

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	Business Services	Head of Service	Kelly Watts	Director	Mark Evans	Portfolio Holder	James Evans Aled Davies
Proposal	Budget Reduction proposals – £875K						
Outline Summary / Description of Proposal							

DRAFT

The council is faced with continuing financial pressures for 19-20 and forthcoming years. The budget reductions attributed to Business Services is 875k for 19-20. In order to meet these savings a number of work streams are identified to contribute to these savings. The work streams contribute to the overall “Changing how we work” project within the Making It Happen Programmes.

A number of key pieces of work have already been undertaken within the Resources Directorate, however due to pressures in service delivery and the budgetary reductions progress has been slow and siloed, with the management focus primarily on their own individual service areas. This revised approach to change will align some major programmes of work for delivery. The themes being

- Income
- Expenditure
- People processes

- Income - Already reviewed financial assessments, sundry debtors and exploring opportunities of payment options on-line, the new finance system and web platform can transform end to end processing and offer choice to our customers with integration providing seamless delivery, delivering savings in resources and manual processing.
- Expenditure - we have explored through the Purchase to pay project, we have already increased use and spend of our purchase cards, but there are further potential benefits to this work that need to be delivered.
- People Processes - The starters and leavers project has been progressed, however there are still key elements to deliver, as well as this we still have manual paper processing, the system is out of date as we have not kept up to date with technical advances. Reconciliation between Trent and the financial system is time consuming. Additional development of the system has the potential to meet objectives within the O & D work streams.

As discussed initial analysis work has already been undertaken in the above areas, work now needs to commence in exploring potential options through to delivery. As part of that options appraisal process, data will be gathered on likely benefits as well as return on investment, where funding is required these will be presented to the MIH board to authorise spend and/or allocate additional resources. The project is not solely about making savings but ensuring we have a corporate support service aligned to support the council in delivering Vision 2025.

As well as our key themes work, savings of some £875k need to be delivered for 19-20, ideally it would have been advantageous if these savings could have been delivered through the themes, however due to timescales it is envisioned that much of these savings will be achieved through refocussing support within the Business Support area, this could be stopping some services/processes we currently do/re-aligning the workforce and/or removing posts. This will have significant impact on Service Delivery for those services that Business Support undertake work for.

The majority of the Business Support budget is in staffing, year on year budget savings have already placed pressures on delivery. The recent inspections in both Adults and Childrens have put increased pressures on the teams, further staff reductions could impact on severely on these areas. It is expected that Business Support will have to stop some of the tasks they currently do.

Any savings need to be considered in the broader spectrum of the services that are supported; and the potential risks further reductions will have.

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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
Draft 0.1	Kelly Watts	Acting Head of Customer Services and Business Services Transformation	12/10/2018

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£875,000	£	£	£	£

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.

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 work programme has the potential to impact significantly on a number of Service areas and the different themes of work have the potential to impact more than once on each of the service areas.

Meetings during October are to be arranged with the Heads of Service to discuss potential impact and allow them to contribute to the discussions going forward.

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 impact on the local economy.	Poor	No Mitigation available.	Poor
Health and Care We will lead the way in effective, integrated rural health and care	Some processes provided by the internal corporate support services support in service delivery within Adult and Childrens Services. By undertaking a review of the processes it would be envisioned that processes would be streamlined supporting the front line service provision. Although there is potential to streamline processes in order to meet the savings targets it may be necessary to explore cessation of support provided.	Unknown	Discussions will take place with Service areas affected, there may be potential to work together to provide alternative solutions.	Neutral

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>Some processes provided by the internal corporate support services support in service delivery within Schools Services. By undertaking a review of the processes it would be envisioned that processes would be streamlined supporting the front line service provision.</p> <p>Although there is potential to streamline processes in order to meet the savings targets it may be necessary to explore cessation of support provided.</p>	<p>Unknown</p>	<p>Discussions will take place with Service areas affected, there may be potential to work together to provide alternative solutions.</p>	<p>Neutral</p>
<p>Residents and Communities We will support our residents and communities</p>	<p>Some processes provided by the internal corporate support services support in service delivery within Adult and Childrens Services. By undertaking a review of the processes it would be envisioned that processes would be streamlined supporting the front line service provision.</p> <p>Although there is potential to streamline processes in order to meet the savings targets it may be necessary to explore cessation of support provided.</p>	<p>Unknown</p>	<p>Discussions will take place with Service areas affected, there may be potential to work together to provide alternative solutions.</p>	<p>Neutral</p>

Source of Outline Evidence to support judgements

Medium Term Financial Plan (Budget Savings)
 Corporate Support Services Re-Model work – MIH
 Business Support - Evaluation

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 impact on the economy.	Poor	Going through 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.	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).	N/A	Choose an item.		Choose an item.

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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>Going through nay change has the potential to impact in staff's mental well-being, there is potential for staff to suffer stress at this time.</p>	<p>Poor</p>	<p>In order to support staff through the process we will engage early and continually with staff. We can offer re-training and possible re deployment opportunities.</p>	<p>Poor</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Potential to improve communities through digital connections, utilising our services 24/7/365</p>	<p>Neutral</p>	<p>No Mitigation.</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>Choose an item.</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>Loss of staff could have implications on welsh language provision.</p>	<p>Neutral</p>	<p>Need to ensure any changes will not have a detrimental impact welsh language provisions</p>	<p>Neutral</p>
<p>Opportunities to promote the Welsh language</p>	<p>N/A</p>	<p>Choose an item.</p>		<p>Choose an item.</p>

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<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>		Choose an item.		Choose an item.
<i>Disability</i>	Check no member of staff supporting another member of staff.	Unknown	To speak to line Managers to find out information.	Neutral
<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.

Source of Outline Evidence to support judgements
Conversations with Managers will support in decision making. Any personal support to another member of staff will need to be identified.

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.	Potential if services aren't supported that this will have impact on our duties/safeguarding.	Poor	Ensure systems put in place to mitigate against.	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Positive impact looking at new ways of providing services. Working with services to agree new ways of working.	Neutral	It may be necessary to work with other services to provide service's collaboratively.	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	As appropriate the public will be informed of new working practices	Neutral	Support given to those that need support.	Neutral
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.	Need to consider how with drawing support impacts on them to deliver their service.	Poor	Meet with service areas , to negotiate withdrawal.	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
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, although the council has the potential to mitigate poverty by looking at other economical and viable solutions e.g. increasing tourism, supporting local businesses supporting our local residents to get back into work.	Poor
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Need to assess whether any staff are unpaid carers	Poor	Redundancy process – ask questions regarding this.s	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.	Business Support currently have a number of Officers that support safeguarding within the authority. Safeguarding Officers support at meetings and take notes. DBS checks are carried out on all employees that that require a DBS as part of their role.	Poor	Mitigate by looking alternative solutions to delivery. Ensure that we don't impact on safeguarding. Prioritise those posts over others.	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 maybe 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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Low	Low	Low
Mitigation		
Minimise the impact to external services.		

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		
In order to achieve the budget savings of 750k it will be necessary to review current ways of working, the proposal outlines the approach to making those savings based on reviewing and redesigning what we are currently doing, however there will be likely potential on staff with reduced staff volumes.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
The right skilled staff in order to take forward development work	Very High	We have already identified issues with recruiting staff with the right skills to take forward transformation work – Development work on systems is required and recent employment campaigns have not produced good candidates, it may be necessary to buy in support, all this adds to the timescales of the project	High
The systems being in place in order to support change in process	Very High	In order to realise many of the benefits we need to ensure we have the right systems in place and that those systems are able to be configured to our needs, project governance procedures should ensure that we have the right suite of systems in place in order to go forward technically, again the right skills are required to enable this change.	High

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The buy in across the authority to the change.	Very High	Meetings will be held throughout October to inform the Heads of Services of the work that is on-going, updates will also be provided as part of the MIH programme, it is clear that this change will be difficult to manage and does have the potential to impact on the services that we support. It is key that Hos affected work with us to support and remove barriers, accepting that in order to deliver our savings change is inevitable.	High
In order to progress transformation, it may be necessary to invest in resources/or external support. This may be an issue with budgets already being reduced.	High	We will look to identify what potential funding will be required, and bring to MGT team, in order to seek their support. Potential to see what skills are already available.	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:
<p>In order to meet the budget savings outlined for 19-20 significant changes in service delivery will need to be undertaken. The proposal ideally would see a change in process to more streamlined, efficient and effective processing ideally removing manual interventions and utilising technology and digital solutions.</p> <p>However due to the timescales to deliver these savings it may be necessary to cease some aspects of delivery, where this is the case it maybe that detrimental impact is placed on the services that corporate support services are aligned to. Heads of Service meetings are to be scheduled to discuss potential impact on service delivery.</p>	

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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As part of the Corporate Support Re-model, service health checks were undertaken in both Income & Awards and Business Support, these were undertaken to review the work that is currently being undertaken, whether there were any potential improvements or whether there was potential to cease some processes.

The data capture was analysed, analysis work identified common themes to process, namely in relation to Income, Expenditure, workforce (Trent processes) and service specific (which includes non- process work for example – taking and typing up of minutes)

Discussion was undertaken with the Programme Sponsor for MIH (Director of Resources) on this change of direction, therefore reviewing end to end processes rather than the silo based approach that was being considered, allowing savings to be made through process re-design rather than cutting staff; stopping services.

The approach is intended to realise savings through end to end transformation. However, risks to this work is the requirement to: - have the skills in the right place in order to support delivery (e.g. developers to progress work on Trent or integrations into the finance systems).

Once key work streams have been identified then there will be a requirement to analyse current skills and capabilities available and whether we utilise in-house resources or look to procure resources from our suppliers.

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. As work progresses it will be necessary to introduce relevant measures and outcomes to record impact both negative and positive, for an agreed period of time. There is a need to ensure no detrimental impact on equality.

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		
Head of Service:	Kelly Watts		
Director:			
Portfolio Holder:			

14. Governance

Decision to be made by

Cabinet

Date required

FORM ENDS

DRAFT