

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	Portfolio Holder	Cllr Graham Breeze
Proposal	To consolidate and strengthen the roles within the Strategic Planning, Policy and Performance Team and deliver a new operating model with Communications and Translation providing a cost reduction to overall bottom line.				
Outline Summary / Description of Proposal					

The Transformation and Communications Team shares the financial challenges faces by Powys County Council and the proposal aims to manage this in a measured way. There are two areas identified for making savings: 1) Strategic Planning, Policy and Performance and 2) Communications and Welsh Translation.

Reasons identified below:

1)

During 2019-20, the council has adopted a new quarterly performance reporting system, which uses sharepoint to record data and power BI to generate automated reports. This has reduced the need for manual production of key performance statistics and analysis. Automation of the council's Integrated Business Planning also started during summer 2020, which will allow services to take greater ownership of inputting and updating their own objectives, measures and targets, which will automatically update the quarterly reporting information

The continued evolution of the team creates opportunities for strengthening and aligning roles to ensure that the team are fully equipped to provide a more holistic support service. It is being proposed, that rather than having separate Strategic Planning and Risk officers, and Performance Improvement Officers, that this role should be combined to provide a more end to end support for services, and to provide a more streamlined process.

Strategic Planning and Performance Management go hand in hand, and therefore it makes sense that the roles are combined and that the team structures itself in such a way, so as to have enough capacity to support the strategic planning and corporate performance reporting of the Council's 5 Outcomes/Well-being Objectives. The proposed restructure will ensure that the council is able to operate effectively and remain compliant with the policy demands of Welsh and UK Governments.

The Potential Benefits

On developing this proposal, the council has attempted to preserve and strengthen the knowledge and capacity within the unit. The following summarises the benefits of the proposed approach. The list is by no means exhaustive:

- Transformation and Communication shares the financial challenge faced by Powys County Council in a measured way
- The cost reductions are proportionate and reflect the changing demands of the business
- The knowledge base across the team is strengthened
- Elements of the service retain the potential for commercialisation.

2)

The aim of the revised structure is to better align the council's communication resources with the council's priorities as identified in Vision 2025 and generate potential savings.

We will ensure the reputation of the council is protected and enhanced by proactively providing positive professional communication, engagement and Welsh Language information in support of the council's Vision 2025 and transformational projects.

It is envisaged that the savings will be found through a combination of continued use of service specific and external grant funding, increased income and staff reduction (vacant posts).

The new structure (in relation to Communications and Engagement roles) aims to achieve clear alignment and support to corporate priorities, a greater focus on outcome-based budgets while generating overall budget savings through key changes:

- Introduction of a new operating model, clearly defining areas of responsibility for the Communications Team and services funded from the council's base budget
- Establish a flexible set of core communications skills that all Communications Team staff will be expected to perform in their roles
- Retain service specific and external grant support with the introduction of agreed service level agreements
- Increase external funding through introduction of service level agreements.

The Possible Dis-Benefits of both proposals

Several dis-benefits can be identified because of this proposed re-structure. Again, the list is not exhaustive:

- There will be fewer people working within the team because of the restructure
- The capacity for strategic planning, policy and performance and Welsh Translation is reduced
- The capacity to work with services on how they use performance data would be limited and may become an issue for the council
- The turn around time for Welsh Translation may be greater than experienced currently.

Cyngor Sir Powys County Council

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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
Version 1	Emma Palmer/Catherine James	Head of Transformation and Communications/Deputy Head of Transformation and Communications	10/12/2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£116,000	£45,800	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Staff will be consulted in line with the Management of Change policy requirements.

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 and Corporate Parenting?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY					
Adult Services	✓	Education	✓	Legal and Democratic Services	✓
Children's Services	✓	Finance	✓	Property, Planning and Public Protection	✓
Commissioning	✓	Highways, Transportation and Recycling	✓	Transformation and Communications	✓
Digital Services	✓	Housing and Community Development	✓	Workforce and OD	✓
Data Protection Impact Assessment					
Will the proposal involve processing the personal details of individuals? Yes ✓ No <input type="checkbox"/>					
Is Powys County Council the data controller? Yes ✓ No <input type="checkbox"/>					
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	✓	Brecon	<input type="checkbox"/>	Llandrindod and Rhayader	<input type="checkbox"/>
		Builth and Llanwrtyd	<input type="checkbox"/>	Llanfair Caereinion	<input type="checkbox"/>
North	<input type="checkbox"/>	Crickhowell	<input type="checkbox"/>	Llanfyllin	<input type="checkbox"/>
Mid	<input type="checkbox"/>	Hay and Talgarth	<input type="checkbox"/>	Llanidloes	<input type="checkbox"/>
South	<input type="checkbox"/>	Knighton and Presteigne	<input type="checkbox"/>		
				Machynlleth	<input type="checkbox"/>
				Newtown	<input type="checkbox"/>
				Welshpool and Montgomery	<input type="checkbox"/>
				Ystradgynlais	<input type="checkbox"/>

5. How does your proposal impact on Vision 2025?

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Council's Well-being Objective	How does the proposal impact on this Well-being Objective?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	<p>The SPPP Team will continue to provide support to services who lead on the planning and reporting of this Well-being objective, but there will also be an expectation for more 'self-serve' from services where possible.</p> <p>The C&WT Team will be firmly aligned to deliver the priority.</p>	Good	Continued digitisation/automation of Integrated Business Planning and Reporting Tools to reduce reliance to manual processing etc.	Good
Health and Care We will lead the way in providing effective, integrated health and care in a rural environment	<p>The proposal provides continuation of a dedicated resource to support services who lead on the planning and reporting of this well-being objective.</p> <p>The C&WT Team will be firmly aligned to deliver the priority.</p>	Very Good		Choose an item.
Learning and skills We will strengthen learning and skills	<p>The SPPP Team will continue to provide support to services who lead on the planning and reporting of this Well-being objective, but there will also be an expectation for more 'self-serve' from services where possible.</p> <p>The C&WT Team will be firmly aligned to deliver the priority.</p>	Good	Continued digitisation/automation of Integrated Business Planning and Reporting Tools to reduce reliance to manual processing etc.	Good
Residents and Communities We will support our residents and communities	<p>The SPPP Team will continue to provide support to services who lead on the planning and reporting of this Well-being objective, but there will also be an expectation for more 'self-serve' from services where possible.</p> <p>The C&WT Team will be firmly aligned to deliver the priority.</p>	Good	Continued digitisation/automation of Integrated Business Planning and Reporting Tools to reduce reliance to manual processing etc.	Good

Source of Outline Evidence to support judgements

See Transformation and Communications Integrated Business Plan 2020-2024 and Management of Change proposal.

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 a more positive impact or to 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 service aims to provide career pathways for staff and the proposal aims to provide opportunities to broaden the skill set of staff.</p>	<p>Neutral</p>	<p>No capacity for further refinement</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>No significant direct impact</p>	<p>Choose an item.</p>	<p>No capacity for further refinement</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?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to a more positive impact or to 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>	Demand and expectations on staff may increase and could possibly impact on staff well-being.	Poor	Demand to be managed and prioritised according to staff capacity.	Good
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	No significant direct impact	Choose an item.		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	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. <i>Incorporating requirements under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards</i></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 a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	The human resource available whilst on paper will reduce, the Team have been carrying vacancies for some time and utilising the slippage to fund external resource where required. There is a significant underspend this year.	Poor	Roll out the use of Microsoft Translate for internal translation only to enable the human resource to focus on the priority campaigns and external communications.	Neutral
<i>Opportunities to promote the Welsh language</i>	No significant direct impact – the Welsh Language Officer post will remain.	Good		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No significant direct impact	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>Incorporating requirements under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and the Social Economic duty (2020).</i>				
<i>Age</i>	No significant direct impact	Choose an item.		Choose an item.
<i>Disability</i>	No significant direct impact	Choose an item.		Choose an item.
<i>Gender reassignment</i>	No significant direct impact	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	No significant direct impact	Choose an item.		Choose an item.
<i>Race</i>	No significant direct impact	Choose an item.		Choose an item.
<i>Religion or belief</i>	No significant direct impact	Choose an item.		Choose an item.
<i>Sex</i>	No significant direct impact	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	No significant direct impact	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	No significant direct impact	Choose an item.		Choose an item.
<i>Socio-economic duty</i>	No significant direct impact	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements
See Transformation and Communications Integrated Business Plan 2020-2024 and Management of Change 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 a more positive impact or to 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>	<ul style="list-style-type: none"> The proposal seeks to deliver a more sustainable service given available funding The proposal also reflects the longer-term approach of services becoming more self-sufficient through digitised tools and automation of reporting etc. 	Good		Choose an item.
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The T&C Service will continue to work closely with all other services to support them in becoming more self-sufficient with developing their plans and managing quarterly reporting etc, placing less reliance on the SPPP team for manual input and processing and self service internally for Welsh Translation.	Neutral		Choose an item.
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them including:</i> Unpaid Carers: <i>Ensuring that unpaid carers views are sought and taken into account</i>	Staff and other key stakeholders will be involved in this process	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 a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>Prevention: Understanding the root causes of issues to prevent them from occurring including:</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>	To ensure the sustainability of the team we will explore the possibility of generating income through commercialisation of elements of our work	Neutral		Choose an item.
<p>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</p>	The whole ethos of the proposal is for roles within the SPPP Team to become more integrated, in order to provide a more holistic support approach to other services.	Good		Choose an item.
<p>Powys County Council Workforce: What Impact will this change have on the Workforce?</p>	<p>The proposal offers the following positive benefits:</p> <ul style="list-style-type: none"> • Career pathways and opportunities • Flexible approach • A structure that reflects professional expertise, knowledge and capability <p>The proposal offers the following dis-benefit:</p> <ul style="list-style-type: none"> • A short period of uncertainty as changes are implemented 	Neutral		Choose an item.
<p>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?</p>	Detail is available in the Business Case. The revised structure creates opportunity for staff.	Neutral		Choose an item.
<p>Welsh Language impact on staff</p>	No significant direct impact	Choose an item.		Choose an item.

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 a more positive impact or to mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> 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?	No significant direct impact	Choose an item.		Choose an item.
Source of Outline Evidence to support judgements				
See Transformation and Communications Integrated Business Plan 2020-2024 and Management of Change proposal.				

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

Communities	How does the proposal impact on residents and community?	<u>IMPACT</u> See impact definitions in guidance document	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> See impact definitions in guidance document	Source of Outline Evidence to support judgement
	Potential delay in translation of Communications	Minor	Resource will be focussed on priority campaigns with an external focus.	Insignificant	

9. What are the risks to service delivery or the council following implementation of this proposal?

Description of risks

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Risk Identified	Inherent Risk Rating Impact X Likelihood (See Risk Matrix in guidance document)	Mitigation	Residual Risk Rating Impact X Likelihood (See Risk Matrix in guidance document)
Staff do not accept the proposed changes	Likelihood = Possible Impact = Moderate Score = 9	Clear and effective consultation and engagement with all staff affected.	Likelihood = Unlikely Impact = Minor Score = 4

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<ul style="list-style-type: none"> The proposed changes aim to consolidate and strengthen the roles within the SPPP Team and C&WT Team, ensuring the service is fit for purpose to support and drive the council in pursuit of Vision 2025. Overall the assessment indicates that the proposal would have no significant negative impact on the community/public, but would strengthen and enhance the way the team are able to work and develop. On the whole, the proposal will continue to give good support for the council's priorities as detailed in Vision 2025 although the impact on the 7 national well-being goals is by and large neutral The proposal demonstrates reasonable consideration of the 5 working principles of the Well-being of Future generations (Wales) Act 2015 	

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

What additional evidence and data has informed the development of your proposal?
Evidence from the following documents has informed the development of the proposal; Management of change proposal, Transformation and Communications Integrated Business Plan 2020-2024, Digital Strategy (Information Excellence Workstream).

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The impact of the proposed changes will be continually monitored by the Head of Transformation and Communications together with Senior Leadership Team colleagues and Cabinet.
Please state when this Impact Assessment will be reviewed.
n/a

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Emma Palmer		
Head of Service:	Emma Palmer		
Portfolio Holder:	Clr. Graham Breeze		

14. Governance

Decision to be made by	Choose an item.	Date required	
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