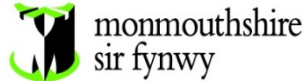


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Monday, 29 April 2019

Dear Councillor

INDIVIDUAL CABINET MEMBER DECISIONS

Notice is hereby given that the following decisions made by a member of the cabinet will be made on Wednesday, 8 May 2019.

1. **TOURISM, LEISURE, CULTURE AND YOUTH - MUSEUM SERVICE INTERIM REDUCTION IN OPENING HOURS** 1 - 12

Division/Wards Affected:

CABINET MEMBER: County Councillor RJW Greenland

AUTHORS & CONTACT DETAILS:

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Rachael Rogers, Museums Manager
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Matthew Lewis, Green Infrastructure & Countryside Manager
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2. **DELIVERING EXCELLENCE IN CHILDREN'S SERVICE: ESTABLISHMENT UPDATE IN LINE WITH SETTING THE STRUCTURE FOR 2019/20.** 13 - 80

Division/Wards Affected: All Wards

CABINET MEMBER: County Councillor P Jones

AUTHOR: Jane Rodgers – Head of Children's Services

CONTACT DETAILS:

E-mail: janerodges@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

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

	spaces; Cleansing; Countryside; Landscapes & biodiversity; Flood Risk.		
S. L. Jones	Social Justice & Community Development Community engagement; Deprivation & Isolation; Housing and homeless; Social cohesion; Poverty; Equalities; Diversity; Welsh language; Public relations; Trading standards; Environmental Health; Licensing; Communications		Llanover

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

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

Our Values

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

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

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

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

SUBJECT: Tourism, Leisure, Culture and Youth – Museum Service Interim Reduction in Opening Hours

MEETING: Individual Cabinet Member Decision

DATE: 8th May 2019

DIVISION/WARDS AFFECTED: Not Applicable

1. PURPOSE:

- 1.1 To approve an interim reduction in the opening hours at Abergavenny, Chepstow and Monmouth Museum. This will close the museums to the public on Wednesday every week pending a full review of service provision.

2. RECOMMENDATIONS:

- 2.1 To agree the interim changes to the opening hours.

3. KEY ISSUES:

- 3.1 Previous assessments of the museum service has shown that there is a very high level of commitment and passion from the staff who work there and there is evidence of some very good practice in terms of collections management and the service which is being offered to residents and visitors.
- 3.2 Since significant redesign of service in 2014-15, and smaller scale savings subsequently, the service has struggled annually to provide a balanced budget position, commonly incurring a deficit of £40k-£50k per annum despite its commitment to service delivery including the introduction of single manning at all 3 sites. As part of the MonLife assessment, the past staffing saving was reversed in 2019-20 to provide circa £26k benefit per annum, but the reduced opening hours is designed to further alleviate operational pressures.
- 3.3 The Service includes both managing the overall collection; and the day to day operation and opening of the sites to the public. Both elements of the service will need to be reviewed in order to identify options for future delivery and ensure that these services remain sustainable for the longer term.
- 3.4 Currently limited staffing at sites restricts Custodians abilities to offer a full front of house service as they have to maintain the front desk and shop, deal with visitors requesting historic information, undertake administrative tasks, such as banking, ordering, restocking and health and safety issues, as well as assist with the rotation and updating of displays.

3.5 Tourism, Leisure, Culture and Youth Service also provide other visitor attractions which are open to the public; Caldicot Castle and Country Park, Shire Hall, Tintern Old Station and Chepstow TIC. There is potential to now look across these services in conjunction with the museum offer with a view to reduce any duplication of administrative and other tasks which may release staff to deal with customers and potentially increase income by offering a better retail product. A review will now be undertaken, with results presented in a report to the Economy and Development Select Committee later in 2019 with a series of recommendations for future service provision for Museums and Attractions.

3.6 Pending the outcome of this review, there is a need to ensure that we can continue to provide access to our sites whilst maintaining an adequate service. The museums at Abergavenny and Monmouth have closed on Wednesday and it is proposed that Chepstow now close as well. This will allow work to be undertaken on the review which will examine the professional museum service and the protection of collections whilst maintaining access to the museums for residents and visitors. At this stage there is no impact on staff as they will continue to work within the service to provide much needed support to the professional service.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

4.1 The work of the Museum Service holds the wellbeing of our Future Generations at its very heart. It is well documented that participation in cultural life improves people's wellbeing and this is something considered throughout the service's work. Whilst reducing the period of opening restricts public access, the additional time will allow staff to focus on long term improvements to service provision and allow for a properly considered review to prioritise the needs of the service and ensure the best possible resources are put in place to address them.

5. OPTIONS APPRAISAL

5.1 The one day site closures would enable Custodians to undertake support for the professional service and provide much needed time to undertake basic administrative functions. There is no other way to currently provide this support whilst maintaining a front of house presence without incurring additional costs.

5.2 Wednesday was considered as the best day to close the museums to the public because they attracted fewer visitors on that day so the impact on residents and visitors would not be as significant. This closure will allow the service review to be undertaken with as little service disruption as possible and restricting costs to within the existing budget.

6. EVALUATION CRITERIA

6.1 This will be evaluated once the review of the Museum and Attractions Service has been undertaken and recommendations made to Economy and Development Select Committee. The service will be redesigned to ensure that it can be delivered within the existing budget whilst maintaining front line provision

7. REASONS:

- 7.1 The reduction in hours is necessary to release staff resources to undertake support to the professional service in order for the Service Managers to undertake a service review which identifies the Strategy for Service Delivery and makes recommendations to Members regarding future service delivery options.

8. RESOURCE IMPLICATIONS:

- 8.1 There are no significant resource implications from the closure of the museum sites on a Wednesday. Staff costs will remain the same as staff will support the professional team with work around the maintenance of the existing collection. Data has indicated that shop sales on Wednesday are limited (Based on sales for Wednesdays in 2018/19 there is potential for a net loss of income of £1,150. It is anticipated that this can be found within existing service budgets whilst the review is being carried out.

9. CONSULTEES:

Enterprise DMT
Cabinet member for TLCY
Head of TLCY
TLCY Management Team
Museum Staff

10. BACKGROUND PAPERS:

Appendix 1: Equality and Future Generations Evaluation

11. AUTHORS & CONTACT DETAILS:

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Matthew Lewis, Green Infrastructure & Countryside Manager
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Equality and Future Generations Evaluation

<p>Name of the Officer Rachael Rogers</p> <p>Phone no: 01873 854282 E-mail: rachaelrogers@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To approve an interim reduction in the opening hours at Abergavenny, Chepstow and Monmouth Museum. This which will close the museums to the public on Wednesday every week pending a full review of service provision.</p>
<p>Name of Service area</p> <p>Museums</p>	<p>Date 3rd April 2019</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	A review of the Museums Service will enable us to determine how we are able to better serve our audiences with protected characteristics.	A reduction in choice of when people can visit, however this is not specific to people with protected characteristics.	Considering the particularly needs of audiences with protected characteristics will be a key part of the review.
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above

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




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2. 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. There's no need to put something in every box if it is not relevant!

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	Our staff resources are stretched and it is a better use of time to close the museum to the general visitor one day a week to use staff time in a more focused way.	Carrying out the review will enable us to work how to most effectively use our resources to enable us to contribute to a prosperous Wales through Culture
A resilient Wales 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	The positive effects of cultural activities on people's wellbeing is well documented. It is a better use of time to close the museum to the general visitor one day a week to use staff time in a more focused way.	Carrying out the review will enable us to work how to most effectively use our resources to enable us to contribute to a healthier Wales through Culture
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Telling the stories of all our communities through our work is important in making our communities feel connected and attractive. It is a better use of time to close the museum to the general visitor one day a week to use staff time to explore this in a more focused way.	Carrying out the review will enable us to work how to most effectively use our resources to enable us to contribute to a Wales of cohesive communities.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	It is a better use of time to close the museum to the general visitor one day a week to use staff time to explore this in a more focused way.	Carrying out the review will enable us to work how to most effectively use our resources to enable us to contribute to a Wales of vibrant culture and thriving Welsh language.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A more equal Wales People can fulfil their potential no matter what their background or circumstances	It is a better use of time to close the museum to the general visitor one day a week to use staff time to explore this in a more focused way.	Carrying out the review will enable us to work how to most effectively use our resources to enable us to contribute to a more equal Wales

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The Museum Service is extremely overstretched. This alteration to our hours on initially a short-term basis will enable us to look at the long term and to plan for the future.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The review will involve working closely with our colleagues across TLCY to see how we can better deliver objectives</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Within the review we will consult with a wide a range of people as possible.</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>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The Museum Service is not performing to its potential and we need to address this issue.</p>	<p>A properly considered review will help us to prioritise the needs of our service and ensure we can put in place the best resources to care for them.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>It is well documented that participation in cultural life improves people's wellbeing and this is something we consider throughout our work.</p>	

4. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Social Justice	Our role as a museum service is to tell the stories of everyone in Monmouthshire. We would like to ensure we do this more effectively.		
Safeguarding	N/A	.N/A	N/A

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

- Visitor figures across the sites
- Current experience of partial closure at Abergavenny and Monmouth Museums
- Discussion amongst Monmouthshire Museums Team

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 work we do in the Museums Service holds the wellbeing of our Future Generations at its very heart. It is well documented that participation in cultural life improves people's wellbeing and this is something we consider throughout our work. Whilst reducing our period of opening to the public is detrimental by having additional time to consider the entire service provision through a period of closure to allow staff to focus on specific things and through a review will mean we can improve the service in the longer term.

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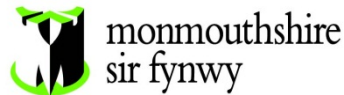
7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible
Close all 3 museums sites on a Wednesday	As soon as possible	Museums Manager
Carry out a Review of the Museum Service	By Summer 2019	Green Infrastructure & Countryside Manager /Museums Manager

8. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.	Enterprise DMT		

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SUBJECT:	Delivering Excellence in Children's Service: Establishment update in line with setting the structure for 2019/20.
MEETING:	Individual Cabinet Member Decision
DATE:	8th May 2019
DIVISION/WARDS AFFECTED:	All

NON-PUBLICATION – N/W

1. PURPOSE:

To establish a fit for purpose structure for Children's Services for the forthcoming financial year of 2019/2020 and beyond. The recommendations are aligned with the workforce element of the transformation agenda that the service has embarked on over the past three years.

2. RECOMMENDATIONS:

Summary of the recommendations relating to the Children's Services establishment in preparation for the new financial year of 2019/20.

1. To note and approve the realignment of duties within the current service management structure between the Service Manager for Well-being, Family Support and the Service Manager for Safeguarding and Quality Assurance.(appendix 1)
2. To approve a re-grade to the Service Manager for Safeguarding and Quality Assurance post from SCP L to SCP M. (appendix 2)
3. To approve the change in one Social Work post from a contracted hours of .81 FTE to 1 FTE within the children with disabilities team.
4. To approve the review of the care co-ordinator role and update the role profile to reflect actual duties being carried, in line with the future direction of the Disabilities Services. (appendix 3)
5. To approve the updating of role profile and re-grading of the Family Support Team Manager given the current roles and responsibilities. (appendix 4)

3. KEY ISSUES:

Service Manager Structure (Recommendations 1 & 2)

On 27th July 2016 Cabinet approved a leadership re-structure within Social Care & Health Directorate. This deleted the post Service Manager for Safeguarding and created the post Service Manager for Well-being, Family Support and Safeguarding.

Just prior to that, on 6th July 2016 Cabinet had approved a Safeguarding Strategy and programme of activity that brought together the Joint Safeguarding Unit, integrating the work of

children's safeguarding and the protection of Adults at Risk as well as Corporate Safeguarding. This in itself represented an extensive work / development programme.

The original intention was for the Service Manager for Well-being, Family Support and Safeguarding to provide line-management to the Unit together with oversight from the Head of Children's Services and the Director for Social Care & Health (who holds statutory responsibility). By March 2017, it had become evident that this intention was over-ambitious, and simply an 'impossible ask'. This was largely because, at the same time, Children's Services had embarked upon its own improvement programme (Delivering Excellence) including the development work for the 'front-door' and the wholesale review and re-design of all Family Support Services both of which key areas fell to the Service Manager for Well-being, Family Support and Safeguarding.

The cabinet report from 1st March 2017 highlighted potential vulnerability within the management arrangements for safeguarding and sought approval for the creation of a Service Manager for Safeguarding and Quality Assurance, stating:

Safeguarding children and adults at risk has the very highest priority in Monmouthshire County Council. Safeguarding is recognised as everybody's business and considerable progress has been made over the last 5 years to systematically embed safeguarding culture, knowledge and practice in every area of the Council's responsibility. There are, however, areas where the understanding and operation of safeguarding are not yet of the standard they need to be. We need to be constantly vigilant in understanding the effectiveness of our governance and assurance systems.

The post was approved and appointed to with the post holder commencing 5th June 2017 at band L. This arrangement remained in place until June 2018.

The improvement programme for Children's Services had been set out over an initial 3 years from April 2016 – March 2019. In June 2018, this being the final year, we were in phase 3 of the Family Support review. Much of the detail is set out in the cabinet report entitled *Delivering Excellence in Children's Services: Statutory Support in Children's Services* dated 15th June 2018.

This report recognised that in order to drive through these final changes some additional capacity was required within the Service Manager for Well-being, Family Support and Safeguarding role. It was agreed within the service to put a temporary arrangement in place to bring the Early Help and Assessment Team under the line management of the Service Manager for Safeguarding and Quality Assurance. This was based on the rationale that:

- The arrangement aligns broadly with the 'front-door' arrangement for responding to Adults at Risk
- There are similar line management arrangements within other Local Authorities
- The front-door now had a stable management team
- The newly recruited Adults at Risk Team Manager post was about to be filled.

This arrangement has been in place since 4th June 2018 with an honoraria in place reflecting the additional 'statutory' duties that are being undertaken by the Service Manager for Safeguarding and Quality Assurance including Court work and legal planning. The arrangement is working well.

In the meantime the overall outcomes of the Family Support review has seen a significant increase in the portfolio for the Service Manager for Well-being, Family Support and Safeguarding role, including taking over some management responsibilities from both CYP (Schools based counselling and Face to Face) and Enterprise (BSF); and there is further development work still to do including:

- MYST
- Contact Services
- Edge of Care

The expectation that the three operational service managers work flexibly and co-operatively between each other is clear and well established. This degree of flexibility and co-operation ensures good cover arrangements and the smooth running of the service as well as role-modelling the 'one service, all of our children' ethos which we have worked hard to establish at a cultural level. Never-the-less fit for purpose, clear and transparent leadership arrangements within the service are seen as a pre-requisite to enable the on-going development / improvement work which the service demands.

Based on the positive outcomes of the initial temporary arrangements and the increase portfolio of the Service Manager for Well-being, Family Support and Safeguarding role, the service has now reached the conclusion that this is the correct service management arrangements for the service. The recommendations within this report reflect this and the report, therefore, seeks approval to establish the arrangement on a permanent basis and ensure that the posts are graded appropriately.

Children with Disabilities Team

Recommendation 3

In line with Children's Service workforce planning strategy we encourage and welcome a flexible workforce who from time to time move within the service across teams. There are many benefits when Social Workers move teams either on a temporary basis (via secondments) or permanent basis. In this situation 2 Social Workers moved teams at the same time under a secondment arrangement. One who was contracted to work full time, the other 4 days a week. The Social Workers remained on their same contracted hours. This then leaving an establishment short by 7.24 hours. Whilst there are many benefits to this type of arrangement, if it continues on a longer term basis, it can create an insecurity and instability for a team. This arrangement has worked out very well for both teams resulting in both team members and the service now requesting to maintain this arrangement on a permanent basis. This will provide both staff members with security and will create stability within both teams.

Recommendation 4

In 2017 the children with disabilities, Independent Living Team and Community Learning Disabilities Team, were brought together under the 'All Age Disability Service'. This has allowed us to work closely with our colleagues in the adult disability service. Since this time social workers in the team have focussed on the care co-ordination of the more complex cases which continue to increase in complexity.

Within the structure currently sits the post of a care co-ordinator, this role was introduced initially in 2004 has changed over time and the responsibilities in the role profile are no longer reflecting the activities actually being carried out by the current post holder. Currently a majority of the activities included in the original role profile are being carried out by health staff, Social Workers, and Senior Practitioners.

The current post holder is a valued member of the team and they now spend the majority of their time on other tasks i.e working directly with children and families and undertaking the preventative, enabling work within the team as per the principles of the Social Services and Well Being Act (Wales 2014). As a consequence of this the role profile has been updated to actually reflect the valuable work that the current post holder is doing on a day to day basis as well as the current needs of the service. The activities that the post holder is currently carrying out is demonstrating evidence of better outcomes for children in terms of providing information and advice, facilitating the exchange of information with partners and undertaking direct work with families This role update will now formally allow for the continuation of this more effective approach currently employed by the adult disability service.

The recommendations within this report reflects the need to have up to date role profiles in the team and that all post holders carry out the role as described in the role profiles. Therefore this report, seeks approval to update the role profile and ensure that the post is graded appropriately.

Family Support Services (Recommendation 5)

In July 2016 the Council approved Monmouthshire Children's Services Strategy, 'Where I am Safe' as one of the key documents directing the work of the overarching improvement programme. The strategy supported the primary aims for children's services to :-

- Work together with other to ensure that Monmouthshire's children and young people reach their full potential and live free from the harmful effects of abuse and neglect.
- Provide responsive, family orientated services which ensure that our most vulnerable children's are effectively safeguarded, and to keep children and young people safe by preventing need from escalating.
- Work successfully with children and young people, their parents and families, partner agencies to help children and young people achieve the best outcomes.
- Safely support children to achieve the best outcomes for them within their families, recognising this is the best environment for the majority of children and young people to develop and achieve their outcomes.

Three papers have been brought to cabinet which set out the development of family support Services. The first dealt with pre-strategy threshold family support services including the development of the Building Strong Families Team and alignment of a suite of pre-statutory threshold services including schools-based counselling and early intervention. As part of this service re-design and restructure it was proposed that these services be brought under a single manager. At this point it was not envisaged that it would cover as wide a brief, including post-statutory threshold teams within its remit. This post has evolved rapidly and now involves the management of five small teams, three operating as a pre-statutory threshold level and two as a post-statutory threshold level. Therefore given the structure of the team, the level of risk being managed and the requirements placed on the post holder the role profile has now been updated to reflect the actual role being delivered. Following a more accurate role profile the role has been evaluated and this post is a Band K in line with all other Team Managers across the service.

The service has now reached the conclusion that this is the correct Team Management for the service. The recommendations within this report reflect this and the report, therefore, seeks approval to establish the arrangement on a permanent basis and ensure that the post is graded appropriately.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

The report supports a Children’s Service establishment structure for now and into the future. Retains the skills, knowledge and experience of the current workforce and will ensure teams are suitably supported in order to deliver services to children, young people and families across Monmouthshire.

5. OPTIONS APPRAISAL

Rec	Option	Advantages	Disadvantages
1&2	Do Nothing	Retains existing structure	Post not at correct grade in line with Job Evaluation. Role profile not reflecting current roles and responsibilities of post holders. Alternative arrangements will need to be in place to manage the teams.
	Approve the recommendations for the new role profile.	Ensures consistency of the Service Manager post within Children’s Services. Appropriate grading in line with Job Evaluation. Role profile reflects the role required by the service following the transformation agenda and service re-design.	
3	Do nothing		The current substantive post holder is on secondment in another team, should approval not be sought then both secondees will need to return to their substantive posts. This is not in line with the needs of the services. Is at odds with work force planning and does not compliment the skills knowledge and expertise of the workforce.
	Approve the recommendations to amend the contracted hours of an establishment post within Children with Disabilities Team.	Both post holders that are currently on secondments will then become permanent in their seconded posts. This will provide security and stability for 2 post holders who are currently both on secondments via a team swap). It will provide greater resilience within the Social Work population as currently there are no full time qualified Social Workers in this team.	

4	Do nothing	Maintains current team job descriptions.	Post holder is no longer carrying out the role of Care Co-ordinator. Structure does not reflect the actual work being carried out. Additional stress on existing qualified staff members;
	Approve the recommendations for the new role profile.	Positive impact on the output of the team; Improved and more timely response to the people of Monmouthshire; Allowing qualified staff to spend more time on complex issues; Cost neutral on budget. Allows for an approach designed to be more enabling towards service users.	none
5	Do Nothing	Retains existing structure	Team Manager will be paid at a lower band than all other Team Managers in Children's Services. Will have a role profile that does not reflect service delivery needs. Open to challenge from a JE perspective.
	Approve the recommendations for the new role profile.	Ensures consistency of Team Manager post within Children's Services. Appropriate grading in line with Job Evaluation. Role profile reflects the role required by the service following the transformation agenda and service re-design.	

6. EVALUATION CRITERIA

The above decisions will be evaluated in line with the business plans, quality assurance and performance monitoring and the SCH DMT member decision evaluation schedule.

Data used to evaluate:-

- Individual post holders personal outcomes via supervision and Check-check-out of post holders.
- Team Morale
- Workforce turnover
- Complements and complaints
- Post holder and team feedback.
- Children and family feedback.

7. REASONS:

All the above decisions align with the **Delivering Excellence in Children's Service** transformation programme that will conclude in 2019.

Approval to build the above into the children's services establishment will :-

- Increase resilience with the teams
- Deliver further stability for individuals and teams.
- Ensure right skills, knowledge and experience are deployed in the most appropriate areas.
- Ensures consistence and fairness across the workforce.
- Moves establishment more in line with Social Services and Wellbeing Act (Wales 2014)

8. RESOURCE IMPLICATIONS:

	Role	Change	Difference	Resource Implications
1	Service Manager – Safeguarding, QA	Existing Grade L proposed grade M following job evaluation.	Existing £64,016 Proposed costs £ 69510 £5,496	Additional costs will be funded from the overall CS budget from the 1 st April 2019 budget build.
2	Service Manager – Well-being, Family Support	Updated role profile	No change	n/a
3	Social Worker – Children with disabilities	Proposal to make a secondment role swap permanent. Increase contracted hours of a Social Worker post from .8 to 1 FTE	Existing cost £ 40,908 Proposed costs £50.680 Difference £9,772	Additional costs will be funded from the overall CS budget from the 1 st April 2019 budget build.
4	Family Support Team Manager	Updated role profile	Existing £54,382 Proposed costs £59,627 Difference £5, 245	Will be funded from the early help existing budget from the 1 st April 2019 budget build.
5	Care co-ordinator	Updated role profile	Pending job evaluation	If applicable the Protection of Employment Policy will be applied.

The above clearly sets out the financial component of the business case. The overall budget increase for the posts in question amounts to £20,513 per annum and has been built into the 2019/20 MTFP to be met from the Children’s Services budget allocation.

This will be financially resourced out of the Social Care and Health overall directorate budget build from April 2019/2020.

9. CONSULTEES:

Julie Boothroyd– Chief Officer SC&H

Clare Morgan – Service Manager

CSLT – Children’s Services

Rob Long – Accountant.

Tyrone Stokes - Finance Manager

Julie Anthony – HR
Jane Rodgers – Head of Children’s Services
Union - Unison
All current post holders affected in the recommendations

This report reflects and has been amended as a result of the consultation with all above parties.
Democratic Services officers circulate reports to SLT and Cabinet one week prior to agenda despatch.

10. BACKGROUND PAPERS:

Appendix 1- role profile – Service Manager Safeguarding & Quality Assurance
Appendix 2 role profile – Service Manager Family Support Services
Appendix 3 role profile – Children with disabilities Social Care assessor
Appendix 4 role profile – Team Manager – Family Support Services

(Reference to any appendices, such as the business case or evidence referenced above and can also include exempt background papers, which require the exemption certificate to be completed).

11. AUTHOR:

Jane Rodgers – Head of Children’s Services

12. CONTACT DETAILS:

E-mail: janerodges@monmouthshire.gov.uk

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<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 establish a fit for purpose structure for Children’s Services for the forthcoming financial year of 2019/2020 and beyond. The recommendations are aligned with the workforce element of the transformation agenda that the service has embarked on over the past three years.</p>
<p>Name of Service</p> <p>Children’s Services</p>	<p>Date Future Generations Evaluation</p> <p>April 2019</p>

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





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


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Provides an opportunity to retain, develop and realign the workforce in order to ensure the workforce is fit for the future.</p>	<p>Better use of resources in order to achieve maximum effectiveness. Supports workforce succession planning and professional development.</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	Workforce planning within the service considers the emotional and physical wellbeing within its strategy.	Workforce policies and procedures support a healthier workforce, for example, agile working and flexible working policies. There are training solutions that also support wellbeing of the whole workforce.
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 qualified Social Worker posts. All post holders will be encouraged to learn welsh if desired and will have access to welsh language skills.	Welsh language training is available to all staff.
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 service position and considered what needs to be done going forward in order to ensure we have a workforce that is in place in order to deliver a service to children and families across Monmouthshire in the longer term.</p>	<p>Via our workforce planning methods we will continue to monitor our workforce to ensure we have the right people with the right skills at the right time working with children and families. We have a training strategy that will continue to encourage the learning culture and offer opportunities for development, job enlargement and job enrichment across the service.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Working in partnership with all of our partners is essential within children's services and all our posts will involve a level of team work and collaboration.</p>	<p>All role profiles and person specifications include an element of collaboration and partnership working in line with each specific post.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>All relevant stakeholders have been consulted 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 ensures we have the right people in the right place with an updated role profile that reflects the needs of each individual team within the whole service.</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 be supported by a team 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

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	Teams will have an appropriate level of line management and support.		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	Teams will have an appropriate level of line management and support.		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 Services and Wellbeing Act.
4. CICO (Employee appraisal scheme for staff).
5. Workforce Planning Tools.

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 workforce to ensure we are “delivering excellence in children’s services” programme...	Every quarter	Jane Rogers	

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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Appendix 1

ROLE ADVERT

ROLE TITLE: Service Manager – Safeguarding and Quality Assurance

POST ID: SCS

GRADE: BAND M SCP 53– SCP 57 £47,097 - £51,121

HOURS: 37 Hours Per Week

LOCATION: Usk - which may change in the future if the service location needs to relocate. Relocation or disturbance expenses will not be paid if this happens.

PURPOSE OF POST:

This is a key leadership role within Children's Services. Its purpose is to provide strategic, operational and professional leadership. Your areas of responsibility include, Early Help Duty & Assessment Team, Safeguarding and Quality Assurance Unit for Children and Protection of Vulnerable Adults Team.

You will be the Professional lead for safeguarding, responsible for the highest standards of quality assurance which includes safeguarding children and adults for Monmouthshire. You will also need to play a wider role in setting and delivering the vision and values for Social Care and Health in Monmouthshire.

Your role is responsible for maximising integrated working opportunities with police, health services, education, non-statutory partners, other social work teams and primary care in delivering approaches to the early intervention and prevention.

Should you require any further information regarding this post, please contact: Jane Rodgers on 01633 644054 Janerodgers@monmouthshire.gov.uk

Closing Date:

Please Note that we are not able to accept CV's

Application forms can be completed online or down loaded via:

www.monmouthshire.gov.uk/how-to-apply-for-council-jobs

Applications may be submitted in Welsh, and that an application submitted in Welsh will not be treated less favourably than an application submitted in English.

Completed paper application forms should be returned to the following address:-

People Services, Monmouthshire County Council, PO BOX 106, CALDICOT, NP26 9AN

- Appointment to this post is exempt from Rehabilitation of Offenders Act and is subject to an Enhanced Disclosure Check. (If applicable keep this statement in, if not please delete it)
- Monmouthshire County Council is an equal opportunities employer and welcomes applications from all sections of the community.
- All posts are open to job-share unless stated otherwise.
- Monmouthshire County Council operates a Smoke Free Workplace policy.

ROLE PROFILE

ROLE TITLE: Service Manager - Sageguarding and Quality Assurance

POST ID: SCS11

GRADE: BAND M SCP 53– SCP 57 £47,097 - £51,121

HOURS: 37 Hours Per Week

LOCATION: Usk - which may change in the future if the service location needs to relocate. Relocation or disturbance expenses will not be paid if this happens.

RESPONSIBLE TO: Head of Children's Services

The Purpose of this Role:-

This is a key leadership role within Children's Services. Its purpose is to provide strategic, operational and professional leadership. Your areas of responsibility include, Safeguarding and Quality Assurance Unit, Adults Safeguarding Team and Early Help Duty and Assessment Team.

You will be the Professional lead for safeguarding, responsible for the highest standards of quality assurance which includes safeguarding children and adults for Monmouthshire. You will also need to play a wider role in setting and delivering the vision and values for Social Care and Health in Monmouthshire.

Your role is to be responsible for maximising integrated working opportunities with police, health services, education, non-statutory partners, other social work teams and primary care in delivering approaches to early intervention and prevention across both childrens and adult services.

Expectation and Outcomes of this Role:-

You will ensure there is clear professional leadership for all safeguarding and quality assurance for adults and children in Monmouthshire. This includes ensuring there is effective governance and systems to ensure effective local and regional safeguarding arrangements. The quality assure role includes assuring professional standards, including quality improvement, supervision, peer review, learning and review and adherence to frameworks for continuing professional development.

You will strategically and operationally lead developments within your area of responsibility, clarifying and coordinating roles and responsibilities of staff, ensuring appropriate lines of communication and forums are in place to provide effective collective decision making. You will actively contribute to local and regional

partnership working, exploring opportunities for further development and building of relationship with all relevant partners.

You will play a leading role in ensuring the Council's responsibilities for Safeguarding are understood and will lead on the delivery of the Safeguarding training and development strategy.

You will lead the development and delivery of Early Help, Duty and Assessment Team, ensuring information advice and assistance, delivers a range of outcome focussed service offers to Children and Families. To achieve this you will have responsibility for working with other service areas in Monmouthshire including adult and children's teams and will need to work in an integrated way with police, health and education partners.

Your responsibilities are to:-

- Responsible for the highest standards of safeguarding in the areas of responsibility.
- Responsible for overseeing Child and Adult Protection investigations including taking emergency action when required to manage risk.
- For developing information, advice and assistance, early intervention and well-being approaches for children and young people, including overseeing proportionate assessments.
- For maximising integrated working opportunities with police, health services, education, housing, employers, non-statutory partners, other social work teams and primary care in delivering approaches to safeguarding and well-being.

Management and Leadership

- Lead the Safeguarding, Quality Assurance and Early Help Duty and Assessment Teams to ensure they have the vision, values and systems in place so children and adults safely live the lives they want to live.
- Responsible for Line Management of the whole authority Safeguarding Team including Independent Reviewing Officer, Officer for Safeguarding in Education, Child Protection Chair.
- Ensure a clear purpose and high standard of professionalism, efficiency and effectiveness across all teams, approaches and services, ensuring that activity and plans are fully aligned to vision and operating principles of Social Care and Health in Monmouthshire. This includes assisting with coaching and mentoring, resource planning, standard setting, performance management, team and individual development.
- Ensure there is operational and professional leadership to team managers and practice leads, agreeing / reviewing their performance objectives and appraising their performance.
- Expertly analyse and assess conflicting information, make decisions based on professional judgement and critical thinking to deliver appropriate outcomes.
- Develop and maintain an effective interface within children's services leaders within Monmouthshire and across Gwent, playing a leading role in securing the best outcomes for Monmouthshire residents from local and regional partnership arrangements.
- Develop clear service priorities, consistent with the overall vision for social care and health. Responsible for translating priorities into a service

improvement plan with clear measures which can be monitored at all levels. Accountable for delivery of that service improvement plan.

- You will be responsible for undertaking your own professional development, actively participating in your annual appraisal and regular supervision and developing your own plan for continuous professional development.
- Accountable for planning and prioritising own work to ensure effective support to all areas and delivery of key objectives across the whole service area.
- Must play an active role in the collective leadership of Social Care and Health and the wider leadership of the Council, developing new ways of working in line with the strategies and business plans.
- Act as an 'independent' investigating officer in relation to complaints and personnel procedures for other services at the request of the Chief Officer.
- Provide leadership and direction to situations where highly complex ideas or concepts need to be conveyed and implemented across the organisation and with partners in easily understood language.
- Use highly effective communication skills to deliver information to a broad range of people including; public, staff, service leads, the Courts, education, health and housing colleagues, Welsh Government, politicians etc.. This includes communicating effectively and with emotional intelligence in challenging and contentious situations including legal processes.
- You will be delivering presentations at a variety of forums – professional, operational and strategic - presenting information that informs on various aspects of the service, analysis of data and impact of service change / improvement.
- Accountable for expenditure up to an agreed maximum in line with the standing financial instruction for the organisation.

Freedom to Act

- You will be responsible for informing and implementing the strategic direction, and overall operational management for Safeguarding, Quality Assurance and Early Help Duty and Assessment in Monmouthshire Council. You will need to balance need for strategic leadership against the reactive demand of operation responsibilities and stakeholders.
- You will be expected to work independently, guided by legislation, Social Care and Health strategies and organisational policies and specific local and national guidelines, advising on how these should be interpreted and implemented.
- You are accountable for your professional practice within your area of responsibility, and as a qualified Social Worker you are required to register with the Care Council for Wales and demonstrate your ongoing professional competency and continuing professional development.

Leadership of the Workforce

- You will Lead and motivate your teams and individuals within the service to deliver a clear purpose which includes positive outcomes for people
- Responsible for ensuring that the Council's aims and objectives are clearly communicated to, and informed by, the workforce within your services.
- Develop and empower the individuals within the workforce to ensure a culture of continuous improvement and excellence is achieved through high

standards and innovation. Ensure the frontline workforce is empowered and has the tools to do their jobs well.

- You will Support the Statutory Director, Head of Children's Services and workforce leaders to ensure that the workforce (registered and support workers) are managed and developed and that employment policies / practices are adhered to.
- Ensure workforce planning processes are in place within your teams in order to ensure you have right number of people with the right skills, knowledge and experience and that the resources available are maximised.
- Develop and promote an effective, motivated and competent workforce to achieve the delivery of high quality wellbeing, care and support. Ensure appropriate steps are taken to address deficits within individuals and at team level.
- Contribute to improved employee and organisational performance through systematic training and development. This involves all managers taking responsibility for their lifelong learning, as well as encouraging a similar approach amongst all employees.
- Line manage and be responsible for ensuring an effective system of performance management, including appraisal and personal development, for all direct reports.
- Accountable for ensuring a working line management structure within the area of responsibility that ensures there are effective systems of supervision, appraisal, absence management and team development across all teams. Ensuring all direct reports are aware of their managerial responsibilities for human resources issues within their areas of responsibility.
- Develop innovative, high standards and evidence-based practice, delivered within a culture of continuous improvement.
- Ensure that effective systems are utilised to verify registered staff maintain their professional legislation, and have the relevant level of DBS certification, to undertake their role.
- Lead the effective recruitment, selection, staff induction, training, development, workload prioritisation, professional supervision, appraisal and performance reviews of staff in line with agreed protocols ensuring that appropriate consideration is given to professional standards, guidelines and requirements as outlined by each organisation.
- Authorise all forms of leave including job planning, annual leave, time off in lieu, flexible leave, parental leave, and undertake return to work interviews in accordance with procedures applicable for staff under post holder's direct operational responsibility. Liaise with Heads of Service when the process reaches the formal stages.
- Support the Heads of Service and Social Care Workforce Development Team to develop and improve the skills of practitioners. Ensure compliance with all continuing professional development requirements. Identify training needs, linking in with relevant training managers / officers across organisations. Contribute to the design, commissioning and implementation of education and training to meet the requirements of the service and the needs of Children, Young People, Families and residents we work with.

- Formally report to DMT and Cabinet on proposed changes to workforce requirements in accordance with MCC policies. Responsible for all aspects of consultation with the workforce on proposed changes to structures.
- Ensure compliance with competency frameworks for training the range occupational groups. Advise on and deal with issues of professional competence and conduct for staff within the service area in accordance with the relevant organisational policy and professional guidance.
- Develop close working relationships with the trade unions and professional bodies to facilitate good employee relations.
- Promote research and development and action learning, encouraging and involving staff in the development and evaluation of new ideas and methods for improving outcomes.

Service Specific Responsibilities

- Play a leading role in the delivery of information, advice and assistance (IAA) approaches working with a range of community resources to ensure a consistent approach to IAA.
- Responsible for ensuring that outcome focussed integrated assessments and care and treatment plans are developed for children with eligible rights and needs.
- Responsible for supporting the development of appropriate outcome focussed services for children who require them to have their care and support needs met. This includes working closely with commissioning and provider leads.
- Responsible for developing and ensuring implementation of operational policies specific for the teams within your service area. Responsible for developing wider Social Care and Health policies and procedures as required by Heads of Service and the Statutory Director.
- Support the statutory director in leading the Whole Authority Safeguarding Group, to ensure effective corporate leadership of safeguarding across the Council. Ensuring that Monmouthshire safeguarding practices meet the requirements and expectations of external regulators including CIW, Estyn and WAO. This will include taking a lead role in preparing the authority for inspections and implementing any recommendations and reviewing and evaluation of action plans.
- Ensure and develop a clear accessible referral system and pathway into and within your service area. Access arrangements need to be clearly part of the wider information advice and assistance approach within Monmouthshire. Monitor the effectiveness of access arrangements through the appropriate performance and outcomes framework.
- Play a leading role in regional children's and adult and safeguarding partnership arrangements for the Greater Gwent area and contribute positively to local partnership arrangements.
- Chair and attend appropriate meetings in respect of both operational and strategic elements of the service to ensure quality, effect change and inform of progress / barriers etc.
- Play a leading role in supporting and contributing to the information systems and processes to support integrated working with education, health, care

providers and others as appropriate, where this is in the interest of the well-being and safeguarding of people with care and support needs.

- Maintain a live service risk log to identify, manage and mitigate risks, providing risk management reports as necessary.
- Take a lead role, as necessary working across the council, to ensure systems for adult and child safeguarding are operating effectively within all service areas, across the Council and in commissioned services. Ensuring that there is effective governance in place within the Council, Politically and at a senior Officer level.
- Deal with initial service user and professional complaints sensitively avoiding escalation where possible in line with stage 1 of the complaints process, investigating the complaint and implementing any changes for improvement indicated by the findings in collaboration with the relevant Professional Head.
- Responsible for ensuring effective working partnerships with statutory and non-statutory bodies and the public.
- Act as a professional advisor within Social Care and Health and to the Council on safeguarding and quality assurance. Contributing to improving services, practice development and policy development in all matters relating to safeguarding across Social Care and Health through a culture of high challenge / high support.
- To actively promote anti-discriminatory practice.
- To work in partnership with the whole authority training team to ensure that the 'safeguarding annual training programme' reflects the full breadth of training for all staff across the council including members, relating to safeguarding including, child protection, protection of adults at risk, domestic abuse, and other as required.
- Exercise specialist knowledge across a range of managerial work procedures and practices by theoretical knowledge and practical experience.
- Responsible for ensuring that there is clear model and coherent approach for well-being, early intervention and prevention for children and young people, ensuring there is a single Social Care and Health approach and effective working arrangements with key partners from health and education.
- Take the lead on management of change proposals to ensure the optimal service delivery structure working closely in partnership with trades unions and people services.
- Develop active partnerships and constructive relationships with internal and external stakeholders, influencing the agenda and championing change.
- Remodel services to deliver positive outcomes and meet needs, including extending and integrating the roles across adult and children's services and maximising opportunities for integrated working with health, education and other partners. Develop plans for service developments and service improvements, developing robust costed business cases as necessary
- To lead on the development of the authorities Corporate Parenting responsibilities.

Systems to Improve Performance, Quality and Outcomes

- Ensure that there is a clear purpose and vision for the service area, supported by an operating model, policies and procedures, priorities, and measurable objectives articulated in the service business plan.
- Ensure there is a quality assurance and performance framework within your area of responsibility which drives continuous quantitative and qualitative improvement. This includes monitoring and reviewing outcomes, reflective practice and learning and review and utilising performance data to support commissioning and service improvements.
- To take a lead role in ensuring there is a robust quality assurance and performance framework in place for safeguarding and child / adult protection across the council. Reporting on qualitative and quantitative audits to evaluate the impact of your area of responsibility and relevant research to inform service improvement plans.
- Demonstrate that outcomes for people are set and kept under constant review and to make the Directorate Management Team is aware of any significant issues or concerns.
- Actively lead in the development of management information systems to support continuous improvement in the service.
- Ensure that appropriate performance reports are generated via Plant, Flo and other systems to meet the requirements of Welsh Government, local governance arrangements, scrutiny and Cabinet arrangements.
- Ensure there are regular performance and progress reports to Monmouthshire County Council senior officer teams as necessary. Also prepare and report regularly to Council Members through select and cabinet structures. This includes provision of professional expert advice on your service areas.
- Ensure compliance with all statutory regulations, legislation and guidance in the delivery of services including the formulation, implementation and continuous review of local codes of practice and policies.
- You will be responsible for ensuring an evidence-based approach to policy development and service redesign and consider the outcomes of relevant audit and/or evaluation work on all aspects of the role.
- You will be responsible for ensuring that innovation and good practice is disseminated to maximise efficiencies, maximising spread and sustainability, avoiding duplication.
- Accountable for ensuring high levels of performance in line with national and local performance measures and frameworks. Responsible for robust action plans to address any areas where performance is not as good as it should be.
- Ensure robust systems of governance, financial, staff, audit and information) and risk management are in place.
- Ensure systems are in place for reviewing, reporting and analysing significant events, ensuring that staff are confident to report incidents and near misses. Manage incident and accident reporting by ensuring all incidents and accidents are reported promptly and that appropriate action plans are devised
- Ensure compliance with all statutory regulations, legislation, codes of practice and guidance.
- Promote and progress achievement of national outcomes frameworks for social care and all national strategies and targets.
- Develop positive working relationships with the Care and Social Services Inspectorate for Wales ensuring there is an open and transparent self-

assessment of the strengths and areas of improvement in disability and mental health services which contributes in a timely way to the Annual Report of the Statutory Director of Social Services.

- Ensure people and carers are involved in monitoring outcomes and ensuring that the services meet their identified outcomes.

Financial Accountabilities

- Accountable for ensuring there is a clear financial strategy for the service which means that it is managed within budget. This requires prioritisation, budget setting, and control and procurement to ensure compliance with the Standing Orders and Standing Financial Instructions and ensure effective corporate governance.
- Accountable for achievement of financial balance and / or surplus at the service level. You will support the team managers who are the accountable budget holders in delivery of their budget management responsibilities. You will be accountable for development of financial recovery plans where needed to ensure that the overall service manages within budget and savings strategies and plans are in place to reduce costs in line with overall budget reductions.
- Accountable for ensuring that services for which you are responsible work to a service and financial plan that ensures the service is cost effective, is delivered within its financial means, and continually encourages a review of roles, skills mix of staff and new delivery models to provide the best possible service within the resources available.

Use of Analytical & Judgement Skills

- Exercise clear, informed, professional judgement involving highly complex facts and figures and situations which require the analysis, interpretation and comparison of a range of options.
- Interpret data from various sources to feed into services, delivery and strategy.
- Analyse and assess conflicting information, make decisions based on judgement and critical thinking to deliver appropriate outcomes.

Information Resources

- The post holder will be required to regularly produce complex reports and presentations based on a range of information from a variety of sources. Write and present reports to a wide range of groups including Senior Leadership Team, Children Young People and Adult Select Committee, local and regional partnership boards as required
- Contribute to an effective shared IT system and supporting information governance protocols across health and social care and the implementation of same.
- Assimilate and summarise complex documents, compare facts and analyse situational data from a range of sources, develop options and assess risks and opportunities to the organisation and facilitate consensus building and decision making.

Physical Effort

- There is a regular requirement to travel between Local Authority, education, NHS and other sites often with limited time between meetings.
- The post-holder will be required to frequently present complex professional analysis within a Court setting, which will be subject to cross examination, and will involve giving evidence for a number of hours.

Mental Effort

- Intense concentration will be required on a wide variety of complex issues throughout the day. The post holder will frequently have to adapt to changing priorities and re-focus the work of self and others on new priority areas that may require urgent action.
- The post holder will participate in and facilitate meetings which require a high level of concentration on a wide range of topics, with a variety of audiences and mixtures of attendees.
- The post-holder will be subject to adversarial cross-examination of their professional analysis within a Court setting.

Emotional Effort

- The role will require daily negotiation with senior representatives across the Council and Partners, directors and managers in a financially constrained health and social care economy encompassing issues that have a significant impact on the quality and quantity of services, challenging practice and established management processes.
- The post holder will also be expected to deal positively and promptly with staff concerns and personal problems, challenge staff on any inappropriate behaviours or poor performance and investigate and deal with complaints and Serious Incidents as required.

Working Conditions

- Exposure to unpleasant working conditions or hazards is rare.
- You will be required to deal with complex individual and family complainants and people who may be angry or upset.

HEALTH & SAFETY

All employees have a statutory duty of care for their professional safety and that of others. You will be required to act responsibly in respect of your own and colleagues health, safety and welfare following safe working practices and complying with the Council's health and safety policies; this includes attending mandatory health and safety training. Ensure appropriate health & safety plans are in place for your service area.

Here's what we can provide you with:-

- Being part of a supportive and ambitious leadership team.
- An environment of trust and mutual respect.
- A culture where we respect individual personal development

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

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

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

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

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

WELSH LANGUAGE ASSESSMENT:

(c) Welsh language skills are desirable

In addition:

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

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

Person Specification

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

Leadership & Personal Qualities	Essential / Desirable	Method of Assessment
<p>Value driven leader with strong public service ethos</p> <p>Person centred and able to actively demonstrate their commitment to people living their own lives</p> <p>Ability to lead, inspire confidence in colleagues, staff and partners.</p> <p>Ability to be an effective Chairperson.</p> <p>Ability to translate and communicate strategic direction into operational delivery</p> <p>Ability to work in a systematic way and promote a culture of continuous improvement</p> <p>Emotionally intelligent and able to empathise in and achieve positive outcomes in the most complex situations</p> <p>Self-motivated and dynamic</p> <p>Decisive and able to balance and mitigate risk</p> <p>Ability to work under pressure, manage time, meet deadlines whilst doing what matters</p> <p>Innovative and creative</p> <p>Able to demonstrate both humility and assertive determination in addressing the many issues facing public services</p> <p>Positive, can do attitude</p> <p>Analytical approach to using evidence to promote change</p> <p>Able to work in partnership and manage complex inter-organisational relationships at senior levels</p> <p>High degree of resilience</p> <p>Sense of humour</p>	<p>All essential</p>	<p>All will be tested at all stages of the assessment process</p>
Education and Special Training	Essential / Desirable	Method of Assessment
<p>Professional social work qualification and post qualification experience in a relevant professional field</p>	<p>Essential</p>	<p>All will be tested at all stages of</p>

Relevant managerial qualification	Desirable	the assessment process
Evidence of continuing professional and personal development	Essential	
Evidence of professional development in a selection of the following areas: practice lead improvement, collaborative communication, successfully managing change, public service leadership, organisational development, workforce planning and development, leading children's and adult social care services, continuous improvement methodologies.	Essential	
Experience	Essential / Desirable	Method of Assessment
<p>Evidence of managing, leading and evaluating children's and adults social care services and teams</p> <p>Evidence of managing and leading successful multi-disciplinary and partnership working.</p> <p>Evidence of Child and Adult Protection work experience.</p> <p>Evidence of managing and leading multidisciplinary, multi professional teams successfully bring together staff across adults and children's services</p> <p>Evidence of liaison and coordination of relevant multi agency service providers to improve service outcomes</p> <p>Evidence of leading change and projects with successful outcomes</p> <p>Experience of managing sizeable and complex budgets and evidence achievement of challenging financial savings</p> <p>Evidence of actively engaging with people and carers in service delivery and planning</p> <p>Experience of operating within and managing performance frameworks</p> <p>Experience of delivering organisational development and cultural change programmes</p> <p>Experience of dealing with high complex and contested individual cases</p> <p>Experience of delivering professional analysis within a Court setting.</p> <p>Experience of child protection, child and adult safeguarding and managing associated legal processes</p> <p>Experience of designing and implementing systems of continuous quality improvement</p>	All Essential	All will be tested at all stages of the assessment process

Knowledge	Essential / Desirable	Method of Assessment
<p>Up to date expert knowledge of legislation, guidance and policy initiatives which impact on health and social care services and public services in Wales</p> <p>Knowledge, understanding and commitment to delivering 'excellence' in people's experiences</p> <p>Knowledge and understanding of child and adult protection, safeguarding, health and safety legislation</p> <p>Expert knowledge of Family Law and the Public Law Outline</p> <p>Expert knowledge of Welsh regulations for fostering and adoption services</p> <p>Knowledge and understanding of performance monitoring systems, quality measures and professional governance arrangements</p> <p>Knowledge, experience and skills in relation to the professional governance and social care quality assurance processes</p> <p>Understanding of professional and corporate governance systems, performance and management processes</p> <p>In depth knowledge of social care, community and primary care settings</p> <p>Detailed understanding of information governance</p> <p>Knowledge and understanding of all aspects of the Social Services & Well-being (Wales) Act, Children's Act, Regulation and Inspection Act, Mental Health Act, Mental Capacity Act, Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act.</p> <p>Good working knowledge of equal opportunities and promoting anti-discriminatory practice</p> <p>Knowledge and understanding of the registration requirements and processes within CSSIW and Social Care Wales</p> <p>Detailed understanding of the complexities of managing children's and adults social care services</p>	All essential	All will be tested at all stages of the assessment process
Other	Essential / Desirable	Method of Assessment
Able to be independently mobile within a geographical area	Essential	Application Form

ROLE PROFILE

ROLE TITLE:	Service Manager - Well-being, Family Support
POST ID:	SCS111
GRADE:	BAND M SCP 53– SCP 57 £47,097 - £51,121
HOURS:	37 Hours Per Week
LOCATION:	Usk - which may change in the future if the service location needs to relocate. Relocation or disturbance expenses will not be paid if this happens.

RESPONSIBLE TO: Head of Children's Services**The Purpose of this Role:-**

This is a key leadership role within Childrens Services. Its purpose is to provide strategic, operational and professional leadership. Your areas of responsibility include, School Based Counselling, Achieving Change Together, Building Stronger Families, Base, Contact Team and Creative Therapies Team. You will be responsible for developing, early intervention and well-being approaches within all of your areas.

Your role is to be responsible for maximising integrated working opportunities with police, health services, education, non statutory partners, other social work teams and primary care in delivering approaches to well-being.

You will be responsible for ensuring a strategic approach to the delivery of a range of family support and edge of care services that meet the well-being outcomes for children, Young People and families. You will also need to play a wider role in setting and delivering the vision and values for Social Care and Health in Monmouthshire.

Expectation and Outcomes of this Role:-

You will lead the development and delivery of well-being and place based approaches, and a range of outcome focussed service offers to Children and Families. To achieve this you will have responsibility for the management of a range of teams across children's services and will need to work in an integrated way with police, health and education partners, other adult and children's teams, directly provided and commissioned services and other statutory and non statutory partners.

You will strategically and operationally lead developments within your area of responsibility, clarifying and coordinating roles and responsibilities of staff, ensuring appropriate lines of communication and forums are in place to provide effective collective decision making. You will actively contribute to local and regional partnership working, exploring opportunities for the organisation of services around Neighbourhood Care Networks and sub-networks.

You will play a leading role in ensuring the Council's responsibilities for well-being and family support are understood.

Your responsibilities are to:-

- For developing, early intervention and well-being approaches for children and young people through a placed based approach delivered in partnership, including overseeing proportionate assessments.
- For maximising integrated working opportunities with police, health services, education, housing, employers, non-statutory partners, other social work teams and primary care in delivering approaches to well-being

Management and Leadership

- Lead the well-being and family support services to ensure they have the vision, values and systems in place so children and adults safely live the lives they want to live.
- Ensure a clear purpose and high standard of professionalism, efficiency and effectiveness across all teams, approaches and services, ensuring that activity and plans are fully aligned to vision and operating principles of Social Care and Health in Monmouthshire. This includes assisting with coaching and mentoring, resource planning, standard setting, performance management, team and individual development.
- Ensure there is operational and professional leadership to team managers and practice leads, agreeing / reviewing their performance objectives and appraising their performance.
- Expertly analyse and assess conflicting information, make decisions based on professional judgement and critical thinking to deliver appropriate outcomes.
- Develop and maintain an effective interface within children's services leaders within Monmouthshire and across Gwent, playing a leading role in securing the best outcomes for Monmouthshire citizens from local and regional partnership arrangements.
- Develop clear service priorities, consistent with the overall vision for social care and health. Responsible for translating priorities into a service improvement plan with clear measures which can be monitored at all levels. Accountable for delivery of that service improvement plan.
- You will be responsible for undertaking your own professional development, actively participating in your annual appraisal and regular supervision and developing your own plan for continuous professional development.
- Accountable for planning and prioritising own work to ensure effective support to all areas and delivery of key objectives across the whole service area.
- Must play an active role in the collective leadership of Social Care and Health and the wider leadership of the Council, developing new ways of working in line with the strategies and business plans.
- Act as an 'independent' investigating officer in relation to complaints and personnel procedures for other services at the request of the Chief Officer.
- Provide leadership and direction to situations where highly complex ideas or concepts need to be conveyed and implemented across the organisation and with partners in easily understood language.
- Use highly effective communication skills to deliver information to a broad range of people including; public, staff, service leads, the Courts, education, health and housing colleagues, Welsh Government, politicians etc.. This

includes communicating effectively and with emotional intelligence in challenging and contentious situations including legal processes.

- You will be delivering presentations at a variety of forums – professional, operational and strategic - presenting information that informs on various aspects of the service, analysis of data and impact of service change / improvement.
- Accountable for expenditure up to an agreed maximum in line with the standing financial instruction for the organisation.

Freedom to Act

- You will be responsible for informing and implementing the strategic direction, and overall operational management, of well-being, family support and safeguarding in Monmouthshire Council. You will need to balance need for strategic leadership against the reactive demand of operation responsibilities and stakeholders.
- You will be expected to work independently, guided by legislation, Social Care and Health strategies and organisational policies and specific local and national guidelines, advising on how these should be interpreted and implemented.
- You are accountable for your professional practice within their area of responsibility, and is required to register with the Care Council for Wales and demonstrate their ongoing professional competency and continuing professional development.

Leadership of the Workforce

- You will Lead and motivate your teams and individuals within the service to deliver a clear purpose which includes positive outcomes for people
- Responsible for ensuring that the Council's aims and objectives are clearly communicated to, and informed by, the workforce within your services.
- Develop and empower the individuals within the workforce to ensure a culture of continuous improvement and excellence is achieved through high standards and innovation. Ensure the frontline workforce is empowered and has the tools to do their jobs well.
- You will Support the Statutory Director, Head of Children's Services and workforce leaders to ensure that the workforce (registered and support workers) are managed and developed and that employment policies / practices are adhered to.
- Develop and promote an effective, motivated and competent workforce to achieve the delivery of high quality wellbeing, care and support. Ensure appropriate steps are taken to address deficits within individuals and at team level.
- Contribute to improved employee and organisational performance through systematic training and development. This involves all managers taking responsibility for their life long learning, as well as encouraging a similar approach amongst all employees.
- Line manage and be responsible for ensuring an effective system of performance management, including appraisal and personal development, for all direct reports.

- Accountable for ensuring a working line management structure within the area of responsibility that ensures there are effective systems of supervision, appraisal, absence management and team development across all teams. Ensuring all direct reports are aware of their managerial responsibilities for human resources issues within their areas of responsibility.
- Develop innovative, high standards and evidence-based practice, delivered within a culture of continuous improvement.
- Ensure that effective systems are utilised to verify registered staff maintain their professional legislation, and have the relevant level of DBS certification and relevant registration to undertake their role.
- Lead the effective recruitment, selection, staff induction, training, development, workload prioritisation, professional supervision, appraisal and performance reviews of staff in line with agreed protocols ensuring that appropriate consideration is given to professional standards, guidelines and requirements as outlined by each organisation.
- Authorise all forms of leave including job planning, annual leave, time off in lieu, flexible leave, parental leave, and undertake back to work interviews in accordance with procedures applicable for staff under post holder's direct operational responsibility. Liaise with Heads of Service when the process reaches the formal stages.
- Support the Heads of Service and Social Care Workforce Development Team to develop and improve the skills of practitioners. Ensure compliance with all continuing professional development requirements. Identify training needs, linking in with relevant training managers / officers across organisations. Contribute to the design, commissioning and implementation of education and training to meet the requirements of the service and the needs of patients / service users.
- Formally report to DMT and Cabinet on proposed changes to workforce requirements in accordance with MCC policies. Responsible for all aspects of consultation with the workforce on proposed changes to structures.
- Ensure compliance with competency frameworks for training the range occupational groups. Advise on and deal with issues of professional competence and conduct for staff within the service area in accordance with the relevant organisational policy and professional guidance.
- Develop close working relationships with the trade unions and professional bodies to facilitate good employee relations.
- Promote research and development and action learning, encouraging and involving staff in the development and evaluation of new ideas and methods for improving outcomes.

Service Specific Responsibilities

Lead the development of placed based early intervention, prevention and well-being approaches within the area of responsibility, drawing together effective partnerships as part of a place based approach to asset based community development.

- Play a leading role in the delivery of information, advice and assistance (IAA) approaches working with a range of community resources to ensure a consistent approach to IAA.

- Responsible for ensuring that outcome focussed integrated assessments and care and treatment plans are developed for children with eligible rights and needs.
- Responsible for supporting the development of appropriate outcome focussed services for children who require them to have their care and support needs met. This includes working closely with commissioning and provider leads.
- Responsible for developing and ensuring implementation of operational policies specific for the teams within your service area. Responsible for developing wider Social Care and Health policies and procedures as required by Heads of Service and the Statutory Director.
- Responsible for promoting awareness of well-being and family support issues and duties within the Council, and to relevant stakeholders, interested groups, partners and other agencies.
- Ensure and develop a clear accessible referral system and pathway into and within your service area. Access arrangements need to be clearly part of the wider information advice and assistance approach within Monmouthshire. Monitor the effectiveness of access arrangements through the appropriate performance and outcomes framework.
- Chair and attend appropriate meetings in respect of both operational and strategic elements of the service to ensure quality, effect change and inform of progress / barriers etc.
- Play a leading role in supporting and contributing to the information systems and processes to support integrated working with education, health, care providers and others as appropriate, where this is in the interest of the well-being and safeguarding of people with care and support needs.
- Maintain a live service risk log to identify, manage and mitigate risks, providing risk management reports as necessary.
- Deal with initial service user and professional complaints sensitively avoiding escalation where possible in line with stage 1 of the complaints process, investigating the complaint and implementing any changes for improvement indicated by the findings in collaboration with the relevant Professional Head.
- Responsible for ensuring effective working partnerships with statutory and non-statutory bodies, patients and the public.
- Exercise specialist knowledge across a range of managerial work procedures and practices by theoretical knowledge and practical experience.
- Accountable for ensuring there is an effective partnership approach with people with care and support needs, their families and carers. This includes co-producing solutions with people, not doing to them.
- Responsible for supporting development of appropriate forums for people with well-being, care and support needs to express their views. Active development of positive relationships with community based groups who are actively involved in the provision of services for people with disabilities and their carers .
- Responsible for ensuring that there is clear model and coherent approach for well-being, early intervention and prevention for children and young people, ensuring there is a single Social Care and Health approach and effective working arrangements with key partners from health and education.

- Take the lead on management of change proposals to ensure the optimal service delivery structure working closely in partnership with trades unions and people services.
- Develop active partnerships and constructive relationships with internal and external stakeholders, influencing the agenda and championing change.
- Contribute to the wider, cross profession modernisation programme to ensure well-being, early intervention and preventative services develop in accordance with the operating principles of Social Care and Health.
- Identify, lead and develop opportunities to improve well-being outcomes and care and support for residents of Monmouthshire.
- Remodel services to deliver positive outcomes and meet needs, including extending and integrating the roles across adult and children's services and maximising opportunities for integrated working with health, education and other partners. Develop plans for service developments and service improvements, developing robust costed business cases as necessary

Systems to Improve Performance, Quality and Outcomes

- Ensure that there is a clear purpose and vision for the service area, supported by an operating model, policies and procedures, priorities, and measurable objectives articulated in the service business plan.
- Ensure there is a quality assurance and performance framework within your area of responsibility which drives continuous quantitative and qualitative improvement. This includes monitoring and reviewing outcomes, reflective practice and learning and review and utilising performance data to support commissioning and service improvements.
- Reporting on qualitative and quantitative audits to evaluate the impact of your area of responsibility and relevant research to inform service improvement plans.
- Demonstrate that outcomes for people are set and kept under constant review and to make the Directorate Management Team is aware of any significant issues or concerns.
- Actively lead in the development of management information systems to support continuous improvement in the service.
- Ensure that appropriate performance reports are generated via Plant, Flo and other systems to meet the requirements of Welsh Government, local governance arrangements, scrutiny and Cabinet arrangements.
- Ensure there are regular performance and progress reports to Monmouthshire County Council senior officer teams as necessary. Also prepare and report regularly to Council Members through select and cabinet structures. This includes provision of professional expert advice on your service areas.
- Ensure compliance with all statutory regulations, legislation and guidance in the delivery of services including the formulation, implementation and continuous review of local codes of practice and policies.
- You will be responsible for ensuring an evidence-based approach to policy development and service redesign and consider the outcomes of relevant audit and/or evaluation work on all aspects of the role.

- The post holder will be responsible for ensuring that innovation and good practice is disseminated to maximise efficiencies, maximising spread and sustainability, avoiding duplication.
- Accountable for ensuring high levels of performance in line with national and local performance measures and frameworks. Responsible for robust action plans to address any areas where performance is not as good as it should be.
- Ensure robust systems of governance (clinical, financial, staff, audit and information) and risk management are in place.
- Ensure systems are in place for reviewing, reporting and analysing significant events, ensuring that staff are confident to report incidents and near misses. Manage incident and accident reporting by ensuring all incidents and accidents are reported promptly and that appropriate action plans are devised
- Ensure compliance with all statutory regulations, legislation, codes of practice and guidance.
- Promote and progress achievement of national outcomes frameworks for social care and all national strategies and targets.
- Develop positive working relationships with the Care and Social Services Inspectorate for Wales ensuring there is an open and transparent self-assessment of the strengths and areas of improvement in disability and mental health services which contributes in a timely way to the Annual Report of the Statutory Director of Social Services.
- Ensure people and carers are involved in monitoring outcomes and ensuring that the services meet their identified outcomes.

Financial Accountabilities

- Accountable for ensuring there is a clear financial strategy for the service which means that it is managed within budget. This requires prioritisation, budget setting, and control and procurement to ensure compliance with the standing orders and standing financial instructions and ensure effective corporate governance.
- Accountable for achievement of financial balance and / or surplus at the service level. The post holder will support the team managers who are the accountable budget holders in delivery of their budget management responsibilities The post holder is accountable for development of financial recovery plans where needed to ensure that the overall service manages within budget and savings strategies and plans are in place to reduce costs in line with overall budget reductions.
- Accountable for ensuring that services for which the post holder is responsible work to a service and financial plan that ensures the service is cost effective, is delivered within its financial means, and continually encourages a review of roles, skills mix of staff and new delivery models to provide the best possible service within the resources available.

Use of Analytical & Judgement Skills

- Exercise clear, informed, professional judgement involving highly complex facts and figures and situations which require the analysis, interpretation and comparison of a range of options.
- Interpret data from various sources to feed into services, delivery and strategy.

- Analyse and assess conflicting information, make decisions based on judgement and critical thinking to deliver appropriate outcomes.

Information Resources

- The post holder will be required to regularly produce complex reports and presentations based on a range of information from a variety of sources. Write and present reports to a wide range of groups including Senior Leadership Team, Children Young People and Adult Select Committee, local and regional partnership boards as required
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WELSH LANGUAGE ASSESSMENT:

(c) Welsh language skills are desirable

In addition:

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

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

SAFEGUARDING:

Safeguarding and Child and Adult Protection are key priorities for the Council. We aim to support children and adults at risk to be as safe as they can and to fulfil their potential. All Council employees and volunteers are responsible for playing their part in the well-being, safety and protection of children and adults at risk. All employees and volunteers will be trained to the appropriate level of safeguarding and have a duty to fulfil their personal responsibilities for safeguarding.

<u>Person Specification</u>		
How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-		
Leadership & Personal Qualities	Essential / Desirable	Method of Assessment
<p>Value driven leader with strong public service ethos</p> <p>Person centred and able to actively demonstrate their commitment to people living their own lives</p> <p>Ability to lead, inspire confidence in colleagues, people who use, staff and partners</p> <p>Ability to translate and communicate strategic direction into operational delivery</p> <p>Ability to work in a systematic way and promote a culture of continuous improvement</p> <p>Emotionally intelligent and able to empathise in and achieve positive outcomes in the most complex situations</p> <p>Self-motivated and dynamic</p> <p>Decisive and able to balance and mitigate risk</p> <p>Ability to work under pressure, manage time, meet deadlines whilst doing what matters</p> <p>Innovative and creative</p> <p>Able to demonstrate both humility and assertive determination in addressing the many issues facing public services</p> <p>Positive, can do attitude</p> <p>Analytical approach to using evidence to promote change</p> <p>Able to work in partnership and manage complex inter-organisational relationships at senior levels</p> <p>High degree of resilience</p> <p>Sense of humour</p>	All essential	All will be tested at all stages of the assessment process
Education and Special Training	Essential / Desirable	Method of Assessment
<p>Professional social work qualification and post qualification experience in a relevant professional field</p> <p>Relevant managerial qualification</p> <p>Masters level management qualification</p>	<p>Essential</p> <p>Desirable</p>	All will be tested at all stages of the assessment process

Evidence of continuing professional and personal development	Essential	
Evidence of professional development in the following areas: practice lead improvement, collaborative communication, successfully managing change, public service leadership, organisational development, workforce planning and development, leading children's and adult social care services services, continuous improvement methodologies.	Essential Essential	
Experience	Essential / Desirable	Method of Assessment
Evidence of managing, leading and evaluating children's and adults social care services and teams	All Essential	All will be tested at all stages of the assessment process
Evidence of managing and leading successful multi-disciplinary and partnership working		
Evidence of managing and leading multidisciplinary, multi professional teams successfully bring together staff across adults and children's services		
Evidence of liaison and coordination of relevant multi agency service providers to improve service outcomes		
Evidence of leading change and projects with successful outcomes		
Experience of managing sizeable and complex budgets and evidence achievement of challenging financial savings		
Evidence of actively engaging with people and carers in service delivery and planning		
Experience of operating within and managing performance frameworks		
Experience of delivering organisational development and cultural change programmes		
Experience of dealing with high complex and contested individual cases		
Experience of delivering professional analysis within a Court setting.		
Experience of child protection, child and adult safeguarding and managing associated legal processes		
Experience of designing and implementing systems of continuous quality improvement		
Knowledge	Essential / Desirable	Method of Assessment
Up to date expert knowledge of legislation, guidance and policy	All essential	All will be tested

<p>initiatives which impact on health and social care services and public services in Wales</p> <p>Knowledge, understanding and commitment to delivering 'excellence' in people's experiences</p> <p>Knowledge and understanding of child and adult protection, safeguarding, health and safety legislation</p> <p>Expert knowledge of Family Law and the Public Law Outline</p> <p>Expert knowledge of Welsh regulations for fostering and adoption services</p> <p>Knowledge and understanding of performance monitoring systems, quality measures and professional governance arrangements</p> <p>Knowledge, experience and skills in relation to the professional governance and social care quality assurance processes</p> <p>Understanding of professional and corporate governance systems, performance and management processes In depth knowledge of social care, community and primary care settings</p> <p>Detailed understanding of information governance</p> <p>Knowledge and understanding of all aspects of the Social Services & Well-being (Wales) Act, Children's Act, Regulation and Inspection Act, Mental Health Act, Mental Capacity Act, Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act.</p> <p>Good working knowledge of equal opportunities and promoting anti-discriminatory practice</p> <p>Knowledge and understanding of the registration requirements and processes within CSSIW and Social Care Wales</p> <p>Detailed understanding of the complexities of managing children's and adults social care services</p>		<p>at all stages of the assessment process</p>
<p>Other</p>	<p>Essential / Desirable</p>	<p>Method of Assessment</p>
<p>Able to be independently mobile within a geographical area</p>	<p>Essential</p>	<p>Application Form</p>

**Should you require any further information regarding this post, please contact:
Jane Rodgers on 01633 644054 Janerodgers@monmouthshire.gov.uk**

Manyleb Person

Sut fyddwch yn gwybod os mai chi yw'r person cywir ar gyfer y rôl hon? Fel yr ymgeisydd llwyddiannus, byddwch wedi arddangos y canlynol:-

(Copy list all of the knowledge, skills and attributes required to do post from English version – that needs to be translated into WELSH.)

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

Leadership & Personal Qualities	Essential / Desirable	Method of Assessment
<p>Value driven leader with strong public service ethos</p> <p>Person centred and able to actively demonstrate their commitment to people living their own lives</p> <p>Ability to lead, inspire confidence in colleagues, people who use, staff and partners</p> <p>Ability to translate and communicate strategic direction into operational delivery</p> <p>Ability to work in a systematic way and promote a culture of continuous improvement</p> <p>Emotionally intelligent and able to empathise in and achieve positive outcomes in the most complex situations</p> <p>Self-motivated and dynamic</p> <p>Decisive and able to balance and mitigate risk</p> <p>Ability to work under pressure, manage time, meet deadlines whilst doing what matters</p> <p>Innovative and creative</p> <p>Able to demonstrate both humility and assertive determination in addressing the many issues facing public services</p> <p>Positive, can do attitude</p> <p>Analytical approach to using evidence to promote change</p> <p>Able to work in partnership and manage complex inter-organisational relationships at senior levels</p> <p>High degree of resilience</p>	<p>All essential</p>	<p>All will be tested at all stages of the assessment process</p>

Sense of humour		
Education and Special Training	Essential / Desirable	Method of Assessment
Professional social work qualification and post qualification experience in a relevant professional field	Essential	All will be tested at all stages of the assessment process
Relevant managerial qualification	Desirable	
Masters level management qualification	Essential	
Evidence of continuing professional and personal development	Essential	
Evidence of professional development in the following areas: practice lead improvement, collaborative communication, successfully managing change, public service leadership, organisational development, workforce planning and development, leading children's and adult social care services services, continuous improvement methodologies.	Essential	
Experience	Essential / Desirable	Method of Assessment
Evidence of managing, leading and evaluating children's and adults social care services and teams	All Essential	All will be tested at all stages of the assessment process
Evidence of managing and leading successful multi-disciplinary and partnership working		
Evidence of managing and leading multidisciplinary, multi professional teams successfully bring together staff across adults and children's services		
Evidence of liaison and coordination of relevant multi agency service providers to improve service outcomes		
Evidence of leading change and projects with successful outcomes		
Experience of managing sizeable and complex budgets and evidence achievement of challenging financial savings		
Evidence of actively engaging with people and carers in service delivery and planning		
Experience of operating within and managing performance frameworks		
Experience of delivering organisational development and cultural change programmes		
Experience of dealing with high complex and contested individual cases		
Experience of delivering professional analysis within a Court setting.		

<p>Experience of child protection, child and adult safeguarding and managing associated legal processes</p> <p>Experience of designing and implementing systems of continuous quality improvement</p>		
Knowledge	Essential / Desirable	Method of Assessment
<p>Up to date expert knowledge of legislation, guidance and policy initiatives which impact on health and social care services and public services in Wales</p> <p>Knowledge, understanding and commitment to delivering 'excellence' in people's experiences</p> <p>Knowledge and understanding of child and adult protection, safeguarding, health and safety legislation</p> <p>Expert knowledge of Family Law and the Public Law Outline</p> <p>Expert knowledge of Welsh regulations for fostering and adoption services</p> <p>Knowledge and understanding of performance monitoring systems, quality measures and professional governance arrangements</p> <p>Knowledge, experience and skills in relation to the professional governance and social care quality assurance processes</p> <p>Understanding of professional and corporate governance systems, performance and management processes</p> <p>In depth knowledge of social care, community and primary care settings</p> <p>Detailed understanding of information governance</p> <p>Knowledge and understanding of all aspects of the Social Services & Well-being (Wales) Act, Children's Act, Regulation and Inspection Act, Mental Health Act, Mental Capacity Act, Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act.</p> <p>Good working knowledge of equal opportunities and promoting anti-discriminatory practice</p> <p>Knowledge and understanding of the registration requirements and processes within CSSIW and Social Care Wales</p> <p>Detailed understanding of the complexities of managing children's and adults social care service</p>	All essential	All will be tested at all stages of the assessment process
Other	Essential / Desirable	Method of Assessment
Able to be independently mobile within a geographical area	Essential	Application Form

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Appendix 3

ROLE PROFILE**ROLE TITLE:** Social Care Assessor - Children with Disabilities**POST ID:****GRADE:** BAND F SCP 25 – SCP 29**HOURS:** 30 Hours per Week**LOCATION:** Usk
which may change in the future if the service location needs to relocate. Relocation or disturbance expenses will not be paid if this happens.**RESPONSIBLE TO:** Childrens Disabilities Service Team Manager**WELSH LANGUAGE ASSESSMENT:**

Welsh language skills are desirable

The Purpose of this Role:-

The purpose of this role is to work within the Children with Disability Team. The team works in close partnership with the Adult Disabilities Service to ensure that the right support is given at the right time to young people and their families as they move towards adulthood. The purpose of this role is to enable people to live their own lives by understanding what is important to them and how they can be supported to meet their individual outcomes/goals in life. The post holder is expected to be committed to the principles of the Social Services and Wellbeing Act (Wales) 2014 by supporting Children and Families to use or build upon their current networks and community assets. Commissioning statutory services will always be a last resort. To achieve this requires creativity, flexibility, tenacity and a commitment to change.

What would we expect from you:-

We have an exciting opportunity for a committed and enthusiastic individual to join the Children with Disabilities Team. The team consists of Qualified Social Workers a Qualified Occupational Therapist and a Care Co-ordinator covering the whole of Monmouthshire. We work in partnership with our colleagues in the Adult Disabilities Team which forms part of the wider Disability Service for Monmouthshire. We are committed to a model of building services around the person and delivering the best outcomes for the people we work with.

Our team principles include:-

1. What matters to the person and their family is at the forefront of everything we do;
2. The person with the most appropriate knowledge and skills works with the Child/young person and their family;
3. We aim to give families continuity of the staff working with them.
4. All staff work together to enable people to live their own lives;
5. Enable teams to reflect and build expertise needed to deal with predictable demand.

We are making effective progress in the Children with Disabilities Team in transforming the way we work, and implementing the new Social Services and Well-being Act (Wales) 2014 and our team principles. We are looking for a dynamic individual who has a good understanding of the new Act and the key principles of prevention, early intervention, well-being and voice and control. Will work closely with the child/young person and their networks to enable them to achieve their identified personal outcomes/goals and build existing strengths whilst being mindful of the Local Authority's Safeguarding Procedures.

To support this way of working the successful person will need to be able to work in partnership with the Adult Disabilities Service as well as building connections with other professionals in Education and Health. Close working relationships with the voluntary sector, community activities and private providers are also a necessity along with knowledge of local resources.

You will need to be able to think creatively and be able to network/collaborate effectively with families and our partners. You must be able to communicate effectively both written and verbally. It is important that your values are driven from the need to ensure children/young people are able to live their own lives. You will need to be able to facilitate this through our strengths based care planning and working alongside the child/young person.

Here's what we can provide you with:-

- The opportunity to be at the forefront of implementing an exciting change for service users and service development.
- The opportunity to work within a dynamic team.
- The chance to help shape future provision for service users.
- Regular supervision/annual appraisal.
- Access to a range of training opportunities.
- Regular employee reviews to discuss progress, development and future objectives.

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

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

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

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

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

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

In addition:

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

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

How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-
Experience of working with children working towards or hold relevant childcare qualifications.
To be approachable, open minded and interested in people from all walks of life/cultures and abilities.
To listen and observe to understand in context what matters to people.
To build relationships.
Demonstrate ability to empathise and connect with people in all situations which affect them throughout their lives.
To improve the communication, information and consultation between CWD Team and parents and carers by attending the Carers Strategy Meeting.
To act as a conduit for the collation and dissemination of information to parent/ carers and children.
To ensure that the Disability Index is held and updated on a regular basis.
To carry out home visits and undertake assessments for children who, following an IAA, appear to require minimal involvement.
To ensure that children's assessments, care plans and reviews are collated, up-to-date and recorded within relevant timescales and are multi-agency.
To hold a case load of Children on a Care and Support Plan who have minimal intervention from the team.
To assist the Social Workers and OT when required with supervising contact for Looked After Children.
To carry out Direct Work with children and young people.
To provide Information and advice (signposting) for parents of children where concern about their development emerges. This includes attending ISCAN meetings as the representative for Children Services in both the North and South of the county.
To liaise with education colleagues with regards to children going through the statementing process.
To be prepared to participate in appropriate training.
To participate in the organisations supervision and appraisal systems
To actively support and implement principles and practice of equal opportunities
To have an understanding of the issues facing people who may be vulnerable due to inequality or isolation, and to demonstrate the ability to challenge discrimination.
To work in a multi-agency way
To nurture and maintain relationships with individuals and their families.
Ability to listen to and understand what matters to people and to support them to plan for the future.
Ability to assist people to develop valued, supportive, personal relationships or circles of support.
Ability to work holistically rather than focussing on specific tasks.
To be able to consider each situation to be unique and to seek out opportunities and solutions that are person centred.
To actively seek continuous improvement, finding new and innovative ways of achieving personal outcomes for individuals.
Able to make decisions based on an individual's personal outcomes and aspirations.
Be able to help people self-advocate, to advocate alongside or if required act as an advocate for a vulnerable individual.



Ability to support people to identify and manage risk in the achievement of their personal outcomes.

I need you to be active in keeping up to date on developments within the health and social care field to inform and develop work with in the team.

To reflect on your practice and recognise if things were done differently how this could impact on the outcomes for the individual.

I need you to hold a current driving licence and have the use of your own car.

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Appendix 4

ROLE TITLE:	Team Manager - Family Support Services
POST ID:	SCS
GRADE:	Band K SCP 41,675 to 45,591 (as of 1 st April)
HOURS:	37
LOCATION:	County Hall, Usk, which may change in the future if the service location needs to relocate. Relocation or disturbance expenses will not be paid if this happens.
RESPONSIBLE TO:	Early help and Well-being Service Manager

Early Help & Wellbeing Services – Who are we?**Our Purpose:**

The Early Help and Wellbeing Service comprises a range of pre and post statutory threshold support services including counselling, therapeutic, family support and contact support services. Our purpose is to provide children, young people and their families with the right support at the right time and reduce the need for them to engage with more intensive services later on. We seek to work with partners across statutory and non-statutory services to reduce risk and promote resilience and work in a children's rights-based, strength-based and therapeutic way.

The Purpose of the Role:

To manage a range of family support and therapeutic services for children, young people and their families. This includes line management to multi-disciplinary therapeutic practitioners, ensuring the application and maintenance of professional service standards, including case management administered through the effective application of people management policies and practices. To work with external systems and partnerships to ensure that all of the necessary professionals and services are engaged in delivering a holistic service and effective outcomes.

Key Responsibilities and Duties**Leadership**

- To manage a service comprising a range of family support and therapeutic teams that work at both pre and post statutory threshold. These include School Based Counselling & Creative Therapies Team (Face to Face), Team Around the Family (Building Strong Families), Family Contact Service, Family Group Conferencing Service and an edge of care service (Achieving Change Together Team).
- To manage, support, mentor and develop the team leaders across the Early Help and Wellbeing structure and support their day-to-day operational management of their



teams, balancing the needs of children and their families with available resources. This will be achieved by providing day to day advice, management, support, decision-making and guidance to your team leaders, ensuring effective service delivery for children and their families.

- Ensure the efficient operation of the Early Help Panel which operates as the Single Point of Access for Children's Emotional Wellbeing.
- Ensure recruitment is in line with safer recruitment policy ensuring that counsellors, therapists and support workers are appropriately qualified and experienced in their role and induct and train all new team members on the daily and operational responsibilities for their posts.
- Ensure that legal requirements, registration and affiliation to either BACP or HCPC are up to date, BACP/HCPC Codes of Practice are adhered to and 30 hours of CPD (Continued Professional Development) are gained per annum where relevant.
- Undertake supervision of Team Leaders, therapists and counsellors and other staff providing opportunities for reflection and challenge in line with policy.
- Provide advice and mentoring of staff on all practice issues to ensure therapeutic practice is regarded as meeting, or exceeding, practice standards within the whole service.
- Work alongside colleagues to continue to develop new ways of working that directly impact practice. This will result in rising standards in working practice, with improved quality of service provision to children, young people and families.
- Deputise for the Service Manager as required and to a high standard of performance.
- Develop, encourage and maintain high professional standards with the team and department. These will be evident across your service.

Performance

- Ensure your Service Improvement Plan is in line with the overarching Children's Service Strategy.
- To be responsible for monitoring outcomes and evaluation of the service and ensure programme/ project management of both the statutory and grant funded provisions; and collate and submit data on a quarterly basis.
- Regularly review and analyse information including statistical data, practice procedures and evaluate practice across your whole team.
- Plan, manage and report on budgets for school-based counselling, Families First and Children's Services. You will control resources efficiently to ensure that they are managed in line with council's financial framework and agreed local protocols. You will identify potential sources of additional funding for the Face to Face Therapy team and submit bids to secure funding and develop the service.
- To liaise with primary and secondary schools to establish working relationships and produce SLA agreements for agreed work.
- Take a lead role in the development of management information systems. Ensuring information for your areas is accurate, up to date and robust, and the appropriate use of information is observed across your service area.



- Lead in the development of robust record keeping systems and ensure the dissemination of key information within the team. Ensure systems are effective and records are up to date.

Operational

- To plan and deliver/facilitate the delivery of therapeutic intervention including individual and group work within a multi-modal approach to children and young people accessing the service.
- Ensure timely assessments are undertaken and appropriate support is provided as required.
- To maintain the confidentiality, including confidential records, of all children, young people and families accessing the service and be responsible for the archiving system for storing notes.
- To seek advice on and report potential safeguarding and child protection cases and be the designated safeguarding officer for the team.
- To be responsible and make decisions based on emergency procedures requested by schools or other council members regarding critical incidents.
- To work with team members to enable them to identify, develop and provide individualised packages of care that meet the assessed needs of children, young people and their families or carers.
- To be responsible for ensuring that those requiring clinical supervision, including self, access this appropriately.
- To manage complaints received from children and families, including acting as the investigating officer in relation to complaints against professionals. This will result in complaints being investigated appropriately and in accordance with Monmouthshire's complaints procedures, taking such action as may be appropriate to ensure staff are providing a safe service.
- To liaise effectively with other professionals and colleagues in the statutory and voluntary sector, including being the main point of contact for health, including PCMHT/CAMHS work and work with other team managers to ensure that the referral pathways are appropriately managed with minimal delay for families.
- Ensure timely information sharing with other agencies to enable early intervention and preventative services (TAF) are put in place
- Ensure the team works in partnership with children, young people, parents and carers and actively encourages children and young people to participate fully in all decision making processes which affect them.
- Ensure that the team operates in accordance with all relevant legislation and guidance.

Here's what we can provide you with:-

- Being part of a supportive and ambitious leadership team.
- An environment of trust and mutual respect.
- A culture where we respect individual personal development



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

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

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

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

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

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

WELSH LANGUAGE ASSESSMENT:

(c) Welsh language skills are desirable

In addition:

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

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

SAFEGUARDING:

Safeguarding and Child and Adult Protection are key priorities for the Council. We aim to support children and adults at risk to be as safe as they can and to fulfil their potential. All Council employees and volunteers are responsible for playing their part in the well-being, safety and protection of children and adults at risk. All employees and volunteers will be trained to the appropriate level of safeguarding and have a duty to fulfil their personal responsibilities for safeguarding.

Person Specification- Team Manager Family Support Services		
REQUIREMENTS	ESSENTIAL / DESIRABLE	HOW TESTED
1. EDUCATION/QUALIFICATION		
<ul style="list-style-type: none"> Relevant qualification in social work, psychotherapy, art therapy, play therapy, family therapy or equivalent 	Essential	Application form
	Essential	Application form



<ul style="list-style-type: none"> • Understanding of relevant policy and legislation, particularly Families First, Together for Mental Health, Social Services and Well-being (Wales) Act 2014, Children Act (1989/2004), All Wales Child Protection Procedures, Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 and the Strategic Framework for promoting the Welsh Language in Health, Social Services and Social Care and its impact on service delivery in terms of the 'Active Offer'. • Knowledge of Child Protection issues including child sexual exploitation, and when and how to refer. • Ability to evaluate practice against standards as agreed in the service. • An understanding of Health and Safety principles. • A good understanding of equalities and diversity and promoting anti-discriminatory practice. • Assessment and analysis skills both written and verbal • Ability to deliver services through the medium of Welsh 	<p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential Essential</p> <p>Essential Desirable</p>	<p>Interview</p> <p>Interview</p> <p>Interview</p> <p>Application form Interview</p> <p>Interview Application form</p>
4. EXPERIENCE		
<ul style="list-style-type: none"> • Experience of developing, managing and supervising a high-performing team delivering packages of support and therapeutic intervention from early/preventive support to intensive/remedial intervention. • Experience of managing and improving performance of the workforce. • Experience of human resources policies and procedures • Experience of project management or service improvement • Experience of working with children, young people and families. • Excellent self-organisation skills and ability to prioritise. • Ability to work effectively and flexibly in a team and collaboratively with others. 	<p>Essential</p> <p>Essential</p> <p>Essential Essential Essential</p> <p>Essential Essential</p>	<p>Application form</p> <p>Interview</p> <p>Application form Application form Application form</p> <p>Interview Interview</p>
5. EQUAL OPPORTUNITIES		
<ul style="list-style-type: none"> • Willing to abide by the Council's Equal Opportunities Policy, including undertaking appropriate equality awareness training 	<p>Essential</p>	<p>Interview</p>
6. SPECIAL CIRCUMSTANCES		
<ul style="list-style-type: none"> • Able to be independently mobile within a geographical area. <p>Appointment to this post will be subject to an Enhanced Disclosure Check with the Criminal Records Bureau</p>	<p>Essential</p>	<p>Application form</p>



Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Delivering Excellence in Children’s Services – Establishment Update 2019/2020
Date decision was made:	8th May 2019
Report Author:	Jane Rogers

What will happen as a result of this decision being approved by Cabinet or Council?
What is the desired outcome of the decision? What effect will the decision have on the public/officers?
Desired outcomes:- Updated role profiles continue to reflect the roles being delivered within the service. That all post holders feel supported by their manager and are clear role definition and accountabilities. Staff within the relevant teams feel supported in their roles. Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

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

12 month appraisal

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

Paint a picture of what has happened since the decision was implemented. Give an overview of how you 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.

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

Any other comments

Workforce costs will be monitored via the financial monitoring already in place.