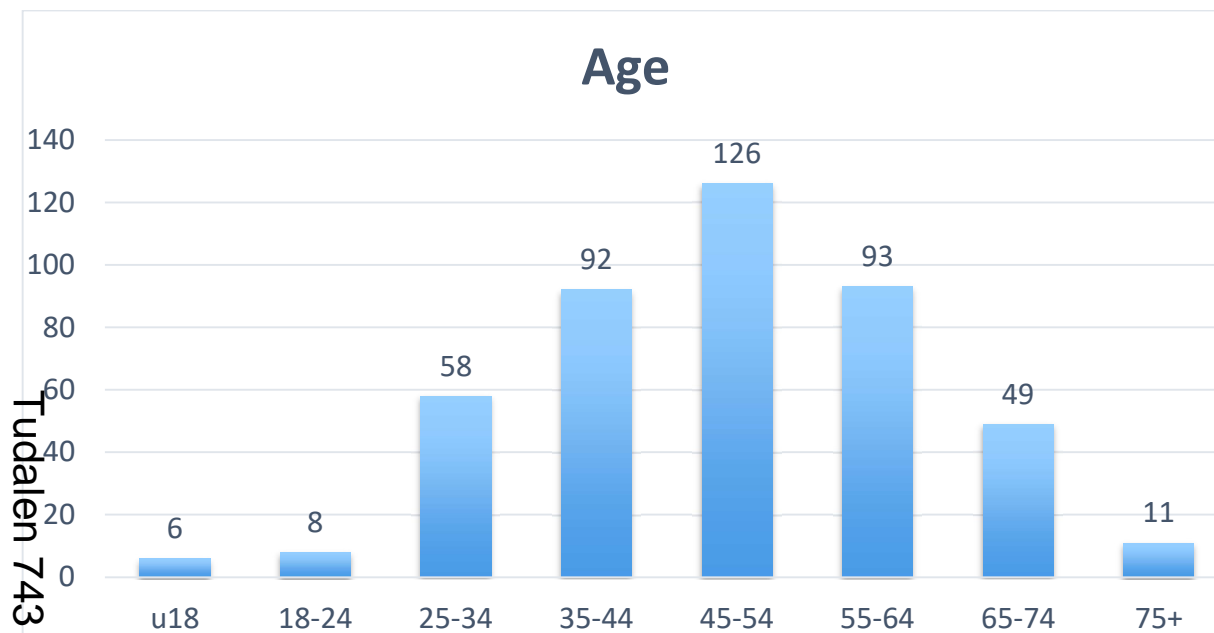
Age

443 out of a possible 580 respondents gave their age details. The views of people under 24 years of age and those over 75 are less represented.

u18	18-24	25-34	35-44	45-54	55-64	65-74	75+
6	8	58	92	126	93	49	11

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Council Tax Band

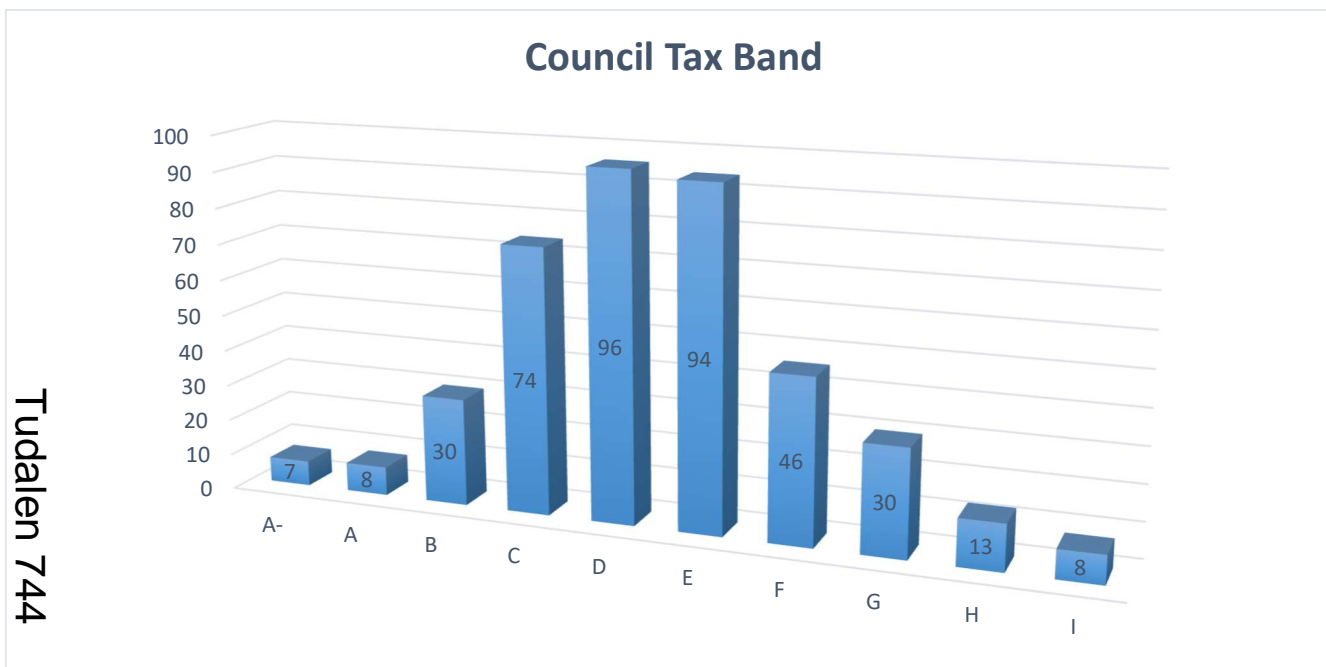
The majority of respondents were in either C, D or E council tax bands, this mirrors the overall Powys picture. Only a handful of respondents were at either end with seven people in Band A-, eight in Band A and eight in Band I.

Comparison - In Powys we have over 62,517 properties listed.

A-	A	B	C	D	E	F	G	H	I
7	8	30	74	96	94	46	30	13	8

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Postcodes

383 respondents gave their postcode. The highest response rate was from people living in the LD1 area which covers homes in Llandrindod, Howey, Hundred House etc.

Brecon, Newtown, Builth and Ystradgynlais were next in terms of number of responses. The lowest responses were from Coelbren, Pont Nedd Fechan and Llanbrynmair where for each only one person had left their postcode details.

Some postcode areas saw no responses e.g. SY5 and NP7

HR3	LD1	LD2	LD3	LD4	LD5	LD6	LD7	LD8	SA9	SA10
13	74	28	52	4	6	9	8	6	23	1
SA11	NP8	SY10	SY15	SY16	SY17	SY18	SY19	SY20	SY21	SY22
1	10	4	14	48	7	20	1	13	23	18

Other

We also captured information on

PCC: Impact Assessment Toolkit (March 2018)

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Ethnicity - 394 Responses

White	Asian	Black	Gypsy Traveller	Mixed	Other	Other ethnic
13	11	9	9	8	7	3

Disability – 69 Responses

Hearing Loss	Physical Disability	Mental Health	Dexterity	Stamina	Visual	Learning Disability
13	11	9	9	8	7	3

Employment status – 94 Responses

Working	Retired	Sick / Disabled	Other	Volunteering
67	20	3	3	1

Tudalen 745

Appendix C - Economic Summary

UK. Brexit. 2019 has been a year of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on 31 October 2019, with or without a deal. However, MPs blocked leaving on that date and the EU agreed an extension to 31 January 2020. In late October, MPs approved an outline of a Brexit deal to enable the UK to leave the EU on 31 January; however, even if a Conservative Government gains an overall majority in the general election on 12 December, there will still be much uncertainty as the detail of a trade deal will need to be negotiated by the current end of the transition period in December 2020.

While the Bank of England went through the routine of producing another quarterly Inflation Report, (now renamed the Monetary Policy Report), on 7 November, it is very questionable how much all the writing and numbers are worth when faced with the uncertainties of where the UK will be after the general election. The Bank made a change in their Brexit assumptions to now include a deal being eventually passed. Possibly the biggest message that is worth taking note of from the Monetary Policy Report, was an increase in concerns among MPC members around weak global economic growth and the potential for Brexit uncertainties to become entrenched and so delay UK economic recovery. Consequently, the MPC voted 7-2 to maintain Bank Rate at 0.75% but two members were sufficiently concerned to vote for an immediate Bank Rate cut to 0.5%. The MPC warned that if global growth does not pick up or Brexit uncertainties intensify, then a rate cut was now more likely. Conversely, if risks do precede, then a more rapid recovery of growth will require gradual and limited rate rises. The speed of recovery will depend on the extent to which uncertainty dissipates over the final terms for trade between the UK and EU and by how much global growth rates pick up. The Bank revised its inflation forecasts down – to 1.25% in 2019, 1.5% in 2020, and 2.0% in 2021; hence the MPC views inflation as causing little concern in the near future.

If economic growth were to weaken considerably,, the MPC has relatively little room to make a big impact with Bank Rate still only at 0.75%. It would therefore, probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy. The Government has already made moves in this direction and both of the largest parties have made significant promises in their election manifestos to increase government spending. The Chancellor has also amended the fiscal rules in November to allow for an increase in government expenditure. In addition, it has to be borne in mind that even if the post-election Parliament agrees the deal on 31 January 2020, the current transition period for negotiating the details of the terms of a trade deal with the EU only runs until 31 December 2020. This could prove to be an unrealistically short timetable for such major negotiations which leaves open two possibilities; one the need for an extension of negotiations, probably two years, or a no deal Brexit in December 2020.

As for inflation itself, CPI has been hovering around the Bank of England's target of 2% during 2019, but fell again in October to 1.5%. It is likely to remain close to or under 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily because of imported inflation on the back of a weakening pound.

With regard to the labour market, growth in numbers employed has been quite resilient through 2019 until the three months to September where it fell by 58,000. However, this was about half of what had been expected. The unemployment rate fell back again to a 44 year low of 3.8% on the Independent Labour Organisation measure in September, despite the fall in numbers employed, due to numbers leaving the work force. Wage inflation has been edging down from a high point of 3.9% in July to 3.8% in August and now 3.6% in September, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 1.9%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The other message from the fall in wage growth is that employers are beginning to find it easier to hire suitable staff, indicating that supply pressure in the labour market is easing.

Tudalen 747

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol



**Cabinet Response to the reports received from
Health and Care Scrutiny Committee – 27th January 2020
Economy, Residents, Communities and Governance Scrutiny Committee – 29th January 2020
Leisure and Skills Scrutiny Committee – 30th January 2020
Finance Panel – 17th January 2020**

Cabinet welcome the input from each of the Scrutiny committees and Finance Panel, the reports submitted have considered and Cabinet provide the responses below to the questions and recommendations raised.

Health and Care Scrutiny Committee

Scrutiny's Recommendation	Cabinet Response Accept (plus Action and timescale)	Cabinet Response Partially Accept (plus Rationale and Action and timescale)	Cabinet Response Reject (plus Rationale)
1. Impact Assessments to be further improved to become more service specific and add more value to the budget process		Cabinet feel that there have been improvements in the quality of the Integrated Impact Assessments completed by services, but also accept there is room for further improvement. Some Impact Assessments have been reviewed and revised Impact Assessments	

Scrutiny
7/4/20

		have now been provided within the documentation supporting the meeting today.	
2 Impact Assessments should reflect both positive and negative impacts for completeness		Where the impact of a proposal was neutral no further information is provided and therefore these sections remain blank, this does not mean that the IA was not fully completed.	
3 A summary outlining the key reasoning behind the increased budget of £5.68 million for children's services should be given	£5.68 million realigns the Children's services base budget. This ensures that a realistic budget is allocated which supports Powys children who are currently in need and in our care while the service implements a strategy which will safely reduce the number of looked after children, and bring fewer children into the care of the local authority. Over the medium term this will reduce costs whilst continuing to ensure children are safeguarded and achieve best possible outcomes. The budget will also ensure that the service can maintain an appropriate workforce and fund the posts covered by agency staff until the recruitment plan successfully draws permanent staff into these posts. Legal costs and the demand created by legislative changes for care leavers "When I'm ready" can also be accommodated within the revised budget. The intervention and strategies being implemented by the service will begin to reduce costs within 2020-		

Total: 750

	<p>21 and cost reductions of £2.22 million are expected.</p> <p>This detail has been added to the Budget Report for Council on the 28th March 2020.</p>		
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Economy, Residents, Communities and Governance Scrutiny Committee.

Scrutiny's Recommendation	Cabinet Response Accept (plus Action and timescale)	Cabinet Response Partially Accept (plus Rationale and Action and timescale)	Cabinet Response Reject (plus Rationale)
<p>1 Bring Your Own Device (BYOD) (mobile phones) – The Committee suggested that this be further promoted to Members</p>	<p>Members training is due to take place on 1st April for all Microsoft accessibility features including the promotion of Bring Your Own Phone.</p>		
<p>2 That the ICT service consider whether BYOD could be extended to include equipment such as laptops</p>	<p>Bring Your Own Device is a further project included in Digital Services improvement plan for delivery by the end of 2020</p>		
<p>3 That the Cabinet seek assurances that appropriate arrangements are in place to ensure staff using their own vehicles for business travel have the appropriate business insurance</p>	<p>Employees who use their vehicles for the business of the Council are required to ensure they insure their vehicle for business use. The cost of insuring the vehicle is included in the calculation of the mileage rate paid to staff. We will review our policy and guidance on this to ensure that this requirement is absolutely clear.</p>		

<p>4 That the 5p passenger rate reduction would apply to Members as well as officers</p>	<p>Cabinet agreed that this will apply but the value is minimal at £261 and therefore no amendment to the saving is required.</p>		
<p>5 HT01 – Markets – That the Cabinet review the rationale for taking these services back in house as the aim should be to simplify the Council. Markets should be left with Town and Community Councils</p>	<p>Cabinet agreed to review this proposal, and it has subsequently been removed from the budget proposal. HTR have identified an alternative means of delivering the £23k. The additional saving will be achieved through a reduction in resource, resulting from the continued refinement of collection rounds.</p>		
<p>6 The Council should be having more and earlier discussions with Town and Community Councils about other services which could be transferred to Town and Community Councils</p>	<p>The Council has committed to have early discussions with Town and Community Councils where the transfer of service is being proposed.</p> <p>Proposals included in the budget proposal will not impact until 2021/22.</p> <p>Many towns and communities have successfully operated toilet facilities for some years now, and we will be seeking early engagement to see if a suitable operating agreement could be reached ahead of next year. If early agreement is reached, and an in-year transfer transpires, then this would be supported with appropriate budget for the remainder of 2020/21, and thus allow for their continued operation without any undue impact on Town Council budgets during the year.</p>		

<p>7 That the Cabinet reconsider the following cost reductions proposals in light of the Committee's concerns:</p> <ul style="list-style-type: none"> • PP02 – Planning Services • HC03 – Housing • HC08 – Countryside Services • HC01 – Arts Funding <p style="text-align: center; transform: rotate(-90deg);">Tudalen 753</p>			<p>Cabinet has reviewed the proposals and the associated Impact Assessment and are satisfied that they are deliverable and the risk of negative impact can be mitigated. Where proposals involve restructuring teams, managers will take into account opportunities to delete vacant posts and use digital technology to improve process efficiency.</p> <p>The proposal to reduce general funding to key independent arts organisations will be mitigated by commissioning specific activities linked to delivery of the Council's Vision 2025 objectives and supporting them to look for alternative sources of funding to assist in their future sustainability.</p>
<p>8 That the procurement process be further revised to address the concerns raised by the Committee</p>		<p>We continue to explore ways of engaging with local suppliers and reviewing processes to provide more opportunity for local suppliers to compete for our work. We have held meet the buyer events in Brecon and Newtown again this year specifically targeting construction services initially (Nov Dec) and met with many suppliers and contractors some of whom have since bid for local</p>	

Tudalen 754

contracts or for the Dynamic Purchasing System. In some cases they have been very well attended and very positive.

Construction - 2 events, 64 companies represented. Local representation in Brecon 17%, Newtown 64%.

Attended SEWSCAP events, a framework launch and workshop bringing suppliers and clients together to discuss future requirements, review processes and to resolve issues, unfortunately the local market did not attend.

HTR – 2 events (verge maintenance and plant hire) disappointing attendance even though the events were advertised and local suppliers contacted directly.

Social Care event is being arranged for the Spring.

A dynamic procurement system (DPS) lends itself to local sourcing. It allows suppliers to enter at any time as long as they meet the minimum criteria. We are running a DPS for Estate works and for Civil Engineering Works and Domiciliary Care is being rolled out. This has

Tudalen 755

offered opportunities for local businesses.

For **Housing** contracts we've have actively pursued interest from contractors and encouraged and supported companies in forming consortia. Unfortunately failure to meet standard requirements did not result in success this time.

Wherever possible we are lotting tenders and setting up frameworks to enable local suppliers to bid, this is starting to show benefit especially with the DPS's. There was no local interest for the SEWSCAP framework, even for the £250k to £1million Powys only Lot, this lot is now unusable by the council.

Community Benefits clauses are included in all appropriate contracts particularly construction, this requires Suppliers to source materials locally as standard. Contract Management is critical to ensure compliance.

We are working with the WLGA looking at Social Value in conjunction with The Future Generations and Wellbeing Act.

		We are not currently capturing all local spend as payments to non-Powys suppliers do not give visibility of local sourcing, we are investigating ways of capturing this data.	
9 That the standard of Impact Assessment requires improvement and should undergo a quality assurance process		The Impact Assessments completed have been reviewed by Heads of Service, Directors and Cabinet as part of this year's process. However, we feel that this process can be strengthened further for 21/22.	

Tudor 756

Learning and Skills Scrutiny Committee. No recommendations proposed.

Finance Panel

Finance Panel Key Points	Cabinet Response
The Authority had identified a budget gap between expected Welsh Government funding and expenditure. Proposals including cost reductions, efficiencies and income generation had been considered. Now that the provisional settlement is more favorable than expected, the Panel consider that other savings, which may have been included prior to this announcement, should still be included for consideration. This would allow alternative budgets to be submitted by opposition groups should they so wish.	Cabinet have provided all of the Group Leaders with a list of the cost reductions proposals that have not now ben included in the Budget Proposal

<p>The Panel welcome the improvement in Impact Assessments but recognise that further improvements are still possible. The validity of the IAs are questioned as an analysis of undelivered savings, why they have not been achieved and resulting risks, was not available at the time proposals were scrutinized.</p>	<p>A detailed report will be provided to Audit Committee in March which will analyse the undelivered savings, the reasons for non delivery and the level of risk identified at budget setting last year.</p> <p>The report will also be made available to the Finance Panel.</p>
<p>Impact Assessments indicate a number of areas where delivery of proposals remain high risk and the Panel are concerned that the stated mitigation fails to fully address those risks. e.g. the proposed £500k reduction in the Schools Service budget.</p>	<p>The Schools Service have now proposed a number of specific cost reductions and completed individual Impact Assessment for each all of which are low risk.</p> <p>Cabinet has received assurance from Heads of Service that the proposals can be delivered, whilst highlighting any risk around this.</p>
<p>We were assured three months into the financial year that savings were on track, but it became apparent, very shortly after that some services would not be able to deliver savings</p> <p style="text-align: center;">Tudalen 757</p>	<p>The level of risk was highlighted at the outset particularly with regard to social services being able to mitigate the pressures they were facing. The £2m risk budget was put in place last year in recognition of this risk.</p> <p>With this in mind Cabinet and EMT have increased the level of challenge around the proposals being submitted this year. Each Head of Service attended a challenge event where the service pressures were scrutinised alongside the cost reductions being proposed. Each Head of Service provided the assurance required.</p>
<p>Concerns remain that there is still too much reliance on previous year's expenditure in setting future budgets. We understand that there is a wish to move away from traditional budget setting, but the Panel would wish to see evidence that the cost of provision and outcomes are being given greater consideration.</p>	<p>The introduction of Integrated Business Plans for 2020-23 have been developed by all services which bring together Vision 2025 and service objectives, activities, measures, together with budget and workforce plans. This already moves us away from the "salami slicing" approach of the past as demonstrated by the wide range of financial impact across services. We will build and improve this approach, the Transformation Programme includes an Integrated Business Planning Programme which will further strengthen IBPs and see the phased introduction of Outcome Based Budgeting from 2020-21. This will ensure that the Council moves away from the traditional incremental budgeting approach.</p>

<p>Taking the budget as a whole, the Panel have undertaken some work which demonstrates that compared to similar local authorities, our expenditure has become skewed towards social care and will become ever more so as a result of this budget. This places greater strain and risk on remaining services. We consider that this discrepancy needs to be examined and addressed in order to recognise the importance of our non-statutory expenditure, such as loss of theatres, libraries and youth services, which can add further pressure on our welfare services.</p>	<p>Cabinet recognises that the level of investment in Powys' Social Services has been considerable. The level of additional funding (particularly for Children's Services) reflected the serious challenge the Council faced as well as its commitment to improve outcomes by addressing the poor Children's Service inspection report.</p> <p>Over the last twelve months there has been a sustained improvement in Children's Services performance which has been recognised by the Improvement and Assurance Board. There is still more to do, including addressing some persistent recruitment difficulties and the Board and Cabinet recognise the need to set a realistic budget which supports Powys children who are currently in need and in our care while Children's Services implement new service models that will over the medium term reduce the number of Children Looked After and the costs associated with their care.</p>
<p>The largest cost reductions will be in Social Care and the Heads of Service were expecting that those savings put forward will be achievable. We note that as transformation continues, benefits will flow, for example, Early Intervention is starting to show benefits. Concern remains that some savings are predicated on reducing the high level of agency staff costs, but the Panel are well aware the difficulty of recruitment and hence this risk to permanent appointments remains high.</p>	<p>The number of agency social workers in Children's Service has reduced during 2019-20 and the Service is currently working with the Workforce & OD Service to fill the current 32 Qualified Social Worker vacancies during 2020-21 by introducing market supplement for hard to fill posts, overseas recruitment, new recruitment materials and events and growing our own social workers over the medium term. These initiatives are dependent on the Budget being approved by Council.</p>
<p>The improved settlement represents additional funding for Education, but it is recognised that a significant portion of this is taken up by for teacher pay and pensions. We have been assured that further work is underway to address school deficits, but further assurance is needed that the transformation programme must now progress after years of indecision.</p>	<p>Cabinet are fully committed to proceed at pace to reshape our education system so that it can provide lifelong learning opportunities for all our young people and equip them with the skills and knowledge they need to fulfil their potential. Cabinet will set out a programme of reform that can deliver a high performing education system for all learners in Powys to strengthen our provision across the authority and plan an education service that can be a matter of pride to all who live in Powys. The vision, principles, and implementation plan, will be proposed to Cabinet in April with specific proposals ready for consideration in May. The whole of the Council have a role in making this a success.</p>

Tudalen 75

<p>Schools should be on a repairing budget rather than an investment budget until such time as there is clarity regarding the core school estate. Slippage on 21st Century Schools budget is impacting upon the revenue budget.</p>	<p>Capital Investment in our Schools is being reviewed with some projects being delayed while the Strategic Review of schools is being undertaken, there is flexibility within Band B to utilise funding that has been allocated to projects that have not yet started, and officers are reviewing this at the moment.</p>
<p>The Panel welcome an additional £1.4 million that has been included for Teachers Learning and Responsibility payments. Failure to properly recognise this and other cost pressures in last year's budget has caused severe budgetary problems particularly within secondary schools.</p>	<p>Noted</p>
<p>Council Tax represents nearly one third of our income – this is the third highest proportion in Wales after Monmouth and the Vale of Glamorgan. Powys' council tax has risen 20.9% over the last three years, this compares with just 15.9% for Wales as a whole and is considerably more than our comparator counties, Pembrokeshire excepted. The proposed increase in Council Tax will mean that there will have been nearly a 15% increase in the last two years when the budget is implemented and given the band distribution of properties in the Authority the issue of affordability must be recognised.</p>	<p>Cabinet recognise that affordability is a key consideration in proposing an increase in Council Tax. A balance needs to be struck between the ability to raise enough money to fund important services to the right level and the impact increasing taxation has on the residents of the County.</p> <p>An Impact Assessment has been completed and considered by Cabinet to fully understand the impact on our residents. This is provided with the budget papers for Full council on the 28th February.</p>
<p>Whilst we welcome the intention behind the Budget Simulator, we are concerned the low take up does not properly represent the views of our constituents. In particular we are concerned that there was no option to maintain or reduce levels of Council Tax below 5%.</p>	<p>The simulator modelled council tax at 5%, but the sliders allowed the person to increase or reduce that 5% level by increments of 1%</p>
<p>The level of expenditure in Children's Services is unsustainable – actual funding has increased by 60% in three years, but the level of demand has not increased by a corresponding amount. We are concerned regarding the continuing, spiralling cost of Children's Services and note that overspends seem to be rolled over into the base budget rather than being addressed.</p>	<p>Noted. Please refer to our earlier response above.</p>
<p>The Panel are pleased to note that Adult Services, having identified significant potential pressures, have managed their budget and are achieving savings despite some cost pressures having materialised.</p>	<p>Noted</p>

<p>A blanket 2% increase for pay and price inflation appears to be simplistic although it is noted that service specific inflationary pressures have been considered as part of the Integrated Business Planning process.</p>	<p>The 2% assumption is a starting point in recognition of the potential increase in Local Government Pay. In addition each service has highlighted any additional inflationary pressure arising from specific contract commitments or above inflation cost pressures. These have then been recognised in the budget proposal and feature in the £18.4 million of inescapable budget pressures, which includes for example the £4.3 million for the additional cost of Teachers Pay and Pensions.</p>
<p>The Panel were disappointed in the continuing failure to implement the Capital Programme to the budget timetable. Whilst this has some revenue benefit in the short term, longer term benefits of the Capital Programme are being missed.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalen 760</p>	<p>Slippage on the Capital Programme has been recognised as an issue and in order to improve this position a number of changes have been implemented for the development of the capital programme. This years programme was severely impacted upon by the collapse of companies delivering School and housing projects and this contributed to the level of slippage seen. A more robust Governance framework has been implemented which will ensure that projects are more rigorously challenged before being agreed. This enables the council to prioritise its capital investment whilst ensuring affordability. Capital Training has been delivered to ensure that project managers understand their responsibility in monitoring and profiling project spend.</p> <p>This years revenue budget is based on a prudent estimate of 70% in-year spend and 30% roll forward into future years which reflects a more realistic pattern of delivery.</p>
<p>Capital receipts are currently running ahead of budget, but the Panel believes that they are still well short of their potential, for example, assets worth several million pounds have been on the disposals list for some time. We believe that a more aggressive selling policy would enable the Authority to take advantage of the WG directive on the use of receipts which is due to expire in March 2022. A more ambitious capital asset strategy is needed not only in respect of revenue potential, but also to offset borrowing requirements going forward which would have a positive effect on the revenue budget. That said, we welcome the property review that is currently being undertaken and focus that will bring to the return on investment.</p>	<p>The property review will look at each asset and assess it in terms of the benefit it generates for the Council. The results of the review will inform the longer term capital strategy.</p>

Whilst the reasons for the late finalisation of the draft budget are noted, the Panel are of the opinion that greater use could be made of the Panel in considering areas of principle or alternatives in developing the budget at an early stage. This also applies to other scrutiny committees.

Members of the Council have engaged in the budget planning process from the outset through a series of member budget seminars which have given Councillors the opportunity to review and prioritise Vision 2025 outcomes, challenge, propose ideas and input into the process. The Finance Scrutiny Panel have also been engaged during the process and financial assumptions and settlement information have been shared with members and the impact on the budget modelled and considered. The events during the Autumn as a result of the general election significantly delayed the issuing of the provisional settlement and the purdah period prevented discussions on the detailed proposals. The timetable for next financial year is already in place and this identifies sessions for wider engagement in the budget discussions and involvement of the Finance Panel in the process.

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol



Health and Care Scrutiny Committee – 27th January 2020
Economy, Residents, Communities and Governance Scrutiny
Committee – 29th January 2020
Leisure and Skills Scrutiny Committee – 30th January 2020

Scrutiny Observations to Cabinet on: 11th February 2020

The three Scrutiny Committee met on during the week commencing 27th January 2020 and considered the following documents:

- Cabinet report - Budget 2020-21
- Service Cost reductions proposals
- Individual Impact Assessment
- Fees and Charges Report
- Capital Programme
- Budget Simulator Public Consultation Exercise

The three Scrutiny Committee thank the Portfolio Holders and Heads of Service / Directors for attending scrutiny.

Health and Care Scrutiny Committee

Scrutiny make the following observations:

Impact Assessments – in many instances the impact has been left blank. The Committee are of the opinion that any impact, positive or negative, is worthy of inclusion in the documents if they are to be of use. Furthermore, the format is considered to be too generic and greater value could be added if the impact assessments were service specific and had greater emphasis on outcomes.

Members would have welcomed more information on the budget for social care rather than limiting consideration to savings proposals. It was noted that an additional £5.7M was being included in the base budget for Children's Services but that £2.2M of savings were to be achieved leaving a net increase of £3.5M. Whilst it was explained that the information had been presented in this way for transparency, Members thought that the focus would be on the £5.7M increase when the budget was debated at Council. It would helpful if a summary from senior officers outlining the key reasoning behind the increased budget of £5.7 million for children's services could be given - this was helpfully given by senior officers at the scrutiny meeting and it would be of use for all councillors to have this information.

Significant savings were itemised, and Members sought assurance that these were achievable during the financial year 2020/21. The Committee had lengthy discussions with the Corporate Director and Heads of Service regarding transformation and ongoing improvements that were expected to continue to improve outcomes for service users and reduce costs over the longer term. However, concern remained that not all savings would be achieved in the forthcoming financial year given the influence of external factors beyond the control of the service.

The Committee acknowledges that legacy issues and new practices are having a significant impact on the budget but remain concerned regarding Children's Services' ability to deliver savings in the 20/21 year. In particular, the pump priming for the commissioning of new in-county children's homes - even if they are established in 2020/21, it will be impossible to deliver a whole year's financial saving. Although the Committee welcome the proposals a business case justifying the capital spend detailing how the savings have been quantified it is difficult to have confidence that such a significant saving can be achieved during the next financial year.

Whilst the efforts of the service are recognised in reducing the costs incurred in safeguarding Children Looked After (CLA) by reviewing the placements and establishing small scale children's homes within the County, we cannot justify large increases in the Childrens Service's Budget unless we have a better understanding of why there has been such a large increase in numbers. The Committee was informed that that the National Assembly was undertaking research into the reasons why numbers are increasing across Wales and the Authority must take note of such national research. Further reference was made to national approaches for working with partner agencies, to ensure that Powys' policies and any protocols reflect a consistent national approach.

A particular pressure on the budget is the cost of agency staff. The Committee continues to scrutinize comparative pay rates and initiatives to 'grow our own' social workers and encourage apprenticeships across the service in order to mitigate recruitment issues.

The Committee also sought assurance regarding the quantifying of savings and the need to for robust management processes to ensure that savings are linked and not double counted.

Corporate activities, such as travel costs present a challenge across the authority in delivering services in a rural area and must be dealt with at a corporate level in addition to service level.

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)
1. Impact Assessments to be further improved to become more service specific and add more value to the budget process			
2 Impact Assessments should reflect both positive and negative impacts for completeness			
3 A summary outlining the key reasoning behind the increased budget of £5.7M for children's services should be given			

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Membership of the Health and Care Scrutiny Committee on 27th January 2020:

County Councillors:

Dai Davies, Michael Williams, Kath Roberts-Jones, Emyr Jones, Stephen Hayes, Dan Rowlands, Amanda Jenner, Gwilym Williams (Chair), Jackie Charlton, Gareth Morgan, Roger Williams, Susan McNicholas, Liz Rijnenberg, Ange Williams

Economy, Residents, Communities and Governance Scrutiny Committee.

Scrutiny make the following observations:

Digital.

- IT03 – Bring Your Own Device (BYOD) – on mobile telephones – although Members had been advised that this was available, officers were uncertain of the take up. The Committee suggested that this be further promoted to Members.
- IT03 – The Committee asked the service to consider whether BYOD could be extended to include equipment such as laptops.

Workforce and OD

- WD06 – The Committee sought assurances that appropriate arrangements are in place to ensure staff using their own vehicles for business travel have the appropriate business insurance. The Council needs to recognise that this may cause additional cost to staff.
- WD06 – The Committee sought assurance that the 5p passenger rate reduction would apply to Members as well as officers.

Highways, Transport and Recycling

- HT01 – Markets – The Committee questioned the rationale for taking these services back in house as the aim should be to simplify the Council. Markets should be left with Town and Community Councils. There are difficulties in the proposal in that Town and Community Councils will have set their precepts for the next year which will account for the running of and income generated from markets.
- HT01 – The Council should be having more and earlier discussions with Town and Community Councils about other services which could be transferred to Town and Community Councils.
- HT14 – Toilets. The Committee did not think there has been any discussion with the two Town and Community Councils affected by this proposal to implement this change in 2020-21 and they have already set their precepts. It was accepted that communications should improve as the Council moves to budget planning over three years.

Property, Planning and Public Protection

- PP02 – Planning Services – The Committee expressed concern regarding the cost reductions in Planning Services. Although the Head of Service provided assurances that a statutory service could be delivered, the Committee was concerned that there is a significant risk that this cannot be achieved despite the medium risk score in the Impact Assessment.

Housing and Community Development

- HC03 – Housing – The Committee expressed concern that the proposed changes over three years to the homelessness service would have a knock on effect and

impact on the demand for social care services which had not been taken into account.

- HC08 – Countryside Services – The Committee was concerned about the full three years' proposals as staff reductions would lead to less staff available to train volunteers and to apply for grants. There is also a deterioration to the rights of way network currently with blocked paths which was a concern as doctors were prescribing green prescriptions to patients. The Committee was concerned that the proposed changes to service might lead to a further deterioration of the rights of way network
- HC01 – Arts Funding – The Committee considered that arts and culture is an important part of the Well-being agenda. The Committee was concerned that the proposal would reduce the Council's ability to achieve its well-being goals with the proposed cost reduction. The Impact Assessment highlighted that the proposal would have poor and very poor impacts on residents and communities without mitigation. The Committee was frustrated that the Impact Assessment did not contain any mitigating actions to reduce the risk and impact of the proposal.
- HC01 – The Committee was concerned that the communication to organisations had been too late with many of the organisations affected having already set their budgets for next year. The Committee believes this presents a further risk to the delivery of services.

Finance / Housing and Community Development

- FS02 – The Committee was advised of a project in North Powys where the contractor was from England and that contractor was bringing in materials from England rather than using local suppliers. The Committee accepted that whilst there were improvement in retaining the Powys Pound (an additional £1million per quarter in 2019-20) the procurement process requires further amendment to address issues such as:
 - Contractors from England using Powys / Welsh suppliers for materials rather than bringing in supplies from England;
 - Adjusting the framework agreements to do more to ensure that Powys businesses are given greater opportunities to become sub-contractors;
 - That tenders need to be repackaged to allow individual businesses in Powys more opportunities to tender for relevant elements of Council projects.

The Committee also commented that the standard of Impact Assessment required improvement as some of the assessments submitted lacked detail which could lead the decisions of Council vulnerable to legal challenge/review. The Committee noted that Council is required to fully assess the impact of its budget decisions and asked for the Assessments to undergo Quality Assurance.

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)
1 Bring Your Own Device (BYOD) (mobile phones) – The Committee suggested that this be further promoted to Members			
2 That the ICT service consider whether BYOD			

could be extended to include equipment such as laptops			
3 That the Cabinet seek assurances that appropriate arrangements are in place to ensure staff using their own vehicles for business travel have the appropriate business insurance			
4 That the 5p passenger rate reduction would apply to Members as well as officers			
5 HT01 – Markets – That the Cabinet review the rationale for taking these services back in house as the aim should be to simplify the Council. Markets should be left with Town and Community Councils			
6 The Council should be having more and earlier discussions with Town and Community Councils about other services which could be transferred to Town and Community Councils			
7 That the Cabinet reconsider the following cost reductions proposals in light of the Committee's concerns: <ul style="list-style-type: none"> • PP02 – Planning Services • HC03 – Housing • HC08 – Countryside Services • HC01 – Arts Funding 			
8 That the procurement process be further revised to address the concerns raised by the Committee			
9 That the standard of Impact Assessment			

requires improvement and should undergo a quality assurance process			
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Membership of the Economy, Residents, Communities and Governance Scrutiny Committee on 29th January, 2020:

County Councillors:

David Evans, Gareth Jones, Phil Pritchard, Iain McIntosh, David Selby, Kelvyn Curry, James Gibson-Watt, Matthew Dorrance (Chair)

Learning and Skills Scrutiny Committee.

Scrutiny make the following observations:

Impact assessments – it was disappointing that these were received late and in the case of £109k of savings not received at all but scrutiny appreciate the special circumstances that have prevailed this year with the post inspection activity. It is expected that impact assessments for any savings proposals next year will be prepared in line with all council timeframes.

The impact assessments for £109k of cost reductions were not provided. It was confirmed that these cost reductions did not relate to staff restructures and had been found at a late stage from budget lines no longer needed. Scrutiny were content that this cost reduction is appropriate.

Scrutiny were however pleased to note that the impact assessments show no impact on pupils or schools.

Governor training cost reductions – it is noted that these are being claimed with the intention to move to on-line provision. Scrutiny are aware that this has been promised for a number of years and has yet to materialise. As the role of Governors is central to good leadership of schools it is imperative that quality training is available. Scrutiny will be monitoring the progress of this programme.

Membership of the Learning and Skills Scrutiny Committee on 30th January 2020:

County Councillors:

Jake Berriman, David Jones, Karen Laurie-Parry, Lucy Roberts, Gwynfor Thomas, Pete Roberts (Chair), Bryn Davies, Sandra Davies

Co-Opted Members: A. Davies, S. Davies, M. Evitts, G. Robson.

CYNGOR SIR POWYS COUNTY COUNCIL

Cabinet - 11 February 2020

County Council - 28 February 2020

REPORT AUTHOR: Finance Panel

SUBJECT: Budget Proposals 2020/21

REPORT FOR: Information

1. The Finance Panel has only recently considered the budget proposals for the forthcoming year due to the late announcement of the provisional settlement. As a result, the Panel's role in the budget process has been limited, as access to the proposals were only available to them at the same time as they were released to the public. There had been an expectation that there would be involvement through the process and the future role of the Panel must be addressed
2. In recognising the external factors which have affected process, the Finance Panel are pleased that the budget proposed is not as draconian as it might have been had the additional funding from the Welsh Government not been available. As a result, we are pleased to see the increased funding for Education, road maintenance and, with certain reservations, Children's Services.
3. We wish to make the following key points;
 - 3.1 The Authority had identified a budget gap between expected Welsh Government funding and expenditure. Proposals including cost reductions, efficiencies and income generation had been considered. Now that the provisional settlement is more favourable than expected, the Panel consider that other savings, which may have been included prior to this announcement, should still be included for consideration. This would allow alternative budgets to be submitted by opposition groups should they so wish.
 - 3.2 The Panel welcome the improvement in Impact Assessments but recognise that further improvements are still possible. The validity of the IAs are questioned as an analysis of undelivered savings, why they have not been achieved and resulting risks, was not available at the time proposals were scrutinized.
 - 3.3 Impact Assessments indicate a number of areas where delivery of proposals remain high risk and the Panel are concerned that the stated mitigation fails to fully address those risks. e.g. the proposed £500k reduction in the Schools Service budget.

- 3.4 We were assured three months into the financial year that savings were on track, but it became apparent, very shortly after that some services would not be able to deliver savings.
- 3.5 Concerns remain that there is still too much reliance on previous year's expenditure in setting future budgets. We understand that there is a wish to move away from traditional budget setting, but the Panel would wish to see evidence that the cost of provision and outcomes are being given greater consideration.
- 3.6 Taking the budget as a whole, the Panel have undertaken some work which demonstrates that compared to similar local authorities, our expenditure has become skewed towards social care and will become ever more so as a result of this budget. This places greater strain and risk on remaining services. We consider that this discrepancy needs to be examined and addressed in order to recognise the importance of our non-statutory expenditure, such as loss of theatres, libraries and youth services, which can add further pressure on our welfare services.
- 3.7 The Panel is encouraged by the introduction of the Integrated Business Plans but, as yet, have insufficient evidence to conclude if these are effective.
- 3.8 The largest cost reductions will be in Social Care and the Heads of Service were expecting that those savings put forward will be achievable. We note that as transformation continues, benefits will flow, for example, Early Intervention is starting to show benefits. Concern remains that some savings are predicated on reducing the high level of agency staff costs, but the Panel are well aware the difficulty of recruitment and hence this risk to permanent appointments remains high.
- 3.9 The improved settlement represents additional funding for Education, but it is recognised that a significant portion of this is taken up by for teacher pay and pensions. We have been assured that further work is underway to address school deficits, but further assurance is needed that the transformation programme must now progress after years of indecision.
- 3.10 Schools should be on a repairing budget rather than an investment budget until such time as there is clarity regarding the core school estate. Slippage on 21st Century Schools budget is impacting upon the revenue budget.
- 3.11 The Panel welcome an additional £1.4 M that has been included for Teachers Learning and Responsibility payments. Failure to properly recognise this and other cost pressures in last year's budget has caused severe budgetary problems particularly within secondary schools.
- 3.12 Council Tax represents nearly one third of our income – this is the third highest proportion in Wales after Monmouth and the Vale of Glamorgan. Powys' council tax has risen 20.9% over the last three years, this compares with just 15.9% for Wales as a whole and is considerably more than our comparator counties, Pembrokeshire excepted. The proposed increase in Council Tax will mean that there will have been nearly a 15% increase in the last two years when the

budget is implemented and given the Band distribution of properties in the Authority the issue of affordability must be recognised.

- 3.13 Whilst we welcome the intention behind the Budget Simulator, we are concerned the low take up does not properly represent the views of our constituents. In particular we are concerned that there was no option to maintain or reduce levels of Council Tax below 5%.
- 3.14 The level of expenditure in Children's Services is unsustainable – actual funding has increased by 60% in three years, but the level of demand has not increased by a corresponding amount. We are concerned regarding the continuing, spiralling cost of Children's Services and note that overspends seem to be rolled over into the base budget rather than being addressed.
- 3.15 The Panel are pleased to note that Adult Services, having identified significant potential pressures, have managed their budget and are achieving savings despite some cost pressures having materialised.
- 3.16 A blanket 2% increase for pay and price inflation appears to be simplistic although it is noted that service specific inflationary pressures have been considered as part of the Integrated Business Planning process.
- 3.17 The Panel were disappointed in the continuing failure to implement the Capital Programme to the budget timetable. Whilst this has some revenue benefit in the short term, longer term benefits of the Capital Programme are being missed.
- 3.18 Capital receipts are currently running ahead of budget, but the Panel believes that they are still well short of their potential, for example, assets worth several million pounds have been on the disposals list for some time. We believe that a more aggressive selling policy would enable the Authority to take advantage of the WG directive on the use of receipts which is due to expire in March 2022. A more ambitious capital asset strategy is needed not only in respect of revenue potential, but also to offset borrowing requirements going forward which would have a positive effect on the revenue budget. That said, we welcome the property review that is currently being undertaken and focus that will bring to the return on investment.

Conclusion

1. Whilst the reasons for the late finalisation of the draft budget are noted, the Panel are of the opinion that greater use could be made of the Panel in considering areas of principle or alternatives in developing the budget at an early stage. This also applies to other scrutiny committees.

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Background Papers used to prepare Report:

Notes of meetings of the Finance Panel

Finance Panel members: Mr J Brautigam, (Lead Member), County Councillors A W Davies, M Dorrance, J Gibson-Watt, J G Morris, J Pugh, P Roberts, D A Thomas, R G Thomas, E Vaughan and G Williams