

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	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

2. 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?	IMPACT Please select from drop down box below	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 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.

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>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>	<p>Very Poor</p>	<p>Services will need to commission their own research and analysis at an additional cost to their budget.</p>	<p>Poor</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>No significant direct impact. Capacity to research and analyse information for our well-being assessment would be severely reduced.</p>	<p>Neutral</p>	<p>No capacity for further refinement.</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
<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.

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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: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	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: Working with others in a collaborative way to find shared sustainable solutions.	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): Involving a diversity of the population in the decisions that affect them.	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: Understanding the root causes of issues to prevent them from occurring.	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: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	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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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.		

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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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

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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