

Well-being of Future Generations (Wales) Act 2015 **Integrated Impact Assessment** **(includes Equalities, Welsh Language, Sustainability and Biodiversity)**



Before completing the Impact Assessment **PLEASE REFER TO THE CORRESPONDING GUIDANCE DOCUMENT** which provides essential background information.

An Integrated Impact Assessment **MUST** be completed for:

1. Any project (i.e. something that has a start and end date and is different from day to day business).
2. Where you are implementing significant change e.g. service provision.
3. For any Council / Cabinet report that is not part of an above mentioned project or significant change.

Title of Project / Report:	Merthyr Tydfil CBC Work Experience Scheme
Officer completing Impact Assessment:	Hannah Brown
Lead Officer / Project Manager:	Hannah Brown
Service:	Human Resources
Impact Assessment completion date:	1 June 2020

Please give a brief description of the aims of the proposal:

The Merthyr Tydfil CBC Work Experience Scheme was implemented in June 2019 in order to offer unpaid work placements for local residents to sample the work of various departments throughout the organisation. The Scheme provides a single point of contact for the public who seek work experience opportunities, and ensures a coordinated approach with service areas in order to tailor placements to the needs and interests of the participant.

1. Merthyr Tydfil Well-being Objectives

Does your proposal help to deliver any of the Council's Well-being Objectives identified below?

Well-being Objectives	Does your proposal have a positive or negative impact on the Council's Well-being Objectives? Please place an X in the relevant box			Why have you come to this decision? Please provide an explanation	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts?
	Positive	Negative	N/A		
Best Start to Life Children and young people get the best start to life and are equipped with the skills they need to be successful learners and confident individuals.	X			In its first year, the work experience scheme has offered placements to people of all different ages. The majority of participants were aged 16-24 and so participated in the Scheme at an important point in life to inform future career and education choices.	We will continue to liaise with schools and Merthyr college to ensure that young people are aware of the opportunities available. We will also look to ensure that the Scheme supports children who are looked after by the Council.
Working Life People feel supported to develop the skills required to meet the needs of businesses with a developing, safe infrastructure making Merthyr Tydfil an attractive destination.	X			In offering a formal work experience programme, the Council demonstrates it is committed to developing skills within the community. 20% of the work experience participants were aged over 35 which demonstrates the role work experience can play in supporting people to develop skills throughout their lives.	We will look to encourage a wider range of placements within the Council. We will seek to do this in particular within departments that can offer the opportunity for a participant to develop skills which will be needed within Merthyr Tydfil in the future.
Environmental Well-being				Service areas of the Council	We will work to encourage a wider

Well-being Objectives	Does your proposal have a positive or negative impact on the Council's Well-being Objectives? Please place an X in the relevant box			Why have you come to this decision? Please provide an explanation	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts?
	Positive	Negative	N/A		
Communities protect, enhance and promote our environment and countryside.	X			responsible in these areas can offer work experience placements. This will spread awareness and learning in the community and potentially inspire people to pursue a career in this area.	range of placements within the Council where participants can gain skills for future green jobs which will become more important and prevalent within Merthyr Tydfil.
<u>Living Well</u> People are empowered to live independently within their communities, where they feel safe and enjoy good physical and mental health.	X			The work experience scheme has worked with Communities for Work to offer placements to those who are long-term unemployed. Work experience placements are an important opportunity for those who are out of work to gain skills to re-enter the workplace.	There have been instances where participants did not show up for placements. We will work more closely with employment mentors to ensure that all support is given to ensure that those who are long-term unemployed are able and willing to attend and complete placements.
Sources of evidence to support the above:					
Work Experience Evaluation Report					

Sustainable Development Principles (The Five Ways of Working):

Five Ways of Working	How does your proposal demonstrate you have met the five ways of working?	Are there any additional actions to be taken to better contribute to the five ways of working and/or mitigate any negative impacts?
Long Term -Thinking and planning for the long term.	Formal work experience programme serves as a crucial tool to create a talent pool for future vacancies. Looking long-term to the future workforce, the Council currently has an ageing workforce, and work experience is a way in which we can attract young talent for the future.	To work with departments of the Council who may currently have, or expect to have in the future, skills shortages, hard to fill posts or an ageing workforce, to ensure that they offer work experience placements. To anticipate future career trends and needs within the Merthyr Tydfil, and ensure that those departments which can offer relevant learning and skills development provide placements.
Prevention - Preventing problems before they happen.	Obtaining work experience enables people to obtain the experience necessary to give them better chances of success at gaining skilled employment. For those who are long-term unemployed, work experience placements can offer a form of tertiary prevention whereby experience is gained to re-enter the workforce. For the Council, work experience as a workforce development tool acts as a factor in succession planning and prevents problems such as an ageing workforce and loss of knowledge.	To work with departments of the Council who may currently have, or expect to have in the future, skills shortages, hard to fill posts or an ageing workforce, to ensure that they offer work experience placements. To anticipate future career trends and needs within the Merthyr Tydfil, and ensure that those departments which can offer relevant learning and skills development provide placements.
Integration - Integrating with other strategies.	The work experience scheme has the flexibility and wide-ranging applicability to successfully integrate across the Council's well-being objectives. For example, if the scheme plays any role in supporting children who are looked after into gaining work experience, this will support both the Living Well, Working Life and Best Start to Life objective. Further integration could be gained across the Environmental Well-being objective if placements were provided in relevant areas of the Council. The work experience proposal helps to fulfil Merthyr Council's own Shared Vision and 'Prosperity for All' and its aim to increase the skills and employability of citizens in Wales.	To ensure that placements are planned and delivered in a way which will deliver high quality experiences across the Well-being objectives. There is a need to analyse how the work experience scheme and its placements can better span across the well-being objectives, and propose possible placements in new departments
Collaboration - Collaborating with others.	The programme has resulted in partnership working with schools and colleges, which has been particularly successful with respect to the Welsh Language and Destination Management. The Council's work experience model was also shared with South Wales Fire and Rescue Service who implemented the model.	There is the possibility of widening the work experience model to the Cwm Taf PSB partners, to offer a rotational placement amongst the partner organisations. Further discussions and planning in the PSB is required to scope this possibility.
Involvement - Involving people and communities.	In applying for work experience, a member of the public specifies the service area they want to work in. Page 4 of 11	Encourage placements to be provided in those departments which do not yet participate in the scheme, but which were requested by applicants.

Sources of evidence to support the above:

2. Protected Characteristics (including Welsh Language)

Does your proposal directly impact on service users, employees and/or the wider community, including the nine protected characteristic groups and Welsh language as identified below?

Protected Characteristics	Does your proposal have a positive or negative impact on service users, employees and/or the wider community, including the nine protected characteristic groups and Welsh language? Please place an X in the relevant box			Why have you come to this decision? Please provide an explanation	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts?
	Positive	Negative	N/A		
Age	X			Work experience can be offered to anybody of any age. Therefore young people with no work experience will have the opportunity to gain some. Also, older people who may need experience to re-enter the job market, or change career, can also obtain the necessary experience.	Ensure that the opportunity is widely publicised so that as many people as possible are aware.
Disability	X			Somebody with a disability can obtain a work experience placement to gain valuable experience, confidence and skills, increasing their employability.	Ensure sufficient promotion and publicity.
Gender Reassignment			X	The proposal does not affect this protected characteristic.	
Marriage and Civil Partnership			X	The proposal does not affect this protected characteristic.	
Pregnancy and Maternity			X	The proposal does not affect this	

Protected Characteristics	Does your proposal have a positive or negative impact on service users, employees and/or the wider community, including the nine protected characteristic groups and Welsh language? Please place an X in the relevant box			Why have you come to this decision? Please provide an explanation	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts?
	Positive	Negative	N/A		
				protected characteristic.	
Race			X	The proposal does not affect this protected characteristic.	
Religion or Belief			X	The proposal does not affect this protected characteristic.	
Sex (Gender)			X	The proposal does not affect this protected characteristic.	
Sexual Orientation			X	The proposal does not affect this protected characteristic.	
Welsh Language			X	The proposal does not affect this protected characteristic.	
Sources of evidence to support the above:					

3. Biodiversity

Does your proposal directly impact on Biodiversity?

Biodiversity	Does your proposal have a positive or negative impact on Biodiversity? Please place an X in the relevant box			Why have you come to this decision? Please provide an explanation	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts?
	Positive	Negative	N/A		
Maintain and enhance biodiversity and ecosystem resilience			X	The proposal does not directly affect this	
Sources of evidence to support the above:					

4. Summary

As a result of completing this Impact Assessment, how many positive and negative impacts does your proposal have? This section should then be included in the related Council/Cabinet report.

Please see the example provided in the **guidance document**.

	Positive Impacts	Negative Impacts	Not Applicable
1. Merthyr Tydfil Well-being Objectives	4 of 4	0 of 4	0 of 4
2. Sustainable Development Principles - How have you considered the five ways of working: <ul style="list-style-type: none"> • Long term • Prevention • Integration • Collaboration • Involvement 	5 of 5	0 of 5	0 of 5
3. Protected Characteristics (<i>including Welsh Language</i>)	2 of 10	0 of 10	8 of 10
4. Biodiversity	0 of 1	0 of 1	1 of 1
<p><u>Summary:</u></p> <p>The main positive impacts are enabling local people of all ages to gain valuable work experience, enhancing their employability and skills. The proposal positively complements and will help fulfil the Council's Well-being Objectives and the 5 Ways of Working.</p> <p>No negative impacts have been identified.</p>			

5. Actions

Based on the summary of your positive and negative impacts, identified in Section 5 above, will you need to make changes to your proposal to better contribute to positive impacts and/or mitigate any negative impacts? Please identify any further actions you will need to undertake to better contribute to positive impacts and/or mitigate any negative impacts.

What are you going to do?	Estimated completion date	Who will be responsible?	Timelines/Milestones e.g. 6 months/over a year, etc.	Progress

6. Version Control

The Impact Assessment should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. Please use the table below to keep a record of this process so that we can demonstrate how we have considered and built in the sustainable development principles where possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration

7. Sign off section

Approved by: Fran Donnelly

Job Title: Head of HR

Approval date: 01/06/20

RISK MANAGEMENT GUIDANCE

In order to identify risks the checklist below must be used. This is designed to ensure that as far as possible all potential risks are identified that could impact on:

- Delivering the Council’s Well-being Objectives and wider Council priorities.
- The well-being of our communities and future generations.
- The organisation.

The checklist is based on the widely used PESTLE model (Political, Economic, Social, Technological, Legal and Environmental). This will help to ensure that all potential categories of risk are considered in a structured way rather than just the initial risks that come to mind.

The Checklist will also help to develop plans to manage the risks where consideration must be given to the five ways of working (the Sustainable Development Principles), which are:

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

RISK CATEGORY CHECKLIST

1.	<p><u>POLITICAL</u></p> <ul style="list-style-type: none"> • Failing to set a balanced budget. • Failing to deliver: <ul style="list-style-type: none"> ○ UK, Welsh Government and/or Local Government Policy. ○ The administration's manifesto commitments. ○ The Council’s Well-being Objectives. ○ The Council’s aspirations: Top performing, Sustainable and Reputation. ○ Projects on time, to cost and to the right quality. • Failing to properly communicate with the community, stakeholders, customers and employees the appropriate and timely information relating to projects. • Failing to properly engage and consult with the community, stakeholders, customers and employees. • Failing to protect and maintain the organisation’s reputation. • The public perception of the organisation’s efficiency and effectiveness. • Sustainability of projects. • BREXIT.
2.	<p><u>ECONOMIC</u></p> <ul style="list-style-type: none"> • Economic risks that could impact on the well-being of our communities and future generations. • Financial planning and being able to make adequate savings in order to set a balanced budget, meet financial challenges and manage increasing pressures on public spending. • The organisation’s ability to meet its financial commitments (financial sustainability). • The risks relating to project overspends and sufficient finance to deliver proposed projects, internal budgetary pressures, adequate financial controls, the failure to purchase adequate insurance cover/inability to obtain insurance cover, external macro level economic changes, consequences of proposed investment decisions. • Handover / legacy of projects e.g. maintenance and repairs. • Risk of fraud and corruption. • Quality of the outcomes/outputs from a project. • Competitiveness of the service (in terms of cost and/or quality) and/or its ability to deliver value for money. • Failure of contractors to deliver services or products to the agreed cost and specification.

	<ul style="list-style-type: none"> In relation to procurement, consideration of, for example, discontinuity in the supply of essential goods or services, supplier relationships, misaligned procurement outcomes and negative impact on reputation in the marketplace.
3.	<p><u>SOCIAL (INCLUDING CULTURAL)</u></p> <ul style="list-style-type: none"> Social and cultural risks that could impact on the well-being of our communities and future generations. Effects of changes in demographic, residential and/or socio-economic trends. Failing to meet the current and changing needs and expectations of customers and citizens. Capacity, recruitment and retention, health, safety and welfare of people, sickness rates and personal development. Consideration of risks in relation to tourism, culture, heritage, arts, sport and historic environment. Impact on the Welsh Language (we have to treat English and Welsh languages on the basis of equality). Impacts on the 9 Protected Characteristics (Race; Sex; Disability; Age; Religion or Belief; Sexual Orientation; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity).
4.	<p><u>TECHNOLOGICAL</u></p> <ul style="list-style-type: none"> Risk of cyber-attacks (consider 10 Steps to Cyber Security e.g. user education and awareness; secure configuration; network security; etc). Capacity of the organisation to deal with the pace/scale of technological change and/or its ability to use technology to address changing demands. Consequences of technology failures. Failure and/or unavailability of hardware/software. Failing to ensure that Data Privacy Impact Assessments are completed. ICT/Information Security Incidents.
5.	<p><u>LEGAL</u></p> <ul style="list-style-type: none"> Changes/new legislation and regulations e.g. Enactment of significant legislation which materially impacts the way that the Council operates. Breaches of legislation and/or regulations. Legal challenge/judicial review. Corporate governance failure(s). Risks associated with the particular nature of each profession e.g. social service concerns over children at risk, failure to meet professional requirements such as accounting, legal or educational standards, etc. In relation to partnerships, consideration of, for example, the impact of working with private and/or public sector organisations, accountability frameworks and partnership boundaries, large-scale projects with joint ventures, outsourced services, relationship management, change control/exit strategies, business continuity and contractual liabilities.
6.	<p><u>ENVIRONMENTAL</u></p> <ul style="list-style-type: none"> Environmental risks that could impact on the well-being of our communities and future generations. Fire, security, accident prevention, health and safety, business continuity and disaster recovery e.g. hazards/risks associated with buildings, vehicles, plant and equipment, etc. Terrorism/disasters/emergencies/incidents. Climate change. Environmental consequences of progressing or not progressing a project e.g. in terms of energy efficiency, pollution, recycling, landfill requirements, emissions, etc. Pollution, noise and/or energy efficiency of ongoing service operation.