

# 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.**

<b>Service Area</b>	Customer Services	<b>Head of Service</b>	Diane Reynolds	<b>Director</b>	Ness Young	<b>Portfolio Holder</b>	Cllr Graham Breeze
<b>Proposal</b>	<b>Efficiency savings through Customer Centred Digital Solutions (delivered through the Digital Powys Programme)</b>						
<b>Outline Summary / Description of Proposal</b>							
<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"> <li>• Will aim to ensure our processes and interactions are designed around our customers and what they need.</li> </ul> <p>We will</p> <ul style="list-style-type: none"> <li>• Redesign our services to be customer focused, with quicker end-to-end times</li> <li>• Increase the number and quality of digital services</li> <li>• Improve customer satisfaction and 24-hour access to services</li> <li>• Increase the number of 'My Powys' accounts</li> <li>• Increase self-serve use and decrease call volumes and emails</li> </ul>							

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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	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.

### 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
<b>The Economy</b> 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
<b>Health and Care</b> 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?	<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
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	The overall Digital Powys Programme will support in delivering the council priority:- Improving digital technology	Very Good	N/a	Very Good
<b>Residents and Communities</b> <b>We will support our residents and communities</b>	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"> <li>• Medium Term Financial Plan (Budget Savings)</li> <li>• Potential savings in Customer Centred re-design workstream in Digital Powys Programme</li> <li>• Evidence of call reductions and benefit savings in processes that have been transformed.</li> <li>• System Reboot: Transforming Public Services through better use of digital” by Lee Waters, System Reboot.</li> <li>• Welsh Governments vision for Digital First</li> </ul>

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><b>A prosperous Wales:</b>                      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><u>Economy</u>                      New business start-ups and relocations will increase. Local businesses benefit from good advice and support that help them thrive.</p> <p><u>Learning and Skills</u>                      High quality teaching and learning environments embrace new technology for the population.</p>	Good	<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>	Very Good
<p><b>A resilient Wales:</b>                      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>	N/A	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
<p><b>A healthier Wales:</b>                      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><b>Public Health (Wales) Act, 2017:</b>                      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><b>Health and Care</b>                      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><b>A Wales of cohesive communities:</b>                      Attractive, viable, safe and well-connected Communities.</p>	<p><b>Changing how we work</b>                      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?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A globally responsible Wales:</b> 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. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> 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.		Choose an item.
<b>A Wales of vibrant culture and thriving Welsh language:</b> 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>	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
<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.
<b>A more equal Wales:</b> 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>	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?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> 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.

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?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> 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
<b>Collaboration:</b> 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
<b>Involvement (including Communication and Engagement):</b> 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?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Prevention:</b> 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
<b>Integration:</b> 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
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral		Poor
<b>Unpaid Carers:</b> 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
<b>Safeguarding:</b> 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
<b>Impact on Powys County Council Workforce</b>	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?	<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
<b>Source of Outline Evidence to support judgements</b>				
Digital Powys Programme risk register Programme initiation document.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		
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
<b>Mitigation</b>		

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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.

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
<b>Overall judgement (to be included in project risk register)</b>			
<b>Very High Risk</b>	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>
			<b>Low</b>

### 10. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
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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.

11. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

MTFP  
 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

<b>Decision to be made by</b>	Cabinet	<b>Date required</b>	
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**FORM ENDS**

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