

**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	WD02 - Savings from Leadership Development budget (£10,000), WD03 - Increase the uptake of Apprenticeship positions in the Council (£120,000),													
<b>Outline Summary / Description of Proposal</b>														
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 receive on the job training and will reduce 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 the apprentice).														

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
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.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**  
*The integrated approach to support effective decision making*



4. Impact on Other Service Areas

<b>Does the proposal have potential to impact on another service area? (Have you considered the implications on Health &amp; Safety and Corporate Parenting?)</b> <b>PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY</b>		
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"/>
<b>Data Protection Impact Assessment</b>		
Will the proposal involve processing the personal details of individuals? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> - <b>No change to current practices No Data Protection IA required</b>		
Is Powys County Council the data controller? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> - <b>No change to current practices No Data Protection IA required</b>		
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

<b>What geographical area(s) will be impacted by the proposal? (Chose all those applicable)</b>			
Powys <input checked="" type="checkbox"/>	Brecon <input type="checkbox"/> Builth and Llanwrtyd <input type="checkbox"/>	Llandrindod and Rhayader <input type="checkbox"/> Llanfair Caereinion <input type="checkbox"/>	Machynlleth <input type="checkbox"/> Newtown <input type="checkbox"/>
North <input type="checkbox"/>	Crickhowell <input type="checkbox"/> Hay and Talgarth <input type="checkbox"/>	Llanfyllin <input type="checkbox"/> Llanidloes <input type="checkbox"/>	Welshpool and Montgomery <input type="checkbox"/> Ystradgynlais <input type="checkbox"/>
Mid <input type="checkbox"/>	Kington and Presteigne <input type="checkbox"/>		
South <input type="checkbox"/>			

5. How does your proposal impact on the council's strategic vision?

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**  
*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
<b>The Economy</b> <b>We will develop a vibrant economy</b>	<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>	Very Good	<p>Utilising the Apprenticeship Levy better will create an improved ROI in terms of the council's recovery of its 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>	Very Good
<b>Health and Care</b> <b>We will lead the way in effective, integrated rural health and care</b>	<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>	Good	<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>	Very Good

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**  
*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
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	<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&amp;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.</p> <p>Developing the use of Higher Apprenticeships will further strengthen the career pathways in the council.</p>	Good	<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>	Very Good
<b>Residents and Communities</b> <b>We will support our residents and communities</b>	<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>	Good	<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>	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
<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.	Apprenticeship programmes will contribute to developing a skilled population for the Powys economy.	Good	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.	Very Good
<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).	Better use of the Powys Pound in the skill development of residents contributes to the social and economic benefits for the county.	Good	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.	Very 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
<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. <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.	Not Applicable	Choose an item.		Choose an item.
<b>A Wales of cohesive communities:</b> 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.
<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.	Not Applicable	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>	Not Applicable	Choose an item.		Choose an item.

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>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.
<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>	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.

**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
<b>Sustainable Development Principle (5 ways of working)</b>				
<p><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.</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>	Good		Choose an item.
<p><b>Collaboration:</b> 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>	Good		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
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	Not Applicable	Choose an item.		Choose an item.
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	Not Applicable	Choose an item.		Choose an item.
<b>Integration:</b> <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.
<b>Preventing Poverty:</b> 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.
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	Not Applicable	Choose an item.		Choose an item.
<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.	Not Applicable	Choose an item.		Choose an item.
<b>Powys County Council Workforce:</b> 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.

**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
<b>Payroll:</b> 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.
<b>Welsh Language impact on staff</b>	Not Applicable	Choose an item.		Choose an item.
<b>Apprenticeships:</b> 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.
<b>Source of Outline Evidence to support judgements</b>				
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
<b>Mitigation</b>		

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
<b>Mitigation</b>		
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?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
Creates positive savings for the council and improves the economic prospects for the younger generation entering the workforce.	
<b>Overall Risk Judgement:</b>	Low

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

<b>What additional evidence and data has informed the development of your proposal?</b>

12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>

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

Portfolio Holder

Date required

**FORM ENDS**