

# Implementation of an Alternative Delivery Model Company

## Well-being Impact Assessment Report

This report summarises the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	564
Brief description:	The project seeks to implement a Council owned, not for profit Local Authority Trading Company limited by guarantee, (LATC), for the delivery of various leisure related facilities, activities and functions, which potentially will include some further service provision where a compelling rationale can be established.
Date Completed:	17/04/2019 12:44:43 Version: 2
Completed by:	Sian Price
Responsible Service:	Business Improvement & Modernisation
Localities affected by the proposal:	Whole County,
Who will be affected by the proposal?	Residents within DCC Visitors to DCC Users of the facilities DCC schools DCC Members DCC staff members impacted by the change Rhyl Town Council LIME Funders Audit Office Regulators Trade Unions Tenants
Was this impact assessment completed as a group?	Yes

# IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

## Score for the sustainability of the approach

★ ★ ★ ★ ( 3 out of 4 stars ) Actual score : 23 / 30.

## Implications of the score

At the project business case stage there is clarity regarding the potential financial benefits associated with the establishment of an LATC(LATC), and this will assist the Council to sustain its leisure services as far as is practical, in what is a challenging financial climate.

It is anticipated that residents will notice no change to their existing provision. However, this is subject to future WG settlements, which will affect the ability of the council to support service delivery everywhere.

## Summary of impact

### Well-being Goals

- A prosperous Denbighshire
- A resilient Denbighshire
- A healthier Denbighshire
- A more equal Denbighshire
- A Denbighshire of cohesive communities
- A Denbighshire of vibrant culture and thriving Welsh language
- A globally responsible Denbighshire

- Neutral
- Neutral
- Neutral
- Neutral
- Neutral
- Neutral
- Neutral



## Main conclusions

Overall the impact of this project was assessed as neutral. In the main, this project is seeking to implement an LATC for the operation of Leisure related facilities functions and activities, in order to benefit from the specific savings that can only be derived through the establishment of an LATC, and to enable any commercial endeavours to be pursued, with a view to raising income. It is anticipated that the service to users will be unchanged, unless the council has to make further significant savings in the future, and the opportunities for the LATC to raise income, have not materialised sufficiently to net the effect of a reducing council budget. If this were the case then this service could be affected in the same way as any other service offered by the council. The Council will contract with the LATC for the delivery of services and through the contract management the Council to safeguard its aims and objectives. Each year there will be a process whereby the subsidy and associated benefits are agreed and this will enable the contract to be adapted to meet any emerging needs.

This wellbeing impact assessment for the Project Brief was assessed by DCC's Critical Friend's Review Group who provided valuable observations and comments for consideration. These

comments were considered when updating the wellbeing impact assessment at the business case stage.

### **Evidence to support the Well-being Impact Assessment**

- We have consulted published research or guides that inform us about the likely impact of the proposal
- We have involved an expert / consulted a group who represent those who may affected by the proposal
- We have engaged with people who will be affected by the proposal

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	There is potential for change within the areas of economic development, quality skills and quality jobs for the long term. The positive/negative impacts in respect of these three areas are dependent on the ability of the LATC to maximise its commercial potential and be alert to the opportunities that enable it to access more, or different training to develop its workforce to further support the business, and provide a quality experience to service users. The likelihood is that the project will initially follow the existing practices until the opportunities for change and betterment are identified. The staff within DCC and the LATC will enjoy the same terms and conditions and will legally need to be treated equitably.
<b>Further actions required</b>	An LATC will be alert to the opportunities to contribute to the prosperity of Denbighshire. Through the contract management of the LATC, the council would seek to safeguard its aims and objectives. Consideration needs to be given in respect of knowledge migration as a result of the project, and factored into the project plan.

### Positive impacts identified:

<b>A low carbon society</b>	No known impact
<b>Quality communications, infrastructure and transport</b>	No known impact
<b>Economic development</b>	There may be things that an LATC can do, over and above what the Council can do, to provide a greater economic benefit.
<b>Quality skills for the long term</b>	There could be better access to free training if it is not Council operated, however this will depend on what is available to LATC's. That said staff within the LATC and DCC will be on equal terms and conditions and should expect equal access to their training needs
<b>Quality jobs for the long term</b>	If the LATC established does well, this could impact favourably on the number of quality jobs required to operate the service.
<b>Childcare</b>	None

### Negative impacts identified:

<b>A low carbon society</b>	No known impact
<b>Quality communications, infrastructure and transport</b>	No known impact
<b>Economic development</b>	If the LATC established does not perform as well as hoped, or there is less budget to support it, or people have less money to spend, then there may be negative impacts.

<b>Quality skills for the long term</b>	It is unknown whether any staff TUPE'd to the LATC could still access DCC training.
<b>Quality jobs for the long term</b>	Equally if the company is not very successful there will potentially be a smaller number of quality jobs available.
<b>Childcare</b>	None

## A resilient Denbighshire

<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	No change is anticipated as a result of the introduction of an LATC. The aim of this project is to continue the existing practices. The LATC will still be able to access the preferential energy rates brokered by the Council. The buildings will still be owned by the Council and maintained through the capital plan which will include access to any energy saving initiatives as applicable. There is no change anticipated in the way in which the buildings are used and therefore no anticipated biodiversity impacts.
<b>Further actions required</b>	The LATC will be alert to the opportunities to contribute to the resilience of Denbighshire. Through the contract management of the LATC the council would seek to safeguard its aims and objectives.

### Positive impacts identified:

<b>Biodiversity and the natural environment</b>	No known impact
<b>Biodiversity in the built environment</b>	No known impact
<b>Reducing waste, reusing and recycling</b>	No known impact
<b>Reduced energy/fuel consumption</b>	No known impact
<b>People's awareness of the environment and biodiversity</b>	No known impact
<b>Flood risk management</b>	No known impact

### Negative impacts identified:

<b>Biodiversity and the natural environment</b>	No known impact
<b>Biodiversity in the built environment</b>	No known impact
<b>Reducing waste, reusing and recycling</b>	No known impact
<b>Reduced energy/fuel consumption</b>	No known impact

<b>People's awareness of the environment and biodiversity</b>	No known impact
<b>Flood risk management</b>	No known impact

## A healthier Denbighshire

<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	The LATC will have the ability to adapt easily to maximise any opportunities to contribute to a healthier Denbighshire. If the LATC is successful in attracting a proportion of its income elsewhere, there is potentially additional funding to reinvest in the LATC which could contribute to health benefits, or a lower subsidy expected for the Council will could ease the pressure on other areas of Council funding, which could be health related.
<b>Further actions required</b>	The LATC will be alert to the opportunities to contribute to a healthier Denbighshire. Through the contract management of the LATC the Council will safeguard its aims and objectives.

### Positive impacts identified:

<b>A social and physical environment that encourage and support health and well-being</b>	No known impact
<b>Access to good quality, healthy food</b>	No known impact
<b>People's emotional and mental well-being</b>	No known impact
<b>Access to healthcare</b>	No known impact
<b>Participation in leisure opportunities</b>	Potentially there are more opportunities via a separate company, as it can both seek and be more responsive to opportunities, that enhance the offer to residents.

### Negative impacts identified:

<b>A social and physical environment that encourage and support health and well-being</b>	No known impact
<b>Access to good quality, healthy food</b>	No known impact
<b>People's emotional and mental well-being</b>	No known impact
<b>Access to healthcare</b>	No known impact

<b>Participation in leisure opportunities</b>	No known impact
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## A more equal Denbighshire

<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	The LATC will be required to comply with the Council's guidelines, and will adopt and adhere to policies based on the Council's in this respect. Initially it is likely that the LATC will need a period to become established before looking at further opportunities. The LATC will be aware of price sensitivity and how this will affect the numbers of users who access the services offered. The specification for the services procured from the LATC will be based on what is currently offered, and hence access to specific user groups will be safeguarded.
<b>Further actions required</b>	The LATC will be alert to the opportunities to contribute to the equality of Denbighshire. The contract management of the LATC will ensure that the Council can safeguard its aims and objectives in the future.

### Positive impacts identified:

<b>Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation</b>	No known impact
<b>People who suffer discrimination or disadvantage</b>	No known impact
<b>Areas with poor economic, health or educational outcomes</b>	No known impact
<b>People in poverty</b>	No known impact

### Negative impacts identified:

<b>Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation</b>	No known impact
<b>People who suffer discrimination or disadvantage</b>	No known impact
<b>Areas with poor economic, health or educational outcomes</b>	No known impact
<b>People in poverty</b>	No known impact

## A Denbighshire of cohesive communities

<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	There will be an onus on the LATC to consult with its users as it does now. DCC will still canvass opinion from its residents, and will retain the ability to alter its contract with any company to reflect any requirements that it identifies. The LATC will be wholly Council owned, and there will be no rebranding and hence no negative impact is anticipated for the end user. The LATC will be alert to the opportunities to contribute to the cohesive communities of Denbighshire.
<b>Further actions required</b>	The LATC will be alert to the opportunities to contribute to the communities of Denbighshire. The council would seek to safeguard its aims and objectives through the contract management of the LATC.

### Positive impacts identified:

<b>Safe communities and individuals</b>	No known impact
<b>Community participation and resilience</b>	No known impact
<b>The attractiveness of the area</b>	No known impact
<b>Connected communities</b>	No known impact
<b>Rural resilience</b>	No known impact

### Negative impacts identified:



<b>Safe communities and individuals</b>	No known impact
<b>Community participation and resilience</b>	No known impact
<b>The attractiveness of the area</b>	No known impact
<b>Connected communities</b>	No known impact
<b>Rural resilience</b>	No known impact

## A Denbighshire of vibrant culture and thriving Welsh language

<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	The LATC will be subject to the Council's guidelines in this respect. The LATC will be alert to the opportunities to contribute to the vibrant culture and thriving Welsh Language of Denbighshire.
<b>Further actions required</b>	The LATC will be alert to the opportunities to contribute to the culture and Welsh language of Denbighshire, and the Council can monitor this requirement through the contract management arrangements that will be established.

### Positive impacts identified:

<b>People using Welsh</b>	No known impact
<b>Promoting the Welsh language</b>	No known impact
<b>Culture and heritage</b>	No known impact

### Negative impacts identified:

<b>People using Welsh</b>	No known impact
<b>Promoting the Welsh language</b>	No known impact
<b>Culture and heritage</b>	No known impact

## A globally responsible Denbighshire

<b>Overall Impact</b>	Neutral
<b>Justification for impact</b>	The LATC will be alert to the opportunities to contribute to a more globally responsible Denbighshire. The council would seek to safeguard its aims and objectives within any model that is set up.
<b>Further actions required</b>	The LATC will be alert to the opportunities to contribute to the global responsibility of Denbighshire. The council would seek to safeguard its aims and objectives through the contract management of the LATC.

### Positive impacts identified:

<b>Local, national, international supply chains</b>	No known impact
<b>Human rights</b>	No known impact
<b>Broader service provision in the local area or the region</b>	No known impact

**Negative impacts identified:**

<b>Local, national, international supply chains</b>	No known impact
<b>Human rights</b>	No known impact
<b>Broader service provision in the local area or the region</b>	No known impact