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Tuesday, 3 January 2017

Notice of Reports Received following Publication of Agenda.

Cabinet

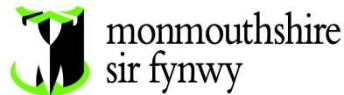
Wednesday, 11th January, 2017 at 2.00 pm,
Council Chamber - Council Chamber

Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.

Item No	Item	Pages
4.3	<p>Children's Services - Service Re-design <u>Division/Wards Affected:</u> Social Care and Health</p> <p><u>Purpose:</u> The purpose of this report is to seek approval to reconfigure the way in which we deliver our services within Children's Services</p> <p><u>Author:</u> Jane Rodgers, Head of Children's Services</p> <p><u>Contact Details:</u> janerodgers@monmouthshire.gov.uk</p>	1 - 32

Paul Matthews
Chief Executive

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SUBJECT: Children's Services – Service re-design

MEETING: Cabinet Report

DATE: 11th January

DIVISION/WARDS AFFECTED: Social Care and Health

1. PURPOSE:

The purpose of this report is to seek approval to reconfigure the way in which we deliver our services within Children's Services

2. RECOMMENDATIONS:

- 2.1 That members approve and endorse the proposal for the re-design of the Children's Services delivery model (See appendix a).
- 2.2 To approve and endorse the new Children's Services Structure (See appendix b).
- 2.3 To approve the call on reserves in 2017/18 up to £86,000, recognising the Children's Services Improvement Plan will achieve financial balance by 2018/19.
- 2.4 To approve the change in status of 4 social worker posts from temporary to permanent.

3. KEY ISSUES:

- 3.1 The primary aim of Children's Social Services is to work together with others to ensure that Monmouthshire's children and young people reach their full potential and live free from the harmful effects of abuse and neglect. We aim to provide responsive, family orientated services which ensure that our most vulnerable children are effectively safeguarded.
- 3.2 Over the last year, Monmouthshire Children's Services has continued to deliver services in an increasingly challenging and complex context.
- 3.3 The Social Services and Wellbeing (Wales) Act (2014) coming in to force has required transformational change in the way that we work with our partners and provide services to individuals and families particularly in respect of promoting well-being and the delivery of early help and prevention. The service re-design will be central to our ability to deliver the cultural and practice changes necessary to fulfil our duties under the legislative framework of the Social Services and Well-being Act.
- 3.4 The re-design will build on the lessons from the previous re-structure implemented in 2013 (see appendix a). Feedback from staff, families and partners has told us that our current configuration could be improved.
- 3.5 Cabinet members will be aware that our service improvement within Children's Services is currently being driven through a programme approach which is extensive and requires the whole

service to pull together in implementing effective operational systems and processes; developing the workforce and driving up practice; and developing services through intelligent commissioning.

- 3.6 The overall service improvement plan 'Delivering Excellence' was presented to Cabinet in July 2016. Within our plan we identified that getting the right service re-design would be a key component to delivering against the identified areas for improvement.
- 3.7 Since that time we have been working closely with the workforce to think through how we can utilise our limited resources in the best possible way and test out some interim changes. As part of this exercise we have analysed and drawn evidence from:
- Institute of Public Care (IPC) review (June 2016)
 - Further consultation with IPC regarding models of family support and the impact that this has on 'right-sizing'
 - Service reviews undertaken in respect of the previous delivery model (2013 and 2014)
 - Care and Social Services Inspectorate Wales (CSSIW) inspection reports 2014 and 2016 (particularly around front-door pressures)
 - Front door review undertaken by Tracy Harry (2016)
 - 6 monthly Child Protection and Independent Reviewing Officer reports
 - Service knowledge regarding case load analysis, the flow of work and pressure areas within teams gleaned through discussions and performance indicators within Operational Team Manager meetings (see also appendix d)
 - Outcome of interim arrangements put in place to alleviate pressures including the development of 1 additional team and change in 'transfer' points
 - Learning from the experience of responding to 'service critical' areas particularly 'front-door' and court work
 - Outcomes from case weighting and analysis of 'where the work sits' within the service including numbers Looked After Child (LAC), numbers Child Protection Registration (CPR), numbers Child in Need (CIN), numbers in Public Law Outline (PLO) or court.
 - Learning from the interim outcomes of the business support review and the views and experiences of business support colleagues particularly the need to balance generic business support tasks with more specialist support provided to service areas / teams
 - Listening to the feedback and perceptions of partner agencies.

This careful review of our information and evidence base has now enabled us to design a model that meets our current needs as well as supporting us in our aspirations for change and improvement.

What will be different?

3.8 The Early Help Team

In order to achieve better outcomes for children and families it is critical that the service is in a position to manage the demands on it. Central to this is ensuring that we maximise our chances of providing early, helpful services and preventative interventions to children and families who are the most at risk. To this end we have increased capacity and narrowed the focus at the 'front-door' with an emphasis on partnership working and safeguarding. This 'Early Help Team' additionally has the capacity to realise the integration of the Team around the Family (TAF) project previously endorsed by Cabinet in July 2016.

- 3.9 There will be an emphasis on the provision of advice, support and assistance to both families and partner agencies to prevent drawing children into statutory social services interventions when these are not required.

- 3.10 The transfer point into Care and Support will be at the point when it is identified that there is a requirement for a managed care and support plan or statutory intervention to ensure that a child is protected from the risks of abuse or neglect.
- 3.11 To be successful in reducing demand on statutory social work services it is essential that the early help and integrated front door arrangements are delivered effectively and that community social work effectively connects with local public service hubs, schools and early years settings and other community teams to enable families to step down to less intensive support delivered through early help arrangements.

Care & Support Team

- 3.12 This is a newly created team. This team will work with children who are on the cusp of or who require a formal statutory intervention through a managed Care and Support plan. These children will be at risk of significant harm through abuse or neglect, and will include children who are on the Child Protection Register; recently accommodated children and children who are subject to court interventions. This team will work with children until their permanent arrangements are secured, at which point they will transfer to the Supporting Children and Young People Team.

Supporting Children and Young People Team

- 3.13 This team will be responsible for supporting children and young people who will remain subject to local authority care throughout their minority. There will be an emphasis on building relationships with these children based on a deep understanding of their needs, wishes and feelings and on drawing the right support around them so that they are supported to reach their potential and build a strong sense of identity and inner security. This team will support the council in meeting its corporate parenting responsibilities.

Workforce Planning

- 3.14 The re-design sets out how we intend to organise the workforce within Children's Services. However, operationally, to achieve excellence the service will depend on our ability to create a stable, confident and competent workforce. Work-stream 2 of our overall service improvement plan 'Delivering Excellence' sets this out in full recognising the very real difficulties of both recruiting and retaining suitably skilled and qualified people.
- 3.15 Subject to Members' endorsement of our delivery model, within work-stream 2 we will continue to define the skill mix, roles and responsibilities of the workforce and ensure that job-descriptions and role profiles accurately reflect this. Supporting strong leadership within our service managers, team managers and senior practitioners will be an essential component.

What are the impacts of our proposal?

3.16 DESIRED IMPACT ON SERVICE USERS

- Services are more seamless and coherent
- Families are given clear and consistent messages
- There is a clear focus on children who are most at risk

- Families are helped in the right way when they need it

3.17 DESIRED OPERATIONAL IMPACT

- Points of transfer which is better in keeping with a child's journey through services
- Partnership working and inter-agency working is enhanced
- Families and children achieve better outcomes
- Better use of resources within the directorate
- Improved reputation of service making it easier to attract applicants
- Increased population of permanent staff

3.18 DESIRED OUTCOMES FOR STAFF

- Clearer sense of team purpose
- Professional development within specialisms and more stepped approach to Continual Professional Development
- Enhanced line-management support
- Aligning skill set to service areas
- Clearer defined role profiles
- Greater sense of confidence as team performance increases
- Greater sense of satisfaction when we realise better outcomes for children & families.

4. REASONS:

- 4.1 In Children's Services our services are delivered within the overall structure of the Social Care and Health directorate. The current proposed model aligns with the service design of the Chief Officer at a service manager level. This was approved by cabinet and has recently started to come into effect. These changes were made to ensure sustainable, practice led improvement across the social care and health directorate (both Adults and Children's services). In particular, the proposals are orientated around the two Service Manager areas of 'Well Being Family Support & Safeguarding' and 'Managed Care & Looked after Children'.
- 4.2 The Social Services and Well-Being Act expanded the duties for social services in terms of assessing and meeting needs; our arrangements for front-door access; the provision of information and advice and the development of collaborative relationships with our partner agencies. This has required a reconfiguration of services, particularly around the role profiles of 'front-door' workers.
- 4.3 The current proposal accords with our re-drafted vision statement for children's services which, together with our partners, emphasises our intention to provide a seamless response to meetings children's needs. To enable this to happen we need capacity at the 'front-door' to work developmentally with partners, schools, early help services, communities and families, particularly around our ability to work jointly to manage risk and need at a preventative level.
- 4.4 The proposal realises the need for a closer operational link between Children's Services and TAF with the intention of addressing the 'pre-social care gap' in the children's service offer (IPC review June 2016). Following the decision by cabinet on the 27th July 2016 the TAF team will now be part of the Children's services team and will fit into the structures as in appendix a.
- 4.5 The proposal recognises and seeks to respond to both capacity and practice issues deeper within the service and the need to support the development of specialisms particularly around Court

work, for example. Similarly it seeks to balance the distribution of resources and social work time so that there is attention paid to all our children and families, particularly our long term looked after children and care leavers.

- 4.6 We have recently undertaken a review of business support to ascertain what is required to support the work of the service. This has informed a realignment of business support in accordance with the proposed delivery model.

5. RESOURCE IMPLICATIONS:

- 5.1 The proposed delivery model will involve the deletion and creation of posts as set out in appendix b, bi and c. The net additional resource required will be in the region of £86,000. In line with the three year financial improvement plan, this new structure will align the workforce in order for the second year 2017/18 being one of consolidation, with a view to 2018/19 heading for a balanced budget. In light of this, we can fund the additional resource from 2018/19 but may require a 'one off' use of reserves in 2017/18 for £86,000.
- 5.2 In 2015 the temporary use of reserves to fund 4 additional social workers was approved. Appointment to these posts have subsequently been made permanent and feature as an integral part of the Children's Services structure and are essential to safely manage the number of children within children's services. The permanent funding for these positions is within the 2017/18 budget.

- 5.3 The delivery model assumes that funding for the TAF project continues through Families First.

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

- 6.1 Our new service delivery model has been developed to impact positively on all children, young people and their families. This will be regularly updated and reviewed as the model is implemented. The proposed structure looks to align people's skills and competencies to increase organisational efficiency and effectiveness in line with the Social Services and Well Being act.

7. CONSULTEES:

Claire Marchant – Chief Officer, Social Care and Health
Departmental Management Team – On going since April 2016
Senior Leadership Team – as above
Unions – both unison and GMB – in line with consultation plan
All Staff Teams within Children's - commenced in April 2016.
CYP
TAF Team
Tyrone Stokes and Rob Long – Social Care & Health Finance Team.
Sally Thomas, HR Manager
Julie Anthony, HR Adviser
Youth Offending Service

- 7.1 Consultation has been on-going since April 2016. More formal consultation commenced on 7th November 2016 with those directly affected by the proposed changes being the first to be

consulted followed by the wider service. HR were included in the initial proposals as well as both unison and GMB. Individual consultation was offered to all staff. There were two meetings with TAF and some of the team provided written responses. No fundamental changes were made to the proposals as a result of the comments received during the consultation period, although there were some adjustments made to the implementation plans. See appendix e for a list of the comments / issues raised and the responses.

8. BACKGROUND PAPERS:

CCSIW Inspection Report (November 2014)
Chief Officer's Report (June 2016)
Children's Services Service Improvement Plan (2015 & 2016)
Delivering Excellent Practice in Children's Services (IPC June 2016)
Appendix a) proposed new model of service delivery.
Appendix b) and b1) proposed and current structure charts
Appendix c) key differences.
Appendix d) Case load data
Appendix e) Consultee feedback
Appendix f) Delivery time-line

9. AUTHOR:

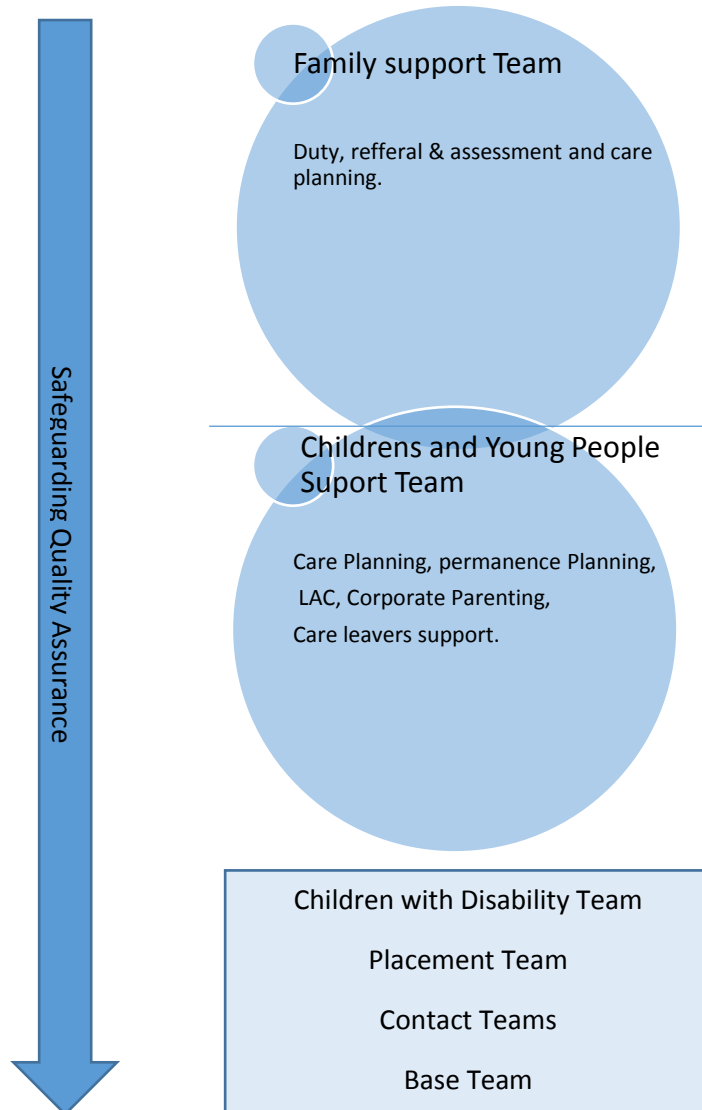
Jane Rodgers, Head of Children's Services

10. CONTACT DETAILS:

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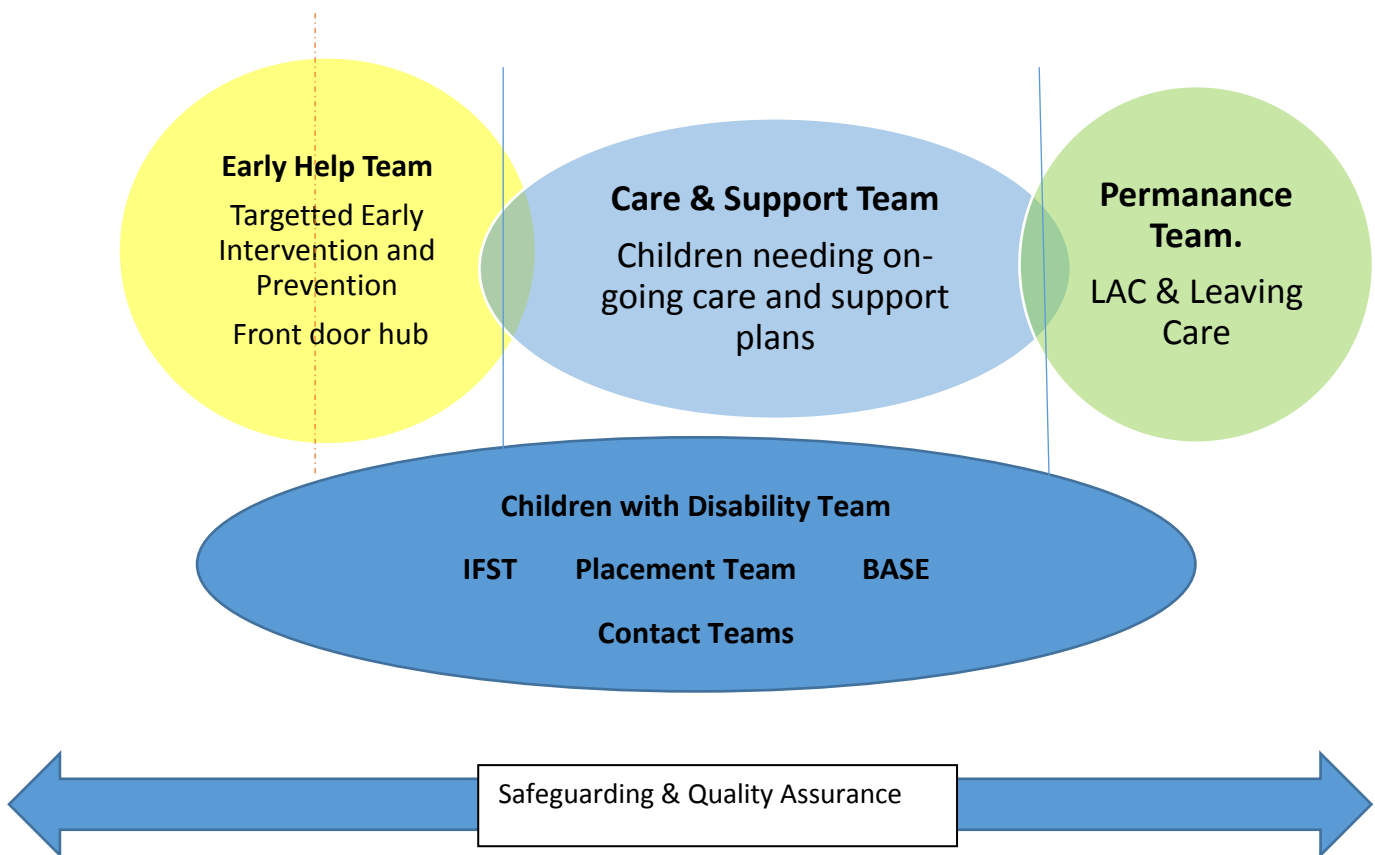
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Current Service Delivery Model



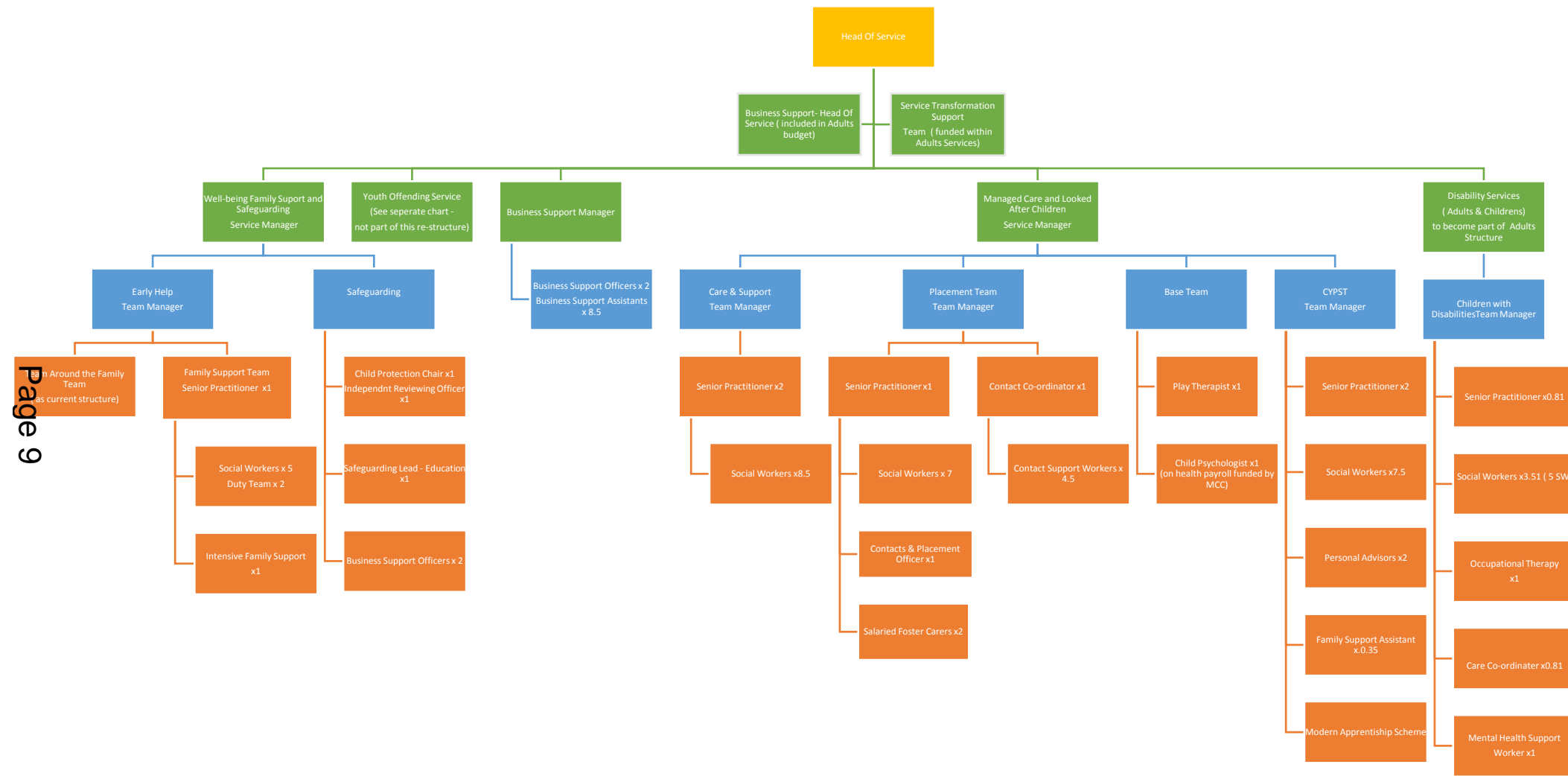
This current structure has been in place since 2013. Its implementation saw the dissolution of the then 'Through care' team into a larger team that worked with all Looked after Children and Care Leavers including those children where permanent arrangements were not yet established. The Family Support Team was brought together into one as opposed to the previous North / South based provision. A transfer point from one side of the service to the other was either at the first Looked after child review or at the first court hearing. The implementation of the 2013 re-structure has provided a good opportunity for evaluation and learning much of which is highlighted within service reviews over that period.

Proposed Service Delivery Model



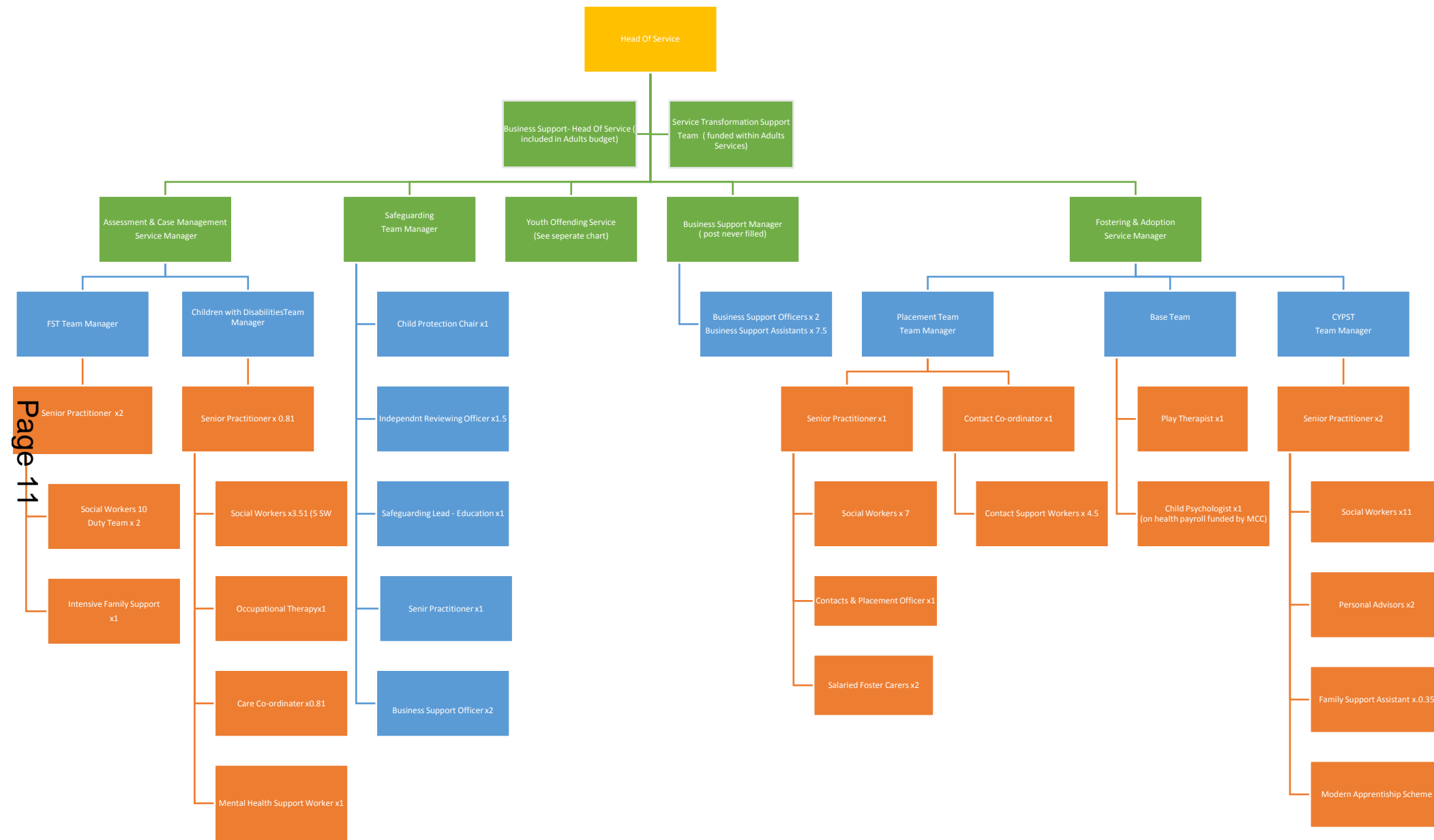
THE PROPOSAL

The new proposed arrangements combine changes to the current team roles together with the creation of one new team. The associate creations and deletion of posts are described in appendix c. The entirety of the proposed arrangements depend on teams having a 'reach in' approach to transfer arrangements combined with a clear understanding of threshold criteria based on a shared understanding of risk and need. This is particularly pertinent within the first 'bubble' and between the first and middle bubbles.



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Appendix b1 – current structure



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Appendix c

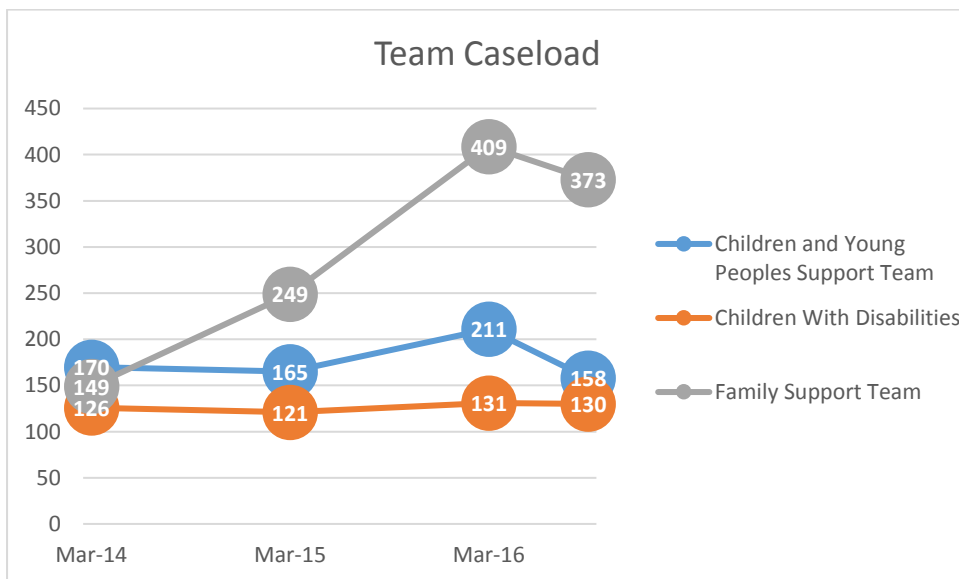
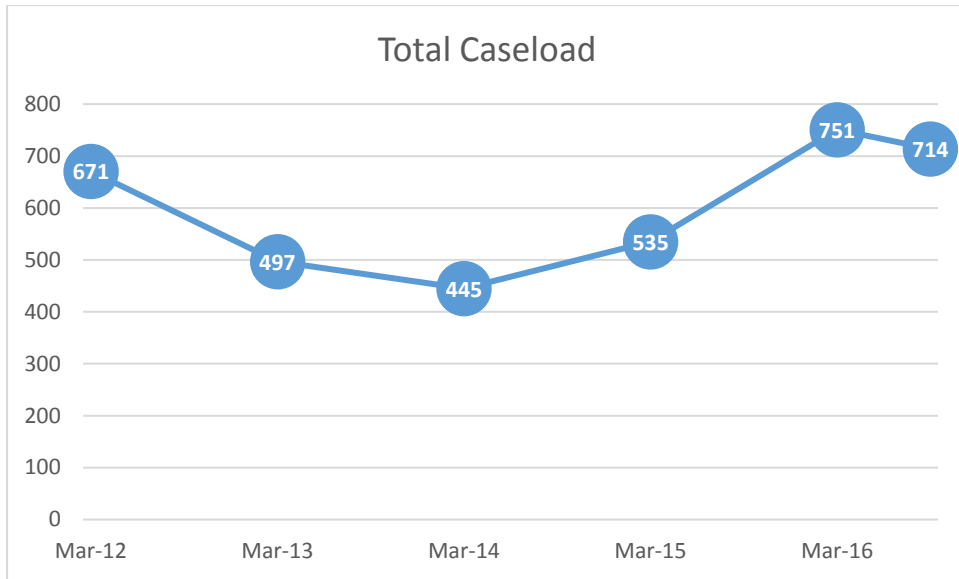
SUMMARY OF CHANGES TO INDIVIDUAL POSTS

What will change?	What will be created?
TAF project will move 'as is' into Children's Services Early Help Team	
Creation of a Care & Support Team (Middle Bubble)	There will be one Team Manager and two Senior Practitioner posts created in the new Care & Support Team.
Senior Practitioner PLO to be deleted.	
5 SW posts that currently sit in FST will move in to the Care & Support Team	
	There will remain 1 Senior Practitioner in the Early Help Team
3.5 SW posts that currently sit in CYPST will move into Care & Support Team	
	There will be a total of 8.5 Social Workers within the Care & Support Team
	There will remain 2 Senior Practitioner posts in SCYP Team and 7.5 Social Workers
4 social work posts are made permanent. These posts have been available since 6th May 2015 when we provided the rationale around the requirement for these posts to cabinet. It is now assumed that these posts are made permanent (see cabinet report 16 th December 2016).	
Creation of 1 additional Business Support Administrator to provide required support for the delivery model particularly in respect of BASE, Care and Support Team	

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Appendix d

Children's Services
Case Load Data



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Feedback	Comments / actions on the feedback
1. Temporary post assessing social worker (12mths) – this post is due to end in July 2017 and as such will likely affect our capacity to recruit new carers and to be able to complete the volume of viabilities/assessments that we are currently able to in house, thus increasing the need for external assessors and associated costs	This will be reviewed following the outcomes of the projects implemented under Work-stream 3 of the Delivering Excellence Plan
2. Recruiting new foster carers – should our recruitment strategy be successful and we substantially increase the numbers of foster carers in the county, then we are likely to need an increase of SW staff to cover statutory requirements of supervision & support to foster carers	As above
3. Intensive fostering scheme – should we be successful in developing a small intensive fostering scheme to reduce the expenditure on tier 4 provision in the county, this will involve a cost to provide sufficient staff and support services to set this up and sustain it	As above
4. I have previously made a request for an additional senior practitioner post in the placement team. Given the workload, staff numbers and the fact that we are supporting a group of foster carers who still need managerial support, another 0.5ft post would enable the service to deliver more effectively on its responsibilities	As above
5. Contact Service – This is a service where there is a potential spend to save opportunity, which could be explored.	Agreed as part of the work being undertaken within work-stream 3
6. It is not clear who ultimately has responsibility for the decision making at the front door. A very hands on Manager, a good senior and a good admin can do it but needs very clear remits/role out line and strong processes. If due to the pressures of bringing on line a new structure and remit at the front end, the manager is otherwise engaged this ends up with one SP making decisions this is neither long term sustainable, or safe.	Agreed that this remains service critical and subject to review with additional resource allocated on an interim basis during the implementation period of the delivery model.
7. It has always been difficult to recruit and retain SW's to posts when the primary work is short term, investigations and assessments then pass it on. This role also can have a high absence and sickness rate.....it's also	Agreed and will be progressed as part of work-stream 2

<p>good to think of what about that role would make it attractive and sustainable. Within budgets of course!!</p>	
<p>8. I think that the plans are the best in moving the service forward and a clear definition of teams is needed.</p>	
<p>9. Re: Front end the roles of the senior practitioners is going to be very important and I am of the view that two senior practitioners will need to be responsible for the managing of what comes into the service. I'm not clear as to whether the proposed plans will be for the senior pracs to have clear roles in that one would be working with TAF and the other specifically for intake work MARFS, strats, and supervising SW's within the duty team. My view is that it would work best with 2 senior pracs both managing duty as this is in my view is a very difficult role to manage with/for one senior prac.</p>	<p>Agreed see comments point 6</p>
<p>10. Allocation of cases: Is there going to be a clear transfer protocol of cases moving from the front door through to the care and support team? I have a view on this in that in order for the early intervention and front door hub to be at its most effective it has to be confident in the transfer process and clear identification of work that fits in its service area. Many authorities have difficulty with this in that the pressures and demands on services areas creates a culture of gate keeping which invariably impacts on front door services. I would suggest that any transfer protocol would clearly identify a transfer point of CP, Care and Support, LAC, Transfer In Conferences, 16+ and private law (s.7's/37's). as an example any transfer protocol could look at any case going to an ICPC, that case would be at that meeting be transferred immediately at that point. The receiving Team would have a SW/Snr or TM attend. Should there not be worker available to attend the case would still move through to the care and support team who would have to allocate from that date.</p>	<p>Valid points and is being progressed through work-stream 1</p>
<p>10a The benefit of this I think is that the right work is sitting within the right team which would allow the respective teams to do the work that they are set up to do.</p>	<p>Agreed</p>

11 Overall I think the consultation document is good, and the restructure makes perfect sense. It's clear, concise and an easy read (it really gets the message across).	
12. It looks good – it would be good to mention the support staff that don't sit within Children's - With greater emphasis on performance ,projects, transition etc. and the transition team sitting Adult's. A dotted line to additional Support may make it clearer.	Agreed and added into the structure (appendix b)
13. Just looking briefly at the proposed structure . From a very personal view, I feel we are better sat under the CP Co-ordinator as we are now, not the Business Manager ... so much of our 1:1 is taken up with talking about individual cases that I think discussions may be lost somewhat. I do, however, acknowledge that Business Support needs to be provided for all the service, so there are cases when we may be asked to cover colleagues, which in fact we are already doing.	Agreed and amended
14. Concern that TAF will be within the Early Help Team and that this will result in a loss of autonomy for the project with an increased emphasis on working with higher levels of risk and a lack of critical challenge between the two service areas. Concern that engagement with families and the wider partnerships will be affected.	Concerns noted and transition plan to be agreed which does not lose sight of the currents strengths, remit and identity of TAF. The TAF project will transfer across as it is currently and report to the service manager for Well-being and Safeguarding for a transition period prior to any further decisions being made.
15. Right-sizing is dependent on role profiles and models of family support	Comments noted and will be addressed further in family support review and the work around role profiles – acknowledgement that we are currently operating a mixed model.
16.	

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Appendix f

Key Activities and Milestones to Implement the Proposed Delivery Model by April 2017

Activity	Time Line
Finalise Job Profiles with team managers and senior practitioners	End of Jan 2017
Implement the protection of employment policy across affected posts	Immediately following Call-In in line with policy
Recruitment to Team Manager and Senior Practitioner posts as required	Commence mid-January
Continue service critical review within Early Help Team including use of interim senior practitioner to fully understand resources required	January to April 2017
Integration of TAF	January to April 2017
Budget build for 2017/18 in accordance with new staffing structure	End of January 2017
Realignment of costs centres and creation of new	End of January 2017
Continue to implement work-stream 2 of Delivery Excellence Plan to support workforce within delivery model	On-going

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Name of the Officer Jane Rodgers Phone no: E-mail: : JaneRodgers@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To propose the new Service Delivery Model for Children's Services.
Name of Service Social Care & Health	Date Future Generations Evaluation form completed 10 th December



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	The revised children's services structure for Social Care & Health will have a positive impact as it articulates a number of actions which will ensure that resources are effectively and efficiently used within Monmouthshire.	This service re-design will be managed through the authorities' protection of employment policy.

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 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	The Social Services and Wellbeing (Wales) Act 2014, requires local authorities to review the care and support they provide, while providing a range of services designed to promote wellbeing and prevent the need for care and support. To this end the new delivery model will reflect this 'people focused' approach.	The new structure reflects the appropriate leadership and management required in order to support, coach and develop teams. Managers will have the leadership skills and the support from HR in order to support all team members. MCC policies and procedures will ensure wellbeing is monitored during the implementation of the re-design and where necessary support can be provided to mitigate any potential negative impact.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The new service delivery model will support the ways we work with families to help them meet their children's needs, including their need to be protected from harm. The new service delivery model will enable children and young people to retain their friendships, education, and community activities, all of which promote cohesive communities.	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The new delivery model will enable and promote a strong sense of community pride and achievement in supporting local children and young people within our communities.	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?
<p>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</p>	<p>The leadership review will support and protect the culture, heritage and Welsh language by supporting local children and young people to remain in their families and communities they are from.</p>	<p>We have an agile working policy that support staff towards achieving a healthy work life balance.</p> <p>Any necessary external recruitment will be marketed bilingually</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The new service delivery model will support Equal Opportunities by ensuring that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We will, whenever it is safe to do so, always look for ways to support children and young people to remain with their birth family, extended family and communities, and avoid the need for children and young people to become looked after.</p>	<p>We will work with colleagues to ensure appropriate equal opportunities with regards implementing to the protection of employment policy.</p>

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? Describe how.	If not, what has been done to better meet this principle?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The new delivery model sits within the context of the 3 year service and financial plan which sets out a sustainable service and financial plan for Children’s Services, combining improvements in social work practice, workforce development and commissioning. It reflects the need to strengthen leadership capacity for the short medium and long term. This recommends a sustainable structure</p>	<p>N/A</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Social Services and Wellbeing (Wales) Act 2014, which came into force on the 6th of April 2016, is the legislative underpinning for changes in the way that local authorities and their partners work with individual families. The structure aims to support effective partnership working within and outside the council so we are well positioned to play a leading role in regional collaborations. We will continue to develop working arrangements with partners to ensure that we are achieving the best outcomes for children and families within Monmouthshire.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p data-bbox="215 531 349 555">Involvement</p> <p data-bbox="394 341 568 512">Involving those with an interest and seeking their views</p>	<p data-bbox="600 301 1339 571">Monmouthshire is committed to developing a consultation and engagement strategy and ensuring that the voice of the child is central to everything it does. In addition it is important to build on the existing consultation activities with groups of young people such as the Children in Care Council by including younger children.</p>	<p data-bbox="1368 395 2056 496">It is important that Children's Services engages with the corporate engagement and participation officer to take forward consultation with families.</p>
 <p data-bbox="215 898 349 922">Prevention</p> <p data-bbox="394 692 568 906">Putting resources into preventing problems occurring or getting worse</p>	<p data-bbox="600 604 1339 991">The proposed structure supports the shift away from service led solutions to well-being, early intervention and prevention. The proposed structure will assist and enable children and young people to achieve in their childhood, and that they can be successful in their futures. We will ensure that achieving the best for children and young people is at the centre of everything we do. We will safely support families and children to achieve the best possible outcomes for their lives.</p>	<p data-bbox="1368 746 2069 874">We will continue to review how we manage our resources to ensure we have a flexible structure that can adapt to the changes required in order to deliver our services.</p>
 <p data-bbox="215 1228 349 1252">Integration</p> <p data-bbox="394 1023 568 1273">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="600 1026 1339 1257">The service delivery model will help ensure that we find safe and appropriate ways to work with families and children to help them meet their needs, including their need to be protected from harm. Whenever it is safe to do so, we will always look for ways to support people in our communities.</p>	<p data-bbox="1697 1145 1756 1169">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 new service delivery model has been developed to impact positively on the children and families we work with. This will assist in reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families. The protection of employment policy will be followed, but at this point we are unable to determine the impact as the impact could potentially be both positive or negative.	N/A	In line with change management processes we would look to mitigate any potential future impact.
Disability	As above	N/A	As above
Gender reassignment	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?
Marriage or civil partnership	As Above	N/A	As Above
Pregnancy or maternity	As Above	N/A	As Above
Race	As Above	N/A	As Above
Religion or Belief		N/A	N/A
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	Two of the principals on which the review is based is ensuring that safeguarding and corporate parenting issues are fundamental to all considerations	N/A	Safe recruitment practices will be followed for all Children’s Services appointments.
Corporate Parenting		N/A	

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

<p>The evidence and data that has informed this report is:</p> <ol style="list-style-type: none"> 1. The Social Services and Wellbeing (Wales) Act 2014 2. Protection of Employment Policy 3. Financial data – Agresso 4. Service user data – PLANT 5. Detailed employee consultation within both Children’s services and across Monmouthshire.
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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 Future Generations Evaluations Form has helped the Council understand the positive and negative impacts of the New Service Delivery Model and has evidenced that the Council has paid due regard to equality and sustainable development issues within the strategy proposal.

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
N/A	N/A	N/A	N/A
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.

The impacts of this proposal will be evaluated on:	27.07.2017
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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	Full Union Consultation	November 2016	
2	Full Service Consultation	This commenced in April 2016	Please see appendix c for full consultation comments / feedback and replies.

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