

**SUBJECT: Workforce and Practice Development Plan**

**MEETING: CYP Select Committee**

**DATE: 7<sup>th</sup> July 2016**

**DIVISION/WARDS AFFECTED: Social Care and Health**

**1. PURPOSE:**

To consider and endorse the approach contained within the Workforce and Practice Development Action Plan.

**2. RECOMMENDATIONS:**

For members to receive and scrutinise the information concerning key challenges within the Workforce and Practice Development Plan.

**3. KEY ISSUES:**

- 3.1 This plan forms part of the overarching transformation programme for Children's Services. It has been designed to deliver the cultural and practice change necessary to realise the benefits from the legislative framework in the Social Services and Well-being (Wales) Act (2015).
- 3.2 This plan sets out how we intend to further shape the workforce within Children's Services. It is our mechanism for ensuring that we have the right people in the right places with the appropriate skills to deliver the aim of the Service which is to ensure that Monmouthshire's children and young people reach their full potential and live free from harmful effects of abuse and neglect.
- 3.3 The Workforce Plan has interrelated components; the diagram below illustrates these. This plan will be managed as a work stream that reports into the overall programme. This also supports our path to improvement. These areas include:
- Continued significant budgetary pressure
  - Achieving a confident, competent and stable workforce
  - By complimenting the service model and ensuring that our model, operating procedures and pathways of care are clear, embedded in practice and widely communicated



Addressing these challenges will require a programme approach which captures the inter-relatedness of many of the areas for development. This will require the commitment of the whole service together with on-going support from the council.

3.4 The proposed programme approach is set out in the action plan at appendix 1.

#### 4. **REASONS:**

We recognise that continual change is challenging for staff therefore this stream of work will support staff to deliver the ambitious overall change agenda for children's services. Workforce development is a major element in improving outcomes for children and young people and families. The ability to continuously improve is intrinsically linked to:-

- 4.1 The quality and capacity of the people who lead, manage, deliver and support those services.
- 4.2 How effectively people work together across organisational and professional boundaries to combine their expertise.

Within the overarching context of key legislation change, the need for continuous self-assessment and improvement within Children's Services is informed by data drawn from a range of sources across three main areas.

- Our own self-assessment and service planning processes; our analysis of key performance information including case audit and review. Our recent commissioned review through IPC has strengthened and reinforced our analysis.
- External regulators CSSIW and Estyn inspection reports; CAFCASS reports and case reviews.
- Recent and regular feedback from staff, service users and partners.

These information sources have provided consistent messages to inform us about our current children's service development priorities and our aspirations, this includes the workforce elements. We will know we have succeeded within the workforce plan when;

1. We will have a range of effective marketing, recruitment and retention strategies that increase the number of good quality team members who apply, are appointed and who share our values and are committed to deliver our vision.
2. Our workforce will be working together effectively delivering evidence based interventions and making the most of the tools and processes available.
3. We will have confident, supportive and strong leadership team committed to deliver the plan.
4. The whole workforce share's the same vision.
5. Continue to support our workforce in their roles by making training and development opportunities available in line with specific identified and agreed needs.
6. We will use our finance and resources to support our workforce in a cost effective way.
7. We will have a stable workforce who are resilient and proud of the work they do.
8. We will become a 'grow your own' service that encourages and supports pre and post qualifying learning, personal development and support.
9. Social workers will spend more time with children and families through the embedded business processes that effectively supports the service to deliver good outcomes for children.
10. We will have a Workforce Strategy that is supported by the whole organisation. This strategy will be a key focus for the workforce work stream of the Children's Improvement Programme that is being developed.

**5. RESOURCE IMPLICATIONS:**

It is assumed that we have sufficient resource to deliver this action plan. As the work stream develops if this is not the case suitable approval will be sought to obtain relevant resources necessary.

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

The Workforce and Practice action plan has been developed to impact positively on all children, young people and their families we work with. This will be regularly updated and reviewed as the programme develops.

**7. CONSULTEES:**

Claire Marchant – Chief Officer, Social Care and Health  
Jane Rodgers – Head of Children's Services  
Departmental Management Team 8<sup>th</sup> June 2016  
Senior Leadership Team 14<sup>th</sup> June 2016

**8. BACKGROUND PAPERS:**

CCSIW Inspection Report (November 2014)  
Chief Officer's Report (June 2016)  
Children's Services Service Improvement Plan (2015 & 2016)

9. **AUTHOR:**  
**Claire Robins – Workforce Lead**
10. **CONTACT DETAILS:**

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## Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
<b>Attraction, Recruitment, Selection &amp; Retention</b>						
Establish current workforce position via benchmarking:- <ul style="list-style-type: none"> <li>• Number of temp vacancies by team by post</li> <li>• Number of perm vacancies</li> <li>• Agency staff position</li> <li>• Agree agency exit plan</li> </ul>	<b>June 2016</b>	<b>Review every Month</b>	Service & Financial Perf & Accountability	<ul style="list-style-type: none"> <li>• We understand our workforce.</li> <li>• We know how much our workforce costs.</li> <li>• Workforce planning is a routine.</li> </ul>	Management Team	
Summarise short term resource actions in a joint plan with the Team Managers and Senior Practitioner's. Agree a medium / long term plan with Team Managers for :- Attraction. Including web site, social media etc. Selection – process, procedures, agree a RACI. Retention.- Exit interview analysis, induction, T&C's. Exit interviews to be systematically undertaken, results analysed and acted upon.	<b>June 2016</b>	<b>Review ever quarter</b>	Quality & Effectiveness of Practice  S & F Perf & Accountability	<ul style="list-style-type: none"> <li>• We know why people leave</li> <li>• Information is requested from all leavers and is used to improve recruitment and retention</li> <li>• CST within Monmouthshire is viewed as an attractive employment option</li> <li>• Improved retention rates.</li> <li>• We aspire to be the employer of choice.</li> </ul>	HR with Management Team	
Fill all existing CST vacancies with permanent employees	<b>From April 2016</b>	<b>October 2016</b>	S & F Perf & Accountability	<ul style="list-style-type: none"> <li>• Number of agency workers reduces</li> </ul>	Leadership Team	

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Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
				<ul style="list-style-type: none"> <li>• Staff turnover rates reduce</li> </ul>		
<p>Ensure safe recruitment and selection practices:-</p> <p>HR's Safe Recruitment Protocol/Workflow clarifies roles &amp; responsibilities and provides useful links to documents. Video tutorial on safe recruitment. Both on the PS HUB. All available prior to December 2015.</p>	<b>From March</b>	<b>Review ever quarter</b>		<ul style="list-style-type: none"> <li>• Revised procedures in place</li> <li>• "Safeguarding" mainstreamed into all recruitment and selection policies and practices</li> <li>• Mandatory training established for managers</li> <li>• Reduced risk/s arising from inappropriate appointments.</li> </ul>	Leadership Team	
<p><b>Recruitment and selection processes</b> - review existing processes to ensure that all key behaviours, as well as technical skills, are taken into account.</p> <p>Review "select the best" to ensure R&amp;S processes are aligned to business areas.</p>	<b>June Onwards</b>	<b>Review every quarter.</b>	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>• Revised recruitment procedures in place</li> <li>• Improved outcomes at end of individuals' probationary periods</li> <li>• Required behaviours from new recruits evident in the workplace.</li> <li>• Lessons learnt reviews in place following each recruitment drive to ensure continuous improvement of process.</li> <li>• R&amp;S processes ensure consistency and standard approaches are in place.</li> </ul>	HR to lead with the Management Team	
<b>Training, Learning and Development</b>						

## Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
Full Skills Audit to take place for every team member	June 2016	End of September	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>• Training needs identified</li> <li>• Development opportunities identified.</li> </ul>	Sue Wooding	
Whole Service training plan to be put in place. ( by quarter)	May 2016	By quarter for year	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>• Every member of staff has access to training and development opportunities as identified and agreed in line with operational needs and personal development plans.</li> </ul>	Sue Wooding	Green – Training plan in place
Department specific plans to be identified if necessary (as FST)	Following TNA			<ul style="list-style-type: none"> <li>• FST specific team training plan to be put in place and delivered.</li> </ul>	Service managers	Green
Evaluate the pathway for all NQSW (actions included in the training action plan)	June 2016	Commence in Sept ready for NQSW appointments.	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>• Pathway in place for all NQSW</li> <li>• All NQSW will have the confidence, skills, knowledge and capability to deliver high quality Social Care. They will feel supported by us and will have the tools to do their job.</li> <li>• Review and update following delivery of the pathway.</li> </ul>	Sue Wooding	
<b>Induction</b> Review, improve & systematically implement induction arrangements. Establish Induction plans	June 2016	Review following next intake of SW.	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>• Improved induction arrangements in place</li> <li>• New staff feel valued</li> <li>• Retention rate will improve</li> </ul> 100% compliance with induction procedures	HR to lead with the Management Team	



## Developing Capability and Capacity of the Workforce – Programme Plan

Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
<b>Management Training</b> Review / identify specific Management & Leadership Training and incorporate it into the whole service plan.	July 2016	Review in line with Whole Service training plan	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>We will know the training &amp; Development needs of all managers.</li> <li>We will have a plan to deliver training solutions as identified.</li> <li>Managers feel confident in leading their teams and have the skills required.</li> </ul>	Sue Wooding	
<b>Workforce Planning &amp; Productivity</b>						
<b>Structures:-</b> <ul style="list-style-type: none"> <li>Establish the CS establishment</li> <li>Map the establishment against the current workforce in place.</li> <li>Reinforce establishment controls</li> </ul>	From June 2016			<ul style="list-style-type: none"> <li>Availability of accurate and complete employee data for all staff.</li> <li>Monthly report on establishment, vacancies &amp; Agency workers distributed on a weekly basis</li> <li>Regular updates to HR to ensure RL reflects the establishment, monthly review in place.</li> <li></li> </ul>	HR to lead with the Management Team and finance	
<b>Role Profile Review</b> Review Social Worker and Consultant Social Worker job descriptions and align with service needs, within the context of the all Wales Social Work Career Pathway and CPEL Framework	June 2016	End of September	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>SW posts and CSW posts to be prioritised</li> <li>Proposed changes implemented</li> <li>Improved ability to recruit experienced Social Workers through designated HR support in CST.</li> <li>Consultant Social Worker Capacity increased via a recruitment drive.</li> </ul>	HR to lead with the Management Team	

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Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
<b>Employment Contracts</b> Revise employment contract arrangements for NQSWs to reflect NQSW Consolidation Programme Requirements	July	End of August		<ul style="list-style-type: none"> <li>Improvement in retention rate.</li> <li>Contracts are fit for purpose.</li> </ul>	HR to lead with the Management Team	
<b>Productivity &amp; Efficiency</b> Using all relevant information we need to fully understand the resources required in order to deliver our service.  We will use all relevant information in order to identify the current and future supply and demand.	July		Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>We will have accurate data that will inform the resources required.</li> <li>We understand the 'supply and demand of the services'</li> <li>We are clear on the type of workforce required now and in the future.</li> <li>We will be fit for the future with a flexible workforce in line with the Social Service &amp; Wellbeing Act.</li> <li></li> </ul>	Finance, HR & Management Team.	
<b>Leadership &amp; Management</b>						
<b>Performance Management</b> Implement arrangements to ensure that staff time is made available for supervision & training	June 2016	Monitor ever Quarter	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>Managers to be fully committed to delivering this.</li> <li>All teams and leaders will feel supported in an environment of on-going change and are encouraged to continue to develop and evolve for the benefit of the children, young people and their families.</li> </ul>	HR to lead with the Management Team	

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Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
Ensure that employee performance appraisals are embedded across the whole of Children's Services	April 2016	On-going. Monitor and track every quarter		<ul style="list-style-type: none"> <li>Managers to be fully committed to delivering this.</li> </ul>	HR to lead with the Management Team	
<p><b>HR Support</b></p> <p>Additional HR capacity to be provided to support SCH (CST) workforce improvement activity</p> <p><b>Nov/Dec 2015</b> – appointment of extra resource</p> <p><b>March 2016</b> – Sue C and Julie (corporate HR Leads) providing assistance with attendance management training</p>	<p><b>In place in Nov</b></p> <p><b>From March 2016</b></p>			<ul style="list-style-type: none"> <li>Additional 2 days corporate HR support – SCH focus, but not exclusive.</li> <li>Managers will feel supported by HR in their advisory role.</li> <li>Managers will feel empowered to deliver / carryout HR policies and procedures.</li> </ul>	HR Manager	
<p><b>Setting Direction and Role Modelling</b></p> <p>The leadership Team will play a crucial part in Setting the direction of the Service and are the key role models in shaping how the service will evolve and further develop.</p>	From commencement of development work	Review in line with transformation timescales.	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>The leadership &amp; management team have the necessary skills to transform the service.</li> <li>They are role models and key people in the change process.</li> <li>They are confident and instil confidence in their teams.</li> </ul>	Leadership Team	
<p><b>Workforce Development Strategy</b></p> <p>We will build &amp; develop a 'workforce development strategy'. This will ensure</p>	September	October		<ul style="list-style-type: none"> <li>The strategy will be built from the bottom up.</li> </ul>	Leadership Team	

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our sustainability for the future within Children’s Services				<ul style="list-style-type: none"> <li>We will find out ‘what matters’ to teams and individuals and this will be the foundation of the strategy.</li> <li>We will have the child and the family at the heart of the strategy.</li> <li>It will be aligned to the overall aims and objectives of the service.</li> </ul>		
<b>Attendance Management</b>						
<p><b>Data capture</b></p> <p>Identify, analyse and report upon current sickness absence levels and “hotspots” in specific service areas. HR tracker for DMT provides update/narrative on data.</p>	<b>Every Quarter</b>		S & F Perf & Accountability	<ul style="list-style-type: none"> <li>Consistent and effective maximising attendance management practice</li> <li>Better understanding about ill health, wellbeing and other issues affecting individuals and teams</li> <li>Flowchart relating to sick absence process to be developed and delivered to managers and staff to ensure consistent approach to maximising attendance</li> <li>Reports to Management Teams &amp; DMT</li> <li>Reduction in average number of days lost per employee</li> <li>HR to develop protocol documents to help clarify roles and responsibilities between managers and HR.</li> </ul>	HR to lead with the Management Team	

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Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
				<ul style="list-style-type: none"> <li>More staff are in work more of the time.</li> </ul>		
<b>Tools for Managers</b> Attendance & Wellbeing Flowchart for Managers completed by HR and on the PS HUB. Further useful material (“tools to equip managers” e.g. video tutorial on ‘How To’ report sickness absence) on the PS HUB. Workflows clarify roles & responsibilities.	<b>From Feb 2016</b>	<b>Review Quarter 2</b>		<ul style="list-style-type: none"> <li>Managers to be confident to navigate the HUB and use the HUB as on-going resource of information, guidance and management tools.</li> <li>Workflows help managers in a simple and straightforward way.</li> </ul>	HR to lead with the Management Team	
<b>Promote a healthy workforce</b> which has a good work/life balance, low levels of sickness absence and stress, and a safe working environment.	<b>From Feb 2016</b>	<b>Review Quarter 2</b>	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>Report to Management Teams &amp; DMT on actions taken</li> <li>Ongoing reduction in average number of days lost per employee</li> <li>Reduced number of workplace stress related absences against the listed long term absent staff.</li> <li>Continue to promote policies etc. during 121 and team meetings with Team Managers.</li> </ul>	HR to lead with the Management Team	
Specific bespoke training for managers on attendance & wellbeing issues. Delivered by HR.	<b>Feb / Mar 2016</b>			<ul style="list-style-type: none"> <li>All Managers are confident to implement the attendance management policy with the service.</li> </ul>	HR to lead with the Management Team	

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Programme Strand	Activity Begins	Activity ends	Linked to	Comments / What good looks like?	Owner	Progress (RAG)
				<ul style="list-style-type: none"> <li>Teams feel that policies and procedures are implemented fairly and consistently.</li> </ul>		
<b>Support Services</b>						
<b>Admin Review</b> <b>A full review of the Business Support with the service will be carried out.</b> <ul style="list-style-type: none"> <li>Brief admin team members.</li> <li>Brief management team</li> <li>Ensure full team engagement with the review</li> <li>During the review current role profiles will remain with an expectation on delivery of RP during the review.</li> </ul>	<b>June 2016</b>	<b>Review every quarter</b>	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>Outcome of the review delivered.</li> <li>All team members will have the opportunity to contribute.</li> <li>Business support will support Social Workers to spend more time with children and families through embedded business processes that effectively support services to deliver good outcomes for children.</li> </ul>	Nicky Needle / Deborah Driffield	
<b>Telephony</b> Full review of telephony. <ul style="list-style-type: none"> <li>Ensure network updated and appropriate for agreed process.</li> <li>Explore data available to analyse calls</li> </ul>	<b>June 2016</b>	<b>Weekly review</b>	Quality & Effectiveness of Practice	<ul style="list-style-type: none"> <li>General enquiries calls are taken by the business support team.</li> <li>Callers are received efficiently and effectively.</li> </ul>		

RAG every month with HR and Leadership Team. Review and keep plans on track.

<p><b>Name of the Officer</b> Claire Robins <b>Phone no: 07921781075</b> <b>E-mail: clairerobins@monmouthshire.gov.uk</b></p>	<p><b>Please give a brief description of the aims of the proposal</b> <b>To approve the Workforce and Practice Development Plan</b></p>
<p><b>Name of Service</b> <b>Children's Services</b></p>	<p><b>Date Future Generations Evaluation</b> 20<sup>th</sup> June 2016</p>

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


Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The workforce plan shows how we intend to create a flexible workforce within Children's services that is skilled for the future, motivated and engaged. The Learning and Development plan will give all team members the opportunity to develop new skills, increase capability, build confidence and resilience for their future careers within Children's Services and the council.</p>	<p>There is a detailed skills audit included in the plan. This will ensure that the learning and development opportunities will be relevant and appropriate to the teams. This will enable the ongoing plans to reflect the training needs identified. Thus ensuring best use of time, and valuable resources. Teams &amp; individuals will know what their individual training needs are. This will result in greater attendance</p>





Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		and increased credibility for the training being offered.
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Team structures will reflect the service and operational priorities along with demonstrating a contribution to core purpose 'sustainable and resilient services'</p>	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Creating a highly skilled, stable and flexible workforce will result in people's knowledge &amp; skills being applied in the appropriate areas of the service. Staff will be encouraged to take accountability of their own career. There will be visible leadership that builds a sense of shared common purpose.</p> <p>The Team will become more resilient, will enjoy and be proud to work within Monmouthshire</p> <p>The attendance management work stream will also contribute to this goal.</p>	<p>Supply &amp; demand work will ensure that caseloads are realistic. The structure will reflect the appropriate leadership and management being in place in order to support, coach and develop teams.</p> <p>Managers will have the leadership skills and the support from HR in order to support all team members. HR policies and procedures will ensure employee wellbeing is monitored during the programme and where necessary support put in place to mitigate any negative impact.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The workforce plan will ensure that we have the right people in the right places to enable delivery of the priorities of the service that will meet the needs of all of our communities in Monmouthshire.</p>	



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	We actively support the Welsh Language measure and continue to support team members to undertake welsh language education.	We have an agile working policy that supports staff towards achieving a healthy work life balance.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	We continue to work within our policies and procedures in relation to equal opportunities.	We will work with all colleagues to ensure appropriate equal opportunities with regards to any new / updated policies in relation to workforce and practice change.

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 Balancing short term need with long term and planning for the future	Improving Social Work Practice and implementing the workforce development plan will ensure a sustainable service for the future both short, medium and long term.  Creating a nimble work force structure demonstrating a 'council of the future' capability.	The workforce and practice plan supports the longer term robust financial plan, this provides an opportunity for preparedness and long term sustainability service for the future.

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Working together with other partners to deliver objectives</p>	<p>The re-alignment of resources will increase efficiency and effectiveness enabling resources to be directed appropriately. Changing practice in line with the Social Services and Well Being (Wales) Act (2015) will focus on working in collaboration with our partners and the community.</p>	<p>The training and develop plan will support this change in practice. Many training solutions support the new Act and there is intensive training available for all team members to support them in their change of practice.</p>
 <p>Involving those with an interest and seeking their views</p>	<p>All relevant stakeholders have been involved in developing this plan. These include, HR, Training, Children Services Team</p>	<p>Continued consultation will be undertaken as part of the ongoing engagement and delivery of the plans. Relevant teams will be engaged at all stages of the delivery plan. Continuous feedback will be sought.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>We will continue to review our structure to ensure flexibility which will continually enable us to realign staff resources to service need. This will include reviewing the roles and responsibilities of posts within teams. A stable, committed, flexible workforce is required in order to deliver the practice changes required.</p>	<p>We will continue to review our workforce policies, processes and procedures to enable this flexible approach.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies.</p>	<p>By working together with partner agencies and communities, by ensuring we have a stable workforce that have the skills, knowledge and live the values of Monmouthshire, this will ensure long term sustainability and consistency of service delivery.</p> <p>This in turn will positively impacts on people, economy and our environment.</p>	

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

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	Neutral		
Disability	Neutral		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	In line with the Welsh Language measure of 2011, and the Welsh Language Standards we will considering Welsh Language in recruitment advertising, documentation, posters, language skills etc.		

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

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	One of the principals on which the plan is based is to ensure that safeguarding and corporate parenting issues are fundamental to all considerations of the delivery plan.	N/A	Safe recruitment practices will be followed for all Children's Services appointments. Safeguarding and corporate parenting are both featured within the learning and development plan for all teams and individuals.
Corporate Parenting			

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

The evidence and data used to inform the development of the Workforce and Practice plan was :-  
Attendance Management Data 2013/14, 2014/15, 2015/16  
Labour turnover Data  
Exit interview Data  
Agency Worker Data  
Financial Data  
Training Audit information  
Workforce planning data.

**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 workforce action plan will provide the ability of our staff teams to be more flexible and stable. People's skills and competencies will be aligned to deliver the objectives and the priorities for the Children's Services Team, now and in the future.

The Future Generation Evaluation Form assists and informs the Council's understanding of both the positive and negative impacts of the Workforce and Practice action plan. The Council has paid due regard to the equality and sustainable development issues within this plan and this is evidenced in this document.

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

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>	<b>Progress</b>
Ensure the plan is delivered, monitored, reviewed and updated in line with the Children's Improvement Programme.	Every month	Project Lead	
Continue to review any risks and issues identified as the plan is delivered.	Every quarter	Project Lead with the Programme Manager.	

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

<b>The impacts of this proposal will be evaluated on:</b>	<b>14<sup>th</sup> June 2017</b>
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**9. VERSION CONTROL**

<b>Version No</b>	<b>Decision Making</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	CYP Select	7/7/2016	



