

Public Document Pack



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County Hall
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Tuesday, 20 March 2018

Dear Councillor

INDIVIDUAL CABINET MEMBER DECISIONS

Notice is hereby given that the following decisions made by a member of the cabinet will be made on Wednesday, 28 March 2018.

1. **OPERATIONAL CHANGES TO TRADING STANDARDS** 1 - 18

Division/Wards Affected: All Wards
CABINET MEMBER: County Councillor Sara Jones

AUTHOR: AUTHOR:
Gareth Walters – Trading Standards & Animal Health Team Leader
CONTACT DETAILS:

Tel: 01633 644131
E-mail: garethwalters@monmouthshire.gov.uk

2. **SECTION 106 AGREEMENT : FUNDING OF OPENS SPACE MAINTENANCE AND RELEVANT STRUCTURES** 19 - 28

Division/Wards Affected: Castle; Grofield; Priory
CABINET MEMBER: County Councillor P Murphy

AUTHOR: Nigel Leaworthy

CONTACT DETAILS: Mr Nigel Leaworthy Operations Manager
Contact Tel: 01633 644151 – nigelleaworthy@monmouthshire.gov.uk

3. **PROPERTY MAINTENANCE FRAMEWORK AGREEMENT** 29 - 42

Division/Wards Affected: All Wards
CABINET MEMBER: County Councillor P Murphy

AUTHOR: Phil Kenney Maintenance Manager

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Tel: 01633 644444
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4. **SOCIAL CARE, SAFEGUARDING & HEALTH - WORKFORCE DEVELOPMENT TEAM - HIERARCHY UPDATE (WITHIN BUDGET)** 43 - 52

Division/Wards Affected:

CABINET MEMBER: County Councillor P Murphy

AUTHOR: Siân Sexton – Workforce Development Manager

CONTACT DETAILS:

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E-mail: siansexton@monmouthshire.gov.uk

5. **BUSINESS SUPPORT TEAM - CHILDREN'S SERVICES** 53 - 70

Division/Wards Affected: All Wards

CABINET MEMBER: County Councillor P Jones

AUTHOR: Claire Robins – Service Manager – Transformation – Social Care & Health

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6. **SOCIAL CARE, SAFEGUARDING AND HEALTH LEADERSHIP BUSINESS SUPPORT** 71 - 80

Division/Wards Affected: All Wards

CABINET MEMBER: County Councillor P Jones

AUTHOR: Claire Robins : Service Manager Social Care, Safeguarding and Health

CONTACT DETAILS:

Tel: 01633 644589

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Whole Authority Strategy & Direction CCR Joint Cabinet & Regional Development; Organisation review; Regional working; Government relations; Public Service Board; WLGA.	WLGA Council WLGA Coordinating Board Public Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Enterprise Land use planning; Economic development; Tourism; Development control; Building control; Housing & homeless; Leisure; Youth; Adult education; Outdoor education; Community Hubs; Cultural services.	WLGA Council Capital Region Tourism	Devauden
R.P. Jordan	Governance Council & Executive decision support; Scrutiny; Regulatory Committee standards; Member support; Community governance; Elections; Democracy promotion & engagement; Law; Ethics & standards; Whole authority performance; Whole authority service planning & evaluation		Cantref
R. John	Children & Young People School standards; School improvement; School governance; EAS overview; Early Years; Additional Learning Needs; Inclusion; Extended curriculum; Admissions; Catchment areas; Post 16 offer; Coleg Gwent liaison	Joint Education Group (EAS) WJEC	Mitchel Troy
P. Jones	Social Care, Safeguarding & Health Children; Adult; Fostering & Adoption; Youth offending service; Supporting people; Whole authority safeguarding; Disabilities; Mental health; Health liaison		Raglan
P. Murphy	Resources Finance; Information technology (SRS); Human Resources; Training; Health & Safety; Emergency planning; Procurement; Audit; Land & buildings (inc. Estate, Cemeteries, Allotments, Farms); Property maintenance; Digital office; Commercial office.	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	County Operations Highways maintenance, Transport, Traffic & Network Management; Fleet management; Waste including recycling; Public conveniences; Car parks; Parks & open spaces; Cleansing; Countryside; Landscapes &	SEWTA Prosiect Gwrydd	Goytre Fawr

	biodiversity; Flood Risk.		
S. L. Jones	Social Justice & Community Development Community engagement; Deprivation & Isolation; Community safety; Social cohesion; Poverty; Equalities; Diversity; Welsh language; Public relations; Trading standards; Environmental Health; Licensing; Communications		Llanover

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

Our Values

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

SUBJECT: OPERATIONAL CHANGES TO TRADING STANDARDS

MEETING: INDIVIDUAL CABINET MEMBER DECISION - CABINET MEMBER FOR SOCIAL JUSTICE & COMMUNITY DEVELOPMENT

DATE: 28th FEBRUARY 2018

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To seek approval for certain changes within the Trading Standards and Animal Health team. These amendments will provide greater enforcement capacity and ensure the Authority meets the duty placed on it by official controls, without placing undue strain on the wider service. It will also support further development of existing collaborative arrangements across the region while being resource neutral to the Authority.

2. RECOMMENDATIONS:

- 2.1 To agree to the use of external funding to extend the temporary Animal Health and Feed Officer post (37 hrs/week) until the 31st March 2019, but reduce to 0.54 FTE.
- 2.2 To agree to Monmouthshire County Council being the 'Host' organisation for the 0.5 FTE Wales Heads of Trading Standards (WHoTS) Animal Health Coordinator post and combining with an existing internal vacancy. This will involve amending the post of Fair Trading Animal Health RTS9 (18.5 hrs/wk. Grade G) to Senior Animal Health Officer and Regional Coordinator (37 hrs/wk. Grade H), with additional external funding ensuring it is cost neutral to the Authority. (Grades subject to Job Evaluation).
- 2.3 To approve changing the current Intelligence, Interventions and Advice Officer post (RTS8) from a 0.8 FTE post (29.6 hrs/wk. Grade F) to a Fair Trading Officer post (37 hrs/wk. Grade G). This would be funded through reallocation of existing budget and at neutral cost to the Authority.
- 2.4 To support the exploration of having an Apprentice Animal Health Officer position, subject to funding being identified.

3. KEY ISSUES:

Background

- 3.1 During the last seven years the Trading Standards team has been reduced in staff numbers by just over 50%. The largest proportion of this was through a reduction in external animal health funding which saw the number of Animal Health Officer's reduced from 5 FTE's to 2 FTE's. This was further reduced to 1.5 FTE as part of the contribution

Trading Standards has made to the Public Protection efficiency savings, as required by the Authority. In total this contribution equates to a reduction of over £128,000 including the loss of 1.5 FTE Trading Standards Officers, 1 Fair Trading Officer and 1 Technical Officer.

- 3.2 Following a single member report dated 31st August 2016, it was agreed to create the temporary post of Animal Health and Feed Officer. This was based on the additional resource that was required to deliver official controls and in order to bring in funding without having a detrimental effect on the rest of the Trading Standards team. The Animal Health and Feed Officer post would be reviewed after 12 months in order to assess future needs.
- 3.3 During the first year of the new delivery approach, the funding had been used to buy in additional support and expertise to ensure that the programme of interventions was delivered. Due to a change in circumstances that position changed, and whilst in the short term the desired outcome was achieved, it was not the most efficient or sustainable model.
- 3.4 Following the departure of a 0.5 FTE Animal Health Officer it has left this statutory function completely stretched, requiring support from Officers with little or no experience, and potentially placing Officers in vulnerable situations which is unacceptable. It is also a significant risk to the Authority.
- 3.5 Monmouthshire County Council is the Lead Authority for the South East Wales region in relation to the Animal Health Partnership Delivery Programme with Welsh Government.
- 3.6 This post proved crucial in ensuring the Authority's statutory duty was met in relation to official controls and in doing so ensured the Greater Gwent Region delivered the programme of work required by the Food Standards Agency for 2016/17. This brought in an additional £30,000 and also enabled additional inspections under the Animal Health Partnership Delivery Programme, which brought in a further £10,000.

Current Position

- 3.7 At the moment the Animal Health and Feed Officer post holder is on maternity leave which has inevitably affected the 2017/18 delivery programme. This has been covered through training existing staff to undertake basic inspection and intervention work, but this is not sustainable for any significant length of time without impacting on the wider Trading Standards service. This year's programme requires an additional 243 inspections to be undertaken which would bring in the income required to fund this post.
- 3.8 With an existing vacancy of a 0.5 FTE Animal Health Officer post, the remaining full-time Animal Health Officer (AHO) has become 99% reactive in trying to cover the duties which previously were carried out by 5 FTE's. This significantly reduces our ability to undertake additional grant work and represents a high risk of service failure, especially if there was to be a similar investigation to the successful TB prosecution. This resulted in a 'Proceeds of Crime Act' award of just over £20,000 and the service also needs adequate capacity in the event of a disease outbreak. This is particularly relevant with the current restrictions in place in relation to Avian Influenza.

- 3.9 The reduction in AHO's has a clear link with the reduction in intelligence/complaints as a result of not having as many 'eyes and ears' on the ground, with numbers dropping from 449 in 2012/13 to 186 in 2015/16. An increase in 2016/17 to 298 comes alongside the additional feed inspections with more Officers in the community. With around 1200 farms in Monmouthshire and associated activities, there are significant risks in only having one Animal Health Officer in post.
- 3.10 The Officer holding the Intelligence, Interventions and Advice post has successfully undertaken a course of study and is close to obtaining the Diploma in Consumer Affairs and Trading Standards. She currently awaits results for the Agriculture paper which will provide additional resilience at the higher feed level. Amending this post will provide additional enforcement capacity within the team and will reflect the increase in responsibility. This is currently being covered by an honoraria and will allow for progression on final qualification.
- 3.11 With frontline consumer advice now provided through the Citizens Advice Consumer Service, the advice and interventions element of this post has gradually reduced to a minimal amount. Conversely, the intelligence element continues to grow and forms an important base for the whole service delivery approach of the Trading Standards function.

Proposed Changes

- 3.12 The holder of the Animal Health and Feed Officer post is unlikely to return to post before the current end date of their contract. It is therefore proposed that the post be extended from the 31st March 2018 to 31st March 2019 but that, following discussion with the Officer, it be reduced to a 0.54 FTE. A further review to take place at the end of 2018 to assess need and ensure that it is delivering what is required. Based on current pay scales and allowing for a 2% pay rise this will cost £20,996 and be covered fully by the Feed Delivery Programme.
- 3.13 Within the Wales Heads of Trading Standards (WHoTS) group, and through the Director of Public Protection Wales (DPPW) Change Programme, there has been ongoing discussions and work groups considering how and where collaboration will best serve all involved going forward. Regional Coordination has played a big part in this and is key to ensuring such groups continue and enable support to be given to all Local Authorities. The Regional Feed Delivery Programme and the Animal Health Partnership Delivery Programme are proving to be two key areas that ensure individual service cuts have less of an impact than might otherwise the case.
- 3.14 It has therefore been agreed that the South East Wales Region, with Monmouthshire County Council as the lead authority, will appoint a qualified, experienced animal health officer as a Regional Coordinator which will include support across Wales on a part-time basis. This will be funded through existing animal health funds controlled by WHoTS, (through Monmouthshire CC).
- 3.15 The existing vacant post (0.5 FTE RTS09) be combined with the Regional Coordination funding and amended to Senior Animal Health Officer and Regional Coordinator. Subject to Job Evaluation of the role, it is anticipated this post will be Grade H and will involve an

element of supervisory capacity, frontline duties and regional coordination. The post will be funded through the existing establishment vacancy, Wales Heads of Trading Standards (WHoTS) and grant funding, this is broken down as follows:

Cost	
Grade H Post (Top of Scale £33,136 plus £9,941 o/c)	£43,077
Funding Source	
Existing Budget Vacant Post	£19,441
WWhoTS (Animal Health Funding)	£17,000
Regional Coordination Funding	£ 7,000
Sub-Total	£43,441
Total	+£ 364

- 3.16 There is a risk associated with both these posts where if Welsh Government funding ceased then the posts would be withdrawn. This is similar to the situation where animal health funding was provided following the foot and mouth disease outbreak on a temporary basis for over 10 years. This is not Monmouthshire County Council money and current funds available will guarantee the regional co-ordination post for a minimum of four years. A management reserve will be agreed with WWhoTS which would ensure any redundancy costs in a worst case scenario would be met by WWhoTS with no additional cost to the Authority.
- 3.17 The Intelligence, Interventions and Advice post be amended to a Fair Trading Officer post with specific responsibility for Intelligence and an enforcement remit, which will also provide further resilience for the Trading Standards team including feed delivery.
- 3.18 The existing Intelligence, Interventions and Advice post is 0.8 FTE but has been funded on an ongoing temporary basis to 1 FTE (approx. £6,900) for the last three years. An honoraria will be paid to undertake additional responsibilities while awaiting results and then a change, subject to Job Evaluation, from Grade F to Grade G from the 1st April 2018. This will bring it in line with existing posts and recognise the additional enforcement role, (this will be confirmed through job evaluation). This will eventually lead to an increase in the establishment posts of a further £4,500 but for 2018/19 this will only be £2,300. This will be found by redistributing the existing budget allocation through reducing current subscriptions, which have been identified as no longer required by approximately £2,500 and reducing professional and specialist costs by £2,000 as part of the ongoing efforts to modernise the service and utilise alternative options available.
- 3.19 Considering the current workforce with a potential retirement in the foreseeable future, an ideal opportunity presents itself to future proof the service through taking on an apprentice Animal Health Officer. This apprentice would be able to learn from an experienced and knowledgeable Officer before that huge resource is lost.
- 3.20 Further work is required to identify the costs associated with such a post but, with the Authority being based at the same site as an Agricultural College, it presents an ideal opportunity to identify students with the potential to become animal health enforcement

officers, whilst supporting local job creation opportunities. It also realises future workforce planning needs and valuable 'on the job' learning from experienced officers before they retire.

4. OPTIONS APPRAISAL

4.1 Feed Delivery Post

4.1.1 Initially the feed inspections were delivered by a third party which severely limited the opportunity to maximise the income generation opportunity while working smartly in undertaking other tasks at the same time. Directly employing an experienced officer has enabled this as well as enabling other work to be undertaken.

4.1.2 The options available are:

- a) Do nothing,
- b) Extend the existing temporary post in order to fulfil statutory duties, or
- c) Authorise other local authorities or contractors to undertake the work.

4.1.3 If we were to do nothing the authority would be unlikely to fulfil a statutory duty placed on it and would miss out on the opportunity to maximise the funding available, which is greater than the funding previously available through the revenue support grant. Option c would ensure the statutory duty is met but would not enable additional cross border collaboration to be considered, or increased resilience provided, to the wider animal health function. Therefore option b is the preferred option to ensure income is maximised and additional resilience provided.

4.2 Senior Animal Health/Regional Coordinator Post

4.2.1 The options available are:

- a) Do nothing,
- b) Only fill current vacancy of 0.5 FTE,
- c) Utilise external funding and current vacancy to maximise opportunities.

4.2.2 Doing nothing would put delivery of the Authority's statutory duty of animal health at severe risk of not being met. If Option B of filling the 0.5 FTE vacancy was taken, then the remaining AHO would be under significant pressure and stress to try and fill the demands placed on this service.

4.2.3 Option C - the combining of the vacant AHO post and the Regional Co-ordination role provides the opportunity to attract and employ an experienced, suitably qualified Officer which is unlikely to be the case if a part-time AHO post is advertised. It uses funding that would not be available otherwise for the benefit of Monmouthshire and the wider profession of Animal Health.

4.2.4 This post will also relieve some of the burden on the team manager who is currently undertaking the regional co-ordination role, as well as providing further resilience to the animal health function. Therefore Option c is the preferred way to take the service forward.

4.3 Fair Trading Officer

- 4.3.1 The current post of Intelligence, Interventions and Advice has been funded for an additional day a week for the last three years. Not amending the post to a Fair Trading Officer would prevent the qualifications funded by the Authority to be fully utilised, as well as increasing the resilience for both the wider Trading Standards function and feed delivery programme.

5. EVALUATION CRITERIA

- 5.1 An evaluation assessment has been included at Appendix C for future evaluation of whether the decision has been successfully implemented.

6. REASONS:

- 6.1 There is a duty on the authority to ensure that official controls for feed are undertaken and that appropriate enforcement takes place to ensure there is compliance with those controls.
- 6.2 The existing capacity within the Trading Standards Service is already stretched with only 1.0 FTE Animal Health Officer in post. It would be difficult to demonstrate that the duty to appoint sufficient Animal Health Inspectors under the Animal Health Act 1981 is met. If this was to continue it would put undue stress on that one Officer and have a knock on effect to the wider service. Due to its rural nature Monmouthshire has a significant proportion of the Greater Gwent feed programme and the South East Wales animal health partnership programme. It would enable us to consider further how to use our expertise to bring in additional income by undertaking inspections for neighbouring authorities if this additional resource was agreed.
- 6.3 This and all other animal health and welfare work plays a fundamental part in ensuring the integrity of the food chain and public health. It protects both consumers and businesses, playing a crucial role in delivering a level playing field for all business which is vital for a local economy such as Monmouthshire's.
- 6.4 The Regional Coordinator post would further the development of a collaborative approach to animal health and feed duties on a regional basis.
- 6.5 With such a small team planning and recognising future workforce requirements is crucial, especially where there may be a shortfall externally of potential experienced candidates. There is a likelihood that a member of the team will in the foreseeable future consider retirement and an apprenticeship could provide the ideal opportunity for someone to learn from their knowledge and experience before it is lost.
- 6.6 The proposals are based on the short to medium term with all being affordable on a 4 to 5 year basis. Opportunities will continue to be sought to ensure this can be maintained on a longer term basis. This will evolve with service changes and developments, including a concerted effort to move Animal Health to a regional service and not just the additional partnership delivery programme.

7. RESOURCE IMPLICATIONS:

- 7.1 These changes will be cost neutral to the Authority with the budget resource being met through a combination of:
- Reallocation of the existing service budget,
 - Funding from WHoTS and
 - External grant funding for feed work and additional animal health work that is undertaken.
- 7.2 The external funding from the Food Standards Agency is specifically for work that can only be undertaken by qualified, competent Officers with a specialist expertise. This funding is on a regional basis and Monmouthshire CC is the lead authority for Gwent with a 75% allocation. As mentioned in 6.2, it will provide additional capacity to undertake work on behalf of other Gwent authorities and further activity that will result in additional income. This in turn should offset other income generation proposals that have not progressed.
- 7.3 The external funding for animal health will be from Welsh Government in relation to the partnership delivery programme for critical control point inspections and project work. This will also enable the potential to increase income through cross border work.
- 7.4 Final costs are subject to job evaluation confirmation but will remain fully funded as described above. Any costs associated with the 0.5 FTE Regional Coordinator post will be met wholly by the WHoTS group at no additional cost Monmouthshire CC

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

- 8.1 There are no significant impacts on wellbeing, there is a neutral impact on Equality and there are no discrimination issues. An updated Future Generations Assessment has been produced at Appendix B.

9. CONSULTEES:

SLT
Cabinet
Head of Public Protection
Finance Manager
Trading Standards team
WWhoTS Executive (Re Regional Co-ordination)

10. BACKGROUND PAPERS:

Single Member Decision – 31st August 2016

11. AUTHOR:

Gareth Walters – Trading Standards & Animal Health Team Leader

12. CONTACT DETAILS:

Tel: 01633 644131

E-mail: garethwalters@monmouthshire.gov.uk

Current Trading Standards Structure



New Trading Standards Structure





<p>Name of the Officer Gareth Walters</p> <p>Phone no: 01633 644131 E-mail: garethwalters@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To enable delivery of official controls in feed and provide an opportunity to assess income generation opportunities to support future service needs.</p>
<p>Name of Service</p> <p>Trading Standards and Animal Health</p>	<p>Date Future Generations Evaluation</p> <p>8th November 2017</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc





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Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Provides an opportunity to educate, develop and upskill local agricultural business in relation to official controls</p>	<p>A regional collaborative approach that is coordinated across Wales to ensure best practice is developed through experience and shared ensuring consistency.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>It supports and ensures that all involved with feed activities are aware of and comply with official controls, supporting the environment, enhancing animal welfare, creating a level playing field and protecting the integrity of the food chain.</p>	<p>A regional collaborative approach that is coordinated across Wales to ensure best practice is developed through experience and shared ensuring consistency.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	It supports and ensures that all involved with feed activities are aware of and comply with official controls, supporting the environment, enhancing animal welfare, creating a level playing field and protecting the integrity of the food chain.	A regional collaborative approach that is coordinated across Wales to ensure best practice is developed through experience and shared ensuring consistency.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	It supports and ensures that all involved with feed activities are aware of and comply with official controls, supporting the environment, enhancing animal welfare, creating a level playing field and protecting the integrity of the food chain.	A regional collaborative approach that is coordinated across Wales to ensure best practice is developed through experience and shared ensuring consistency.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	It supports and ensures that all involved with feed activities are aware of and comply with official controls, supporting the environment, enhancing animal welfare, creating a level playing field and protecting the integrity of the food chain.	A regional collaborative approach that is coordinated across Wales to ensure best practice is developed through experience and shared ensuring consistency.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The proposal has assessed the current position and considered what needs to be done going forward. This proposal delivers short/medium term needs and will provide an opportunity to develop future service needs underpinning a longer term approach in the most sustainable way.</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>A regional collaborative approach that is coordinated across Wales to ensure best practice is developed through experience and shared ensuring consistency. Delivered in partnership with Welsh Government and the Food Standards Agency in Wales.</p>	<p>N/A</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>This proposal relates to statutory official controls and therefore has to be delivered otherwise Wales could be subject to infraction proceedings. We do liaise with stakeholders to ensure we minimise the impact on them.</p>	<p>N/A</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>It supports and ensures that all involved with animal health and feed activities are aware of and comply with official controls, supporting the environment, enhancing animal welfare, creating a level playing field and protecting the integrity of the food chain. This should ultimately prevent demand on this service and others further down the line where non-compliance with controls would require a larger resource to deal with.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The proposal will ensure local business is supported and protected which in turn will help them thrive and grow the local economy. It will also protect citizens and consumers through ensuring the integrity of the food chain.</p>	<p>N/A</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A	N/A	
Disability	N/A	N/A	
Gender reassignment	N/A	N/A	
Marriage or civil partnership	N/A	N/A	
Pregnancy or maternity	N/A	N/A	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	N/A	N/A	
Religion or Belief	N/A	N/A	
Sex	N/A	N/A	
Sexual Orientation	N/A	N/A	
Welsh Language	Any documents, forms, guidance or information will be made available in Welsh.	N/A	

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

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	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	No impact		
Corporate Parenting	No impact		

5. **What evidence and data has informed the development of your proposal?**

1. Animal Health and Official feed control legislation.
2. Future Delivery of Official Feed Controls Proposal from the Food Standards Agency.
3. Memorandum of Understanding with Food Standards Agency.
4. Financial data linked to proposal and held internally.
5. Premises data held on Civica APP.
6. Existing pressures within the service.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Nothing extra as the proposal was developed on service need and in conjunction with a governing body, the process as a whole considers all aspects of this form from the start.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
None			

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on: Ongoing on a continuous basis considering service needs.

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VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Social Care & Health DMT	February 2018	

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Operational Changes to Trading Standards
Date decision was made:	
Report Author:	Gareth Walters

What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision?
What effect will the decision have on the public/officers?

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Think about what you will use to assess whether the decision has had a positive or negative effect:
Has there been an increase/decrease in the number of users
Has the level of service to the customer changed and how will you know
If decision is to restructure departments, has there been any effect on the team (e.g. increase in sick leave)

12 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

12 month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Any other comments

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SUBJECT: SECTION 106 AGREEMENT : FUNDING OF OPENS SPACE MAINTENANCE AND RELEVANT STRUCTURES

MEETING: INDIVIDUAL CABINET MEMBER DECISION

DATE: 28TH MARCH 2018

DIVISION/WARDS AFFECTED: CASTLE AND GROFIELD AND PRIORY WARDS ABERGAVENNY

NON-PUBLICATION

N/A

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PURPOSE:

To seek member approval to utilise Section 106 Major Maintenance monies to repair the 28.5mtr wooden pedestrian footbridge spanning the River Gavenny between the Pen y Val settlement and Ross Road.

2. RECOMMENDATIONS:

- 2.1 That £35,950 of the Section 106 balance is made available to fund the revenue works described below be made available for the financial year period 2018/19
- 2.2 Total amount of Section 106 Major Maintenance available for the Pen y Val Settlement equates to £134,798.00 of which £35,950 is required to carry out the necessary repairs to the footbridge.

3. KEY ISSUES:

The bridge has been in-situ since 2000. Major maintenance works are required in order to bring the structure back in to good repair before the structure is deemed unsafe and unusable.

The structure provides an important and safe link between the Pen-y-fal development and Ross Road and Abergavenny town.

The structure serves as a major pedestrian and cycling link for residents and it provides safe access for children that walk or cycle to local schools within Abergavenny.

MCC Structural Engineers have assessed the condition of the structure and have made account of repairs that are required. The anticipated time period required to undertake the required works would be in excess of six weeks. Both local Ward Members have been kept updated in relation to all issues.

4. OPTIONS APPRAISAL

Do Nothing – this is not an option as the structure will deteriorate further and will need to be closed

Replace bridge – a replacement bridge would exceed the allowable Section 106 budget allocation.

EVALUATION CRITERIA

Attached

6. REASONS:

Repairs to the bridge provide the most cost effective solution to maintaining this important cycling and pedestrian link.

7. RESOURCE IMPLICATIONS:

MCC Structural Engineers have assessed the condition of the structure and have made account of repairs that are required and have in addition obtained quotations to of which include:

18no hardwood Parapet posts to be replaced

90no hardwood Infill posts to be replaced

38no hardwood infill panels to be replaced

All hardwood decking boards to be replaced with a non-slip type for the full span of the bridge. The whole structure is then to have a preservative treatment applied to it.

There are no reserve implications arising from this report as the highlighted work costing a total of £35950.00 will be met from funds already received by the Council through s.106 for maintenance of the development and associated infrastructure.

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

9. CONSULTEES:

Cabinet Members

Section 106 Working Group

Local Members

Leadership Team

Highways Structural Engineers

10. BACKGROUND PAPERS:

Not applicable

AUTHOR: Nigel Leaworthy

CONTACT DETAILS: Mr Nigel Leaworthy Operations Manager

Contact Tel: 01633 644151 – nigelleaworthy@monmouthshire.gov.uk

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Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	
Date decision was made:	
Report Author:	

What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision? Repairs to bridge completed

What effect will the decision have on the public/officers? Continue to provide a safe route for pedestrians and cyclist over the River Gavenny at Pen-y-fal

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Think about what you will use to assess whether the decision has had a positive or negative effect:
Has there been an increase/decrease in the number of users
Has the level of service to the customer changed and how will you know
If decision is to restructure departments, has there been any effect on the team (e.g increase in sick leave)

12 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

12 month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Any other comments

Appendix 1.

Well-being and Future Generations Assessment

<p>Name of the Officer Nigel Leaworthy</p> <p>Phone no:</p> <p>E-mail:</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To agree the use of S.106 funding for the repair of footbridge between Pen-y-fal and Ross rd.</p>
<p>Name of Service</p> <p>Waste & Street Services</p>	<p>Date Future Generations Evaluation December 2019</p>






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1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales</p> <p>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The bridge provides a vital link for pedestrians and cyclists between Abergavenny and Penyfal. This gives safe access school, work and leisure activities.</p>	
<p>A resilient Wales</p> <p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The bridge reduces the need to walk along a busy road or to use vehicles for short journeys</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Allows sustainable and active travel principles to be fully adopted	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Brings together the two communities and encourages walking and cycling as the primary transport option	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Cleaner, greener, safer environments not only benefit local people directly but can benefit local people through inward investment, increased tourism and green infrastructure.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	neutral	neutral
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Gives good access to the town and development	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Repairing the bridge means that it will not deteriorate further and become too expensive to replace</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Working with Local members and the public to ensure this vital linkway is maintained</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>As above</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>FSC wood will be used to replace the existing structural defects and this will be treated to improve longevity of the bridge structure.</p>	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Ensuring the residents are able to access work and schools as pedestrians and cyclists.</p> <p>Reducing the carbon associated with short journeys by car.</p> <p>Connecting the community in a positive and cohesive manner.</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The proposal does not have an impact on protected characteristics of individuals.		
Disability			
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Like 4 above, the proposals do not affect individuals and thereby do not affect or impact on the Council's corporate parenting and safeguarding duties.		
Corporate Parenting			

5. What evidence and data has informed the development of your proposal?

Structural engineers report highlighted issues that need to be addressed.

6. **SUMMARY:** As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

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7. **Actions.** As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

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8. **Monitoring:** The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	December 2019
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SUBJECT:	Property Maintenance Framework Agreement
MEETING:	Individual Cabinet Member Decision
DATE:	28th March 2018
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

To seek approval to the adoption of a collaborative Property Maintenance Framework following a joint tender process with Gwent Police, Torfaen and Blaenau Gwent councils.

2. RECOMMENDATIONS:

- 2.1 To agree to the appointment of five contractors to each of the following lots for the Property Maintenance collaborative arrangement in accordance with Contract Standing Orders.

General Building

Lot 1 General Building Blaenau Gwent Region

Lot 2 General Building Monmouthshire and Gwent Police Region

Lot 3 General Building Torfaen Region

General Electrical

Lot 4 General Electrical Blaenau Gwent Region

Lot 5 General Electrical Monmouthshire and Gwent Police Region

Lot 6 General Electrical Torfaen Region

3. KEY ISSUES:

- 3.1 Since 2009, the Authority has benefitted from a collaborative maintenance framework with Torfaen County Council and Gwent Police which covered urgent and reactive repairs, planned, cyclical duty of care inspection and maintenance and project works. The framework was renewed in 2013 and expired on 31st January 2018.
- 3.2 In June 2017 an Officer led working group was established to review the options available and determine the preferred method of procuring maintenance services following the expiry of the framework agreement. This group comprised the Heads of Procurement and Property Lead from each council with officers, with specific expertise, providing support as required. The group was expanded to include Blaenau Gwent who were keen to share in the benefits that the collaborative approach could deliver.

- 3.3 The review concluded that some maintenance regimes e.g. mechanical services, were now better provided through the National Procurement Service, but there were no maintenance frameworks in place, therefore a further collaborative framework would need to be established.
- 3.4 The group were keen to maximize the benefits of the framework to SME's and sought advice from Business Wales on how to ensure this was done in a compliant manner. Two meet the Supplier days were held to support prospective tenderers and it was agreed to sub-divide the work into region lots and specialisms to maximize opportunities and avoid excluding companies that were unable to support the wider resource requirements.
- 3.5 The group also engaged with specialist sustainability advisors, Eunomia, who are funded by Welsh Government. They provided guidance on ensuring that the tender process considered the implications of the Well-being of Future Generations Act and their advice was built into the process.
- 3.6 Following a tender exercise using the Sell2Wales website, 28 tenders were received across the 6 lots. An evaluation exercise was undertaken using a weighted matrix where price was equal to 70% of the score and quality 30% together with an interview process. The outcome resulted in a reduction in the new rates, in comparison to the previous framework, of 6.6% on general maintenance and 26% on the electrical lots. The reasons for this saving can be attributed to the addition of the Blaenau Gwent work and the lotting process that enabled SME's to successfully bid.
- 3.7 The top 5 tenderers in each lot have been selected with the top contractor being appointed as the preferred bidder. The framework is for a period of 3 years with an option to extend for a further year.

4 OPTIONS APPRAISAL

Option	Benefits	Risks	Comments
Do nothing	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Each maintenance job would need to be tendered individually, which would be cost and time prohibitive Unable to respond quickly to emergency situations Not able to benefit from savings from security of contract from supplier Resources required to manage process 	We are not in a position where we can do nothing as this would be the most inefficient option and provide operating difficulties.
Utilise the NPS framework	<ul style="list-style-type: none"> Can utilise a framework that has already been 	<ul style="list-style-type: none"> Not able to influence the selection criteria, 	It has been determined that there is not a

Option	Benefits	Risks	Comments
	<p>procured, reducing time and costs.</p> <ul style="list-style-type: none"> • Contractors will have met eligibility criteria in terms of quality, sustainability, equalities etc. • Potentially lower fees 	<p>which may mean that the threshold levels are lower than we would expect.</p> <ul style="list-style-type: none"> • NPS apply a levy to all contracts let through their frameworks which increases costs • A suitable framework may not be available • May not be tendered in a way that would attract SME's 	<p>framework in place for the maintenance works, but there are suitable frameworks for mechanical services.</p>
Award separate contracts	<ul style="list-style-type: none"> • Could determine eligibility and scoring criteria • Can develop the framework to be attractive to SME's • In control of the process 	<ul style="list-style-type: none"> • Lose the quantum purchasing power that the collaborative approach derives • Significant resources required to manage the process • Contrary to the Well Being of Generations Act which encourages collaborative approaches 	<p>It was determined that this approach would be resource heavy and likely to yield a result that would be more costly than the collaborative approach. Determined that this was not the best solution and that a new collaborative model would be the preferred method</p>
A new collaborative framework	<ul style="list-style-type: none"> • Partners have an established relationship which has functioned will since 2009 • Scale of the potential work enables a discounted price through quantum • In accordance with the WFG Act as a collaborative approach • Blaenau Gwent have joined the collaborative model • Appropriate lotting enables the framework to be attractive to SME's. • Sharing of resources in procuring the framework reduces the burden to individual authorities 	<ul style="list-style-type: none"> • No direct control of the framework • Some lots may be more attractive than others • Level of resource required to manage the procurement exercise • Different outcomes from the individual partners 	<p>This was determined to be the most appropriate approach given that the collaborative model had been operating effectively since 2009. Having shared control over the process also enables us to frame the model to encourage SME's and sufficient interest to manage the workload derived from the framework.</p>

5. EVALUATION CRITERIA

See Appendix 1

6. REASONS:

- 6.1 On 27th September 2017 a Contract Notice and the issuing of the tender documents for the 'General Building & Electrical Maintenance and Refurbishment Works' was published on the Sell2Wales website. The closing date for receipt of tenders was 6th November 2017.
- 6.2 Twenty eight tenders were received across all six lots and the following were submitted for quality evaluation as follows. A number of bidders bid for more than one lot:
- Lot 1 General Building Blaenau Gwent – 5 tenders
 - Lot 2 General Building Monmouthshire – 7 tenders
 - Lot 3 General Building Torfaen Region – 7 tenders
 - Lot 4 General Electrical Blaenau Gwent – 19 tenders
 - Lot 5 General Electrical Monmouthshire – 15 tenders
 - Lot 6 General Electrical Torfaen Region – 17 tenders
- 6.3 Evaluations took place during November and December on the basis of a 70: 30 matrix with price equal to 70% and quality equal to 30%.
- 6.4 Based on historical data the average value of the contracts for all parties is:
- Lot 1 General Building Blaenau Gwent Region - £1.3m per annum
 - Lot 2 General Building Monmouthshire Region - £1.7m per annum
 - Lot 3 General Building Torfaen Region - £1.7m per annum
 - Lot 4 General Electrical Blaenau Gwent Region - £0.6m per annum
 - Lot 5 General Electrical Monmouthshire Region - £1.0m per annum
 - Lot 6 General Electrical Torfaen Region – £1.3m per annum
- 6.5 This Framework Agreement is a non-contractual arrangement whereby the Tenderers offer the Works at an agreed price for the offer period subject to variations, but a contractual relationship between the successful Tenderers and the Partner does not become effective until an order is placed. This Framework Agreement will not be for any fixed quantity but only for such quantities as the Partner(s) may order from time to time and therefore the Partner(s) are not committed to provide any volume or value of work to the successful Tenderer(s).

7. RESOURCE IMPLICATIONS:

- 7.1 Monmouthshire has an annual capital allocation for planned maintenance, which has been agreed as £1,929,277 for 18/19. The framework will be used to support the delivery of these works as well as reactive works which are funded through revenue.

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

The proposal is an example of collaborative working between public sector bodies in order to reduce costs and support the local economy through public sector spend.

There are no identified negative impacts arising and the proposal does not have any safeguarding or corporate parenting implications.

9. CONSULTEES:

SLT
Cabinet
Head of Legal Services
S151 Monitoring Officer

10. BACKGROUND PAPERS:

Appendix 1 Evaluation Criteria
Appendix 2 Future Generations Evaluation

11. AUTHOR: Phil Kenney Maintenance Manager

12. CONTACT DETAILS:

Tel: 01633 644444
E-mail: philkenney@monmouthshire.gov.uk

Title of Report:	
Date decision was made:	28th March 2018
Report Author:	Phil Kenney

What will happen as a result of this decision being approved by Cabinet or Council?
A new collaborative maintenance framework will be implemented which will allow MCC to access preferred contractors for maintenance and electrical works.
12 month appraisal
<i>Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?</i>

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
We will assess the success of the framework as follows: <ul style="list-style-type: none"> • Response rates to call outs against allocated priority • Time undertaken to complete jobs • Client satisfaction • Costs of work • Quality of work (no of times required to remedy work / defects)
12 month appraisal
<i>Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.</i>

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?
There is no actual cost to implementing the decision, but it is expected that the new framework schedule of rates will be lower than the previous framework, enabling more work to be undertaken within the same allocated budget.
12 month appraisal
<i>Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.</i>

Any other comments



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

Name of the Officer completing the evaluation Phil Kenney Phone no: 01633 644444 E-mail: philkenney@monmouthshire.gov.uk	Proposal Name: Property Maintenance Framework
	Please give a brief description of the aims of the proposal To agree to enter into a collaborative maintenance framework with Torfaen and Blaenau Gwent Councils and Gwent Police
Name of Service Property Services	Date Future Generations Evaluation form completed February 2018

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NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc

1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales	The tender process was designed to encourage local SME's to apply for inclusion on the framework.	




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Due to the localized nature of the work it is anticipated that the workforce will be local as will the supply chain supporting the appointed contractors.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Part of the evaluation process was the provision of an environmental and sustainability policy and contractors will be managed to ensure that they adhere to their own policies.	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	No impact	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Based on previous spend, the contract value of the framework to the local economy is circa £30 million over a 4 year period. This will help support local jobs contributing to their viability. The contract also has a community benefits clause which will see benefits accruing to local communities, the nature of which are yet to be determined.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	It is intended that the majority of the works will be undertaken using local staff and supply chains which will make the proposal neutral in terms of our global responsibility.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Neutral impact	

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Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A more equal Wales People can fulfil their potential no matter what their background or circumstances	All contractors have an equal opportunities policy in place.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The contract has a limited life of 4 years at which point it must be re-tendered if it is too continue. The collaborative arrangement has been in place since 2009 and will continue so long as it derives benefits to all partners. TUPE arrangements have been built in to safeguard workers in the longer term.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The framework is a collaborative approach with Torfaen and Blaenau Gwent Councils as well Gwent Police. The approach benefits all partners as we can share resources and mitigate costs.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Given this is a technical procurement process we have engaged with Procurement Officers, Business Wales and Eunomia as well as property officers who will be responsible for implementing the framework. 2 meet the buyer events were held to encourage the participation of SME's.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The expertise of the contractors allows for discussions around prevention of early failure of materials. The capacity of the contractor to deal with unexpected work load is covered in the framework and can be dealt with by sharing labour between TCBC areas, or by utilising the second or third ranked contractors on the framework.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The framework is a collaborative procurement exercise that seeks to maximize the opportunities for local SME firms to participate and benefit from local expenditure. This in turn will benefit the local economy through jobs and the materials supply chain.</p>	

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral Impact	Neutral Impact	
Disability	Neutral Impact	Neutral Impact	
Gender reassignment	Neutral Impact	Neutral Impact	
Marriage or civil partnership	Neutral Impact	Neutral Impact	
Pregnancy or maternity	Neutral Impact	Neutral Impact	
Race	Neutral Impact	Neutral Impact	
Religion or Belief	Neutral Impact	Neutral Impact	
Sex	Neutral Impact	Neutral Impact	
Sexual Orientation	Neutral Impact	Neutral Impact	
Welsh Language	Neutral Impact	Neutral Impact	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Neutral Impact	Neutral Impact	
Corporate Parenting	Neutral Impact	Neutral Impact	

5. What evidence and data has informed the development of your proposal?

- Experience of the collaborative framework approach since 2009
- Tender exercise
- Advice from Business Wales, Eunomia and Procurement Officers

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6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The proposal is an example of collaborative working with public sector bodies in order to reduce costs and support the local economy through public sector spend.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
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8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	Individual Cabinet Member Decision	28th March 2018	

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SUBJECT: Social Care, Safeguarding & Health - Workforce Development Team Hierarchy Update (within budget)
MEETING: Single Member Report
DATE: 5th March 2018

1. PURPOSE:

- 1.1 This report will seek approval for the conversion of existing hours within the Staff Development Officer (SDO) and Workforce Development Manager (WDM) roles to a new post within the team.

2. RECOMMENDATIONS:

- 2.1 To approve the conversion of 22.2 hours SDO and WDM hours to a part time post of Staff Development Officer for Children's Services/Practice Assessor.

3. KEY ISSUES:

- 3.1 Historically, the full-time Staff Development Officer post within the Workforce Development Unit has worked across both Adult and Children's Social Work Teams. This has worked well, but inevitably the post-holder's previous experience has been in one or the other of these disciplines. A request by the current post-holder for a reduction in working hours offers the opportunity to provide a more specialised support service for Children's Services.
- 3.2 The purpose of this role is to ensure that social work staff are supported in meeting their learning and development needs, assisting them with their ongoing professional development i.e. accessing post graduate qualifications, sharing examples of good practice and networking opportunities and working with Higher Education Institutions to co-ordinate social work student placements (a potential recruitment source), and offer research opportunities. The post-holder also supports and develops newly qualified staff within the team to ensure they are able to meet their registration requirements with Social Care Wales. Therefore, this post is key in that it is one of the strands of work that can help improve recruitment and retention rates in Children's Services.
- 3.3 To ensure social work students attain the expected educational and practice standards required, they are supervised while on placement by a qualified Practice Assessor, a social worker who is suitably experienced and has undertaken a formal post qualifying programme to enable them to fulfil the role. Where possible, Practice Assessors are drawn from our existing social work staff and supplemented by the Staff Development Officer and Practice Learning Opportunities Officer within the Workforce Development Team. However, due to capacity issues, using internal staff is not always possible and we are increasingly relying on external Practice Assessors to carry out this function. This is a very costly way of

managing the process, and there is a clear financial advantage in expanding our in-house capacity.

3.4 All expenditure of the Workforce Development Team is grant funded by Social Care Wales via the Social Care Wales Workforce Development Grant (SCWWDP), or the Practice Learning Opportunities Fund (PLOF). The SCWWDP grant funds salaries and learning and development activity, and the PLOF grant contributes towards the costs of the Practice Learning Development Officer post and the provision of Practice Assessors for social work students. The amount received from the PLOF grant varies slightly each year according to the number of students placed with the authority, but is generally in the region of £34,000. This amount is not sufficient to cover the full cost of a salary plus practice learning fees, and so it is subsidised annually to the tune of approximately £18,000 from the SCWWDP grant. This is a significant amount from a small grant. During 2017/18, the cost of providing external Practice Assessors amounted to £14,000. If this cost could be reduced, the amount of subsidy from the SCWWDP grant would be less and the monies saved could be directed towards provision of training.

A request from the Workforce Development Manager for a reduction in working hours offers the opportunity to expand the Practice Assessor capacity within the team which will reduce costs and give more control over the process.

4. PROPOSAL

4.1 That the request from the current Staff Development Officer for a reduction in working hours from 37 to 22.2 is approved.

4.2 That the request from the Workforce Development Manager for a reduction in working hours from 37 to 29.6 is approved.

4.2 That a new post of 22.2 hours is created, 15 hours to be dedicated to the staff development of Children’s Services and 7.2 hours to practice assessing activity.

5. RESOURCE IMPLICATIONS:

The proposed restructure is cost neutral as illustrated below.

Current costs of the two relevant posts in the Workforce Development Team:

Workforce Development Manager 37 hours	Staff Development Officer 37 hours
£51,976.21	£48,543.92

Total cost of £100,520.13

Proposed costs:

Workforce Development Manager (29.6)	Staff Development Officer (Adult Services) (22.2)	Staff Development Officer/Practice

		(Assessor (Children's Services) (22.2)
£41,580.97	£29,126.35	£29,126.35

Total cost of £99,833.67

All costs within illustration are inclusive of National Insurance and Superannuation. The proposed Staff Development Officer/Practice Assessor post has been calculated at top of current pay scale within the appropriate bands.

There will be cost savings as a result of increasing in-house Practice Assessor capacity although this is difficult to quantify as the placement requirements differ year on year.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

There are no significant impacts on wellbeing, equality and no discrimination issues. A Future Generations Assessment has been produced.

7. EVALUATION CRITERIA

An evaluation assessment has been included for future evaluation of whether the decision has been successfully implemented.

8. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

NONE

9. CONSULTEES:

Claire Robins – Transformation Service Manager, SCH
 Claire Marchant – Chief Officer, SCH
 DMT - workforce
 Finance Team
 HR

10. BACKGROUND PAPERS:

None required

11. AUTHOR:

Siân Sexton – Workforce Development Manager

12. CONTACT DETAILS:

Tel: Siân Sexton
 E-mail: siansexton@monmouthshire.gov.uk



Name of the Officer Sian Sexton Phone no: E-mail: siansexton@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal Staffing Restructure of SCH Workforce Development Team
Name of Service: Social Care Safeguarding and Health Workforce Development Team	Date Future Generations Evaluation 5 th March 2018





NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc


1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Provides an opportunity to train, develop and upskill staff within the service	Better use of resources in order to achieve max effectiveness and job creation. Supports workforce succession planning.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	N/a
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	n/a
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Welsh language is desirable in this post. The post holder will be encouraged to learn welsh if desired. N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Equal opportunities apply to the post.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term the future</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The proposal has assessed the current position and considered what needs to be done going forward. This proposal delivers short/medium term needs and will provide an opportunity to develop future service needs underpinning a longer term approach in the most sustainable way.</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The post holder will also have an opportunity to team work with regional colleagues as required.</p>	<p>N/A</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>All relevant stakeholders have been involved in this update.</p>	<p>N/A</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This establishment updated ensures full utilisation of all resources. It utilised the skills knowledge and experience already within he team.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>This ultimately supports all Social Workers within Children's services from a training and development perspective. The well-being of Social workers is important particularly for newly qualified workers and the role will ensure they are supported and have the skills, knowledge and experience to carry out their important roles.</p>	<p>N/A</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A	N/A	
Disability	N/A	N/A	
Gender reassignment	N/A	N/A	
Marriage or civil partnership	N/A	N/A	
Pregnancy or maternity	N/A	N/A	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	N/A	N/A	
Religion or Belief	N/A	N/A	
Sex	N/A	N/A	
Sexual Orientation	N/A	N/A	
Welsh Language	Any documents, forms, guidance or information will be made available in Welsh.	N/A	

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	No impact		The post holder will be a qualified Social Worker who will be trained in safeguarding.
Corporate Parenting	No impact		The post holder will be a qualified Social Workers who will understand our corporate parenting responsibilities.

5. **What evidence and data has informed the development of your proposal?**

1. Budget
2. Job evaluation.
3. CS structure and workforce planning information.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Nothing extra as the proposal was developed on service need.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Continue to review and evaluate the outcomes of the post.	Via the workforce group	Line Manager	

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on: Ongoing on a continuous basis considering service needs.

9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Social Care & Health DMT - workforce	5 th March 2018	

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Staffing Restructure of SCH Workforce Development Team
Date decision was made:	TBC 28th March 2018
Report Author:	Sian Sexton

What will happen as a result of this decision being approved by Cabinet or Council?
<p>What is the desired outcome of the decision? What effect will the decision have on the public/officers?</p>
<ul style="list-style-type: none"> • Improved and more timely response to the learning and development needs of staff in Children’s Services • It will contribute to improving recruitment and retention rates in Children’s Services • Improved access to information on developments in good practice and research • Release of SCWWDP funds to increase number of training courses and the funding of qualifications

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
<p>Think about what you will use to assess whether the decision has had a positive or negative effect: Has there been an increase/decrease in the number of users Has the level of service to the customer changed and how will you know If decision is to restructure departments, has there been any effect on the team (e.g increase in sick leave)</p>
<p>Measurements will include: recruitment and retention rates in Children’s Services especially those social workers in the first three years of service, levels of satisfaction amongst staff with the workforce development service (staff survey), number of staff accessing post grad qualifications, the number and quality of additional learning and development opportunities afforded by cost savings from the SCWWDP grant, feedback from senior management.</p>

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?
<p>Give an overview of the planned costs associated with the project, which should already be included in the report; so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.</p>
<p>There will be no direct savings resulting from this restructure. However, it is anticipated that better use can be made of existing funds.</p>

Any other comments
<p>This restructure is supported by the team and senior management.</p>

SUBJECT:	Business Support Team – Children’s Services
MEETING:	INDIVIDUAL CABINET MEMBER DECISION
DATE:	Date 28th March 2018
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 To seek approval for the revised Business Support Team establishment. These amendments will make best use of the resource and provide greater consistency, capacity and ensure the team are able to meet the needs of the Social Work teams within children’s services.
- 1.2 It will also support further development of the Business Support Service across the service while being resource neutral to the Authority.

2. RECOMMENDATIONS:

- 2.1 To agree to the use of current resources across the business team to convert the hours already in the budget into one FTE business support assistant post (37 hrs/week). (via the amalgamation of hours not being utilised by part time staff)
- 2.2 To approve Job Evaluation of the business support manager (37 hrs/wk. Grade G). This again is at neutral cost to the Authority.
- 2.3 To support the exploration of having an Apprentice Business Support Assistant position, subject to funding being identified.

3. KEY ISSUES:

Background

- 3.1 The business support team in children’s services is a central business support function managed by a business support manager.
The team is positioned within the Children’s Services Team. The service supports all teams within children’s services in relation to all general business support duties.
- 3.2 The current structure allows for 518.8 hours of Business Support Hours. Over a period of time some staff have reduced their contracted hours and this has allowed the vacant hours to be combined into 1 x FTE with the team.
- 3.3 By converting the vacant part time hours into one full time team member will allow greater flexibility and resilience in order to support the Family Support and Protection team that has recently expanded due to increased demand in the service.

- 3.4 The Business Support Managers post was introduced into the structure in 2014 however the development and in bedding of the post is still relatively new. Since the new appointment into the post there has been monitoring of the role and this has resulted in an updated role profile to reflect the role that is currently required and being delivered by the post holder.
- 3.5 The Business Support Manager role profile has been updated to reflect the needs of the service and the role has been evaluated as a Grade G. This again is at neutral cost to the Authority. (Top of F (SCP 29) £34,835 Top of G (SCP £39,510 Increase £4,675 funded from within the Children’s Service’s Budget built in to the 2017/18 budget.
- 3.5 The updated Business Support Manager role profile now incorporates the co-ordination of all recruitment within the service and supports all workforce planning activities.
- 3.6 This post has now proved crucial in ensuring all workforce activities are carried out in a timely way in line with the Authority’s policies and procedures.

Business Support Team Cost	
Business Support Manager 37 hours Grade G Post (Top of SCP 29 to 33 £29,323)	£ 39,510
Business Support Hours 481.8 hours	£345,618
Total	£ 385,128

- 3.7 Considering the current workforce with natural changes in the future, an opportunity may presents itself to future proof the service through taking on an apprentice business support assistant. This apprentice would be able to learn from the current experienced and knowledgeable business support team.
- 3.8 Further work is required to identify the costs associated with such a post but, longer term this would be an opportunity to provide career opportunities for a young person and would support workforce planning.

OPTIONS APPRAISAL

4.1 Set out in the table below are the options considered:-

Option	Advantages	Disadvantages
Do nothing	<ul style="list-style-type: none"> Maintains current team structure. 	<ul style="list-style-type: none"> Does not allow for increased workload and new way of working; Additional stress & unnecessary pressure on staff members. Potential increase in Social Workers carrying out admin duties taking them away

		<p>from working with children's and families.</p> <ul style="list-style-type: none"> • Drift on delivery of service change projects.
Uphold the recommendations for the restructure	<ul style="list-style-type: none"> • Positive impact on the output of the team; • Improved and more timely business support service to Social Work Teams. • Allowing qualified Social Workers and Support Workers to spend correct time with children and families. • Cost neutral on budget. • Greater team resilience and consistency across Business support Team. 	<ul style="list-style-type: none"> • none

5. REASONS:

- 5.1 There is a duty on the authority to ensure that the Social Work teams fulfil their statutory duties as Social Workers in line with the Social Care Wales code of practice for both employers and employees.
- 5.2 The existing capacity within the Business Support Team is already stretched without this update it would put undue stress on not only the business support team but the social workers who will then be required to carry out additional administration duties.
- 5.3 The business support manager role continues to develop and has been identified as being a key leadership role within the service. The role supports all team managers and service managers in the service and is part of the five year transformation plan of the service.

6 RESOURCE IMPLICATIONS:

- 6.1 These changes will be cost neutral to the Authority and are within the business support budget resource.
- 6.2 Final costs include job evaluation confirmation and will remain fully funded as described in the budget build for 2018/19.

7 EVALUATION CRITERIA

- 7.1 An evaluation assessment has been included at Appendix C for future evaluation of whether the decision has been successfully implemented.

8 WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

- 8.1 There are no significant impacts on wellbeing, Equality and there are no discrimination issues. An updated Future Generations Assessment has been produced at Appendix A.

9 CONSULTEES:

Children's Services SLT
DMT
Cabinet
Finance Manager
HR
Chief Officer Social Care & Health

10 BACKGROUND PAPERS:

See attached updated role profile of Business Support Manager

11 AUTHOR:

Claire Robins – Service Manager – Transformation – Social Care & Health

12 Contact Details

Tel: 07921781075

E-mail: clairerobins@monmouthshire.gov.uk

Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

Name of the Officer Claire Robins Phone no: 07921781075 E-mail: clairerobins@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To seek approval for the revised Business Support Team establishment.
Name of Service Children's Services – Business Support Team	Date Future Generations Evaluation 2 nd March 2018


NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc





Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Provides an opportunity to train, develop and upskill staff within the service	Better use of resources in order to achieve max effectiveness and job creation. Supports workforce succession planning.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	N/a
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	n/a
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Welsh language is desirable in this post. The post holder will be encouraged to learn welsh if desired. N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Equal opportunities apply to the post.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	The proposal has assessed the current position and considered what needs to be done going forward. This proposal delivers short/medium term needs and will provide an opportunity to develop future service needs underpinning a longer term approach in the most sustainable way.	N/A

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	N/A	N/A
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	All relevant stakeholders have been involved in this update.	N/A
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	This establishment updated ensures full utilisation of all resources. It utilised the skills knowledge and experience already within he team.	N/A
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	This update ultimately allows social workers to spend the correct amount of time with children and families across Monmouthshire.	N/A

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A	N/A	
Disability	N/A	N/A	
Gender reassignment	N/A	N/A	
Marriage or civil partnership	N/A	N/A	
Pregnancy or maternity	N/A	N/A	
Race	N/A	N/A	
Religion or Belief	N/A	N/A	
Sex	N/A	N/A	
Sexual Orientation	N/A	N/A	
Welsh Language	Any documents, forms, guidance or information will be made available in Welsh.	N/A	

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	No impact		Social Workers able to spend correct amount of time with children and families and less time carrying out administration duties.
Corporate Parenting	No impact		Social Workers able to spend correct amount of time with children and families and less time carrying out administration duties.

5. What evidence and data has informed the development of your proposal?

1. Budget
2. Job evaluation.
3. CS structure and workforce planning information.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Nothing extra as the proposal was developed on service need.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Continue to review business support resource.			

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Ongoing on a continuous basis considering service needs.
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Social Care & Health DMT	5 th March 2018	

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Establishment Update – Business Support Team
Date decision was made:	
Report Author:	Claire Robins

What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision?
What effect will the decision have on the public/officers?

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Think about what you will use to assess whether the decision has had a positive or negative effect:
Has there been an increase/decrease in the number of users
Has the level of service to the customer changed and how will you know
If decision is to restructure departments, has there been any effect on the team (e.g. increase in sick leave)

12 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

12 month appraisal

These updates are with the Children's Services budget.

Any other comments

This is supported by the Social Care, Safeguarding & Health Management team and also the Children's Services management Team.

ROLE PROFILE

ROLE TITLE:	Business Support Manager – Children’s Services
POST ID:	SRS204
GRADE:	BAND G SCP 29 to SCP 33 (£25,694 to £29,323per annum)
HOURS:	37 Per Week
LOCATION:	Usk:- which may change in the future if the service location within Monmouthshire needs to relocate. Relocation or disturbance expenses will not be paid if this happens.

RESPONSIBLE TO: Service Manager

Business Support Team.....**Who are we?**

Our Purpose:-

“We are the team that provides Business Support Services to the whole of the team within Children’s Services. We are a highly skilled responsive team that can adapt flexibly to the changing demands of Social Care within Children’s Services.

The Purpose of this Role:-

The core purpose of this post is to manage the Business Support team to ensure the Children’s Services department receive a professional and effective Business Support service. To support the Management Team with all resource requirements and workforce planning.

Expectation and Outcomes of this Role:-

You would be expected to ensure your whole team understand the importance of their roles and how they fit into the core purpose of Children’s Services as well as how their individual contribution supports the council’s objectives and outcomes for our customers.

You will demonstrate visible and effective leadership and communication to the individuals within your team and ensure you empower them to respond flexibly and meet the needs of the individual teams they support. You will promote a strong focus on performance at both individual and team level and ensure that staff are clear about what is expected of them, their priorities and service standards. You will use flexible working arrangements to maximise available resources and support staff to improve, innovate and share best practice. Finally you will encourage and enable

your team to standardise, simplify and share working practices and resources with a focus on delivering better customer outcomes and reducing costs.

You will play in key role with all workforce planning requirements of the service.

Your responsibilities are to:-

1. To develop and be responsible for the implementation and smooth running of all systems and processes relevant to correspondence and enquiries within the department/section. You would be expected to develop departmental specific knowledge regarding administration and IT tasks within the service.
2. In agreement with the Head of Children's Services, you will supervise and line manage all Business Support staff within Children's Services, undertaking 1:1s, appraisals, holiday and sickness management, workflow planning/monitoring, recruitment, training/ coaching and performance improvement plans and performance management processes in line with policy as required.
3. To support the whole management team with recruitment in particular the social worker and support worker recruitment, attraction and sourcing, liaison with external advertisers, placing adverts, arranging interviews and to promote Monmouthshire County Council as an employer of choice.
4. To play a key role within the Management Team of Children's Services in the smooth running of the service from a Business Management and Resource Perspective.
5. To ensure that all new starter checks are conducted in line with Safer recruitment procedures and policies including proof or right to work, qualification verification, DBS checking/monitoring, SCW registration where appropriate, IT system access and reference monitoring.
6. To deliver a dedicated Children's Service and IT induction training programme to new starters on their first day and amend where appropriate to reflect any system and process enhancements.
7. Responsibility for organising, developing, training/ coaching all staff across the Children's Services department in relation to administrative processes and IT systems relevant to their individual role.
8. To keep a record of staff DBSs, when expiring and to arrange completion of new DBSs when needed, to check, process and monitor in a timely manner.
9. To ensure that all administrators are compiling and collating data accurately and to a high standard, complex documents e.g. letters, reports, memos, statutory and legal documentation using Microsoft Office/departmental software consistently across all

administrative areas of Children's Services. The post holder will be expected to work to strict deadlines and uphold a high standard of presentation.

10. To promote the delivery of a consistent and effective customer service to the teams and members of the public and ensuring that the "duty phone" is always manned within Service opening hours.
11. Project Management. When required, working within dedicated project teams and Team Managers, assisting in the development of business administration processes, and efficient, timely workflow and successful outcome in line with the aims and objectives of the project and service.
12. To have delegated responsibility for budget monitoring and undertaking appropriate validation processes and reporting discrepancies.
13. Financial management – to receive and make payments, authorise invoices, process financial information, oversee petty cash and usage, monthly reconciling and to enhance processes when needed.
14. Oversee the effective co-ordination of planned, adhoc and emergency meetings and minute taking across Children's Services to ensure agendas and any specific administration and legal work is processed timely and accurately.
15. To attend operational team meetings, developing and maintaining positive and collaborative relationships with Team Managers, internal departments and external organisations, identifying areas and making recommendations of internal business processes for improvement.
16. To ensure that service access and insurance requests are processed within legislative deadlines, planning, delegating related work and liaising with internal departments as necessary.
17. Overseeing/undertaking travel and hotels bookings, purchasing of goods and products and using dedicated IT systems.
18. To take responsibility for the collation of Children's Service's data and data cleansing to enable accurate reporting on performance indicators and other data requirements as necessary in line with data protection regulations.
19. To prepare reports or arrange for the preparation of reports and other important documents/data for presentation in a professional format.
20. To adopt a "can do" attitude to queries or problems, carrying out appropriate research and trouble-shooting activities in order to successfully resolve.
21. The post holder will support the Head of Service with requested administrative tasks as required from time to time and will be expected to assist the service in meeting its obligations and priorities.

22. To attend training that would be appropriate to the development of the post holder and identify/implement/arrange industry specific training for team members.
23. To maintain confidentiality at all times so that personal information is handled appropriately.
24. To be responsible for safe working practices for self and others, in accordance with the authority's policy statement on Health and Safety at Work.
25. Ad hoc projects, duties, tasks from time to time in line with role overview and service requirements.

What else you need to know.....Monmouthshire Values are:

Openness: We aspire to be open and honest to develop trusting relationships.

Fairness: We aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.

Flexibility: We aspire to be flexible in our thinking and action to become an effective and efficient organisation.

Teamwork: We aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

And this role, will work with Monmouthshire to achieve these.

WELSH LANGUAGE ASSESSMENT:

(c) Welsh language skills are desirable;

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

The authority operates a Smoke Free Workplace Policy which all employees are required to abide to.

Person Specification

JOB TITLE: Business Support Manager

AREA: Children's Social Services

How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-

REQUIREMENTS	HOW TESTED	WEIGHTING HIGH/MEDIUM/LOW
1. EDUCATION/QUALIFICATION/ KNOWLEDGE		
1.1 A high degree of IT literacy and capability	Application Form Test	High
1.2 The possession of the European Computer Driving License (ECDL)	Application Form	Medium
1.3 The ability to use the full range of Microsoft Office applications	Application Form Test	High
1.4 Must possess GCSE English or equivalent level of literacy	Application Form	High
4.3 Good Knowledge of up to date Employment Law within the Social Care Profession.	Application Form Interview	High
2. EXPERIENCE		
2.1 Relevant experience of working in a Children's Services administrative environment.	Application Form Interview	Medium
2.2 Experience of organising and facilitating meetings including minute taking and experience of organising own and others workload.	Application Form Interview	High
2.3 Experience of working to strict deadlines	Application Form Interview	High
2.4 Experience of working in the specialist recruitment field of Social Care.	Application Form	High
2.4 Experience of developing and maintaining administrative and data systems	Application Form Interview	High

2.5 Experience of Managing People		
2.6 Experience of Leading / coaching/ motivating staff	Application Form Interview	High
3. COMMUNICATION AND INTERPERSONAL SKILLS		
3.1 Must possess high level oral and written communication skills.	Application Form Interview	High
3.2 Must have the ability to communicate clearly with a range of individuals and organisations.	Interview	High
3.3 Must have the ability to build strong working relationships with internal and external contacts.	Interview	High
3.4 High level of tact, diplomacy and a good understanding of the requirement of confidentiality.	Interview	High
4. PERSONAL ATTRIBUTES		
4.1 A professional approach to dealing with enquiries from internal and external contacts	Interview	High
4.2 The ability to develop and maintain systems and produce documents to a professional standard.	Application Form Interview	High
4.4 Demonstrate commitment to the improvement and development of own performance and a commitment to developing new skills.	Application Form Interview	High
4.5 Able to demonstrate high level organisational skills and the ability to coordinate work and keep to strict deadlines.	Application Form Interview	High
4.6 The ability to work effectively as part of a team or autonomously and the ability to use one's own initiative.	Interview	High
4.7 The ability to organise own work and that of others.	Interview	High
4.8 The ability to adopt a flexible and problem solving approach to the work area.	Application Form Interview	High
5. EQUAL OPPORTUNITIES		
5.1 Willing to abide by the Council's Equal Opportunities Policy, including undertaking appropriate equality awareness training.	Interview	High

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SUBJECT:	Social Care, Safeguarding and Health Leadership Business Support
DIRECTORATE:	Social Care, Safeguarding and Health
MEETING:	Individual Cabinet Member Decision
DATE:	28 th March 2018
DIVISION/WARDS AFFECTED:	Countywide

1. **PURPOSE:**

1.1 As a result of the leadership restructure by the Chief Officer of Social Care, Safeguarding and Health, a business support – programme coordinator is required to support and manage the network of leadership meetings required within the directorate.

2. **RECOMMENDATIONS:**

2.1 To agree the Grade E, 25 hours a week, Business Support post within the Social Care, Safeguarding & Health directorate.

3. **BACKGROUND AND KEY ISSUES:**

3.1 Since the Chief Officer's leadership restructure on 27th July 2016, a network of various leadership meetings have been established. These meetings require organizing, recording, action logging, tracking as well as reviewing and following up of actions/outcomes.

3.2 Due to the vast number of meetings and working groups, support is required to accurately maintain the co-ordination of the projects, as well as other activities of a programme co-ordination nature.

3.3 The varied roles of the Finance Manager, Service Manager – Transformation and Systems Development Officers also requires increased administrative support such as the organizing and recording of the programme of work e.g IT Strategy Group, Workforce Development Group, Quality Assurance and Performance Group, Health & Safety, More Than Words Group etc...

4. **REASONS:**

4.1 To provide essential programme co-ordination to underpin the new Leadership structure of the Social Care, Safeguarding & Health directorate.

4.2 Ensure the smooth operation of the various Leadership network meetings.

4.3 Provide a much needed programme co-ordination & support in order to maximize the time of the Social Care, Safeguarding & Health leadership team's availability and for the team to carry out their duties in an efficient and organized manner.

5. **RESOURCE IMPLICATIONS:**

- 5.1 The cost is (£19,747) per annum inclusive of all employers National Insurance and Superannuation contributions. This supports the grade E post at 25 hours a week.
- 5.2 These changes will be cost neutral to the Authority and are within the Social Care Safeguarding & health budget resource.
- 5.3 Final costs include job evaluation confirmation and will remain fully funded as described in the budget build for 2018/19.
6. **SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**
There are no equality implications. A future generations assessment has been included.
7. **EVALUATION CRITERIA**
An evaluation assessment has been included for future evaluation of whether the decision has been successfully implemented.
8. **SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS:**
None.
9. **CONSULTEES:**
DMT
Matthew Gatehouse
Finance Manager
HR
Business Support Manager - Children's Services
10. **BACKGROUND PAPERS:**
None required.
11. **AUTHOR:**
Claire Robins : Service Manager Social Care, Safeguarding and Health
112. **CONTACT DETAILS:**
Tel: 01633 644589
E-mail: Clairerobins@monmouthshire.gov.uk



<p>Name of the Officer Claire Robins</p> <p>Phone no: 07921781075 E-mail: clairerobins@monmouthsire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>The creation of a business support - programme co-ordination post following the Senior Leadership re-structure</p>
<p>Name of Service</p> <p>Social Care Safeguarding and Health Directorate</p>	<p>Date Future Generations Evaluation</p> <p>Marc 2018</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc




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Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Provides an opportunity to train, develop and upskill staff within the organisation.	Better use of resources in order to achieve max effectiveness and job creation. Supports workforce succession planning.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	N/a
A globally responsible Wales	N/A	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Welsh language is desirable in this post. The post holder will be encouraged to learn welsh if desired. N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Equal opportunities apply to the post.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	The proposal has assessed the current position and considered what needs to be done going forward. This proposal delivers short/medium term needs and will provide an opportunity to develop future service needs underpinning a longer term approach in the most sustainable way.	N/A
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	This post will involve communication, co-ordination and teamwork within the regional team and our colleagues within ABHB, police, 3 rd sector etc..	N/A
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	All relevant stakeholders have been involved in this update.	N/A

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>This establishment update ensures full utilisation of all resources.</p> <p>It anticipated that the post holder may be recruited from within the organization therefore utilizing the skills knowledge and experience already within Monmouthshire.</p>	<p>N/A On-going evaluation of the post will take place in order to ensure it delivers its objectives.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>This post ultimately allows the leadership team time to focus on their own role without the increased burden of the administration duties and programme co-ordination duties that as currently impacting on the progress of this work.</p>	<p>N/A</p>

Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A(Equal opportunities will be applied to the post)	N/A	
Disability	N/A	N/A	
Gender reassignment	N/A	N/A	
Marriage or civil partnership	N/A	N/A	
Pregnancy or maternity	N/A	N/A	
Race	N/A	N/A	
Religion or Belief	N/A	N/A	
Sex	N/A	N/A	
Sexual Orientation	N/A	N/A	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	Any documents, forms, guidance or information will be made available in Welsh.	N/A	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The post holder will be able to provide back up support for the WASB if required. The post holder will receive safeguarding training.		
Corporate Parenting	No impact		Social Workers able to spend correct amount of time with children and families and less time carrying out administration duties.

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5. What evidence and data has informed the development of your proposal?

1. Budget
2. Job evaluation.
3. Social Care, Safeguarding & Health structure and workforce planning information.

6. **SUMMARY:** As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Nothing extra as the proposal was developed on service need.

7. **ACTIONS:** As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Continue to review business support resource within the directorate.			

8. **MONITORING:** The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Ongoing on a continuous basis considering service needs.
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9. **VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Social Care & Health DMT Single Member	5 th March 2018 28 th March 2018	

Title of Report:	Post creation – Business Support
Date decision was made:	
Report Author:	Claire Robins

What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision?
 What effect will the decision have on the public/officers?

Desired outcomes:-
 Improved and more timely project co-ordination.
 Improved, productivity of officers delivering the programmes of work and transformation across the directorate.
 Improved communication, co-ordination of meetings.

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Think about what you will use to assess whether the decision has had a positive or negative effect:

- Has there been an increase/decrease in the number of users
- Has the level of service to the customer changed and how will you know
- If decision is to restructure departments, has there been any effect on the team (e.g. increase in sick leave)

12 month appraisal
 Measures will include : projects delivered on time, better attendance at projects boards, shorter time spent in meetings.

Paint a picture of what has happened since the decision was implemented. Give an overview of how you faired against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

This post will remain within budget and will not over exceed the budget available.

Any other comments
 This post has been supported by Social Care, Safeguarding & Health Management Team

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