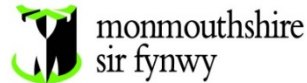


Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 31 July 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, 8 August 2018.

1. **SAFEGUARDING UNIT BUSINESS SUPPORT - CHILDREN'S SERVICES** 1 - 10

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

AUTHOR:
Diane Corrister – Service Manager – Children and Adult Safeguarding– Social Care & Health

Contact Details
Tel: 07921781075
E-mail: dianecorrister@monmouthshire.gov.uk

2. **TO DELETE THE POST OF FINANCIAL SYSTEMS SUPPORT MANAGER AND REPLACE IT WITH A NEW ROLE OF PROJECT RESOURCE CO ORDINATOR** 11 - 32

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

CONTACT DETAILS:

Tel: 01633 644592
E-mail: Ruthdonovan@monmouthshire.gov.uk

3. **CHILDREN'S SERVICE - SOCIAL WORKERS FIRST YEARS IN PRACTICE FRAMEWORK.** 33 - 52

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

AUTHOR: Jane Rodgers

CONTACT DETAILS:

E-mail: janerodgers@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 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:	Safeguarding Unit Business Support – Children’s Services
MEETING:	INDIVIDUAL CABINET MEMBER DECISION
DATE:	Date 20th July 2018
DIVISION/WARDS AFFECTED:	ALL

1. **PURPOSE:**

- 1.1 To seek approval for the revised Business Support structure within the Safeguarding Unit 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 Child Protection Function of the Safeguarding Unit.
- 1.2 It will also support further the statutory function of the Safeguarding Unit while being resource neutral to the Authority.

2. **RECOMMENDATIONS:**

- 2.1 To agree to the use of current resources within the Safeguarding Unit to convert vacant 7.24 hours already in the budget under the the Quality Assurance Officer post into 2 day per week (14.48 hours) Business Support Officer Post.

3. **KEY ISSUES:**

Background

- 3.1 The Business Support Officer’s based within the Safeguarding Unit undertake statutory tasks under the All Wales Child Protection Procedures for the confidential administration of the Child Protection function of the Safeguarding Unit. This role also supports the confidential information sharing across Children Services, at a Multi-Agency level across Gwent, and at a National Level. This function is managed by The Child Protection Co-ordinator, and sits within the Safeguarding Unit, and therefore within Children Services.
- 3.2 The current structure allows for 74 hours of Business Support. The development of more robust Child Protection procedures within Children’s Services have significantly increased the amount of children who are subject to the Child Protection processes which include Child Protection Registration, the Professional Concern’s process, and the Child Sexual Exploitation protection processes.
- 3.3 The Quality Assurance Officer role was increased from an 18.5 hour role to a 37 hour role in order to develop the Safeguarding Service. Monitoring of the role development has confirmed that this post can be effectively managed within 4 working days (28.96) and an updated role profile reflects this.

3.4 There is currently no flexibility within the current Business Support function, which creates delays and impacts statutory compliance when there is unplanned sickness absence or annual leave is taken. The increase in hours are used in order to support robustness and flexibility within the service.

Finance	
Current IRO hours available in structure (7.4)	£11,354.00
Proposed BSO hours (14.8)	£11,463.00
This small shortfall will be funded via the overall Social Care and Health budget. (annual)	£ 109.00
(the above data has been provided by the Finance Team)	

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; • Additional stress & unnecessary pressure on staff members. • Lack of compliance to statutory function. • Compromises to Care Planning for vulnerable children. • Underutilisation of resource.
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 for Safeguarding Unit's work. • Cost neutral on budget. • Greater team resilience and compliance to statutory function. • Full utilisation of resource. • Cost effective solution. 	<ul style="list-style-type: none"> • none

5. REASONS:

5.1 There is a duty on the authority to ensure that the Statutory Safeguarding and Child Protection functions are undertaken in line with the All Wales Child Protection Procedures and the Social Services and Wellbeing Act (wales) 2014.

- 5.2 The existing capacity within the Business Support function is already stretched without this update it would put undue stress on not only the current personnel but it will impact the timeliness and effectiveness of care planning for vulnerable children.
- 5.3 The Quality Assurance post will function on the reduced hours to meet the role profile, and the extended hours/staff member will allow for flexibility within the administration function of the Safeguarding Unit.

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 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.

9 CONSULTEES:

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

10 AUTHOR:

Diane Corrister – Service Manager – Children and Adult Safeguarding– Social Care & Health

11 Contact Details

Tel: 07921781075

E-mail: dianecorrister@monmouthshire.gov.uk

Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

Name of the Officer Diane Corrister Phone no: 07970108675 E-mail: dianecorrister@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To seek approval for the revised Safeguarding Unit establishment.
Name of Service Children's Services – Safeguarding Unit	Date Future Generations Evaluation 2 ^{0th} July 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


Page 4





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>	<p>This proposal delivers short/medium/Long term safeguarding needs and will provide an opportunity to build in flexibility and supports future service needs underpinning a longer term approach in the most sustainable way. The proposal has assessed the current position and considered what needs to be done going forward for safeguarding across the council.</p>	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 Working together with other partners to deliver objectives</p>	N/A	N/A
 <p>Involvement Involving those with an interest and seeking their views</p>	All relevant stakeholders have been involved in this update.	N/A
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	This establishment updated ensures full utilisation of all resources. It utilises the skills knowledge and experience already within he team.	N/A
 <p>Integration Considering impact on all wellbeing goals together and on other bodies</p>	This update ultimately allows compliant sharing of information relating to Child Protection issues within families and communities, more effective care planning and open communication with vulnerable adults and children.	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		Safeguarding Officers will be able to spend correct amount of time with children and families and less time carrying out administration duties.
Corporate Parenting	No impact		Safeguarding Officers will be 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. Safeguarding Performance Data

Page 8

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	July 2018	

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Establishment update- Safeguarding Unit
Date decision was made:	
Report Author:	Diane Corrister

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?

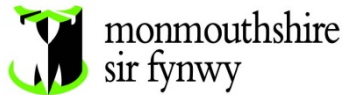
Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

12 month appraisal

These updates are with the Social Care and Health budget.

Any other comments

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



SUBJECT:	TO DELETE THE POST OF FINANCIAL SYSTEMS SUPPORT MANAGER AND REPLACE IT WITH A NEW ROLE OF PROJECT RESOURCE CO ORDINATOR
MEETING:	INDIVIDUAL CABINET MEMBER DECISION
DATE:	8th August 2018

1. PURPOSE:

This report seeks approval to delete the post of Financial Systems Support Manager and replace it with a new post of Project Resource Co Ordinator.

2. RECOMMENDATIONS:

- 2.1 To delete the post of Financial Systems Support Manager.
- 2.2 To approve the creation of a new post of Project Resource Co Ordinator.
- 2.3 To retain the resultant savings of £4,385 in the service to address known cost pressures.

3. KEY ISSUES:

- 3.1 The current team structure has been in place since February 2015. At the time this structure created a new post of Financial Systems Support Manager. The purpose of this new role was to oversee and develop the new System Support Team that was created at the same time. This role included extensive line management and daily supervision of staff.
- 3.2 In April 2018 the then Financial Systems Support Manager left the Council. This presented us with an opportunity to review how the current set up was working and to make any required adjustments.
- 3.3 Following discussions with the team, the general view was that the day to day management could be undertaken in a different way.
- 3.4 One of the key roles of the System Support Team is to develop our financial systems (Civica, Northgate, Comino and Business World), particularly in respect to digitalisation and self-service. Our team discussions identified the need to refocus this resource to concentrate on project management and system development.
- 3.5 A revised job description, attached as Appendix One, has been prepared. Both the Team and Trade Unions have been fully consulted and have assisted in the

development of the job description. The change in team structure is also detailed in Appendix Two.

4. OPTIONS APPRAISAL

4.1 *Option 1 – Do nothing and reappoint to the role of Financial Systems Support Manager*

4.1.1 This option wouldn't address concerns raised by the team and the requirement to focus resources on developing our systems.

4.2 *Option 2– Revise the job description to reflect the current service demands*

4.2.1 This option ensures that the Team's structure is fit for purpose and allocates resources to areas of the most demand.

4.3 Option 2 was considered to be the best approach. It is therefore proposed that the revised job description is approved and the structure amended accordingly.

5. EVALUATION CRITERIA

An evaluation assessment has been included at Appendix A for future evaluation of whether the decision has been successfully implemented. The decision will come back to this committee in 12 months for review. **A TEMPLATE FORM IS AVAILABLE AT THE END OF THIS DOC.**

6. REASONS

With the post of Financial Systems Support Manager becoming vacant, we have taken the opportunity to review current roles and responsibilities and redesign the post to reflect the current demands of the service.

7. RESOURCE IMPLICATIONS

7.1 The Financial Systems Support Manager post was graded as H 33-37, with annual budgeted costs (including on costs) of £43,905.

7.2 The new proposed Project Co ordinator post has been job evaluated and given the grade of G 29-33, which equates to annual costs of £39,520.

7.3 The proposed change therefore releases a saving of £4,385. It is recommended that this saving is retained by the service to address identified cost pressures elsewhere.

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

There are no corporate parenting or safeguarding implications associated with this proposal. The proposal does help in sustaining the service. The details of which can be found in Appendix Three.

9. CONSULTEES:

Consultees are listed below:

- Chief Officer - Resources
- Revenues, Systems & Exchequer Team
- Employee Services
- Unison

10. BACKGROUND PAPERS:

Appendix One: Project Resource Co ordinator job description

Appendix Two: Team structure

Appendix Three: Future Generations Evaluation Form

11. AUTHOR:

Ruth Donovan– Assistant Head of Finance: Revenues, Systems & Exchequer

12. CONTACT DETAILS:

Tel: 01633 644592

E-mail: Ruthdonovan@monmouthshire.gov.uk

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?
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 the 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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MONMOUTHSHIRE COUNTY COUNCIL

RESOURCES DIRECTORATE

JOB DESCRIPTION

- POST TITLE:** Project Resource Coordinator
- SECTION:** Revenues Systems & Exchequer
- POST NO:**
- GRADE:** Band G, SCP 29 to 33
- HOURS:** 37 hours per week
- LOCATION:** This will be Magor initially however, there are plans to move base in 2018. The post holder will be required to work in an agile manner as per the needs of the service which will change in the future when the service needs to relocate. Relocation or disturbance expenses will not be paid if this happens.
- REPORTS TO:** Finance Manager: System Administration & Financial Control

JOB PURPOSE

1. To work with the Finance Manager for System Administration and Financial Control and System Administrators to plan, coordinate and manage projects to develop the Corporate Financial Systems which currently includes Business World, Northgate Revenues and Benefits, and Civica Pay.
2. To coordinate and participate in the development of systems and working practises for the Financial Systems Support Teams.

KEY RESPOSIBILITIES AND DUTIES

3. To be operationally responsible for the day to day running of the Systems' Development Programs.

4. To liaise with customers ensuring their involvement in directing and participating in the development of systems and streamlining of processes.
5. To embrace the technologies and IT systems at the disposal of the Authority, with a view to maintaining more robust management information systems.
6. The post holder will be expected to maintain an awareness of developments in best practice and changes in legislation, that affect the way we work and to assist the System Administrators in revising procedures as appropriate.
7. Plan and coordinate major system upgrades / developments, which includes coordinating resources, developing and monitoring timetables and test plans plus undertaking testing as required by the System Administrators.
8. Liaise with software suppliers on projects as directed by the Business World, Civica Pay and Northgate Revenue and Benefits System Administrators.
9. To plan, co-ordinate and participate in working groups set-up to assist in the development and delivery of component parts of the Authority's systems.
10. To represent the Authority at internal or external meetings and working groups as required.
11. Represent the Finance Manager: System Administration and Financial Control as appropriate and to provide cover/support for the Business World and Revenues System Administrators when necessary.
12. To promote the work of the Financial System Support teams and work with client departments and system administrators to ensure processes are operating as efficiently as possible.
13. To hold frequent and regular system development meetings with system administrators and team managers
14. Projects will include but not limited to:
 - a. System Implementations
 - b. System Upgrades
 - c. Review of Processes e.g.:
 - i. Efficient and effective payment of Suppliers.
 - ii. Automation of tasks
 - d. Review of system performance monitoring
 - e. Planning and coordination of customer user groups in conjunction with System Administrators to ensure the customer input and involvement in system developments.
15. To carry out other duties commensurate with the grade as required.

16. To be responsible for the implementation of Equal Opportunities principles and practice as laid down in the Council's Equal Opportunities Policy.



MONMOUTHSHIRE COUNTY COUNCIL

CHIEF EXECUTIVES UNIT

PERSON SPECIFICATION

POST TITLE: Project Resource Coordinator

AREA/TEAM: Revenues, Systems and Exchequer

Qualifications and experience

1. A minimum of three years' experience, within a systems environment with an emphasis on delivering IT projects
2. A recognised project management qualification or practical experience of program and project management
3. Able to demonstrate experience of implementing technical IT projects within a set project timeframe.
4. Significant experience of systems administration.

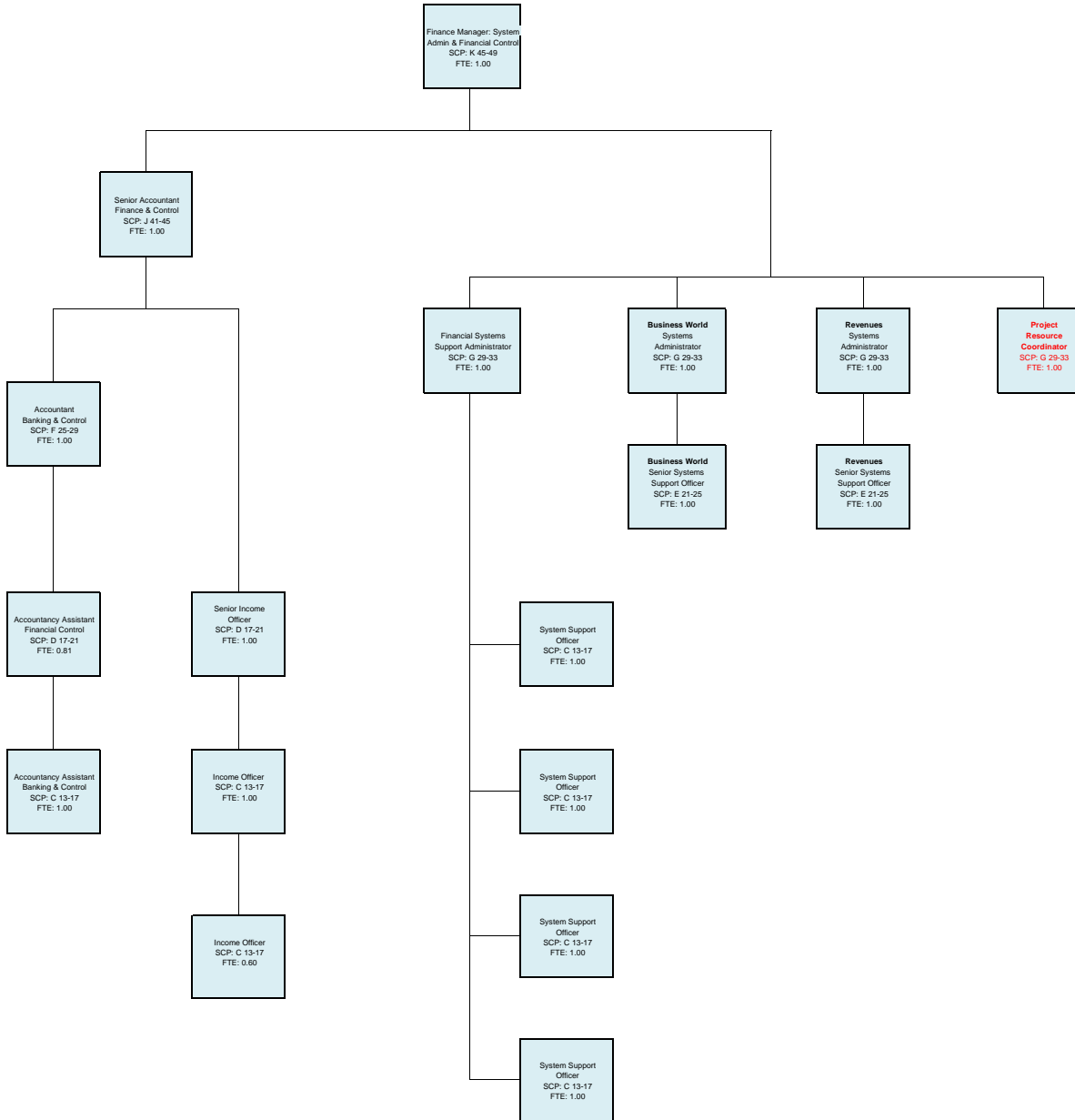
Knowledge, Skills and abilities

5. Able to demonstrate a strong customer focus with a positive track record in delivering customer centered services and developing partnerships.
6. Able to demonstrate computer literacy and proficiency in the use of modern financial management information systems and desktop software.
7. Able to lead project teams and manage change through effective communications.
8. Able to coordinate resources to deliver an agreed set of outcomes.
9. Able to evidence sound interpersonal skills which have a positive impact on others in developing strong working relationships.
10. Develop solutions to complex problems

11. Maintain project documentation to a high standard
12. Able to demonstrate a proven track record of leadership, motivating and developing staff, establishing networks and team working.
13. Able to demonstrate high level communication skills, both written and oral.
14. Able to demonstrate a commitment to equal opportunities principles and practice.

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Financial System Support Team - Proposed Structure



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<p>Name of the Officer: Ruth Donovan</p> <p>Phone no: 01633 6444592</p> <p>E-mail: ruthdonovan@monmouthshire.gov.uk</p>	<p>To delete the post of Financial Systems Support Manager and replace it with a new role of Project Resource Co ordinator</p>
<p>Name of Service: Revenues, Systems and Exchequer</p>	<p>Date Future Generations Evaluation form completed: 17.07.18</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.





- 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>The proposal seeks to ensure that resources are utilised where they can have the most impact. This benefits both colleagues and the wider council.</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and</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?
can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	N/A	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	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	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The proposal offers an opportunity for both colleagues across the Council and the wider community to apply for this new 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?

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>We are a busy team with many conflicting pressures that have to be prioritised. The revised role will help to achieve this. The system developments that the post will oversee are designed to update and modernise our financial systems, ensuring that they are fit for purpose for the future.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The new role will work closely with colleagues in the Shared Resource Service, the Digital Programme Team and system providers.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>N/A</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The proposal will help to ensure that there is sufficient capacity to deliver the Team's agreed work plan.</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 improves the wellbeing of the team by ensuring sufficient resources are available to provide the service</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	N/A
Disability	N/A	N/A	N/A
Gender reassignment	N/A	N/A	N/A
Marriage or civil partnership	N/A	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?
Pregnancy or maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion or Belief	N/A	N/A	N/A
Sex	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A
Welsh Language	N/A	N/A	N/A

Page 29

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	N/A	N/A	N/A
Corporate Parenting	N/A	N/A	N/A

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

Discussions with the team, Employee Services and Trade Unions.

Our monthly Financial System Support meetings highlight the pressures and challenges that the team face on a day to day basis and the capacity to complete our IT projects

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 proposed changes in duties are intended to free up resources from day to day line management and divert them to project management. This should have a positive impact on both the team and project plan.

Page 30

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.

The impacts of this proposal will be evaluated on:

A periodic basis forming part of the Business Planning and Check In Check Out cycle

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	Individual Cabinet Member Decision	August 2018	

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SUBJECT:	Children's Service
	Social Workers First Years in Practice Framework.
MEETING:	Single Member
DATE:	July 2018
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To seek approval to establish a social work post specifically to support the first years in practice programme, and to support the 'grow our own' concept within our workforce strategy.
- 1.2 To provide information about the development and implementation of the programme of support for Social Workers during their first years in practice in line with the guidance issued by CIW and Social Care Wales, as well as the Social Care Wales CEPEL framework and consolidation programme (Continuing Professional Education and Learning: a framework for social workers in wales).
- 1.3 This proposal is designed to achieve maximum delivery against the aims of the Delivering Excellence Programme in Children's Services and Whole Authority Safeguarding and to contribute to Monmouthshire's delivery of the Social Services and Well-being Wales Act (2014) (SSW-bWA).

2. RECOMMENDATIONS:

- 2.1 The following recommendations are made to:
 - To approve the recruitment of a newly qualified Social Worker into the service as part of the workforce planning strategy and in order to 'grow our own' Social Workers).
 - To consider and endorse the development and delivery of a 'First Years in Practice' Programme / framework for social workers within Children's Services.

3. KEY ISSUES:

- 3.1 In January 2016 Council approved the reconfiguration in the way in which we deliver our services within Children's Services. As outlined in previous reports these changes were part of the overarching transformation programme for Children's Services 'Delivering Excellence'. The programme was designed to deliver the cultural and practice change necessary to realise the benefits from the legislative framework in the Social Services and Well-being (Wales) Act (2015).
- 3.2 This proposal supports the delivery of the transformation programme from a workforce planning perspective. The establishment of a post specifically implemented to support the development of a newly qualified social worker as a key part of i) helping us plan and manage the workforce moving forward and further reduce our reliance on agency workers ii) helping us provide a good 'offer' to newly qualified social workers within the system who could be 'grown'.
- 3.3 Over recent years we have relied heavily on agency staff which has had an impact on resources as well as creating instability within the workforce (see the costs below). One of the key aims of the Delivering Excellence programme was the establishment of a permanent workforce and a reduction in the reliance on agency workers. Whilst we anticipate achieving this goal by the end of September, workforce planning has to be an on-going feature of the service both to ensure sufficiency and the best use of council resources, and to promote confidence and competence across the workforce.
- 3.4 To plan and support our workforce effectively we need to respond to a number of challenges as set out in 'Continuing Professional Education and Learning: a framework for social workers in wales'.
- **Recruitment:** We need a clear pathway offering support in those difficult first years post qualifying. This needs to be part of the offer to attract candidates. (Social Care wales report the latest vacancy rates are 10% across all Local Authorities in Wales). This trend continues to increase year on year. The use of agency workers to fill vacant posts continues to increase across Wales as well as the use of agency workers that are not part of the funded establishment that are used to supplement the funded social worker workforce. This is in order to meet the demand within the service across wales.
 - **Retention:** This will demonstrate the value we place on professional development.
 - **Value based:** This supports the need to ensures our workforce is safe, skilled and at the forefront of good practice (by embedding research into practice) for children and families in need of our services. Training and post qualifying development is crucial to this.

- **Future Proofing:** Recent SCW (Social Care Wales) statistics show the majority of Social Workers are aged 45 or over and 22% are aged 55 or over. (this is the same compared to the previous year). In Monmouthshire the age profiling is similar with 62% of our workforce being over 40 years of age and 30% in the 50 to 59 age bracket.
 This report supports workforce planning methods that guard against 'retirement bubbles'.
- 3.5 In our experience of recruitment there are more newly qualified practitioners seeking social work posts than experienced workers (this in keeping with the turnover rate within the profession more widely). Team managers need to feel confident that newly qualified workers will be supported by the service to develop their skills and competence. Accordingly case-loads need to reflect the skills, knowledge and experience of each individual worker at each stage in their career. This post will help us to build in sufficiency within the establishment to support our pathway planning for newly qualified workers, whilst continuing to respond to service demands.
- 3.6 Newly qualified social workers are a precious resource for people in need of care and support and for Monmouthshire as an employer, so it is crucial that the first period of professional practice is planned for and well managed.
- 3.7 In recognition of how important it is that newly qualified social workers make a smooth transition from student to confident and competent practitioners the Care Inspectorate Wales (CIW) and Social Care Wales have issued joint guidance to social work for employers to develop a model of support for the first three years of social workers' professional practice.
- 3.8 Employers and social workers each have responsibilities for professional development. The *Code of Professional Practice* places a specific responsibility on those managing or leading social care staff:
 This includes:
“Ensuring induction, training, learning and development opportunities support staff to maintain and develop their knowledge, skills and understanding.
- 3.9 In addition *The Social Worker*, Practice Guidance for Social Workers Registered with Social Care Wales describes what is expected of social workers and their employers:
“In order to practise safely and professionally, social workers must continually equip themselves with a body of knowledge and evidence that draws on academic literature, research, legislation, and local understanding. Social work also makes demands on personal capacities and social workers need to plan best use of time, energy and expertise, as well as how to best stay safe in situations where there is risk. Employers have a responsibility to support social workers in these areas.”

- 3.10 The CIW will expect therefore that as an employer we put in place arrangements to invest in the support and development of our newly qualified social workers and that newly qualified social workers will take responsibility for seeking out and taking up development opportunities.
- 3.11 *The First Three Years in Practice Framework* guides Monmouthshire and social workers in how we can effectively build resilience and capability. It provides a model of support and investment for well-being, participation and the 'good work' principles. These have been defined in terms of: Excellence, Engagement and Ethics.
- 3.12 The first part of the programme is the induction of a Social Worker who is in their first year in practice. This initial induction period allows for the development of the social worker's understanding of their role in the organisation and wider context of Welsh legislation, policy, culture and language. Induction should also set out and confirm Monmouthshire's investment and responsibilities towards the social worker and establish the social worker's professional identity and contribution.
- 3.13 Key areas for induction learning of newly qualified social workers include:
- Learning about being an employee within the organisation;
 - Learning about Monmouthshire including structure, function, policy, procedures, administration processes, connections with other organisations and individuals using the services, families and carers;
 - Learning about the community including demography, culture, languages and resources.
- 3.14 An individually tailored induction programme based on Monmouthshire's individual needs is required and can take into account relevant prior experiences and knowledge of the social worker. Newly qualifying social workers in Wales should have a Personal Development Plan (or equivalent) from their professional social work qualification indicating their achievements and future learning needs. Successful completion of this aspect of the Framework is also linked to our probationary arrangements and is a first step in confirming a social worker's readiness to progress.
- 3.15 The Consolidation Programme underpins the *First Three Years in Practice Framework* and is intended for social workers in their first period of registration as a social worker after qualifying. These social workers are likely to be in their first social work role after qualifying, embedding their core professional knowledge and skills in practice and taking on increasing levels of complex work in a specialist area. The focus of the Consolidation Programme is therefore on supporting this transition and building on learning undertaken in the social work degree. It should provide the opportunities to practise key skills, including those where there will have been limited opportunity or appropriateness in a practice learning setting. This is mandatory and failure to comply can result in de-registration.

4. OPTIONS APPRAISAL

Option	Advantages	Disadvantages
<p>Option 1 – Do nothing Social workers not having an individual PDP to support them in their first 3 years of practice.</p>		<ul style="list-style-type: none"> • It's the duty of the Local authority in line with the <i>Code of Practice</i>. • If NQSW only received a generic plan this would not meet their own specific learning needs. • NQSW will leave the authority if not supported, trained, given the opportunity to grow into their roles. • As the SW recruitment market has limited quality of Social Worker applicants this could result in a high vacancy rate. • Increase in agency as vacancies will be filled with agency resource. • Instability of the workforce undermines the service and practice improvement. • Children and families would have inconsistent social workers. • We will be unable to attract Social Workers in their first years in practice without a flexible, robust and supportive programme. • We will have longer term attraction and retention issues with the Social Worker workforce.
<p>Uphold the recommendations</p>	<ul style="list-style-type: none"> • Service would be able to 'grow our own'. • NQSW would have the right level of complexity of cases in line with their stage of development. • Monmouthshire would be the employer of choice for NQSW's. • Reduced sickness absence for NQSW. 	

	<ul style="list-style-type: none"> • Less reliance on agency longer term. • As NQSW confidence grows as well as knowledge and experience more complex cases can be introduced. 	
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5. EVALUATION CRITERIA

An evaluation assessment has been included at Appendix A for future evaluation of whether the decision has been successfully implemented. The decision will come back to this committee in 12 months for review. **A TEMPLATE FORM IS AVAILABLE AT THE END OF THIS DOC.**

6. REASONS:

6.1 Notwithstanding the investment to date, the service will be challenged to sustain the improvement already made and continue with the increase pace. There continues to be a reduction in agency workers and the workforce stability continues to grow. We now need to further develop our workforce planning model and look where possible to 'grow our own' and for full acknowledgement that we need to be able to implement a framework where a Social Workers caseload reflects the skills, knowledge and experience of each individual worker at each stage in their career.

7. RESOURCE IMPLICATIONS:

Finance	
One Social Work Post (37 hours) SCP 37 Ring fenced, only utilised to support the development of newly qualified social worker (over the establishment, within first 3 years of practice)	£43,905

7.1 This new post should be cost neutral to the Authority from the point of view that it will help to reduce reliance on more expensive agency staff. Currently the Children Services staffing budget reflects social worker vacancies at the top of the band which provides us with some flexibility within the workforce budget to support this programme as newly qualified social workers are ordinarily appointed to the bottom of the band. This recommendation will hopefully result in a positive impact on the Children Services over spend

position although on times it will represent an addition to the staffing budget of when there is a newly qualify worker in the post. (this post will be utilised in a flexible manner and it is unlikely that the post will be occupied for the whole year)

- 7.2 We will continue to ensure that the allocation of workforce resource is optimised and monitored using our caseload weighting.
- 7.3 The proposed post will only be used **when required** and **when there is a suitable candidate**. The newly qualified worker will only be put into this post for a limited period of time before being appointed into an established vacancy in the service.
- 7.4 The post will be discussed within our weekly workforce planning meetings and will be aligned to where a vacancy is likely to arise (potentially requiring an agency response). The NQSW will be appointed into an establishment post once a vacancy matches the skills, knowledge, competence and behaviour of the NQSW.
- 7.5 The potential cost savings to the service of employing a worker on our terms and conditions as opposed to an agency worker ranges between £15,600 and £20,800 per year.
- 7.6 The actual agency costs within the service over recent years are as below. The reduction of agency workers out of the system therefore represents a potential savings as below. You will see we are tracking towards a significant reduction in agency costs as compared to previous years.

<u>Year</u>	<u>Social Worker Agency Spend (£)</u>	<u>Equated to WTE posts (Approx)</u>	<u>Potential saving if these posts on MCC T & C (£ Approx)</u>
2013/14	495,689	8.0	120,000
2014/15	556,230	9.0	135,000
2015/16	694,964	11.0	165,000
2016/17	690,333	11.0	165,000
2017/18	619,895	10.0	150,000
Current year	Currently Tracking under £200,000	3.0	45,000

N.B. The above figures are approximate depending on the hourly rate of the individual agency worker with an assignment, based on skills, knowledge and experience.

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

The proposal in this report looks to align people's skills and competencies to increase organisational efficiency and effectiveness in line with the Social Services and Well Being Act.

9. CONSULTEES:

Workforce Development Manager
Workforce Development Officer
HR
Service Managers
Social Care and Health DMT
Children's Services - via CSLT
Finance

10. BACKGROUND PAPERS:

Supporting documentation from Social Care Wales:-

https://socialcare.wales/cms_assets/file-uploads/The-First-3-Years-in-Practice-1.pdf

<https://socialcare.wales/learning-and-development/post-qualifying-training>

<https://socialcare.wales/resources/social-worker---workforce-planning-2016--17>

11. AUTHOR: Jane Rodgers

12. CONTACT DETAILS:

E-mail: janerodgers@monmouthshire.gov.uk

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Social Workers First Years in Practice Framework.
Date decision was made:	
Report Author:	Jane Rodgers

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?

Align people's skills and competencies to increase organisational efficiency and effectiveness in line with the Social Services and Well Being Act.

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)

Page 42

- Reduction of agency workers used to cover vacancies. Service would be able to 'grow our own'.
- NQSW would have the right level of complexity of cases in line with their stage of development.
- We would be the employer of choice for NQSW's.
- Reduced sickness absence for NQSW.
- As NQSW confidence grows as well as knowledge and experience more complex cases can be introduced.

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



monmouthshire
sir fynwy

(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Jane Rodgers</p> <p>E-mail: janerodgers@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:-</p> <p>To approve the recruitment of a newly qualified Social Worker into the service as part of the workforce planning strategy and in order to 'grow our own' Social Workers.</p> <p>To consider and endorse the development and delivery of a 'First Years in Practice' Programme / framework for social workers within Children's Services.</p>
<p>Name of Service</p> <p>Children's Services</p>	<p>Date Future Generations Evaluation</p> <p>2^{0th} July 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





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>Provides an opportunity to train, develop and upskill newly qualified Social workers within the service in line with the Social Care Wales Framework.</p>	<p>Better use of resources in order to achieve max effectiveness and job creation. Supports workforce succession planning and professional development.</p>
<p>A resilient Wales</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	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 all newly qualified Social Worker posts. All post holders will be encouraged to learn welsh if desired and will have access to welsh language skills. N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Equal opportunities apply to all posts in the service.	

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?
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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>This proposal delivers short/medium/Long term workforce needs across the service and will provide an opportunity to build in flexibility and supports future service needs underpinning a longer term approach in the most sustainable way.</p> <p>The proposal has assessed the current position and considered what needs to be done going forward for safeguarding across the council.</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The proposal endorses the Social Care Wales standards as part of the 'Code of Practice'.</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.</p> <p>It utilises the skills knowledge and experience already within the team and develops the newly qualified workforce.</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 Considering impact on all wellbeing goals together and on other bodies</p>	<p>This proposal is designed to achieve maximum delivery against the aims of the Delivering Excellence Programme in Children’s Services and Whole Authority Safeguarding and to contribute to Monmouthshire’s delivery of the Social Services and Well-being Wales Act (2014) (SSW-bWA).</p> <p>It will ensure all children and families will have a social worker with the right skills knowledge and experience.</p>	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

Page 48

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	

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?
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 will be able to spend correct amount of time with children and families and will have an appropriate case load linked to their skills knowledge and experience.
Corporate Parenting	No impact		Social workers will be able to spend correct amount of time with children and families and will have an appropriate case load linked to their skills knowledge and experience.

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

1. Budget
2. Workforce Data.
3. Social Care Wales Policy

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 NQSW workforce to ensure we are delivering the programme..			

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	July 2018	

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