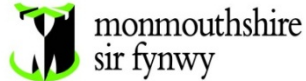


Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 22 January 2019

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, 30 January 2019.

1. **SOCIAL CARE AND HEALTH SENIOR LEADERSHIP REVIEW FOLLOW UP** 1 - 14

Division/Wards Affected: All Wards
CABINET MEMBER: Councillor P Jones

AUTHOR: Tyrone Stokes - Finance Manager Social Care and Health

CONTACT DETAILS:

Tel: 01633 644589
E-mail: tyronestokes@monmouthshire.gov.uk

2. **DATA PROTECTION AND GDPR OFFICER FOR SCHOOLS** 15 - 26

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

AUTHOR: Sian Hayward

CONTACT DETAILS:

Tel: 07971893998
E-mail: sianhayward@monmouthshire.gov.uk

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 overview; 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; Economy and Tourism; Town Centre regeneration; Leisure; Cultural services; ADM development.	WLGA Council Capital Region Tourism	Devauden
R.P. Jordan	Governance Regulatory Committee Standards; Elections, Democracy promotion and engagement; Member Support; Council & Executive decision support; Scrutiny; Law; Ethics & standards; Audit; Whole authority performance; Whole authority service planning & evaluation; Regulatory body liaison; Development Control; Building Control; Community Governance; Community Hubs inc Adult Education;		Cantref
R. John	Children & Young People School standards; School improvement; School governance; EAS overview; Early Years; Additional Learning Needs; Inclusion; Youth Service; Extended curriculum; Outdoor Education; 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; Public Health; Health liaison		Raglan
P. Murphy	Resources Finance; Information technology (SRS); Human Resources; Training; Health & Safety; Emergency planning; Procurement; 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	SEWTA Prosiect Gwrydd	Goytre Fawr

	spaces; Cleansing; Countryside; Landscapes & biodiversity; Flood Risk.		
S. L. Jones	Social Justice & Community Development Community engagement; Deprivation & Isolation; Housing and homeless; 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.

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SUBJECT:	SOCIAL CARE AND HEALTH SENIOR LEADERSHIP REVIEW FOLLOW UP
MEETING:	Individual Cabinet Member Decision (Social Care Safeguarding & Health)
DATE:	30th January 2019

1. PURPOSE:

1.1 Follow up and to conclude the two year senior leadership review as detailed in the initial Cabinet report of 27th July 2016.

2. RECOMMENDATIONS:

2.1 To approve the post amendments as detailed in this report.

3. KEY ISSUES:

3.1 The report of 27th July 2016 highlighted the need for a Senior Leadership review to strengthen Social Care and Health leadership capability and capacity to deliver sustainable practice lead improvement in adult and children's social services.

3.2 The review and initial report looked at a two year programme with reserve funding from the Invest to Redesign reserve to facility in order, after the two years, to have the posts established with permanent funding.

3.3 2018/19 is the final year of reserve funding and the review has highlighted the requirement for the final implementation of a job share of 3 day per week each for Integrated Service Manager in the South region, and a part time 2 day per week Practice Change Lead manager post. These posts will not only enhance the current direction of travel in keeping with the initial report, but provide a more sustainable structure moving forward.

4. OPTIONS APPRAISAL

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

Options	Advantages	Disadvantages
1. <i>Do nothing</i>		<ul style="list-style-type: none"> Does not endorse the previous approved Cabinet report, Will not provide a robust leadership structure,
2. Carry out the recommendations to conclude the review	<ul style="list-style-type: none"> Establishes a robust leadership structure that is fit for purpose, 	

	<ul style="list-style-type: none"> Adheres to the principles as detailed and approved in the 27th July 2016 Cabinet report. 	
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5. REASONS:

Having carried out the Senior Leadership review as detailed in the Cabinet report of 27th July 2016, the establishment of these posts concludes this agreed programme of work.

6. RESOURCE IMPLICATIONS:

Budget neutral as detailed in the below costing table: -

POSTS TO BE REMOVED	COST AVAILABLE FROM DELETED POSTS £	POSTS TO BE CREATED	COST OF CREATED POSTS £
Team Manager Disability (remaining after funding Edge of Care)	13,627	1 extra day Integrated Service Manager (job share 3 days per week)	12,669
Admin Support 5 days	30,299	2 days per week Practice Change Lead	22,898
Admin Support 3 days	15,640	Admin Support 4 days	23,999
TOTAL	59,566		59,566

Reserve funding ceases on 31st March 2019, with the above proposed structure allowing the service to self-finance from 1st April 2019.

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

8.1 The inclusion of these posts will establish a resilient leadership team focussed on sustaining high quality, well-being approaches and social care services.

8.2 The final piece of a two year programme to strengthen the leadership team which will support all aspects of Social Care and Health, enhancing safeguarding and fulfilling corporate parenting.

8. CONSULTEES:

Cabinet - 27th July 2016
 Chief Officer, Social Care, Safeguarding and Health

9. BACKGROUND PAPERS:

No background papers have been submitted

10. AUTHOR:

Tyrone Stokes - Finance Manager Social Care and Health

11. CONTACT DETAILS:

Tel: 01633 644589

E-mail: tyronestokes@monmouthshire.gov.uk

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Social Care & Health Senior Leadership Review Follow Up
Date decision was made:	January 2019
Report Author:	Tyrone Stokes

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?

To approve the final posts proposed and to create a sustainable leadership team

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)

Improving resilience and sustainability of the senior leadership team.

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.

Cost neutral

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Tyrone Stokes</p> <p>Phone no: 01633 644589 E-mail: tyronestokes@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>SCH Senior Leadership Review Follow Up</p>
<p>Name of Service</p> <p>Finance</p>	<p>Date Future Generations Evaluation form completed</p> <p>21st December 2018</p>

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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?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Completion of the revised senior leadership structure will have a positive impact by ensuring resources are effectively and efficiently utilized.</p>	
<p>A resilient Wales</p>	<p>N/A</p>	<p>N/A</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?
Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Introduce a leadership structure that embeds the requirements set out on Local Authorities in the Social Services and Wellbeing (Wales) Act 2014, to promote wellbeing and independence of citizens.	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Ensure leadership promotes services to support those vulnerable citizens to remain independent and remain within their communities, all of which promotes cohesive communities.	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Allows for promotion and enablement of communities to sustain supporting vulnerable citizens	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	N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The finalized leadership structure will support this by ensuring we find the most appropriate services to meet their needs, which will encompass links to be maintained with their families, friends and extended community.	N/A

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>Will drive toward improvements in Social Care, Safeguarding & Health, through practices, workforce development and commissioned services, in line with transformational change.</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The completed leadership structure will support effective partnership working and play a pivotal role in regional collaborations. It will also allow for the integration agenda to be achieved with Health colleagues.</p>	<p>N/A</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Ensure citizens voices are heard in developing current and future services, or direction of travel.</p>	<p>N/A</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Will support the movement towards early intervention, prevention and outcomes based service solutions. This will allow the Authority to achieve the best possible outcomes for citizens, while balancing with the financial resources available.</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>Ensure we find the most appropriate solutions to meet the client needs, by working with all available resources and methods, to ensure wellbeing is achieved.</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	The leadership review has looked to positively impact on vulnerable adults and children	N/A	Practice change will look to mitigate any potential impact
Disability	As above	N/A	As above
Gender reassignment	As above	N/A	As above
Marriage or civil partnership	As above	N/A	As above

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?
Pregnancy or maternity	As above	N/A	As above
Race	As above	N/A	As above
Religion or Belief	As above	N/A	As above
Sex	As above	N/A	As above
Sexual Orientation	As above	N/A	As above
Welsh Language	As above	N/A	As above

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	This is a fundamental principle of the leadership review	N/A	N/A

Corporate Parenting	As above	N/A	N/A
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5. What evidence and data has informed the development of your proposal?

<ol style="list-style-type: none"> 1. Social Services and Wellbeing (Wales) Act 2014 2. Activity data from FLO/PLANT 3. Financial budget available

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 leadership review has incorporated all the positive and negative impacts and looked to introduce a more robust structure moving forward that addressed those impacts, as well as allowing us to meet requirements of the Social Services and Wellbeing Act 2014.

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
N/A	N/A	N/A	N/A

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.

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		21 st December 2018	

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SUBJECT: Data Protection and GDPR OFFICER FOR SCHOOLS

MEETING: CABINET INDIVIDUAL MEMBER DECISIONS

DATE: 30th January 2019

DIVISION/WARDS AFFECTED: NONE

PURPOSE:

1.1 The purpose of this report is to request a new post jointly funded by all MCC schools to discharge the legislative and information governance requirements of GDPR.

2. RECOMMENDATIONS:

2.1 That Members agree to the creation of a new post covering advice and guidance on information governance and Data Protection issues for schools.

3. KEY ISSUES:

3.1 In May 2018 new regulations surrounding GDPR were introduced, with specific requirements addressing the use of personal information. Monmouthshire has a requirement as a local authority to have a designated post holder for Data Protection/GDPR, and this is in place. However, the post doesn't cover schools as each school is designated as its own 'Data Controller' meaning they are accountable and responsible for compliance with any Data Protection legislation themselves.

3.2 Our schools have identified a gap in their expertise to discharge their responsibilities for Data Protection/GDPR, and have requested that they each contribute towards a part time post covering this compliance gap for all of them. The post holder will work alongside the councils designated Data Protection and Information Governance Manager, and will apply the existing policies and guidelines that support Data Protection, GDPR and information governance within the schools context

4. REASONS:

4.1 Information is the lifeblood of any organisation, and in the context of schools they wouldn't be able to function without access to accurate, secure, structured data and information that aids decision making and provides the right data and evidence to support schools performance evaluation.

4.2 In the schools context, much of data is personal and needs to be available to the right person at the right time to ensure the safeguarding of our children. We wouldn't want personal data getting into the wrong hands with a detrimental impact on our vulnerable children.

- 4.3 Data Protection isn't just a legislation compliance issue; it also helps to ensure we apply good practice when using and managing our information. Accurate, structured, digitised information enables schools to analyse and evaluate the data to develop future strategies and make good business decisions.
- 4.4 With increasing digital capabilities schools can take advantage of the ability to safely and securely store data in the cloud where it can be accessed remotely at any time. Secure digital information also has benefits for business continuity – and a recent unfortunate fire at one of our schools is a timely reminder that we need to locate information and data where it is safe but also accessible for business continuity.
- 4.5 All of the Data Protection and Information governance issues mentioned in paragraphs 4.1-4.5 above will be covered by the new post. Schools still have ultimate responsibility and accountability as data controllers, but the post will enable schools to have expert guidance and advice on how to manage their information more effectively as well as comply with legislative requirements.

5. RESOURCE IMPLICATIONS:

- 5.1 It has been agreed that schools will contribute equally to a part time post of 17.5 hours per week, which is likely to be term time only. The Job Description is attached to this report in Appendix 1.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The significant equality impacts identified in the assessment (Appendix 1) are summarised below for members' consideration:

There are no significant equality impacts as a result of this report, save that proper governance and use of information will ensure that we safeguard vulnerable children from indiscreet sharing of personal data.

The actual impacts from this report's recommendations will be reviewed every **3** years and criteria for monitoring and review will include:

Continued compliance with legislation
Security and information governance
Optimum use of information in a digital environment

The impacts will be reviewed on the same timeline as the main MCC strategy is reviewed i.e. in 3 years.

7. CONSULTEES: Chief officer Education, All MCC schools, the Information Governance Group, the Senior Information Risk Owner,

8. BACKGROUND PAPERS: None

9. AUTHOR: Sian Hayward

10. CONTACT DETAILS:

Tel: 07971893998

E-mail: sianhayward@monmouthshire.gov.uk

<p>Name of the Officer completing the evaluation Sian Hayward</p> <p>Phone no: 07971893998 E-mail: sianhayward@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>A review of the Information strategy, ensuring it is fit for purpose in a digital age and capture the value of predictive data analytics to support decision making and service re-design.</p>
<p>Name of Service</p> <p>Digital programme Office</p>	<p>Date Future Generations Evaluation form completed</p> <p>19/09/01</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



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?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Information is a resource in itself that's often overlooked in competition with finance and people. In fact it is critical to enable people to work effectively and to predict how we can make services sustainable and deliverable in</p>	<p>This post will contribute towards the effective management of data and information in schools with compliance with legislation</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?
	the future. This is particularly pertinent in the schools context	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Information analytics is essential to be able to predict the future and how we can adapt schools strategic direction and for curriculum management. Digital data will help with business continuity as well as reduce reliance on unsustainable and expensive print media.	Ensure that schools have all of the skills and knowledge to effectively manage information and comply with legislation
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Data analytics can pinpoint areas of focus in the wellbeing activities of schools.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	In order to be safe and well connected it is critical that information is open, reliable, relevant and timely. Data analytics and predictive tools can also ensure the right decisions are made for development of school policies and strategic direction which ultimately benefit the community.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Information isn't just limited to the school itself. It can be used to inform future policies and service re-design in a responsive way across government agencies and businesses globally. The right information at the right time to the	

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?
	right person can assist with being a globally responsible Wales.	
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	No impact either positive or negative	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	No significant impact either in a positive or negative way.	

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><small>Long Term</small></p>	Developments in digitisation have opened up the ability to analyse complex data for future planning and decision making which is valuable to long term planning and strategy.	
 <p>Working together with other partners to deliver objectives</p> <p><small>Collaboration</small></p>	Managing information effectively within schools will enable them to work in partnership between schools themselves, and also with partner agencies e.g. police and health care.	

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 Involving those with an interest and seeking their views</p>	<p>In the first instance schools will work on becoming a data and evidence led, upskilling teaching staff to recognize the value and usefulness of information and data. Consultation will mainly be with colleagues of MCC and potentially the SRS. However, schools information is useful to other government organisations and businesses who could use it to predict future service re-design and develop new business opportunities. Opening up schools de-personalised data in order for stakeholders – parents and the like - to self-serve is a driver.</p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>Data analytics will enable us to make effective decisions to prioritise the areas to concentrate on when preventing problems from occurring.</p>	
 <p>Integration Considering impact on all wellbeing goals together and on other bodies</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	This post sets out how information can be used as a resource for operational and decision making within schools. It isn't specifically positive or negative to any of the protected characteristics other than to provide information or where data analytics can help to identify information on school age children and predict future service options.	This strategy will not impact on any protective characteristics in a negative way.	
Disability	As above	As above	
Gender reassignment	As above	As above	
Marriage or civil partnership	As above	As above	
Pregnancy or maternity	As above	As above	
Race	As above	As above	
Religion or Belief	As above	As above	
Sex	As above	As above	
Sexual Orientation	As above	As above	

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	As above	As above	

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 security, use and availability of information and data will	There are no negative effects of this strategy upon safeguarding. It is intended to strengthen the security of personal information in relation to vulnerable children and adults, and to share information safely with other organisations to assist with safeguarding.	
Corporate Parenting	No positive or negative impacts specifically on corporate parenting.		

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

The increase of cybercrime and the need for data security is very much recognised throughout the world, and good information governance will assist digital security. It is also well documented that in a digital era the amount and speed of information is increasing and we can tap into it with analytical tools to support decision making for schools

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?

Positive impacts -

Recognition that information can help to inform decisions and service re-design options across all areas of sustainability and wellbeing.

Negative impacts –

There are no negative impacts other than a failure to embed the value of information across all schools.

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

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
1.	<i>Cabinet, SLT, audit Committee</i>		

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