

# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga  
NP15 1GA

County Hall  
Rhadyr  
Usk  
NP15 1GA

Wednesday, 20 July 2016

## Notice of meeting / Hysbysiad o gyfarfod:

### County Council

Thursday, 28th July, 2016 at 5.00 pm,  
Council Chamber, County Hall, Usk

### AGENDA

*Prayers will be said prior to the Council meeting at 4.55pm. All members are welcome to join the Chairman for prayers should they wish to do.*

| Item No | Item   | Pages  |
|---------|--|--------|
| 1.      | <b>Apologies for Absence</b>   |        |
| 2.      | <b>Public Open Forum</b><br><br><b>Question from Mr J. Callard to County Councillor SB.Jones</b><br><br>Every weekday in Abergavenny, in the evening rush hour, drivers travelling from Abergavenny over the Llanfoist River bridge are caught up in long queues, both on the A4143 and on Merthyr Road. A conservative estimate, using government figures, suggests this delay costs the local economy some £350,000 a year. One of the reasons for this delay is due to vehicles parking on the Merthyr Road arm of the Waitrose roundabout close to the roundabout entry. These parked vehicles significantly reduce capacity of the Merthyr road arm of the roundabout. In my view it would be worth considering installing double yellow lines, complemented with direction arrows, on the section of road starting from opposite the Kwik Fit access, to increase capacity of the roundabout and so reduce queuing on this important route out of town. Alternative parking was provided as part of the Waitrose development and is available adjacent to the Kwik Fit building. |        |
| 3.      | <b>Chairman's Report and receipt of petitions</b>  | 1 - 2  |
| 4.      | <b>Declarations of Interest</b>  |        |
| 5.      | <b>To confirm and sign the minutes of the previous meeting</b>   | 3 - 10 |
| 6.      | <b>Notices of Motion</b>   |        |

**Motion from the Chairman of Monmouthshire County Council:**

We are proud to live in a diverse and tolerant society. Racism, xenophobia and hate crimes have no place in our country. Our Council condemns racism, xenophobia and hate crimes unequivocally. We will not allow hate to become acceptable. We will work to ensure local bodies and programmes have the support and resources they need to fight and prevent racism and xenophobia. We reassure all people living in Monmouthshire that they are valued members of our community.

**Motion from County Councillor D.Batrouni**

Many young people searching for their first job often find it a difficult process mainly because they are told they have no experience. The Labour group believe Monmouthshire County Council could help Monmouthshire's young people with this problem. As one of the biggest employers in Monmouthshire, the Council has the ability to provide a number of internships across a number of departments covering a wide range of skills. The Labour group believe we should set up a formal internship process whereby the Council actively recruits people that live in Monmouthshire. All interns should get paid the living wage commensurate to their age. By doing this, we could give them a head start in today's tough job market.

**Motion from County Councillor K.Williams**

This council is pleased to host the cycling event in Abergavenny each year. It will continue to ensure that local small businesses benefit from it each year.

|             |   |           |
|-------------|---|-----------|
| <b>7.</b>   | <b>Reports of Chief Officer, Social Care and Health</b>   | 11 - 16   |
| <b>7.1.</b> | <b>Safeguarding Performance 2015-16</b>   | 17 - 34   |
| <b>7.2.</b> | <b>Safeguarding Strategy &amp; Programme</b>  | 35 - 78   |
| <b>7.3.</b> | <b>Annual Report of the Statutory Director of Social Services</b>                               | 79 - 138  |
| <b>7.4.</b> | <b>Dementia Friendly Report</b>   | 139 - 144 |
| <b>8.</b>   | <b>Reports of the Head of Governance, Policy and Performance</b>                                |           |
| <b>8.1.</b> | <b>Sustainable Development Policy</b>   | 145 - 156 |
| <b>9.</b>   | <b>Reports of the Head of Community Delivery and the Head of Tourism, Leisure &amp; Culture</b> |           |
| <b>9.1.</b> | <b>Velothon 2017-2020</b>   | 157 - 178 |
| <b>10.</b>  | <b>Members Questions</b>  |           |

|                     |   |                  |
|---------------------|---|------------------|
| <p><b>10.1.</b></p> | <p><b>From County Councillor D.W. Hughes-Jones to County Councillor SB.Jones</b></p> <p>"Monmouthshire is in an unique position offering a special attraction for visitors. It forms part of the Brecon Beacons National Park which adds to the special appeal of our County. The problem of litter can undermine the attraction as it tarnishes the appearance and impression given to any person travelling along the roads of urban and rural Monmouthshire.</p> <p>What is Monmouthshire's policy regarding litter collection, prevention and imposing of fines for dropping litter, and is there any evidence that this strategy is working? How many fines have been imposed for littering our County over the last 5 years and what are the totals of money collected annually from this? Can this "revenue" be used to deter the littering of all Monmouthshire communities in the future?"</p> |                  |
| <p><b>11.</b></p>   | <p><b>Oak Grove Solar Farm</b></p> <p><i>To exclude the press and public from the meeting during consideration of this item of business on the grounds that they involve the likely disclosure of exempt information</i></p>  | <p>179 - 198</p> |

**Paul Matthews**

**Chief Executive**

MONMOUTHSHIRE COUNTY COUNCIL  
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

D. Batrouni  
J. Prosser  
D. Blakebrough  
M. Powell  
V. Smith  
G. Burrows  
R. Chapman  
P. Clarke  
J. Crook  
D. Dovey  
G. Down  
A. Easson  
D. Edwards  
R. Edwards  
D. Evans  
P. Farley  
P.A. Fox  
J. George  
R.J.W. Greenland  
L. Guppy  
E. Hacket Pain  
R. Harris  
B. Hayward  
M. Hickman  
J. Higginson  
P.A.D. Hobson  
G. Howard  
S. Howarth  
D. Jones  
P. Jones  
S. Jones  
S.B. Jones  
P. Jordan  
J. Marshall  
P. Murphy  
B. Strong  
F. Taylor  
A. Watts  
P. Watts  
A. Webb  
S. White  
K. Williams  
A. Wintle

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**Welsh Language**

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

# Aims and Values of Monmouthshire County Council

## Sustainable and Resilient Communities

### Outcomes we are working towards

#### **Nobody Is Left Behind**

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

#### **People Are Confident, Capable and Involved**

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

#### **Our County Thrives**

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

### Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

### Our Values

- **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.

## Chairman's Report - 11<sup>th</sup> June – 18<sup>th</sup> July

|  |  |
|--|--|
| Saturday 11 <sup>th</sup> June<br>3 p.m.   | Festival of Military Music<br>Wales Millennium Centre                                      |
| Sunday 12 <sup>th</sup> June<br>9.30 a.m.  | Newport Civic Service<br>Newport Cathedral   |
| Thursday 16 <sup>th</sup> June             | Royal Ascot Charity Day<br>Chepstow Racecourse   |
| Tuesday 21 <sup>st</sup> June<br>1 p.m.    | Young Enterprise Wales Company & Team of the Year Final<br>2016<br>Wales Millennium Centre |
| Sunday 26 <sup>th</sup> June<br>1.45 p.m.  | Powys Civic Reception<br>Metropole Hotel, Llandrindod Wells                                |
| Thursday 30 <sup>th</sup> June<br>8 p.m.   | Battle of the Somme Vigil Service<br>Llandaff Cathedral Cardiff                            |
| Friday 1 <sup>st</sup> July<br>2.30 p.m.   | Opening ceremony of framework for new Caldicot School<br>building<br>Caldicot School       |
| Saturday 2 <sup>nd</sup> July<br>10 a.m.   | Presentation of Prizes<br>Haberdashers' Monmouth School for Girls                          |
| Saturday 2 <sup>nd</sup> July<br>7.30 p.m. | Gwent Bach – Summer Concert and Garden Party<br>St Mary's Priory Room, Abergavenny         |
| Sunday 3 <sup>rd</sup> July<br>3 p.m.      | Torfaen CBC<br>Civic Service<br>Cwmbran  |
| Monday 4 <sup>th</sup> July<br>7 p.m.      | Gwent Music Showcase Concert<br>St David's Hall, Cardiff                                   |
| Thursday 7 <sup>th</sup> July<br>12 noon   | Jesse Memorial Window Dedication Service<br>St Mary's Priory Church, Abergavenny           |
| Thursday 7 <sup>th</sup> July<br>5.30 p.m. | Performance Evening<br>Chepstow School   |
| Saturday 9 <sup>th</sup> July<br>9.45 a.m. | Commemoration Service and Speech Day<br>Monmouth School                                    |
| Sunday 10 <sup>th</sup> July<br>2.30 p.m.  | Neath Port Talbot Civic Service<br>St Joseph's Catholic Church, Neath                      |
| Friday 15 <sup>th</sup> July<br>8.30 a.m.  | Rwnada Cycling Team Visit<br>King Henry School, Abergavenny                                |
| Friday 15 <sup>th</sup> July<br>3 p.m.     | The David Lewis Commemoration<br>St Mary's Priory, Abergavenny                             |
| Sunday 17 <sup>th</sup> July<br>2 p.m.     | Monmouth Town Council Civic Service<br>Shire Hall / St Mary's Priory Church, Monmouth      |
| Monday 18 <sup>th</sup> July               | Luncheon at the Royal Welsh<br>Llanelwedd, Builth Wells, Powys                             |

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## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of County Council held  
at Council Chamber - Council Chamber on Thursday, 16th June, 2016 at 5.00 pm**

**PRESENT:** County Councillor J. Higginson (Chairman)  
County Councillor P. Jordan (Vice Chairman)

County Councillors: D. Batrouni, J. Prosser, D. Blakebrough, M. Powell, V. Smith, R. Chapman, J. Crook, D. Dovey, A. Easson, D. Edwards, D. Evans, P. Farley, P.A. Fox, R.J.W. Greenland, L. Guppy, E. Hackett Pain, R. Harris, B. Hayward, M. Hickman, P.A.D. Hobson, G. Howard, S. Howarth, P. Jones, S.B. Jones, B. Strong, F. Taylor, P. Watts, K. Williams and A. Wintle

### **OFFICERS IN ATTENDANCE:**

|                |   |
|----------------|---|
| Paul Matthews  | Chief Executive                               |
| Kellie Beirne  | Chief Officer, Enterprise                     |
| Roger Hoggins  | Head of Operations                            |
| Will McLean    | Head of Democracy, Engagement and Improvement |
| Joy Robson     | Head of Finance/Section 151 Officer           |
| Robert Tranter | Head of Legal Services & Monitoring Officer   |
| Nicola Perry   | Senior Democracy Officer                      |
| Mark Hand      | Head of Planning, Housing and Place-Shaping   |

### **APOLOGIES:**

Councillors G. Burrows, P. Clarke, G. Down, R. Edwards, D. Jones, S. Jones, J. Marshall, P. Murphy, A. Watts, A. Webb and S. White

### **2. Public Open Forum**

There were no questions from members of the public.

### **3. Chairman's report and receipt of petitions**

Council received and noted the Chairman's report.

There were no petitions presented.

Council recognised the Rainbow Flag at half mast, which was considered appropriate given the circumstances in Orlando where 50 people had been shot and killed in a nightclub. The Chairman expressed that the sincere thoughts of Council are with relatives and friends of those involved in the atrocity. Council held a minute silence.

The Chairman advised that various people across Monmouthshire had been honoured in the Queen's Birthday Honours List, and offered congratulations to the following:

- Lieutenant Colonel Andrew Tuggey, Deputy Lord Lieutenant of Gwent, awarded a CBE;
- Mr. J. Rowlands, awarded a BEM for services to the Hood Memorial Hall;
- Sarah Byford, awarded an MBE;

# MONMOUTHSHIRE COUNTY COUNCIL

## Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 16th June, 2016 at 5.00 pm

- Mrs. Jane Hart, awarded an MBE.

We heard the sad news of the Labour MP Jo Cox who had been attacked, and subsequently lost her life, in Yorkshire. Council paid respect with a minute silence.

#### **4. Declarations of Interest**

There were no declarations of interest made by Members.

#### **5. To confirm and sign the minutes of the following:**

##### **5.1. Wednesday, 4th May 2016 - Extraordinary Meeting**

The minutes of the County Council meeting held on 4<sup>th</sup> May 2016 were confirmed and signed as a correct record.

##### **5.2. Tuesday, 10th May 2016 - Annual Meeting**

The minutes of the County Council meeting held on 10<sup>th</sup> May 2016 were confirmed and signed as a correct record.

##### **5.3. Thursday, 12th May 2016 - Deferred Items**

The minutes of the County Council meeting held 12<sup>th</sup> May 2016 were confirmed and signed as a correct record.

In doing so the following points were noted:

Members highlighted the need for an action sheet to be included with the agenda and the importance of actions being updated.

***Corrections to item 19 - To ratify the written response to the Welsh Government consultation on the proposed new section of the M4 motorway ( copy attached) and consider what further comment, if any, members may wish to provide to Welsh Government. Members were invited to ratify the written response to the Welsh Government consultation:***

Page 15 - where reference is made to to the trunk, should state the section of the B4245 at Undy, which is due to become a trunk road.

Page 15 – *liaison with Welsh Government* should refer specifically to a formal liaison mechanism between Welsh Government Officers and County Council, and not their contractors.

A Member expressed disappointment with the content of the letter issued following the debate, along with frustration that the letter had not been circulated to all Members. The quality of the letter was not considered satisfactory.

In response the Cabinet Member advised that the letter would be redrafted.

#### **Correction to Page 11 - Category C – Joint Committees and Local Authority Companies:**

Should state: A member requested that it be recorded that two members are appointed to the EAS Audit and Risk Assurance Committee.

#### **6. To receive minutes of the following:**

##### **6.1. Minutes of meeting Monday, 21st March 2016 of Democratic Services**

# MONMOUTHSHIRE COUNTY COUNCIL

## Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 16th June, 2016 at 5.00 pm

### Committee

We received, for information, the minutes of the Democratic Services Committee meeting held on 21<sup>st</sup> March 2016.

#### 6.2. Minutes of meeting Thursday, 26th May 2016 of Audit Committee

We received, for information, the minutes of the Audit Committee meeting held on 26<sup>th</sup> May 2016.

### 7. Notices of Motion

There were no notices of motion raised by members.

### 8. Reports of the Head of Policy and Engagement:

#### 8.1. Update on the Syrian Resettlement Programme

Council were presented with an update on the Syrian Resettlement Programme, the purpose was:

- To provide Members with an update as to the arrangements for Monmouthshire County Council's participation in the Home Office's Syrian Resettlement Programme.

Councillors Hacket Pain, Crook and Taylor were thanked for their contributions to the programme.

During discussion the following points were noted:

- It would be beneficial for local members to be informed of refugees coming to their area, to keep a watching brief.
- Members were pleased to hear that officers had recognised recommendations made by the task and finish group and had looked to other authorities who had received Syrian refugees under the resettlement programme, and to wider third sector organisations. Members wished to express thanks to officers for taking time to follow these recommendations. It was noted that colleagues at OXFAM had been of significant help, particularly around specific support for women refugees.
- The provision of English for Speakers of Other Languages (ESOL) related to the whole family and not just children starting school.
- A Member expressed thanks to Council for taking on the programme, and added that that there had been full representation, looking to cover every eventuality.
- The Cabinet Member thanked the group and suggested that a future Member's Seminar would be beneficial, in order to give all Members an insight.
- It was not yet determined if we would be participating in an orphan scheme.

The Council resolved to agree recommendations within the report:

That Council notes the progress made in preparing for the arrival of the first arrivals from Syria in the summer of 2016; and that the Member / Officer working group continues to oversee the arrangements for their arrival.

### 9. Reports of the Head of Planning:

#### 9.1. To adopt a revised Planning Scheme of Delegation

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 16th June, 2016 at 5.00 pm

Council were presented with the proposal to revise the Planning Scheme of Delegation. The purpose was for Council to adopt a revised Planning Scheme of Delegation.

In considering the report, we noted:

- A Member referred to the delegation of officers to respond on behalf of the Council to HGV operator's licence applications. There was concern regarding the unawareness of such applications and it was thought important that local people are aware of this issue. Members were asked to seriously consider that such applications go to Council.
- The change to the enforcement powers was considered one of the most beneficial parts of the Planning Bill, and should be used to its full extent.

We resolved to agree recommendations within the report:

- That Council endorses the revised Planning Scheme of Delegation attached to the report, for adoption by Council.
- That the Head of Planning be authorised to update the above documents in the future in relation to factual corrections to job titles.

#### 10. Audit Committee Annual Report 2015-2016

Council were presented with the Audit Committee Annual Report 2015/16 and 2014/15.

On behalf of the Audit Committee, the Chair of Audit Committee submitted the combined annual report for 2014/2015 and 2015/2016 for consideration by the Council.

The report demonstrated that the workings of the Committee have been both valuable and productive and provides assurance to the Council regarding the Committee's activities in the effective governance of financial affairs and other matters by the Authority.

During discussion we noted the following:

- Clarification was requested to whether the lay member of the Audit Committee was co-opted or appointed. The Monitoring Officer confirmed that he would advise in due course.
- It was agreed that should Audit Committee believe setting up a sub group would enhance the work of the committee, this would be explored as the need arises. A Member considered the sub group would be a side discussion to seek further information, which would be reported back to committee, and minuted as normal.

We resolved to accept the report.

#### 11. Members Questions:

11.1. from County Councillor D. Batrouni to County Councillor E.J. Hacket Pain

***How many full-time equivalent qualified teachers at Monmouthshire maintained schools were there in (i) 2012, (ii) 2013, (iii) 2014 and (iv) 2015?***

In response Councillor Hacket Pain handed out paperwork with the figures requested. Detail was provided as follows:

(i) 629

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 16th June, 2016 at 5.00 pm

- (ii) 636
- (iii) 633
- (iv) 608

11.2. from County Councillor D. Batrouni to County Councillor E.J. Hacket Pain

**How many full-time equivalent support staff at Monmouthshire maintained schools were there in (i) 2012, (ii) 2013, (iii) 2014 and (iv) 2015?**

In response Councillor Hacket Pain provided the following figures:

- (i) 522
- (ii) 534
- (iii) 543
- (iv) 512

As a supplementary question Councillor Batrouni asked if we monitored these figures, and if so how often?

In response Councillor Hacket Pain explained that figures are regularly monitored but not monitored in the way they were specifically asked for. Therefore quite a lot of work had gone into providing the information.

11.3. from County Councillor D. Batrouni to County Councillor E.J. Hacket Pain:

**What percentage of school teachers took sickness absence at Monmouthshire maintained schools during (i) 2012, (ii) 2013, (iii) 2014 and (iv) 2015?**

In response Councillor Hacket Pain explained that half day or full day absences were counted in the sickness absence, and provided the following figures:

- (i) 64%
- (ii) 57%
- (iii) 65%
- (iv) 59%

These figures were regularly monitored and areas for support identified.

11.4. from County Councillor D. Batrouni to County Councillor E.J. Hacket Pain:

**What was the total number of sick-days taken by teachers at Monmouthshire maintained schools during (i) 2012, (ii) 2013, (iii) 2014 and (iv) 2015?**

In response Councillor Hacket Pain provided the following figures:

- (i) 5344
- (ii) 4781
- (iii) 4837
- (iv) 4644

It was noted that the figures ran from September to September in line with the academic year.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 16th June, 2016 at 5.00 pm

11.5. from County Councillor D. Batrouni to County Councillor E.J. Hacket Pain:

**What was the average class size at Monmouthshire maintained schools at Key Stage (i) 1, (ii) 2, (iii) 3, (iv) 4 and (v) 5?**

In response Councillor Hacket Pain provided the following figures:

Key Stage 1

- (i) 24
- (ii) 25
- (iii) 25
- (iv) 26

Key Stage 2

- (i) 26
- (ii) 25
- (iii) 26
- (iv) 26

Key Stage 3

- (i) 26
- (ii) 26
- (iii) 25
- (iv) 26

Councillor Hacket Pain explained that key stage 4 figures were not provided, mainly because a large amount of officer time had been taken to provide the figures, and when you get to key stage 4, looking at GCSE and A level years, specific numbers were difficult to obtain.

Councillor Hacket Pain added that the figures had flat-lined in 2014 and 2015. When looking the EAS Business Plan, in comparison with those in our consortium, Monmouthshire were 1st across those years at foundation phase with a 5% increase. Key stage 2 were 1<sup>st</sup> in 2012 and 2013, 2<sup>nd</sup> in 2014 and 1<sup>st</sup> in 2015 with a 6% increase. Key stage 3 was similar with a 13.1% increase. Key stage 4, again 1<sup>st</sup> across the authorities.

The Chair requested the EAS statistics be circulated to all Members

As a supplementary, Councillor Batrouni asked for clarification that he would not be receiving the requested information for key stages 4 and 5. Councillor Hacket Pain explained that the information could be found, but in terms of officer time there was a concern of how much the question would cost the Council.

**12. To exclude the press and public from the meeting during the consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information**

**13. EXEMPT REPORT from Head of Planning:**

13.1. **Caerwent House, Caerwent**

## **MONMOUTHSHIRE COUNTY COUNCIL**

### **Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 16th June, 2016 at 5.00 pm**

Council were presented with a report to provide an update on project progress and proposed action with regards to the Compulsory Purchase Order in relation to Caerwent House.

Following discussion Council resolved to accept the recommendations in the report.

**The meeting ended at 6.00 pm**

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## **Aneurin Bevan University Health Board**

### **Byw Nawr: Live Now**

#### **Purpose of the Report:**

The purpose of this report is to inform Monmouthshire Council of the development of Aneurin Bevan University Health Board and its partners as a Beacons site for the development of Byw Nawr.

Byw Nawr is the Welsh equivalent of Dying Matters. This was set up by the National Council for Palliative Care to support the End of Life Care Strategy. The aim of which is to raise public awareness about the importance of talking more openly about dying, death and bereavement and of making our wishes known.

The paper gives an overview of Byw Nawr and describes some of the actions that have taken place to date.

#### **Recommendation,**

Monmouthshire Council is asked to:

- Note the contents of this paper.
- Agree the Health Board will support this campaign.

**Report Author: Bobby Bolt, Deputy Chief Operating Officer**

#### **1 Introduction:**

The Byw Nawr (Live Now) partnership was established in 2014 to help generate a conversation in Wales about how we can live well, yet make preparations in advance for the End of our Lives. The partnership supports the Welsh Government End of Life Care Delivery Plan by promoting 'a healthy realistic approach to dying, adopting healthy lifestyles, while being informed and supported to make arrangements in advance for the end of life.' It was launched by the Minister for Health and Social Services during Dying Matters Awareness Week on 21 May, 2015.

Talking about dying and planning ahead may not be easy, but it can help make the most of life and spare loved ones from making difficult decisions on our behalf when we become incapacitated or dealing with the consequences of us dying without making a will.

## **2 Attitudes to Death and Dying in Wales**

Byw Nawr works in association with Dying Matters.org which is a programme of work undertaken by the National Council for Palliative Care.

A survey undertaken in 2014 by Dying Matters found that:

- Although almost a third of people in Wales (31%) think about dying and death at least once a week, 73% believe that people in Britain are uncomfortable discussing dying, death and bereavement.
- Only 32% of adults in Wales say they have written a will, 33% that they have registered as an organ donor or have a donor card, 30% that they have taken out life insurance, 26% that they have talked to someone about their funeral wishes and 7% that they have written down their wishes or preferences about their future care, should they be unable to make decisions for themselves.
- Just 18% of people in Wales say they have asked a family member about their end of life wishes.

Despite this failure to talk about dying and plan ahead, 70% of the Welsh public agree that if people in Britain felt more comfortable discussing dying, death and bereavement it would be easier to have our end of life wishes met.

The research also found that:

- The majority of people across Wales (77%) agree that quality of life is more important than how long they live for.
- The most common age at which people would like to die is 81-90 (24%).
- Almost three-quarters of people (73%) agree that providing end of life care should be a fundamental part of the work of the NHS.

## **3 Welsh Government Support**

The previous Minister for Health and Social Services Professor Mark Drakeford has stated publicly how important it is to ensure people in Wales plan ahead for their end of life care needs and fully supports the

work of Byw Nawr, to the extent that Welsh Government funding has been made available to support the Byw Nawr partnership through the production of bi lingual Dying Matters literature and in the development of bi lingual Byw Nawr and 'Find me help' websites.

#### **4 The Byw Nawr Partnership**

The partnership is a broad and inclusive community. It aims to engage individuals and organizations throughout Wales, across a range of sectors who wish to support this work by engaging in the Big Conversation around 'living and dying well' in their communities.

A simple five step approach is promoted, encouraging people in Wales to:

##### **1. Make a will**

Will making is important if you care what happens to your property after you die, particularly if you are neither married or in a civil partnership. The law does not recognise co habitees as having the same rights as spouses and civil partners.

##### **2. Tell your loved ones your wishes**

Cicely Saunders (1918-2005) reminded us that 'How people die remains in the memory of those who live on'. Yet sometimes, through trauma or sudden illness, death occurs without time to say goodbye, plan or prepare. Knowing that we have made public our wishes and shared precious memories in advance when we are fit and well will support those left behind as they go through the bereavement process. They will be consoled knowing that having already had those conversations, they were not unprepared when the time came.

##### **3. Register as an organ donor**

The Welsh Government Organ Donation Team state that someone dies every ten days waiting for an organ transplant in Wales. Whilst 90% of us support organ donation not enough of us have told our loved ones whether we want to be a donor or not. Every missed chance for someone to become organ donor is a tragedy.

In Wales, from 1 December 2015 organ donation will be easier. Even with this change it is still important that you tell your friends and family about your wishes as under the new system your loved ones will still be asked if they knew your decision on organ donation.

##### **4. Record your funeral wishes**

Documenting your funeral wishes is an opportunity to ensure the funeral reflects your life and gives your family and friends the opportunity to say goodbye. Grieving relatives can also gain comfort from knowing that they will be taking practical steps to give you the funeral you desired.

##### **5. Plan your future care and support**

People who are coming to the end of their lives state the value of friends and professionals during the end of life; to just be there, offering practical support and a listening ear and supporting them to make important choices, such as how and where to be cared for. The 'Find me Help' section on the Dying Matters website offers links to local services, information and supportive online communities.

## **5 Local Actions**

The Health Board has adopted the campaign and is launching a local partnership with other health and social care professionals, voluntary organisations and care homes. The aim of which is to raise awareness of the need to plan for the end of our lives and ensure we all have the Big Conversation.

This has included a formal launch. Also planned are links on organisational websites, information in health care premises, care home etc. encouraging the Big Conversation through community venues and with community groups.

Previous discussions have taken place at Monmouthshire Adult Health and Social Care Select Committee about end of life care. Following that discussion, the Deputy Chief Operating Officer and Chair of the Select Committee met with Veronica Snow, who is leading implementation of the End of Life Care Plan and co-ordinating the work of Byw Nawr across Wales. As a result there was enthusiasm to launch this locally, with the potential of asking the various 50+ groups to support this work.

The Gwent area has been identified as a Beacon site for the development of Byw Nawr in Wales. One of the aims of this is to develop formal partnerships with Local Authorities and other key partners and it is hoped that Monmouthshire Council will be the first Council in Wales to formally adopt Byw Nawr. The exact format of this is to be determined and we are in a unique opportunity to shape this and be at the forefront of improving end of life care through encouraging people to plan for their death and talk to their loved ones about their wishes so that their last days can be as peaceful as possible.

## **6 Recommendation:**

Monmouthshire Council is asked to:

- Note the contents of this paper.
- Agree the Council will support this campaign.
- Agree the Council will collaborate with the Health Board in developing a formal partnership.

**Bobby Bolt**

**Associate Director Efficiency and Effectiveness  
Aneurin Bevan University Health Board  
July 2016**

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|                                  |  |
|----------------------------------|--|
| <b>SUBJECT:</b>                  | <b>End of Year Performance 2015/16 on Whole Authority Safeguarding</b> |
| <b>MEETING:</b>                  | <b>Council</b>   |
| <b>DATE:</b>                     | <b>28<sup>th</sup> July 2016</b>                                       |
| <b>DIVISIONS/WARDS AFFECTED:</b> | <b>All</b>   |

## **1 PURPOSE**

- 1.1 To provide Council members with an overview of the performance on whole authority safeguarding in 2015/16.

## **2 RECOMMENDATIONS**

- 2.1 That members consider this information in parallel with the separate report on the proposed changes to the whole authority safeguarding approach.
- 2.2 That members seek assurance that the proposed changes will improve performance on issues highlighted through this report.

## **3. KEY ISSUES**

- 3.1 Since 2014 the Safeguarding Unit has provided six monthly performance reports to the Children and Young People Select Committee, the Cabinet and the Council using a trio of reports.
- 3.2 The Whole Authority Safeguarding Coordinating Group (WASCG) has developed a proposal for future whole authority safeguarding which has been provided to Council members in a separate report. The proposal constitutes adopting a strategy supported by an activity programme and a scorecard of measures which are to be steered through a newly constituted WASCG.
- 3.3 This proposal has been shared with Directorate Management Teams and has been presented to the Senior Leadership Team and the Cabinet. It has also been informally presented to the Children and Young People and Adults Select Committees.
- 3.4 On Council's approval of the proposal, future performance appraisals will be facilitated through the scorecard of measures.
- 3.5 However, for consistency in completing a year end appraisal of performance for 2015/16, the reporting format used to date has been continued. This is based on nine prioritised objectives as in the Appendix and gives narrative assessments and scores on performance for each. The scores given are based on the whole authority self-assessment matrix.

3.6 To consolidate the previous trio of performance information and in anticipating the proposed approach, two of the supplementary report strands previously reported have not been provided. Refer to paragraph 3.1.

**3.7 A summary of the performance:**

- Important safeguarding processes and practices are embedded across the authority and are supported by key services such as the Safeguarding Unit, Peoples Services and the Volunteer Coordinator. These ensure there are safe settings, safe recruitment and staff and volunteers safeguarding training
- However, some parts of the authority have embedded safeguarding processes and practices better than others, including application to those noted above but also, different levels of accountability are embedded
- Also, in some service areas safeguarding does not appear to be understood and or mainstreamed. This has been identified through the safeguarding training and the SAFEs (internal quality assurance safeguarding audits on services and settings)
- Other safeguarding processes and practices need to be strengthened, for instance in assuring safe practices and processes through externally contracted service arrangements

**3.8 A summary of the scores:**

The six monthly performance scores on the nine prioritised objectives from 2014 to 2016 are given in the table below:

| Objective  | Score at April 2014 | Score at September 2014 | Score at April 2015 | Score at September 2015 | Score at April 2016                                     |
|--|---------------------|-------------------------|---------------------|-------------------------|---|
| 1. Safeguarding children and young people is understood as 'everyone's responsibility  | N/A                 | 4                       | 5                   | 5                       | 4   |
| 2. Monmouthshire's Safeguarding and Child Protection Policy is embedded across all settings and services   | 4                   | 4                       | 4                   | 4                       | 4   |
| 3. Through our Audit Framework we are assured that all settings and services meet their roles and responsibilities in safeguarding /child protection | 3/4                 | 4                       | 4                   | 4                       | This objective has been assessed as part of objective 2 |



| Objective   | Score at April 2014 | Score at September 2014 | Score at April 2015 | Score at September 2015 | Score at April 2016 |
|---|---------------------|-------------------------|---------------------|-------------------------|---------------------|
| 4. Safe recruitment and safe work force practices are operating effectively and embedded across the authority.  | 2                   | 3                       | 4                   | 4                       | 4                   |
| 5. All workers and volunteers in contact with children and families are trained at the appropriate level  | 5                   | 5                       | 5                   | 5                       | 4                   |
| 6. There is a system in place that identifies and addresses any professional allegations or concerns about individuals who may pose a risk.   | 4                   | 5                       | 5                   | 5                       | 4                   |
| 7. We are well-informed about the issues that compromise the safety and welfare of children and /or potentially expose them to harm through abuse and neglect and can demonstrate how we respond to and reduce areas of need. | 3                   | 3                       | 4                   | 4                       | 4                   |
| 8. We operate best safeguarding practices and can demonstrate how we identify and address areas where improvement is needed.  | 3                   | 3                       | 3                   | 3                       | 3                   |
| 9. Engagement with children and young people is at the heart of our safeguarding and child protection activity.   | 3                   | 3                       | 4                   | 4                       | 4                   |

#### 4. REASONS

To ensure that:

- 4.1 Safeguarding performance is kept under review and that intervention is initiated as necessary.
- 4.2 Chief Officers and Council members are held to account and also, can hold others to account in assuring safeguarding processes and practices.

#### 5. RESOURCE IMPLICATIONS

There are no resource implications in relation to the report.

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

The report gives a performance appraisal. There are no Wellbeing of Future Generations Implications and in this context, an assessment form is not provided.

**7. CONSULTEES:**

The performance appraisal has been signed off through the Whole Authority Safeguarding Coordinating Group, the Senior Leadership Team and the Cabinet.

**8. BACKGROUND PAPERS:**

Monmouthshire County Council Safeguarding Policy  
The trio of safeguarding reports provided since 2014  
The Internal Audit Service report on safeguarding 2015  
The Wales Audit Office study on safeguarding 2015  
The Ellis Williams review on safeguarding 2015 (former Rhondda Cynon Taff Chief Officer for Social Services)  
The Estyn Inspection report 2016  
The Safeguarding Unit service plan 2015/16 (incorporating responses to the CSSIW feedback on performance 2014 and 2015)  
National performance indicators 2015/16

**9. AUTHOR:**

Teresa Norris, Policy and Performance Officer

**10. CONTACT DETAILS:**

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## Appendix: Performance assessment at year end 2015/16 on the prioritised whole authority safeguarding objectives

1. The cornerstones for authority wide improvements on safeguarding were set in 2014 as in the diagram below:



2. Nine key objectives were set to underpin these cornerstones. These are picked up in **Table 1** with scores given since 2014 on the performance achieved. These scores have been based on the whole authority self-evaluation scoring matrix shown in **Table 3**.
3. The performance information in **Table 1** encapsulates that already reported from 2014 to the mid-year point 2015/16 and in addition, gives a new appraisal for the whole year 2015/16. The main evidence used for previous reporting was drawn from the Estyn inspection 2012 to 2015, the CSSIW inspection 2014 with further feedback given in 2015, the Safeguarding Unit service plan and prescribed information captured on particular service functions, for instance on child protection, recruitment and from youth surveys.
4. However, new information on performance was received during the year 2015/16 which has therefore been taken into account in arriving at the whole year appraisal. This is given in **Table 2**. The references are Monmouthshire's Internal Audit Service report (published 2016), the Wales Audit Office study of safeguarding across Greater Gwent authorities and the Ellis Williams report on safeguarding in Monmouthshire. All were undertaken in 2015. In light of these, end of year scores for 2015/16 in some cases are lower than scores previously reported.
5. The nine objectives are very broad and the view of the Whole Authority Safeguarding Coordinating Group is that the evidence previously used to assess performance against them has been inconclusive to fully substantiate the scores given. This recognition has contributed to prompt a new proposal on whole authority safeguarding that will refocus safeguarding objectives and strengthen how we monitor and measure performance going forward.

6. Currently the authority is implementing the new Social Services and Wellbeing Act (Wales) 2014 with an associated national outcomes framework and so this will be interfaced with the new whole authority safeguarding framework as far as practicable.
7. Links to previous performance information are given below.

[2015/16 half year report to Cabinet November 2015](#)

[Safeguarding Service Plan 2015/18](#)

**Table 1: Scores from April 2014 to the end of year 2015**

| Objective   | Score at April 2014 | Score at September 2014 | Score at April 2015 | Score at September 2015 | Score at April 2016                                     |
|---|---------------------|-------------------------|---------------------|-------------------------|---|
| 1. Safeguarding children and young people is understood as 'everyone's responsibility   | N/A                 | 4                       | 5                   | 5                       | 4   |
| 2. Monmouthshire's Safeguarding and Child Protection Policy is embedded across all settings and services  | 4                   | 4                       | 4                   | 4                       | 4   |
| 3. Through our Audit Framework we are assured that all settings and services meet their roles and responsibilities in safeguarding /child protection  | 3/4                 | 4                       | 4                   | 4                       | This objective has been assessed as part of objective 2 |
| 4. Safe recruitment and safe work force practices are operating effectively and embedded across the authority.  | 2                   | 3                       | 4                   | 4                       | 4   |
| 5. All workers and volunteers in contact with children and families are trained at the appropriate level  | 5                   | 5                       | 5                   | 5                       | 4   |
| 6. There is a system in place that identifies and addresses any professional allegations or concerns about individuals who may pose a risk.   | 4                   | 5                       | 5                   | 5                       | 4   |
| 7. We are well-informed about the issues that compromise the safety and welfare of children and /or potentially expose them to harm through abuse and neglect and can demonstrate how we respond to and reduce areas of need. | 3                   | 3                       | 4                   | 4                       | 4   |

| Objective   | Score at April 2014 | Score at September 2014 | Score at April 2015 | Score at September 2015 | Score at April 2016 |
|---|---------------------|-------------------------|---------------------|-------------------------|---------------------|
| 8.<br>We operate best safeguarding practices and can demonstrate how we identify and address areas where improvement is needed. | 3                   | 3                       | 3                   | 3                       | 3                   |
| 9.<br>Engagement with children and young people is at the heart of our safeguarding and child protection activity.              | 3                   | 3                       | 4                   | 4                       | 4                   |

**Table 2: Performance for the year 2015/2016:**

| Objective  | Score at April 2016 | Officer responsible for the information                                | What is working well  | Evidence used to substantiate success  | What is not in place / not working effectively and needs to improve  | Evidence used to substantiate weakness  |
|--|---------------------|--|---|--|--|---|
| <p>1. Safeguarding children and young people is understood as 'everyone's responsibility</p> | 4                   | Teresa Norris, Whole Authority Safeguarding Coordinating Group (WASCG) | <p>Overall, important processes and practices are embedded across the authority, supported by key services e.g. the Safeguarding Unit, Peoples Services and the Volunteer Coordinator. These include on recruitment and staff training, including for volunteers.</p> <p>The level of progress on whole authority safeguarding influenced an Estyn decision to release the authority from Special Measures early in 2016.</p> <p>In building on this, services will further embed and assure safeguarding within service and workforce planning through measures incorporated into service plans as standard.</p> | <p>The Whole Authority Safeguarding Coordinating Group review of whole authority safeguarding in 2016 to close the gap in weaknesses identified out of recent reviews and widen the agenda to Adult safeguarding.</p> <p>A judgement of "Good" out of the Estyn Inspection reported in early 2016 – related to children and young people particularly</p> <p>Safeguarding practices stack well in some aspects against the Wales Audit Office study on good practice / poor performance 2015</p> | <p>Some parts of the authority have embedded safeguarding better than others, for instance, assuring volunteers used across all service areas and on other aspects of recruitment.</p> <p>There are weaknesses in accountability and practices where safeguarding does not appear to be understood and / or mainstreamed e.g. assuring safeguarding through contracted service arrangements.</p> <p>Also, the Ellis Williams review 2015 and even more particularly the Internal Audit Service report 2016 identified a number of key activities that need to be improved across MCC services.</p> | <p>The trio of reports to SLT and Cabinet from 2014 to the half year 2016</p> <p>The Ellis Williams review 2015</p> <p>The Internal Audit Service report 2016</p> <p>The Wales Audit Office study and appendix on good practice / poor performance 2015</p> |

| Objective  | Score at April 2016 | Officer responsible for the information  | What is working well  | Evidence used to substantiate success  | What is not in place / not working effectively and needs to improve  | Evidence used to substantiate weakness  |
|--|---------------------|--|---|--|--|---|
| 2. Monmouthshire's Safeguarding and Child Protection Policy is embedded across all settings and services | 4                   | Heather Heaney, Liaison Officer for Safeguarding in Education<br><br>Statements 2 and 3 are linked to the same objective | <p>MCC has had a Safeguarding and Child protection Policy since 2012 which was subsequently reviewed in 2014. It is now due for a re-review. It embeds safeguarding practice such as safe recruitment and training. It also covers the Safeguarding Audit Framework for Evaluation (SAFE).</p> <p>All settings that are supported are asked to be aware of the MCC policy.</p> <p>The SAFE process and programme is a model of good practice shared regionally and nationally.</p> <p>The authority's services and settings, including schools, Leisure Services, Early Years settings and the Youth Service complete the SAFE every 2 years.</p> | <p>The policy is accessible and is included in the induction day attended by all new staff. It is also included in the Level 1 training and forms a key element in the current Safeguarding Team service plan.</p> <p>Settings have completed a SAFE for the second time. The Safeguarding Unit pull out themes and completes a report for each group e.g. schools, early years settings TLC etc. and each setting receives an action plan to work towards which is RAG rated. The Unit also use the SAFE information in discussions with settings in the event of safeguarding issues, to strengthen any particular areas or standards.</p> | <p>It cannot be confirmed that all staff have seen the Safeguarding and Child Protection Policy. It is not possible to assess whether "all settings and services" have embedded the policy but only that services have had opportunity to embed it. The policy is due for review.</p> <p>We know from MCC's Internal Audit report that the policy is not working robustly across the authority e.g. safe recruitment practices which is also covered in statement 4.</p> | <p>Training has identified that some staff are not aware of the Safeguarding and Child Protection Policy</p> <p>The Internal Audit Service report 2016 raised issues of concern</p> |

| Objective  | Score at April 2016 | Officer responsible for the information  | What is working well   | Evidence used to substantiate success  | What is not in place / not working effectively and needs to improve  | Evidence used to substantiate weakness   |
|--|---------------------|--|--|--|--|--|
| 3. Through our Audit Framework we are assured that all settings and services meet their roles and responsibilities in safeguarding /child protection | N/A                 | Heather Heaney, Liaison Officer for Safeguarding in Education<br><br>Statements 2 and 3 are linked to the same objective | This objective has been assessed as part of objective 2.   | N/A  | We need to strengthen application to safeguarding in some service settings.<br><br>We need to ensure in a more robust way how contracted services comply with safeguarding processes and practices.  | N/A  |
| 4. Safe recruitment and safe work force practices are operating effectively and embedded across the authority.                                       | 4                   | Sally Thomas, Interim HR Manager   | An IT system is available for managers to track all pre-employment checks and workers are not permitted to commence work without the necessary pre-employment checks in place.<br><br>Joint training on safe recruitment has been delivered by People Services HR and the Safeguarding Unit to all head-teachers and senior leaders in schools, governors and also, to managers across the full range of authority service areas. Training has been on-going since 2014. | Employee Services have completed a full data cleanse for all workers in relation to pre-employment checks. On a monthly basis the People Services Admin Team extract specific data reports on DBS checks across the organisation which they provide to the Safeguarding Unit, relevant chief officers, People Services HR and the directorate safeguarding champions for scrutiny and action as necessary. | The Internal Audit Service provided a report on safeguarding processes and practices and made a number of recommendations in January 2016 including on safe recruitment. For instance the audit showed there were gaps in DBS checks and gaps in references obtained before employment.<br><br>The audit report also showed the recruitment of volunteers needed to be tightened, including in identifying the numbers in situ and the status of completeness of <i>safe</i> volunteers overall. This has been picked up in entry 5. | An audit carried out once a year on school based staff identifies any concerns.<br><br>People Services system reports to chief officers, the Safeguarding Unit and school heads have identified gaps in DBS checks and other recruitment requirements.<br><br>The Internal Audit Service report 2016 identified weaknesses in recruitment practices and processes. |





| Objective                                     | Score at April 2016 | Officer responsible for the information    | What is working well   | Evidence used to substantiate success  | What is not in place / not working effectively and needs to improve  | Evidence used to substantiate weakness             |
|---|---------------------|--|--|--|--|--|
|   |                     |  | <p>Safeguarding champions are established in each directorate to raise awareness on safeguarding, guide in addressing issues and in ensuring directorates' ownership of safeguarding. Also they act as a key link between People Services, the Safeguarding Unit and directorates.</p> <p>People Services HR has developed and implemented a Manager/Head-teacher guide/workflow for the recruitment process.</p> <p>Additionally, there is a range of information to provide continued assistance for managers on the Hub.</p> <p>People Services HR link with Owen Wilce on a regular basis in supporting the Volunteering sector.</p> | <p>A safe recruitment audit across schools is undertaken every year.</p> <p>Employee Services assess that In Children and Young People Services and in schools the rate of compliance is around 99%. The assessments for the other directorates needs to be confirmed.</p> <p>The Internal Audit Service provided specific recommendations which have been taken on board for the academic year 2015/16. Internal Audit officers assessed a sample of 20 files against a new starter checklist. Schools were given a report on the issues identified and a re-check confirmed the discrepancies had been dealt with.</p> | <p>The Internal Audit Service report also recommended on recruitment practices carried out by partners and contracted services, where this is an area of uncertainty in as much as the authority does not have a robust system with checks in place in all cases to verify safeguarding recruitment through these avenues.</p> |  |
| 5. All workers and volunteers in contact with | 4                   | Owen Wilce, Volunteer Coordinating Officer | We have made strides in assuring volunteers used across MCC services. by producing a Volunteer   | 425 staff have used the volunteering toolkit making 3,271 website visits – it is currently going through the   | We still need to identify the number of volunteers who support children, young people and vulnerable adults  | Monmouthshire's Internal Audit Service report 2016 |

| Objective   | Score at April 2016 | Officer responsible for the information | What is working well  | Evidence used to substantiate success  | What is not in place / not working effectively and needs to improve   | Evidence used to substantiate weakness |
|---|---------------------|---|---|--|---|--|
| <p>children and families are trained at the appropriate level</p> |                     |   | <p>Toolkit that provides a framework and guidance checklist on the requirements that volunteers need to satisfy. This can be accessed through a central point.</p> <p>We have formed a volunteer network to share best practice and reinforce the safe recruitment principles provided in the toolkit.</p> <p>We are delivering “Leading Volunteers” training to all staff in volunteer supporting roles to ensure for instance, safe recruitment and appropriate levels of safeguarding training. (as in SSWA 139).</p> <p>Role profiles are being developed for volunteers to outline what is needed.</p> <p>Safeguarding Level 1 training has been delivered to volunteers across the county and is available on a</p> | <p>political process for approval.</p> <p>Two courses have been run giving 25 staff training across the authority. 87 volunteers have been trained at Level 1. Further courses are planned.</p> <p>All departments supporting volunteers are currently developing role profiles.</p> | <p>as part of their role and in line with this, identify the level of support that is needed. We will then be able to assess how far we meet the requirements around volunteers.</p> <p>An electronic system for volunteer management is under development to include safe recruitment and safeguarding training. Once this is up and running we will have a clear picture across the county on volunteers.</p> <p>The Internal Audit report 2016 highlighted the need for an effective Monmouthshire database on volunteers.</p> |  |

| Objective  | Score at April 2016 | Officer responsible for the information  | What is working well  | Evidence used to substantiate success   | What is not in place / not working effectively and needs to improve   | Evidence used to substantiate weakness  |
|--|---------------------|--|---|---|---|---|
|  |                     |  | bi-monthly schedule to instil safeguarding practice.  |   |   |   |
| <p>6. There is a system in place that identifies and addresses any professional allegations or concerns about individuals who may pose a risk.</p> | 4                   | Kelly Turner, Child Protection Coordinator / Jo Sansom, Business Support Officer | <p>We have strengthened our work in addressing professional allegations through updated regional guidance at the end of 2015. To accompany this, Level 2 'Responding to Concerns or Allegations of Abuse Made Against Adults Who Work with Children or Young People' training has been launched and has led to successful training for multi-agency colleagues. There are plans to roll this out on a regular basis.</p> <p>In the child protection field specifically, there is a raised awareness on roles in relation to safeguarding and among multi-agency colleagues facilitated via advice and support on conduct and on the threshold of statutory intervention.</p> <p>There is increased sharing of information facilitated by Safeguarding leads across all regions meeting on a bi-</p> | <p>The increase in numbers of professional strategy meetings highlights that multi-agency colleagues are using the practice guidance.</p> <p>In the child protection field team managers and senior practitioners now liaise more closely with the Child Protection Co-ordinator to discuss specific cases / issues and Professional Strategy meetings now better recognise prescribed time-scales.</p> <p>Closer working relationships have developed between colleagues as evidenced through more regular contact. Also, relevant professionals are automatically invited to meetings and bi-monthly meetings are planned on the work plans agreed by SEWSCB.</p> | <p>Police resource constraints trigger delays and drift in dealing with cases which poses risk to progress on agreed actions.</p> <p>The figures show that from 1st October 2015 to 31st March 2016 there have been 31 new incidents of professional allegations. This compares with 20 incidents in the previous year indicating that the referral rate for professional allegations has gone up.</p> <p>We are completing internal quality assurance work to address weaknesses in processes and practices.</p> | <p>WASCG monitoring to ensure strategic and operational links with regional and local services meet need. Our aim in the next phase will be to develop preventative strategies.</p> |

| Objective   | Score at April 2016 | Officer responsible for the information                       | What is working well  | Evidence used to substantiate success  | What is not in place / not working effectively and needs to improve  | Evidence used to substantiate weakness   |
|---|---------------------|---|---|--|--|--|
|   |                     |   | <p>monthly basis to identify regional themes and to exchange information.</p> <p>We have improved how we track and review cases still open or closed through monthly Safeguarding meetings.</p>   |  |  |  |
| <p>7. We are well-informed about the issues that compromise the safety and welfare of children and /or potentially expose them to harm through abuse and neglect and can demonstrate how we respond to and reduce areas of need</p> | 4                   | Sian Schofield / Matthew Gatehouse, Policy & Performance Unit | <p>Our awareness is facilitated through performance indicators and also through other avenues such as the SAFE audits and via schools.</p> <p>In relation to data intelligence, the Children in Need Census for 2014/15 (latest available) tells us that domestic abuse is the most commonly observed issue affecting parenting capacity within Monmouthshire, as presented in 26% of cases. Following this, parental substance misuse and mental health are the next key issues. The most common reason for registration is emotional abuse (which includes domestic abuse).</p> | <p>During 2015/16 Children's Services took 3,924 contacts, of which 465 progressed to referral (11.9%). 91 of the referrals progressed to a strategy discussion (the start of a child protection investigation). As a result, an initial (or pre-birth) child protection conference was held for 73 children. Following the initial conference, 66 children were registered during the year.</p> <p>At the 31st March 2016, 33 children were on Monmouthshire's child protection register. This is low as shown in the last 4 year trend.</p> <p>SAFE audit results.</p> | <p>We are well informed, but the number of looked after children is particularly high in 2015/16 at 129 at the 31st March 2016. This might suggest children are becoming looked after before attempting to manage and improve the family circumstances of those on the child protection register. We need to look at this through our internal quality assurance work.</p> | <p>National performance indicators and Children's Services returns</p> <p>WASCG assessments as a result of internal quality assurance work</p> |

| Objective  | Score at April 2016 | Officer responsible for the information   | What is working well  | Evidence used to substantiate success  | What is not in place / not working effectively and needs to improve  | Evidence used to substantiate weakness  |
|--|---------------------|---|---|--|--|---|
| 8. We operate best safeguarding practices and can demonstrate how we identify and address areas where improvement is needed. | 3                   | Sian Schofield / Matthew Gatehouse Policy & Performance Unit / Teresa Norris, WASCG | <p>Continuous monitoring and review of data on safeguarding and child protection particularly, provides the necessary snap-shot intelligence to know what is working and what isn't.</p> <p>From the data we can see that important child protection is taken:</p> <ul style="list-style-type: none"> <li>• 100% of children on the child protection register are allocated a named social worker (SCC/013ai).</li> </ul> <p>During 2015/16:</p> <ul style="list-style-type: none"> <li>• 70.5% of initial assessments were completed within 7 working days (SCC/042a)</li> <li>• 80.0% of core assessments were completed within 35 working days (SCC/043a).</li> <li>• 87.7% of initial child protection conferences were held within 15 working days of the strategy discussion (SCC/014)</li> <li>• Following registration, 88.7% of initial core groups were held with 10 working</li> </ul> | <p>National performance indicators and Children's Services returns</p> <p>The WASCG assessment based on Monmouthshire's Internal Audit Service report 2016, the Wales Audit Office study 2015 and the Ellis Williams report 2015</p> | <p>In the wider whole authority safeguarding sense, the three reports noted as evidence and the SAFE audits demonstrate some of the means we have available in assessing performance on whole authority safeguarding. Through these we have identified areas that could be improved, for instance on recruitment, on volunteers and on contracted services.</p> <p>In relation to child protection, 17.8% of children had a re-referral within 12 months (SCC/010) even though this is within the CSSIW's suggested rate of 12-30%. 18.2% representing 12 out of 66 children registered in the year had been previously registered.</p> <p>Internal quality assurance work has identified developmental issues in child protection procedures within Children's Services which is being addressed.</p> | <p>National performance indicators and Children's Services returns</p> <p>WASCG assessment based on Monmouthshire's Internal Audit Service report 2016, the Wales Audit Office study 2015 and the Ellis Williams report 2015, internal quality assurance work</p> <p>SAFE audit</p> |

| Objective  | Score at April 2016 | Officer responsible for the information   | What is working well  | Evidence used to substantiate success   | What is not in place / not working effectively and needs to improve  | Evidence used to substantiate weakness                          |
|--|---------------------|---|---|---|--|---|
|  |                     |   | <p>days of the initial conference (SCC/015)</p> <ul style="list-style-type: none"> <li>93.1% of child protection reviews were held on time (SCC/034)</li> </ul> <p>The WASC have carried out an assessment based on three significant reports completed between 2015 and 2016 in order to take the safeguarding agenda forward.</p>   |   |  |   |
| <p>9. Engagement with children and young people is at the heart of our safeguarding and child protection activity.</p> | 4                   | Heather Heaney, Liaison Officer for Safeguarding in Education / Tracy Thomas, Youth Service manager | <p>Analysis of the Safeguarding survey undertaken in July 2015 has informed an action plan from Dec 2015 to March 2017 with regular reviews to ensure concerns raised by young people are addressed. At March 2017 a new survey will be carried out and new actions incorporated.</p> <p>Year 8 pupils in Monmouthshire attended a conference in January 2016 to discuss issues that affect them and this has been used to inform the work plan for the South East Wales Safeguarding Children Board.</p> | <p>The action plan:</p>  <p>Monmouthshire Survey outcome actio</p> <p>The report and also, follow up meetings to ensure themes are actioned in 2016.</p>  <p>Report on consultations with you</p> | <p>The action plan is not yet agreed and circulated for implementation and so not all areas been addressed to date. However, the Youth Service and Safeguarding Unit anticipate all actions will be addressed by March 2017.</p> <p>We need to ensure that key actions out of the plan are factored into any other relevant strategies and into relevant teams' service plans.</p> | Lack of progress in agreeing and delivering on the action plan. |

**Table 3: The whole authority self-evaluation matrix:**

|                               |   |
|-------------------------------|---|
| <b>Level 6 Excellent</b>      | Excellent or outstanding                            |
| <b>Level 5 Very Good</b>      | Good – Major strengths                              |
| <b>Level 4 Good</b>           | Important strengths with some areas for improvement |
| <b>Level 3 Adequate</b>       | Strengths just outweigh weaknesses                  |
| <b>Level 2 Weak</b>           | Important weaknesses                                |
| <b>Level 1 Unsatisfactory</b> | Major weakness                                      |

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|                                  |  |
|----------------------------------|--|
| <b>SUBJECT:</b>                  | <b>Proposed changes to the whole authority safeguarding approach</b> |
| <b>MEETING:</b>                  | <b>Council</b>   |
| <b>DATE:</b>                     | <b>28<sup>th</sup> July 2016</b>                                     |
| <b>DIVISIONS/WARDS AFFECTED:</b> | <b>All</b>   |

## **1 PURPOSE**

- 1.1 To provide Council members with proposed changes to the whole authority safeguarding approach.

## **2 RECOMMENDATIONS**

The report recommends that members approve the proposed changes to:

- Introduce a Safeguarding Strategy – Appendix 1
- Underpin the strategy with an activity programme of three distinct elements covering: Corporate, Children and Young People and Adults - Appendix 2
- Change the terms of reference and representation of the Whole Authority Safeguarding Coordination Group - Appendix 3
- Discontinue the current performance report mechanism and replace it with a scorecard of key safeguarding measures to monitor performance

## **3. KEY ISSUES**

- 3.1 The authority has made huge progress within the past three years on assuring safeguarding in the authority. In the main, this has been in response to Monmouthshire having been placed in Estyn Special Measures where Safeguarding was a first of six key recommendations.
- 3.2 The authority has been released from Special Measures since the start of the year. This has given an opportunity to reflect on the framework in place around safeguarding and consider what the authority needs in going forward.
- 3.3 The authority must implement the new Social Services and Wellbeing Act (Wales) 2014 and as an integral part of this, the Safeguarding agenda needs to be widened to incorporate Adults.
- 3.4 There needs to be an escalated focus on safeguarding practices applied by agencies and volunteers that the authority works with and by commissioned providers.
- 3.5 Important reviews have been undertaken to assess the current safeguarding framework and the learning gleaned has contributed to taking stock of the current position and assessing what is needed going forward. These reviews are:

- A report completed by the Wales Audit Office on safeguarding across the greater Gwent authorities in 2015
- A report carried out by Ellis Williams on Safeguarding in Monmouthshire in 2015 – the former Rhondda Cynon Taff Social Services chief officer
- A Monmouthshire Internal Audit Service report on safeguarding carried out in 2015 and presented in January 2016

3.6 The above reports are identified as sources of evidence in the programme of activities that underpins the strategy and in this context reflect the issues picked up through them.

3.7 Reflection by the Whole Authority Safeguarding Coordinating Group has led to the following considerations:

- The composition and terms of reference of the current Whole Authority Safeguarding Coordinating Group are no longer appropriate to drive the agenda forward and embed accountability
- The authority needs to develop the level of leadership, accountability, monitoring and review of safeguarding across the authority's services and also within services delivered by external providers
- Adult safeguarding needs to be integrated into the whole authority approach
- Safeguarding needs to be seen as distinct from the specific function of child protection to avoid confusion
- A need to develop the authority's approach to safeguarding in line with the new Social Services and Wellbeing (Wales) Act 2014
- A need to mainstream safeguarding into service planning and decision making across the authority

3.8 This proposal has been shared with Directorate Management Teams and has been presented to the Senior Leadership Team and the Cabinet. It has also been informally presented to the Children and Young People and Adults Select Committees.

#### 4. **REASONS**

To ensure that:

4.1 Safeguarding across the authority is strategic and robust, is integral to all decisions, is part of everyday operations and that Chief Officers and Council members are robustly held to account.

4.2 Services commissioned through other providers and also, supported through volunteers apply robust safeguarding practices and procedures.

**5. RESOURCE IMPLICATIONS**

It is not envisaged that additional resources will be needed to support the changes proposed. As now, responsibility will be absorbed within day to day business activities.

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

This proposal sets out to increase the level of safeguarding compliance. An evaluation form is in Appendix 4.

**7. CONSULTEES:**

The Whole Authority Safeguarding Coordinating Group  
All Directorate Management Teams  
The Senior Leadership Team  
The Children and Young People and Adults Select Committees  
The Cabinet

Views received have been considered in the final proposal.

**8. BACKGROUND PAPERS:**

Monmouthshire County Council Safeguarding Policy  
The current constitution and terms of reference of the Whole Authority  
Safeguarding Coordinating Group  
The Internal Audit Service report on safeguarding 2015  
The Wales Audit Office study on safeguarding 2015  
The Ellis Williams report on safeguarding 2015

**9. AUTHOR:**

Teresa Norris, Policy and Performance Officer

**10. CONTACT DETAILS:**

E-mail: [teresanorris@monmouthshire.gov.uk](mailto:teresanorris@monmouthshire.gov.uk)  
Telephone: 01633 644063 / 07771387935

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## Appendix 4:

### Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

|  |  |
|--|--|
| <b>Name of the Officer</b> completing the evaluation<br><br>Teresa Norris<br><br><b>Phone no:</b> 07771387935<br><b>E-mail:</b> <a href="mailto:teresanorris@monmouthshire.gov.uk">teresanorris@monmouthshire.gov.uk</a> | <b>Please give a brief description of the aims of the proposal</b>                         |
| <b>Name of Service</b><br><br>Policy & Performance Unit  | <b>Date Future Generations Evaluation form completed</b><br><br>15 <sup>th</sup> June 2016 |

***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***

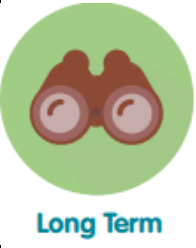
1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.




| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs | X   | X   |

| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|--|---|
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change) | X  | X   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood                                  | People in Mouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe  | A strategy that sets out explicit responsibilities underpinned by a comprehensive activity programme and a robust measures scorecard will drive the safeguarding approach to ensure weaknesses in structure, steer, practice and accountability are addressed |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | <p>People in Mouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe.</p> <p>This work will drive activity and accountability with the regional boards on safeguarding and also with partners, volunteers and commissioned services to ensure connections are made so that people too are connected.</p> | A strategy that sets out explicit responsibilities underpinned by a comprehensive activity programme and a robust measures scorecard will drive the safeguarding approach to ensure weaknesses in structure, steer, practice and accountability are addressed |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local  | The approach will support people in being and feeling safe   | A strategy that sets out explicit responsibilities underpinned by a comprehensive activity programme and a robust measures scorecard will drive the safeguarding approach to ensure   |


| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.                   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|---|---|
| social, economic and environmental wellbeing  |   | weaknesses in structure, steer, practice and accountability are addressed   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | X   | X   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | The approach does not discriminate but will support everyone across all ages, religions, race and cultures. | Procedures are in place to report and deal with allegations that contravene safeguarding practices and give rise to concerns around workforce and / or other providers working with / on behalf of the authority. Robust monitoring and review will be an integral part of the approach to ensure and assure there is no complacency. |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|---|---|---|
|  <p>Balancing short term need with long term and planning for the future</p> | The proposal has assessed the position to date and considered what needs to be done going forward. From this it has set a programme that delivers short term that fits as part of and will underpin a longer term and more sustainable way. | A strategy that sets out explicit responsibilities underpinned by a comprehensive activity programme and a robust measures scorecard will drive the safeguarding approach to ensure weaknesses in structure, steer, practice and accountability are addressed |

| 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>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>          | <p>The proposal sets out clearly that there are expectations of partners and others to deliver the new safeguarding approach and in line with this, expectations of those accountable within the authority in assuring this is delivered. There are already partnerships embedded around safeguarding and which should be strengthened through the approach.</p> | <p>As part of the new approach, there are clear actions set to build the interaction between MCC services and other providers. This will also be facilitated through the new Social Services and Wellbeing Act Wales 2014.</p> |
|  <p>Involving those with an interest and seeking their views</p> <p><b>Involvement</b></p>              | <p>This is implicit within the entry above and through a key part of how the Public Service Board will act and through delivering on new Social Services and Wellbeing Act Wales 2014.</p>   | <p>None that are explicit at this point in time but that will be provided through the arrangements described.</p>  |
|  <p>Putting resources into preventing problems occurring or getting worse</p> <p><b>Prevention</b></p> | <p>The approach will be delivered through existing resources, but the intention of the whole approach is to prevent problems in safeguarding occurring.</p>  | <p>N/A</p>   |



| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|  <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>Integration is an implicit part of the approach. Regional and authority level working should be strengthened as should authority and external provider and authority and volunteer working. This in turn should positively impact on individuals and communities. Similarly, it should drive a better use of resources.</p> |   |

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Age                       | The adult population will become an integral part of the new safeguarding approach and so all ages will be appropriately focused. | None  | N/A   |
| Disability                | Nothing additional  | Nothing additional  | N/A   |
| Gender reassignment       | Nothing additional  | Nothing additional  | N/A   |

| <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> |
|----------------------------------|--|--|--|
| Marriage or civil partnership    | Nothing additional   | Nothing additional   | N/A  |
| Pregnancy or maternity           | Nothing additional   | Nothing additional   | N/A  |
| Race                             | Nothing additional   | Nothing additional   | N/A  |
| Religion or Belief               | Nothing additional   | Nothing additional   | N/A  |
| Sex                              | Nothing additional   | Nothing additional   | N/A  |
| Sexual Orientation               | Nothing additional   | Nothing additional   | N/A  |
| Welsh Language                   | Nothing additional   | Nothing additional   | 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>

|  | <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        | <p>People in Mouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe.</p> <p>This work will drive activity and accountability with the regional boards on safeguarding and also with partners, volunteers and commissioned services.</p>                  | None. The point is to improve safeguarding | A strategy that sets out explicit responsibilities underpinned by a comprehensive activity programme and a robust measures scorecard will drive the safeguarding approach to ensure weaknesses in structure, steer, practice and accountability are addressed |
| Corporate Parenting | <p>Looked After Children in Mouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately children should feel and be safe.</p> <p>This work will drive activity and accountability with the regional boards on safeguarding and also with partners, volunteers and commissioned services.</p> | None. The point is to improve safeguarding | A strategy that sets out explicit responsibilities underpinned by a comprehensive activity programme and a robust measures scorecard will drive the safeguarding approach to ensure weaknesses in structure, steer, practice and accountability are addressed |

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

Estyn report 2016  
 CSSIW report 2014 and updated feedback 2015  
 Monmouthshire's Safeguarding Policy  
 The current constitution and terms of reference of the Whole Authority Safeguarding Coordinating Group  
 The Internal Audit Service report on safeguarding 2015  
 The Wales Audit Office study on safeguarding 2015  
 The Ellis Williams report on safeguarding 2015  
 The Whole Authority Safeguarding Coordinating Group assessment 2016

**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?**

None extra in the light that the impact on the considerations throughout this evaluation were fundamental to to developing the proposal from the onset.

Page 46

**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 |
|--------------------------|------------------------------|--------------------|----------|
| None                     |                              |                    |          |

**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.**

|   |   |
|---|---|
| <p><b>The impacts of this proposal will be evaluated on:</b></p> <p>The impact of the approach will be evaluated continuously</p> | <p>The Whole Authority Safeguarding Coordinating Group will evaluate the approach continuously and report to Cabinet and Council members cyclically</p> |
|---|---|

**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.          | Council meeting       | 28 <sup>th</sup> July 2016 | <i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i> |
|             |                       |                            |  |
|             |                       |                            |  |

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## Monmouthshire County Council Safeguarding Strategy April 2016

### Contents

|            |   |                |
|------------|---|----------------|
| <b>1.</b>  | <b>What the strategy sets out to achieve</b>  | <b>page 2</b>  |
| <b>2.</b>  | <b>The values and principles</b>  | <b>page 2</b>  |
| <b>3.</b>  | <b>The authority's current performance on safeguarding</b>                                | <b>page 3</b>  |
| <b>4.</b>  | <b>The intention and the gaps</b>   | <b>page 3</b>  |
| <b>5.</b>  | <b>Delivering the intention and filling the gaps</b>                                      | <b>page 4</b>  |
| <b>6.</b>  | <b>Governance and accountability for safeguarding within the authority</b>                | <b>page 4</b>  |
| <b>7.</b>  | <b>Governance and accountability for safeguarding by others</b>                           | <b>page 4</b>  |
| <b>8.</b>  | <b>Key safeguarding designations across the council</b>                                   | <b>page 5</b>  |
| <b>9.</b>  | <b>What do to if you have a concern</b>   | <b>page 6</b>  |
| <b>10.</b> | <b>Other legislation, policies and guidance associated with the Safeguarding Strategy</b> | <b>page 6</b>  |
| <b>11.</b> | <b>Appendix on governance arrangements</b>  | <b>page 7</b>  |
| <b>12.</b> | <b>Appendix on Related Legislation, policy and guidance</b>                               | <b>page 14</b> |

## The Strategy

### 1. What the Safeguarding Strategy sets out to achieve

The Safeguarding strategy has been put in place to ensure that responsibility for safeguarding is adopted by everyone both within the authority and where we deliver services with others. In this sense the strategy aims to clarify the levels of accountability that everyone must take to assure how we safeguard others.

The second purpose of the strategy is to inform what we must do if we have a safeguarding concern.

### 2. The values and principles:

In a policy context, this strategy gives foundation to Monmouthshire's overarching strategy; the Single Integrated Plan 2013 – 17 (which will be replaced from 2018 by Monmouthshire's Wellbeing Plan). It also underpins two of the Council's four priorities of *Supporting Vulnerable People* and *Supporting Education and Schools*. These are a continuous focus in the Improvement Objectives set out in the Council's Improvement Plan. The current plan is for 2016-17. In continuing this alignment, safeguarding is a foremost priority of all chief officer plans and mainstreams through each team service plan.

In terms of legislative compliance, local authorities have a statutory duty to put safeguarding arrangements in place including for strategic planning, in giving support and guidance for all providers of relevant services in its area and in a direct provision of some services. In this sense local authorities have a duty to work in partnership with others to secure the safeguarding and wellbeing of children and adults in their area, including working with the Local Safeguarding Boards. For Monmouthshire, this means the separate regional boards in place for children and young people and for adults.

In line with this, employees and volunteers who work with children and with adults have specific safeguarding duties and responsibilities and authorities must ensure that adequate checks are in place to know that employees and volunteers are of good character. In this same context, authorities must also ensure there are processes in place to monitor and manage working practices and to investigate and record safeguarding allegations made against staff, teachers, support staff and volunteers.

Additionally, members, Chief Executives and senior managers need to ensure that they have proper oversight of the safeguarding arrangements in place across the authority. They should actively seek and gain assurance that arrangements are operating effectively, as without this they are unable to demonstrate that they have discharged their statutory obligation on safeguarding.

This strategy and the programme of activities that supports it sets out how these requirements will be achieved.



### **3. The authority's current performance on safeguarding**

In addition to the work done to align safeguarding to the Council's policies and the Improvement framework, work done over the past three years has given the authority and therefore Monmouthshire as a county, a strong foundation for safeguarding that we can build on. To date, additional work undertaken has been on developing a safeguarding policy, firming up practices of key concern and trying to embed a culture of safeguarding so it is everyone's responsibility. This means in our work with partners and through other agencies too. This has directed activities such as safer recruitment, safeguarding training, auditing safety in the settings used for children and young people and ensuring robust safeguarding processes and practices across a range of council and agency run support. A further focus has been on working with volunteers to embed safeguarding behaviour and practice.

Impact from this work is clearly seen and in the children and young people context particularly has contributed demonstrably to removing the authority from Estyn Special Measures early in 2016.

### **4. The intention: where we want to be on safeguarding and the current gaps in performance**

The Council wants to ensure safeguarding captures the needs of children, young people and adults and wants to embed safeguarding as everyone's responsibility; officers, agency workers, volunteers, elected members and partners. Also, the council wants to more closely make a tie between safeguarding and the issues of domestic abuse and of people radicalisation.

The authority recognises there are gaps between this vision and the situation that exists at this time, for instance, the need to bring adults more cohesively into the whole authority safeguarding agenda and within that, tie a safeguarding culture around adults and children more closely together. Also, the need to respond to the direction outlined in the new Social Services and Wellbeing Act 2014 which means in many ways supporting safeguarding in a much broader context than previously and safeguarding becoming more integrated for children, young people and adults.

However, gaps have been highlighted through other references; work such as a Monmouthshire Internal Audit Service review of safeguarding and a commissioned study of Monmouthshire's safeguarding carried out by Ellis Williams, a former chief officer for Social Services in a neighbouring authority. In broad brush these uncovered the need to improve leadership and accountability at all levels of the authority, the need to mainstream safeguarding through council policies, decision making, service planning and operational delivery, the need to assure a safe workforce, better manage professional concerns and improve how we assure safeguarding through procured and commissioned services.

## **5. Working towards the intent and filling the gaps**

A number of key work streams are underway to take the authority from the current position to where we want to be and are being managed by the Whole Authority Safeguarding Coordinating Group (WASCG). These include:

- A safeguarding strategy to set out the authority's intent
- A programme of key milestones and actions across three strands; corporate, children and young people and adults. This will instigate responsibility taken by schools, other partners and volunteers. The programme will be reviewed annually
- A scorecard of measures to monitor and evaluate performance against the programme
- A revised constitution and terms of reference of the Whole Authority Safeguarding Coordinating Group to better steer, manage and monitor the strategy and programme

## **6. Governance and accountability for safeguarding within the authority**

A number of clear accountabilities are designated to specific Monmouthshire officers and elected members and also, to a number of other agencies that we work with. These are outlined in the appendices to the strategy.

In line with this, the terms of reference of the Whole Authority Safeguarding Coordinating Group sets out chief officers and other practitioners' accountabilities for ensuring and assuring safeguarding. This group particularly acts as the safeguarding champions and have responsibility for driving the strategy through operational service delivery, for assuring performance and for ensuring information, advice and guidance on safeguarding to all service areas.

They also have responsibility for ensuring the systematic collation and reporting of key performance information using the activity programme and the measures scorecard. This coordinated performance information will be systematically reported to Department Management Teams, the Senior Leadership Team, the relevant select committees, the Cabinet and the Council.

In addition, safeguarding performance measures extrapolated from the strategy scorecard must be cascaded into all teams' service plans to assist safeguarding performance being regularly monitored at an operational level.

## **7. Governance and accountability for safeguarding by others outside the authority**

Others that work with us also have responsibility for assuring safeguarding. This involves other public sector and voluntary sector organisations that we work with and also, commissioned services that we contract including in the private sector.

This will in context reflect different responsibilities and accountabilities from those that need to be taken by the authority. For instance at a regional level, the regional safeguarding boards for children and for adults keep their own programmes under review. These account for contributions from Monmouthshire County Council too.

The regional boards are represented by the neighbouring authorities and key agencies acting within the region; for instance for children this includes the Joint Fostering Service, the Joint Adoption Service, the Youth Offending Service, Health and for adults includes the Police and Probation Service.

The key accountabilities that fall under this umbrella are shown in Table 2 of the appendices, however, it above does not cover all regional and joint services that the authority works. Monmouthshire's services that liaise with regional and other joint services are responsible for defining the safeguarding accountabilities of these bodies through the governance arrangements and for holding them to account.

## **8. The key safeguarding designations in the council**

As referenced in paragraph 6 the strategic safeguarding accountabilities are highlighted in the diagram and Table 1 in the appendices.

Chief Executive Officer

Chief Officer, Enterprise & Deputy CEO

Chief Officer Children & Young People

Chief Officer, Social Care & Health

Chief Officer, Resources

Head of Governance, Engagement & Improvement

The designated members of the Whole Authority Safeguarding Coordinating Group (WASCG) are listed below. Some designations will duplicate those given above:

### **Officers designated to form the WASCG:**

Chief Officer for Social Care and Health

Chief Officer for Children and Young Peoples directorate

Head of Operations

Head of Adults Services

Head of Children's Services

Head of Governance, Engagement & Improvement

Head of Community Led Delivery

Head of Tourism, Leisure and Culture

Safeguarding Unit Manager

Monmouthshire Housing manager  
Monmouthshire Youth Service manager  
Interim HR Manager  
Programme lead on Volunteering

**9. What to do if you have a concern around safeguarding:**

Any member of staff with concerns for the safety of individuals, or the behaviour of colleagues or members towards children or adults should immediately contact the Designated Officer for Safeguarding in the Social Care, Safeguarding & Health directorate or the designated officer (the Champion) within their service area; see paragraph 8 and Appendix 1 Table 1 and diagram for details.

Staff must also follow any other relevant policies and procedures laid down for their service.

Further advice and guidance can be given by the Safeguarding Unit on 01633 644392.

**10. Other legislation, policies and guidance associated with the Safeguarding Strategy:**

The authority's accountability for safeguarding must be undertaken in tandem with other direct legislation, policies and guidance both at a national and local level. For instance the Social Services and Wellbeing Act 2014, the Equality Act 2010, the Children Acts and the Wales Interim Policy & Procedure for the Protection of Vulnerable Adults from Abuse Nov 2010.

Even wider legislation includes the Human Rights Act 1998 and wider policies include safeguarding through the Domestic Abuse policy and the policy against radicalisation through PREVENT.

## Appendix 1: Governance Arrangements:

**Table 1: Governance Arrangements within the Authority**

| Function  | Who does this  | The key safeguarding accountabilities  |
|---|--|--|
| Designated Officer for Safeguarding                         | Chief officer for Social Care and Health services  | Act as the lead on safeguarding for the authority and as the authority's guarantor for safeguarding<br><br>Perform the role of the <i>Designated</i> senior leadership team safeguarding champion  |
| Lead officer for safeguarding in education                  | Chief officer for Children and Young People Services   | Perform the role of the <i>Designated</i> safeguarding champion in relation to schools and other education settings and for early years education child care settings for  |
| Cabinet member portfolio for safeguarding                   | Cabinet member with portfolio for safeguarding   | Act as the elected member lead on safeguarding for the authority and as the designated elected member guarantor and champion for safeguarding  |
| Cabinet member portfolio for education                      | Cabinet member with portfolio for education  | Act as the elected member lead on safeguarding in education  |
| The Corporate Parenting Panel                               | Cabinet member with portfolio for safeguarding acts as Chair of the panel<br><br>Additional representative elected members and officers<br><br>Designated young people, the National Youth Advocacy Service (NYAS) and foster care representatives | Carry out the legislative Corporate Parenting Responsibilities<br><br>Provide annual reports to the Council  |
| The Whole Authority Safeguarding Co-ordinating Group (WASG) | Lead Officer and Chair – Chief Officer for Social Care and Health<br><br>Also, representative officers in the group  | Set the safeguarding framework for Monmouthshire<br><br>Steer the safeguarding strategy, policy and associated programmes of activity for children and young people and for adults.<br><br>Assess the need for support across authority services, schools, partners and commissioned providers, including the voluntary sector, to ensure a safeguarding culture and environment |

| Function                    | Who does this                           | The key safeguarding accountabilities  |
|-----------------------------|---|--|
|                             |   | <p>Monitor and reviews performance against the safeguarding strategy and policy and on safeguarding practices across the authority and by relevant external providers</p> <p>Receive reports from the Regional Boards, Estyn and the Children’s Social Services Inspectorate for Wales, assesses appropriate action in response to findings and reports / liaises with senior managers and elected members</p> <p>Liaise with senior leadership team and elected members on implementation of the Safeguarding strategy, policy and programmes</p> |
| The Senior Leadership Team  | Chief officers and heads of service     | <p>Strategically monitor and evaluate the authority’s application and performance on safeguarding through regular reports and also through external inspection and regulation and intervenes as necessary.</p> <p>Perform the role of directorate champions to ensure and assure a safeguarding culture and safeguarding practices across directorates</p>   |
| Department Management Teams | Chief officers and directorate managers | <p>Ensure a standard agenda item for safeguarding at DMT meetings to test out application of the strategy.</p> <p>Ensure officers’ compliance with the expectation that any unsafe practices and concerns are reported to the <i>Designated Officer for Safeguarding</i> and / or the directorate champion.</p> <p>DMT representatives on the WASG act as the conduit between this group and their DMTs</p>  |
| The Safeguarding Team       | Safeguarding Unit manager               | <p>Provide advice and facilitation to services and schools on safeguarding</p> <p>Act as the key support to the Corporate Safeguarding Co-ordinating Group in driving the whole authority safeguarding strategy, policy and associated programmes of activity</p>  |

| Function          | Who does this   | The key safeguarding accountabilities   |
|-------------------|---|---|
|                   |   | Report on the progress and impact of the safeguarding programmes to SLT, select committees, Cabinet and Council   |
| Select Committees | Elected members of the Children and Young People's and the Adults Select Committees | Scrutinise and challenge performance achieved and application to safeguarding practices both in relation to the authority and that of authority partners as relevant<br>Scrutinise safeguarding implications in relation to new and revised policies<br>Scrutinise any strategic risks on safeguarding as part of the whole authority strategic risk assessment arrangements  |
| Cabinet           | Elected members of the Cabinet  | Approve the safeguarding strategy and policy and any subsequent revisions<br><br>Consider safeguarding matters in all decisions taken as the Executive for the authority<br><br>Direct the authority to act on safeguarding in relation to policies and decisions adopted   |
| Council           | All elected members   | Collectively consider and sign off the safeguarding strategy and policy and any subsequent revisions<br><br>Collectively direct the authority to act on safeguarding in relation to policies and decisions adopted  |
| Service leads     | All service managers across the authority   | Ensure application to safeguarding is considered in planning and delivering services, including services commissioned through partners<br><br>Ensure all staff are checked through the Disclosure Disbarring Service (DBS) and that safe recruitment and safeguarding training is carried out as appropriate to posts<br><br>Ensure a safeguarding culture is adopted by the teams and safeguarding practices and procedures are followed in delivering services, including through any commissioned and procured contracts |

| Function                               | Who does this                                 | The key safeguarding accountabilities   |
|--|---|---|
| Operational staff and ward councillors | All officers and members across the authority | Ensure safe practices in contacting vulnerable children and vulnerable adults within the course of their roles and functions<br>Comply with the expectation that any unsafe practices and concerns are reported to the <i>Designated Officer for Safeguarding</i> and / or the directorate champion |

**Table 2: Governance Arrangements outside the Authority**

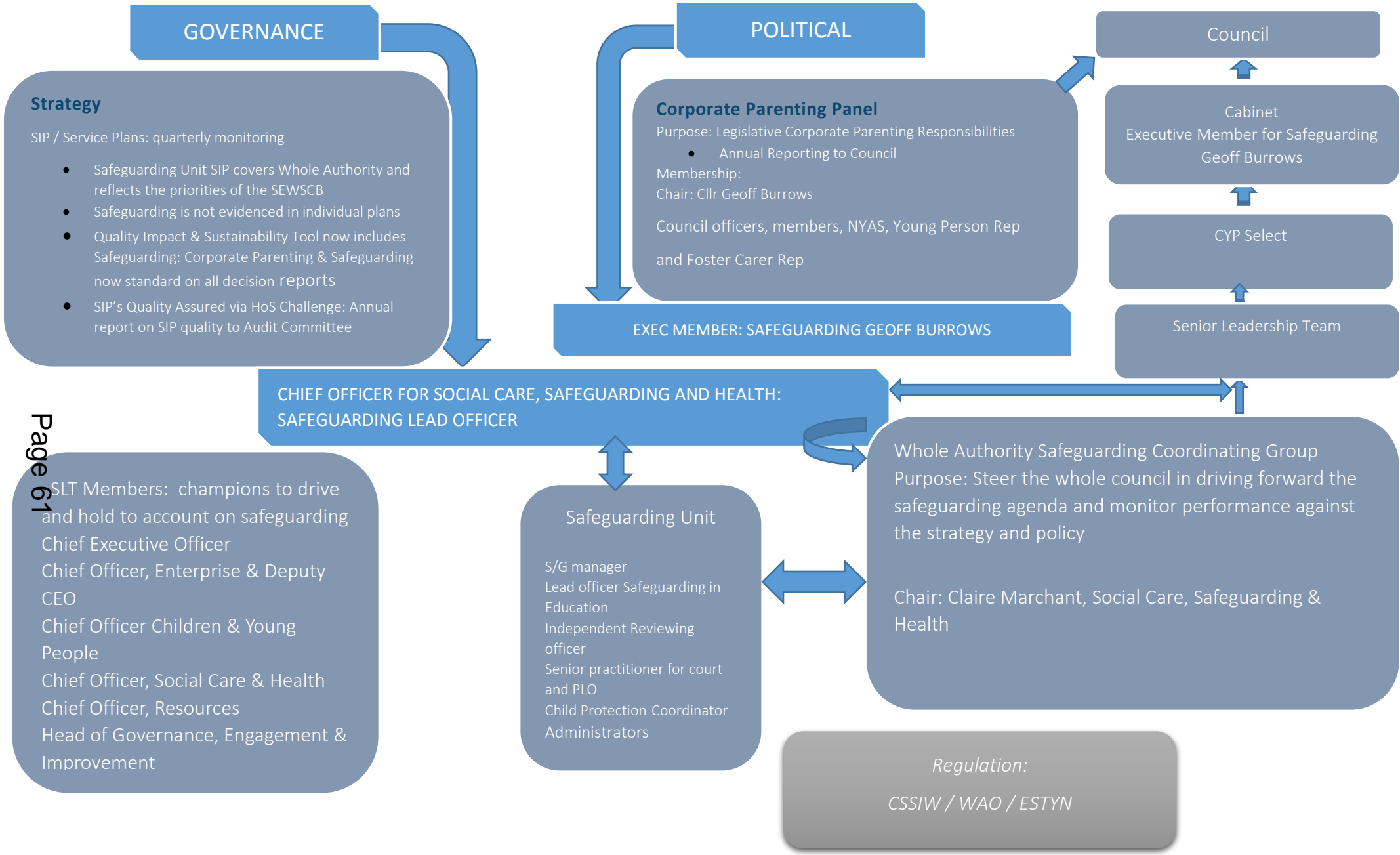
| The organisation or body  | The key safeguarding accountabilities   | Monmouthshire service area that liaises with the organisation             |
|---|---|---|
| The South East Wales Safeguarding Children Board (the regional board) | <p>Act as a joint board to provide strategic leadership and steer a three year action plan</p> <p>Hold agencies to account for discharging their safeguarding responsibilities</p> <p>Share best practice and seek ways to improve practice<br/>Undertaking Child Practice Reviews and sharing learning</p> <p>Developing practice guidance, procedures and protocols for multi-agency safeguarding children practice</p> <p>Engage with and consult children and young people, parents and carers, the public and professionals to identify ways in which services can be shaped and improved</p> <p>Develop and deliver safeguarding children training for volunteers and professionals</p> <p>Provide an annual performance report to the WASCG and to the Council</p> | Children's Services in the Social Care, Safeguarding & Health directorate |



| <b>The organisation or body</b>  | <b>The key safeguarding accountabilities</b>   | <b>Monmouthshire service area that liaises with the organisation</b>   |
|--|--|--|
| The Gwent Wide Adults Safeguarding Board (the regional board)  | <p>Act as a multi-agency board to give a regional strategic steer on safeguarding adults</p> <p>Act as a conduit for senior leaders across local authorities and other key agencies to share and promote good practice</p> <p>Act in a monitoring role to assure safeguarding of adults</p> <p>Provide an annual performance report to the WASCG and to the Council</p>  | Adult Services in the Social Care, Safeguarding & Health directorate   |
| <p>The Local Service Board incorporating the Joint Assessment Framework around the Family (JAFF) and the Team Around the Family (TAFF)</p> <p>(the Local Service Board will become the Public Service Board in line with the Wellbeing of Future Generations Act coming into force 2016)</p> | <p>Act as a multi-agency board to support effective partnership working including matters on safeguarding</p> <p>Support the South East Wales Safeguarding Children Board in ensuring that robust multi agency governance arrangements are in place</p> <p>Steer, monitor and review the over-arching Single Integrated Plan for Monmouthshire and the programmes of activity that underpin it, including matters on safeguarding (This plan will become the Wellbeing Plan in line with the Wellbeing of Future Generations Act coming into force 2016)</p> | Partnership Team and the Policy & Performance Team (for the Wellbeing Plan) in the Chief Executives Department |
| Monmouthshire schools and governing bodies   | <p>Ensure safe recruitment of school staff and safe election of governors</p> <p>Ensure staff and governors are trained in safeguarding practices</p> <p>Assure that staff, governors and any volunteers are cleared</p>   | The Children and Young People's directorate and the Safeguarding Unit  |

| <b>The organisation or body</b>   | <b>The key safeguarding accountabilities</b>  | <b>Monmouthshire service area that liaises with the organisation</b>            |
|---|---|---|
|   | <p>through the Disclosure and Barring Service (DBS checks)</p> <p>Ensure a designated responsibility is taken for safeguarding across staff and governors</p> <p>Ensure a proper process in dealing with safeguarding matters</p> |   |
| <p>Contracted providers for children and young people including for example bus companies, Additional Learning Needs residential care, Education Other than at School (EOTAS), specialist Pupil Referral support, Youth Service support, foster care and any other specialised children and young people provisions</p> | <p>Comply with contractual specifications and / or legislative regulations in safeguarding children and young people in providing services with or on behalf of the authority</p>   | <p>All directorates</p>   |
| <p>Contracted providers for adults including for example home care / domestic care, day and residential care for the elderly, infirm, disabled, mental health care and any other specialised adult provisions</p>   | <p>Comply with contractual specifications and / or legislative regulations in safeguarding adults in providing services with or on behalf of the authority</p>  | <p>Adult Services in the Social Care, Safeguarding &amp; Health directorate</p> |

An overview of Monmouthshire’s key governance arrangements around safeguarding are depicted in the diagram below.



## **Appendix 2: Related Legislation, policy and guidance**

- Social Services and Wellbeing Act 2014
- More than just words 2011
- Equality Act 2010
- Wales Interim Policy & Procedure for the Protection of Vulnerable Adults from Abuse Nov 2010
- Valuing people 2001 and Valuing people now 2009
- All Wales Child Protection Procedures 2008
- Mental Capacity Act 2005
- Carers Act 2004
- Children Act 1989 and 2004
- National Service Framework for children, young people and maternity services 2004
- Framework for the assessment of children in need and their families 2000
- Human Rights Act 1998
- Welsh Government guidance on Direct Payments
- Welsh Government guidance In Safe Hands
- Monmouthshire County Council Whistle Blowing policy
- Monmouthshire County Council Complaints policy

**Monmouthshire County Council Safeguarding Strategy Activity Programme 2016 - 2017**
**Consolidating activities in progress and new improvements**

| Priority  | Profile   | Key actions   | Accountable Officer/s | Start timescales | Source of evidence  |
|---|-----------|---|-----------------------|------------------|---|
| 1. <b>Ensure a Senior Leadership Team, Cabinet and Council steer, monitor and scrutinise the whole authority approach to safeguarding</b> | Corporate | 1. Review the representation and terms of reference of the Whole Authority Safeguarding Coordinating Group to ensure engagement of all chief officers or nominated heads of service and other key representatives | WASCG                 | May 2016         | WAO study 2015, Ellis Williams review 2015 and WASCG review |
|   |           | 2. Develop a safeguarding strategy to support the safeguarding policy   | WASCG                 | July 2016        |   |
|   |           | 3. Develop an activity programme to underpin the strategy and a scorecard of key measures   | WASCG                 | July 2016        |   |
|   |           | 4. Mainstream key strands of the strategy / programme through chief officer reports and service plans   | Chief officers        | From April 2016  |   |
|   |           | 5. Review the safeguarding strategy annually and the safeguarding policy bi-annually and make available on the council's website (including schools' websites)  | WASCG                 | Ongoing          |   |
|   |           |   |                       | Ongoing          |   |

| Priority   | Profile   | Key actions   | Accountable Officer/s   | Start timescales  | Source of evidence   |
|--|-----------|---|---|---|--|
|  |           | <p>6. Ensure related council and school policies are kept up to date e.g. Recruitment, DBS checks etc.</p> <p>7. Monitor performance against relevant strands of the strategy programme and scorecard via all DMTs</p> <p>8. Slim down the reporting framework on safeguarding by providing six monthly performance against the strategy programme and scorecard to SLT, Adults and Children &amp; Young People Select Committees, Cabinet and Council</p>  | <p>Employee Services</p> <p>Chief officers</p> <p>WASCG</p>   | <p>September 2016</p> <p>September 2016</p>   |  |
| <b>2. Drive a safeguarding culture across the authority and in schools</b> | Corporate | <p>1. Present the new safeguarding approach to every DMT to guide and advise on the responsibilities</p> <p>2. Ensure every directorate designates a safeguarding representative</p> <p>3. Develop and implement a process for reporting and dealing with critical safeguarding incidents through a standard agenda item at DMT, SLT and service team meetings</p> <p>4. Set a standard item to share information on safeguarding – particularly on performance on safeguarding at the Senior Manager Network</p> <p>5. Ensure all strategic and operational groups across the authority dealing with the welfare of children and young</p> | <p>WASCG</p> <p>Chief officers</p> <p>Chief officers/<br/>team managers</p> <p>Head of Governance,<br/>Engagement &amp; Improvement</p> <p>Chief officers /<br/>Safeguarding Unit</p> | <p>August 2016</p> <p>August 2016</p> <p>September 2016</p> <p>September 2016</p> <p>September 2016</p> | <p>WAO study 2015, Ellis Williams review 2015, MCC Internal Audit Service review 2016 and WASCG review</p> |

| Priority  | Profile   | Key actions   | Accountable Officer/s   | Start timescales  | Source of evidence  |
|---|-----------|---|---|---|---|
|   |           | <p>people have an appropriate safeguarding representative e.g. the Integrated Youth Offer Group; Well-Being Group</p> <p>6. Tighten the safeguarding assessments by officers in reports to select committees and Cabinet to strengthen scrutiny and decision making</p> <p>7. Carry out a safeguarding survey every two years for staff and members on safeguarding awareness based on the WAO survey questions</p>   | <p>Head of Governance, Engagement &amp; Improvement</p> <p>Safeguarding Unit</p>                              | <p>Ongoing</p> <p>January 2017</p>  |   |
| <b>3. Embed safe recruitment across the authority and in schools:</b> | Corporate | <p>1. Develop service plan measures on safeguarding &amp; provide quarterly updates on performance via the Hub to ensure that all officers in regulated posts are DBS checked and all officers in regulated posts are trained to level 1 and level 2 as appropriate</p> <p>2. Introduce a standard agenda item on monitoring DBS checks and safeguarding training at all DMT meetings</p> <p>3. Report on the SAFE audits to the WASCG and to DMTs on settings within the DMT brief to ensure robust monitoring</p> <p>4. Implement a robust mechanism in each directorate for identifying staff, agency workers and ancillary staff (e.g. foster carers) needing reference checks, DBS checks and safeguarding training and ensure a robust system on recording compliance</p> | <p>All team managers</p> <p>Chief officers</p> <p>Safeguarding Unit</p> <p>Chief officers / team managers</p> | <p>April 2016</p> <p>August 2016</p> <p>August 2016</p> <p>September 2016</p> <p>September 2016</p> | <p>Estyn inspection 2012, WAO study 2015, Ellis Williams review 2015, MCC Internal Audit Service review 2016 and WASCG review</p> |

| Priority  | Profile   | Key actions  | Accountable Officer/s  | Start timescales  | Source of evidence  |
|---|-----------|--|--|---|---|
|   |           | <p>5. Tighten DBS checks and checks on the delivery of safe recruitment training for all school governors and school staff and provide monitoring reports to CYP DMT and to WASCG on the need and level of compliance</p> <p>6. Identify elected members who work in regulated activity with vulnerable groups (as defined by the Safeguarding Vulnerable Groups Act 2006) and ensure DBS compliance</p> <p>7. Introduce a module on safeguarding within the corporate staff induction process</p> <p>8. Ensure an up to date recruitment policy on recruitment</p> <p>9. Carry out sample audits on safe recruitment and safeguarding processes and report to the WASG for follow up / intervention</p> | <p>Chief officer CYP / EAS / Employee Services</p> <p>Head of Governance, Engagement &amp; Improvement / Safeguarding Unit</p> <p>Safeguarding Unit / Employee services</p> <p>Employee services</p> <p>MCC Internal Audit Service</p> | <p>September 2016</p> <p>September 2016</p> <p>September 2016</p> <p>September 2016</p> |   |
| 4.<br>Ensure a programme of safeguarding training | Corporate | <p>1. Develop and deliver a training programme for volunteers</p> <p>2. Implement a programme of safeguarding training for all staff and members – for instance on the influence of Domestic</p>   | <p>Volunteer Coordinator / Safeguarding Unit</p> <p>Chief officer SC&amp;H/ head of</p>  | <p>July 2016</p> <p>September 2016</p>  | <p>WAO study 2015, Ellis Williams review 2015, MCC Internal Audit</p> |



| Priority   | Profile   | Key actions   | Accountable Officer/s   | Start timescales  | Source of evidence  |
|--|-----------|---|---|---|---|
|  |           | <p>Abuse, on PREVENT awareness and referral and on the Social Services and Wellbeing Act 2014 - in complying with the duty to report Adults at risk and in delivering on 'Adult Protection Orders'</p> <p>3. Deliver safe recruitment training to school governors and school staff</p> <p>4. Deliver safeguarding training to private settings at a nil cost as far as possible e.g. in completing SAFE audits and risk assessments</p> <p>5. Deliver preventing risks training to vulnerable adult groups</p> | <p>Adults Service/<br/>Adults<br/>Safeguarding<br/>manager</p> <p>Safeguarding Unit<br/>/ Employee<br/>services</p> <p>Safeguarding Unit</p> <p>Workforce<br/>Development<br/>manager Adults<br/>Services</p> | <p>September 2016</p> <p>Ongoing</p> <p>by April 2017</p> | <p>Service review<br/>2016<br/>and WASC<br/>G review, Gwent<br/>Wide</p> <p>Safeguarding<br/>Adults Board<br/>action plan<br/>SSWB Act code<br/>7</p> |
| <b>5. Ensure the safeguarding strategy supports the work around Domestic Abuse</b> | Corporate | <p>1. Participate to shape regional work on Domestic Abuse</p> <p>2. Ensure safeguarding practices and training recognise the impact of domestic abuse</p> <p>3. Ensure cases are referred and that vulnerable people are supported to access the right intervention points</p>   | <p>WASC<br/>G</p> <p>Actions 2-3:<br/>Head of Adults<br/>Services / Head of<br/>Children's<br/>Services</p>   | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>              |   |
| <b>6. Ensure volunteers engaged by MCC direct and engaged through</b>              | Corporate | <p>1. Implement the volunteer toolkit underpinned by a "Leading volunteers training" programme to provide a clear framework on safeguarding for volunteers</p>  | <p>Volunteer<br/>Coordinator for<br/>actions 1 to 3 and<br/>5 and 6</p>   | <p>Ongoing</p>  | <p>MCC Internal<br/>Audit Service<br/>review 2016 and<br/>WASC<br/>G review</p>   |

| Priority  | Profile   | Key actions   | Accountable Officer/s                                   | Start timescales   | Source of evidence  |
|---|-----------|---|---|--|---|
| <p>partnership arrangements are SAFE - DBS checked, safeguarding trained and consistently applying the Council's safeguarding approach</p>      |           | <ol style="list-style-type: none"> <li>2. Review the volunteer policy and the approach taken across services in recruiting volunteers to ensure parity with the safeguarding requirements for MCC employed staff</li> <li>3. Develop a database to monitor volunteers working with the authority who are supporting children, young people and adults, including on references, DBS checks and training needs and ensure data protection on the shared access to information</li> <li>4. Develop a system to assess volunteer training needs and monitor the level of take up</li> <li>5. Engage with GAVO to raise safeguarding awareness and raise the profile on safe volunteers</li> <li>6. Devise a recognised approach to deal with volunteer non-compliance or "unsafe" practices</li> </ol> | Volunteer Coordinator/<br>Partnership manager           | <p>July 2016</p> <p>July 2016</p> <p>July 2016</p> <p>September 2016</p> |   |
| <p>7. Ensure services delivered through commissioned arrangements and with partners that support children, young people and adults are safe</p> | Corporate | <ol style="list-style-type: none"> <li>1. Raise awareness across directorates on the authority's safeguarding expectations in relation to negotiating, procuring and reviewing contracts</li> <li>2. Give guidance to third sector and voluntary groups on the authority's Safeguarding policy and strategy expectations</li> <li>3. Ensure the Safeguarding policy and strategy expectations are explicit in contractual specifications e.g. on workforce</li> </ol>   | Chief officers /<br>Service managers for actions 1 to 3 | <p>August 2016</p> <p>Ongoing</p> <p>Ongoing</p>                         | WAO study 2015, MCC Internal Audit Service review 2016 and WASCG review |

| Priority  | Profile   | Key actions  | Accountable Officer/s                 | Start timescales  | Source of evidence  |
|---|-----------|--|---------------------------------------|---|---|
|   |           | reference checks & recruitment arrangements and monitor compliance of the contracts (also including via service plans actions and measures)<br><br>4. Provide guidance and advice to schools on integrating the Safeguarding policy and strategy expectations into contractual specifications e.g. on workforce reference checks & recruitment arrangements, on monitoring compliance of the contracts and also, in letting agreements   | Safeguarding Unit / Employee services | September 2016  |   |
| <b>8. Share information and good practice on safeguarding outside the authority</b> | Corporate | 1. Promote safeguarding discussions and relationships with private residential homes for adults, children and young people to ensure essential safeguarding information and good practice is shared<br><br>2. Participate in the South East Wales Consortium (SEWC) Safeguarding in Education Sub Group (SEG) to standardise and share good practice across the region and nationally<br><br>3. Participate in the South East Wales Regional Safeguarding Boards for Adults and for Children to standardise and share good practice across the region<br><br>4. Work with the South East Wales Regional Safeguarding Boards to ensure information is shared across all professionals and with families | Safeguarding Unit on all actions      | Ongoing<br><br>Ongoing<br><br>Ongoing<br><br>Ongoing<br><br>Annually on receipt of action | WAO study 2015, Ellis Williams review 2015 and WASCG review |

| Priority   | Profile                 | Key actions   | Accountable Officer/s   | Start timescales   | Source of evidence  |
|--|-------------------------|---|---|--|---|
|  |                         | 5. Ensure the annual reports of the South East Wales Regional Safeguarding Boards are systematically filtered through the WASCG for action and review   |   | plans and end of year reports  |   |
| <b>9. Ensure settings for children and young people are SAFE</b>   | Children & young people | <ol style="list-style-type: none"> <li>1. Continue to monitor the SAFE audit process and report to the WASCG and to DMTs</li> <li>2. Complete and monitor a needs analysis / compliance record on safeguarding training for directorate staff, agency workers and volunteers operating in settings used by directorates</li> <li>3. Revise the Safeguarding policy for Child Protection and the Financial Instructions to schools on hiring premises for children and young people's activities and guide staff across the authority and in schools in letting and hiring premises</li> <li>4. Incorporate the inspection of non-maintained settings into the SAFE process</li> </ol> | <p>Safeguarding Unit</p> <p>Chief officers / Service managers</p> <p>Safeguarding Unit / CYP Finance Service Manager</p> <p>Safeguarding Unit</p> | <p>July 2016</p> <p>September 2016</p> <p>September 2016</p> <p>September 2016</p> | <p>Estyn inspection 2012, MCC Internal Audit Service review 2016 and WASCG review</p> |
| <b>10. Improve the flow of information and the front door processes among professionals supporting children and young people</b> | Children & young people | <ol style="list-style-type: none"> <li>1. Pilot access to Plant (the Children's Services recording system) with designated CYP officers and schools</li> <li>2. Monitor and evaluate the pilot and if successful roll out to all schools</li> <li>3. Improve integrated working between partnership preventative services and the statutory front door managed through Children's Social Services</li> </ol>  | <p>Actions 1 – 2</p> <p>Safeguarding Unit / Chief officer CYP / school heads</p> <p>TAF Coordinator / Children's Services managers</p>            | <p>April 2016</p> <p>June 2016</p>   | <p>CSSIW inspection 2014 and WASCG review</p>   |

| Priority  | Profile                 | Key actions   | Accountable Officer/s   | Start timescales | Source of evidence                    |
|---|-------------------------|---|---|------------------|---------------------------------------|
| <b>11.</b><br><b>Ensure adherence to recognised processes and practices in Children's Services to assure child protection</b> | Children & young people | 1. Respond to the findings of the Excellence in Children's Services review by the Institute of Public Care (IPC) assessment of Children's Services  | Chief officer, SC&H / Head of Children's Services   | June 2016        | CSSIW inspections 2014 and 2016       |
|   |                         | 2. Implement a quality assurance framework based on best practice identified by the Wales Audit Office (e.g. Neath & Port Talbot) within Children's Services through SCS&H DMT, SLT, CYP select committee and Cabinet and intervene as necessary to drive improvement | Chief officer, SC&H / Chief Executive / Council Leader / CYP select committee chair                               | July 2016        |                                       |
|   |                         | 3. Respond to the findings out of the CSSIW inspection of Children's Services in June 2016 and keep actions under monitoring and review   | Chief officer, SCS&H / Head of Children's Services / Chief Executive / Cabinet member with safeguarding portfolio | July 2016        |                                       |
|   |                         | 4. Implement regular staff appraisal with directorate and agency staff to ensure laid down processes and practices are applied and to challenge / support non compliance  | Head of Children's Services / Children's Service managers   | July 2016        |                                       |
| <b>12.</b>  | Children & young people | 1. Ensure schools' safeguarding policies are annually reviewed  | Chief officer CYP / school heads /  | Annually         | Estyn inspection 2012 and WASC review |

| Priority  | Profile                 | Key actions   | Accountable Officer/s   | Start timescales   | Source of evidence                     |
|---|-------------------------|---|---|--|--|
| Ensure schools comply with safeguarding processes and practices           |                         | <ol style="list-style-type: none"> <li>2. Ensure the findings out of the SAFE audits are reported to the CYP DMT, WASCG and schools and intervene as necessary to drive improvement</li> </ol>  | <p>chairs of governors</p> <p>Safeguarding Unit/ Chief officer<br/>CYP / school heads / chairs of governors / WASCG</p> | Ongoing  |  |
| 13. Engage with children and young people to support them in keeping safe | Children & young people | <ol style="list-style-type: none"> <li>1. Carry out an 18 monthly survey with young people to assess what makes them feel safe and unsafe and develop and monitor an action plan based on responses to the survey</li> <li>2. Provide generic and targeted information and training to young people on keeping safe such as managing relationships, self-harm, bullying and cyber bullying and sexual exploitation</li> </ol>                     | Youth Service Manager / Safeguarding Unit<br>LOSIE for actions 1 and 2  | <p>(2017/18 included here to give coverage)</p> <p>Ongoing</p> | Estyn inspection 2012 and WASCG review |
| 14. Ensure settings for adults are SAFE                                   | Adults                  | <ol style="list-style-type: none"> <li>1. Assess performance on safeguarding as part of external providers' application for quality accreditation</li> <li>2. Ensure the Safeguarding policy and strategy expectations are explicit in contractual specifications with external adults' service providers</li> <li>3. Provide reports to the CARE provider forum to assess lessons learnt from an assessment of safeguarding processes</li> </ol> | <p>Actions 1 – 3:<br/>Lead Commissioning / Quality Assurance/<br/>Supporting People Officer</p>                         | <p>Ongoing</p> <p>July 2016</p> <p>Ongoing</p>                 | WASCG review                           |

| Priority   | Profile | Key actions   | Accountable Officer/s   | Start timescales | Source of evidence |
|--|---------|---|---|------------------|--------------------|
|  |         | 4. Extend quality assurance feedback to service users via an apps on safeguarding criteria  | Adults Safeguarding managers  | September 2016   |                    |
| <b>15. Improve the flow of information and the front door processes among professionals supporting adults</b>      | Adults  | 1. Improve integrated working between the third sector and community services and the statutory front door managed through Adults' Services                               | Head of Adults Services / Changing Practice/Changing Lives Lead officer | Ongoing          | WASCG review       |
| <b>16. Ensure adherence to recognised processes and practices in the Adults Service to assure adult protection</b> | Adults  | 2. Contribute to review the All Wales POVA policy and procedures and implement once finalised   | Adults Safeguarding manager   | September 2016   | WASCG review       |
|  |         | 3. Ensure the quality assurance of external providers reflects key developments in adults safeguarding  | Lead Commissioning / Quality Assurance/ Supporting People Officer       | Ongoing          |                    |
|  |         | 4. Implement regular staff appraisal with directorate and agency staff to ensure laid down processes and practices are applied and challenge / support any non-compliance | Head of Adults Service / Service managers                               | Ongoing          |                    |
| <b>17. Engage with adults to support them in keeping safe</b>  | Adults  | 1. Promote CHAT as an engagement activity with adults in care homes   | Adults Safeguarding manager   | Ongoing          | WASCG review       |
|  |         | 2. Implement the regional safeguarding questionnaire for adults subject to safeguarding processes   |   | January 2017     |                    |

| Priority   | Profile | Key actions  | Accountable Officer/s  | Start timescales  | Source of evidence |
|--|---------|--|--|---|--------------------|
|  |         |  | Adults Safeguarding manager / GWASB  |   |                    |
| 18.<br><b>Protect vulnerable older people in their home</b>            | Adults  | <ol style="list-style-type: none"> <li>1. Liaise with the Trading Standards service to identify vulnerable adults at home via the "sucker lists"</li> <li>2. Work with the Police and Housing associations to monitor and intervene on anti-social behaviour to protect vulnerable adults</li> <li>3. Share information with Police and Housing Associations to protect vulnerable people preyed on by gangs</li> <li>4. Develop a process to warrant appropriate MCC officers to apply for Adult Protection Orders</li> </ol> | <p>Environmental Services manager / Adults Safeguarding manager</p> <p>Actions 2 – 3: Adults Safeguarding manager / Project Officer Anti-social Behaviour</p> <p>Adults Safeguarding manager</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>September</p> |                    |
| 19.<br><b>Support the Gwent Wide Safeguarding Adults Board (GWASB)</b> | Adults  | <ol style="list-style-type: none"> <li>1. Contribute to develop preventative approaches to safeguard adults through the GWASB</li> <li>2. Ensure that regional priorities are focused through the work of the authority on adult safeguarding</li> </ol>   | <p>Actions 1-3: Head of Adults Services / Adults Safeguarding manager</p>  | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>                  |                    |



| Priority | Profile | Key actions  | Accountable Officer/s | Start timescales | Source of evidence |
|----------|---------|--|-----------------------|------------------|--------------------|
|          |         | 3. Review the mechanisms in place in the authority and in working with partners for early identification of domestic abuse |                       |                  |                    |

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## **Monmouthshire County Council Whole Authority Safeguarding Coordinating Group (WASG)**

### **Membership of the WASG:**

The membership of the Whole Authority Safeguarding Coordinating Group will in the main constitute chief officers and heads of service as a leadership core. Lower organisational tier officers will also participate in the group as specifically designated.

Chief officers will be expected to designate nominees in their absence, but the nominees must be at a sufficiently strategic level to take decisions and take action in representation and will need to be agreed with the Chief Officer, Social Care and Health.

### **Officers designated to form the WASG:**

Chief Officer for Social Care and Health  
Chief Officer for Children and Young Peoples Services  
Head of Operations  
Head of Adults Services  
Head of Children's Services  
Head of Governance, Engagement & Improvement  
Head of Community Led Delivery  
Head of Tourism, Leisure and Culture  
Safeguarding Unit Manager  
Monmouthshire Housing manager  
Monmouthshire Youth Service manager  
Interim HR Manager  
Programme lead on Volunteering

### **The purpose of the WASG:**

- To steer the whole authority safeguarding strategy and support programme and keep under review
- To delegate responsibilities as a collective group to WASG representatives on accountabilities for safeguarding
- To monitor progress and performance against the whole authority safeguarding strategy support programme and measures scorecard, to hold others to account across directorates and intervene as necessary

- To report progress and performance against the whole authority safeguarding strategy support programme and measures scorecard to senior leaders and elected members and to respond to challenge
- To act as champions to embed safeguarding through service planning and in day to day operational delivery and ensure directorates mainstream safeguarding practices within directorate activities
- To ensure that designated WASG members represent the authority on the Regional Safeguarding Boards for Adults and for Children and Young People and that they contribute to develop the regional safeguarding action plans and the boards' work. Also, that information on work undertaken by the boards is shared with the WASG
- To ensure safeguarding representation on group working arrangements both within and outside the authority in relation to wellbeing and safeguarding support to adults and to children and young people
- To act as a conduit to ensure an information flow to the Senior Leadership Team and to Directorate Department Management Teams on safeguarding and ensure information is cascaded through service teams
- To share best practice on safeguarding and ensure good practice is shared among service teams
- To participate as nominated by the WASG in external regulation and inspection on safeguarding matters, which may be in addition to any other authority designated accountabilities

### **WASG meeting arrangements:**

WASG will systematically meet on a 2 monthly cycle. Flexibility will be used to call meetings outside this cycle if necessary.

### **WASG reporting arrangements:**

The WASG will systematically report to the Senior Leadership Team, directorate Department Management Teams, the Adults and Children and Young People Select Committees, the Cabinet and the Council. The Chief Officer for Social Care, Safeguarding and Health will keep the Cabinet member with portfolio up to date on key safeguarding matters.

|                                  |   |
|----------------------------------|---|
| <b>SUBJECT:</b>                  | <b>Annual Report of the Statutory Director of Social Services</b> |
| <b>MEETING:</b>                  | <b>Council</b>  |
| <b>DATE:</b>                     | <b>28<sup>th</sup> July 2016</b>                                  |
| <b>DIVISIONS/WARDS AFFECTED:</b> | <b>All</b>  |

## **1 PURPOSE**

- 1.1 To provide Council with the Annual Report of the Statutory Director of Social Services.

## **2 RECOMMENDATIONS**

- 2.1 Council consider and endorse the analysis in 2015/16 Annual Report of the Statutory Director of Social Services concerning the performance, and impact, of adult and children's social care and health services over the last financial year.
- 2.2 Council also consider and endorse the 2016/17 areas for improvement set out in the report to address the critical risk and developmental issues in social care and health.

## **3. KEY ISSUES**

- 3.1 This is the Annual Report of the Statutory Director of Social Services, and reflects on the financial year of 2015/16. The report is intended to reflect on progress in delivering the priorities for 2015/16 set out in last year's annual report, performance for that year, and, maps out the key areas for development and improvement in 2016/17. It enables the Care and Social Services Inspectorate for Wales (CSSIW) to test out whether our assessment of progress and development is consistent with the range of evidence gathered and presented to them as well as their direct experience through site visits, regulatory activity and themed inspections. The format of the report is a matter for each Director and Council, but the Director must report on performance and risk and set out plans for improvement in relation to getting help; services provided; the effect on people's lives; shaping services; delivering social services; and providing direction. The annual report provides an opportunity to reflect on what we are doing to make a difference to the lives of the most vulnerable citizens of Monmouthshire, what we do well, and where we need to do even better. The report explains the context in which we are working and how we will improve and modernise.
- 3.2 This Annual Report, alongside the appended reports from the Head of Adults and Head of Children's Services is a balanced analysis of Social Care and Health in Monmouthshire. There is some excellent, leading edge, practice, workforce development, service provision and commissioning. The remodelling

of care at home through the roll out of the Raglan Project is just one example of where this is the case. There are also areas where we need to accelerate an ambitious programme of sustainable improvement. An in-depth review of children's social services has highlighted too much variability in the way we support children and young people. The overall message in this report is that we are one Social Care and Health department and it is important that we organise ourselves, and align our programmes of work and resources, to address inconsistency in standards and the outcomes for our citizens.

- 3.3 The Annual Report articulates a vision and associated priorities for Social Care and Health in Monmouthshire which seeks to build on the many strengths that exist with the aim of delivering consistently excellent outcomes across the board. This is within the context of the new legislative framework for Social Services in Wales, the Social Services and Well-being (Wales) Act (2014), the increasing challenges of demography which could significantly increase demand for social services, and reducing budgets. The annual report demonstrates how the further transformation of social care and health in Monmouthshire is a key part of the work to shape Future Monmouthshire. So much of the success of social care and health is dependent on resilient people, families and communities who live the lives they want to live without the need for care and support from statutory social services.

#### **4. REASONS**

To ensure that:

- 4.1 The Annual Report of the Statutory Director of Social Services is given due consideration by Council.

#### **5. RESOURCE IMPLICATIONS**

The Annual Report sets out the financial performance of Social Care and Health in 2015/16. It describes the financial context and challenges for coming year and beyond.

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

The report gives a performance appraisal and priorities for improvement. There are no Wellbeing of Future Generations Implications and in this context, an assessment form is not provided. The report provides analysis of safeguarding performance and priorities.

#### **7. CONSULTEES:**

Social Care and Health DMT  
Senior Leadership Team  
Adult and CYPE Select (inquorate meeting 20<sup>th</sup> June 2016)  
Cabinet (7<sup>th</sup> July 2016)

**9. AUTHOR:**

Claire Marchant, Chief Officer, Social Care and Health

**10. CONTACT DETAILS:**

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Telephone: 01633 644487 / 07507710595

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# *Changing Practice, Changing Lives*



## **Annual Report of the Statutory Director of Social Services Monmouthshire County Council**

## **Forward**

This is my first annual report as Statutory Director of Social Services with Monmouthshire County Council. Having taken up my position in November 2015, it is both a privilege, and a considerable responsibility, to start to understand, lead and shape the improvement of outcomes for the most vulnerable people within this County. Like many other local authorities in Wales, Monmouthshire is faced with the twin challenges of declining budgets and an ageing population. Against this backdrop doing more of the same is not an option; nor is doing the same things differently. We are building an evidence base in Monmouthshire that doing different things, better, and for the right reasons, is also more cost effective and by far the best way forward if we are to manage up to another £25 million reduction in the Council's budget.

In my first months in Monmouthshire, I have overseen the most significant change in Social Care legislation in Wales for over 50 years, the implementation of the Social Services and Well-being (Wales) Act 2014. At the heart of the Act are improved outcomes for people. Whilst much specific to the way that we work with children or adults with care and support needs, there is much more that is common to the way we need to work in a strengths based way with people, families and communities. The model of social care and health I want to lead in Monmouthshire is an integrated approach for the people of our County. The ambition and drive for excellence needs to be felt equally across all social care and health. Much work is needed to level up everything we do, to the leading edge practice that is clearly evident in parts of social care. My leadership challenge is, therefore, to create one social care and health department with a clear vision and purpose, with the right people, practice model and range of service offers. This will mean we are well placed to support achievement of the best possible outcomes for all of Monmouthshire's citizens. My approach to leadership is also strengths based, to ensure we build on what works in the different parts of Social Care and Health, recognising we are stronger when we work in partnership, through a coherent purpose and governance for our workforce, practice and commissioning.

One of the key features I became aware of very quickly when I joined the Council was a difference between the culture, capacity to change, and clarity of service model, between different parts of social care and health in Monmouthshire. The implementation of new ways of working in adult social care is well-recognised as leading the way in Wales and beyond. Conversely, parts of our children's service were displaying signs of fragility – evidenced by variations in practice, high numbers of agency social workers, an absence of commissioning priorities and a considerable financial overspend. Our numbers of looked after children were increasing significantly, from 108 at the start of the year to 129 at year end. We have undertaken in-depth analysis of our current strengths, and areas for improvement, in partnership with the Institute for Public Care (IPC). This tells us there is an urgent need to improve social work practice, management capacity and the services we have access to. These improvements need to be underpinned by a confident, permanent workforce, skilled at working with families and partners in the most challenging of situations to prevent the need for children to become looked after in order to be safe, unless there really is no alternative option. Understanding where we were was the first task. The next phase of the improvement

programme in children's services is focussing on getting the basics right, establishing a permanent workforce who are confident and safe in their practice. This is the highest possible priority for the Council, which is giving extensive corporate support to a programme for improvement in Children's Services led by the Senior Leadership Team, supported by an External Reference Group of recognised experts, who will oversee this programme over the next year and beyond if necessary.

In adult services, the last 4 years has seen a practice led transformation. There has been a focus on improving outcomes for people, development of a coherent model of well-being and prevention, and a modernised set of both provided and commissioned services. These are delivered, by a committed and value driven workforce. This has enabled more adults with care and support needs to live the lives they want to live, often without the need for traditional services. Outcomes for people have improved. Costs have reduced despite the challenges of an ageing population. Services, where they are needed are based on 'what matters' to the individual, strong relationships and high standards. Integrated services for older people are very well established and there are positive relationships with primary care and third sector partners. There is still much to do, and risks to manage, particularly, in the provider market, but the improvement journey is well-established, well led and sustainable. There can be a high level of confidence the improvement programme is embedded and most importantly is actively transforming lives.

There are considerable strengths within Social Care and Health in Monmouthshire, in both adult and children's services which can be built on and developed further. Most importantly, the vast majority of the workforce is hugely committed to the work they do. The Council leadership has invested resources and leadership in supporting the transformation of Social Care and Health. All our workforce needs the same direction, development and aligned systems to do the job they strive to do. We have the building blocks, with collaborative leadership across Social Care and Health, to deliver whole service excellence we aspire to for all our citizens. This next year is about making that a reality.

**Claire Marchant**

**Chief Officer, Social Care, Safeguarding & Health**

**(Statutory Director of Social Services)**

## Our purpose

Our purpose in Monmouthshire is:

*“Building resilient and sustainable communities”*

Three themes underpin all our work in this County: Nobody left behind; People are capable, confident and involved and Our County thrives. As a Social Care and Health we play a key part in all these areas and have agreed our own purpose statement to drive our work:

*“Helping People Live Their Own Lives”*

Given the particular pressures of working with families and vulnerable children we have expanded this to:

*“Enabling families and communities to keep children and young people safe and to reach their own potential”*

## Vision

The vision for Social Care and Health in Monmouthshire is clear; *to maximise opportunity for all people to live the lives they want to live and the positive outcomes they identify*. This informs the priorities and actions for the sustainable Social Care and Health in Monmouthshire in 2016/17 and beyond.

In practice, this means we aim to work with people on the basis of what matters to them, recognising their strengths, capabilities and the resources available to them personally, within their network of family, friends and community. Our model of well-being, care and support is based on what people can do, not their deficits. We are committed to the highest standards of safeguarding. We will work alongside people and with them, not ‘do to them.’ We work with partners, inside and outwith the Council, to intervene early and prevent the need for more intensive interventions, or statutory solutions, unless they are absolutely necessary.

We work with people in the closest circle of support to them, to support an individuals’, or a families’, intrinsic motivation to achieve their own wellbeing outcome or to change. This ensures the creation of more natural and sustainable care and support arrangements specific to the each person or family situation. The image below in **figure 1** depicts pictorially this cycle of care and support radiating outwards from the person themselves through family, friends and community via preventative approaches to managed care and support.

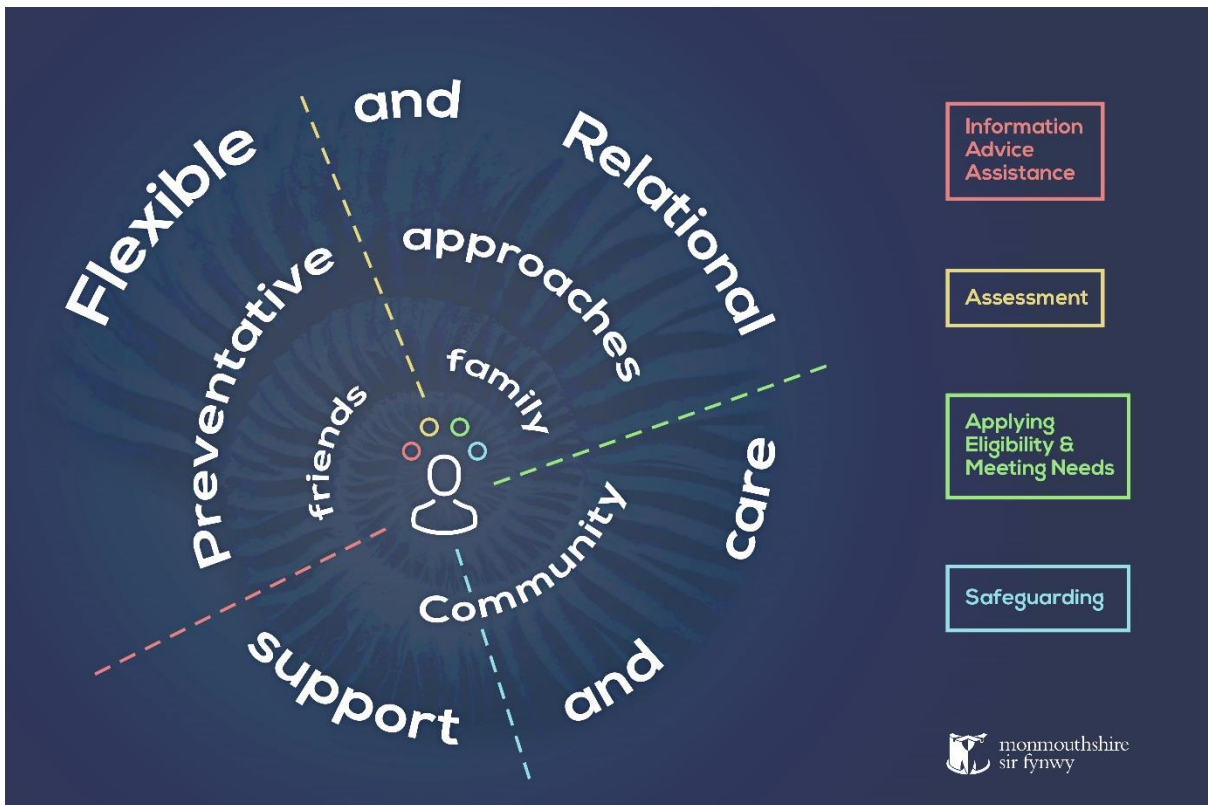


Figure 1

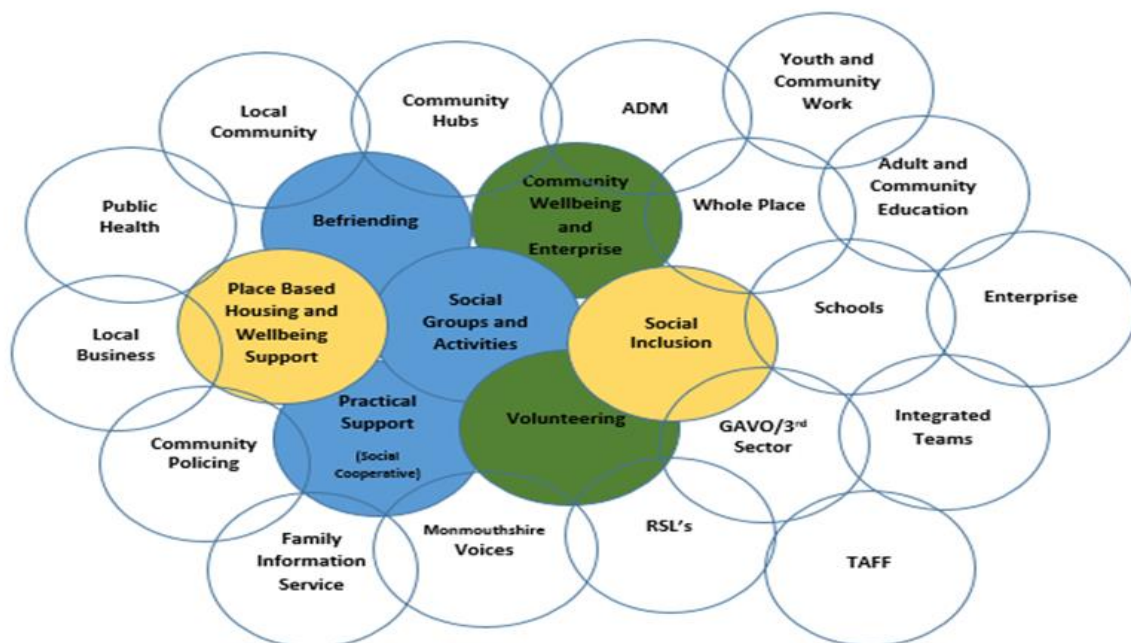
Information, advice and assistance, assessment, applying eligibility and meeting needs and safeguarding vulnerable people are illustrated as cross cutting themes as we undertake these proportionately throughout the cycle of well-being care and support.

## Social Services and Well-being (Wales) Act (2014)

**The Act in Action** - This strength based model of well-being, care and support underpins Monmouthshire's approach to implementation of the Social Services and Well-being (Wales) Act. Our social care and health offer will align at every level, and embed operationally, the principles of the Act:

- People's voice
- Partnership
- Early intervention
- Well-being
- Empowerment

The Council is taking a co-ordinated corporate approach to ensure full implementation of the Social Services and Well-being Act. Delivery of the Act is increasingly becoming business as usual. In common with other authorities there are some important areas where 2016/17 is the year when we will develop fully our approach to implementation, as new guidance emerges and we work with regional and local partners, not to 'tick the box', but really embed the Act in practice. We are working in accordance with the vision of *Sustainable Social Services* – that through an increased level of effective earlier intervention / preventative people will be able to be supported without need for managed intensive care and support. Crucially for us this is a place based approach within our communities working closely with community hubs (now incorporating, but not limited to, information and advice, libraries and adult education). These are critical to combatting the scourge that is loneliness and social isolation. **Figure 2** illustrates how we are working closely with all our partners to really create connect people to sustainable solutions within they place live.



The critical areas for the Act implementation are set out in my priorities for improvement later on in this report.

### **Well-being of Future Generations (Wales) Act (2015)**

There is a great deal of synergy between the Well-being of Future Generations (Wales) Act and the Social Services and Well-being (Wales) Act. There is a joined up approach locally, and regionally, for example to the well-being needs assessment and the population needs assessment, to ensure there is a complimentary approach. In setting the priorities for Social Care and Health for 2016/17 and beyond we have been very mindful of the need to balance short-term priorities with the need to safeguard the ability to meet long-term needs. Each detailed policy will be evaluated fully to ensure that the future generations well-being goals are at the heart of everything that is planned and delivered.

### **Future Monmouthshire**

Social Care and Health in Monmouthshire is an integral part of a strategic programme of 'whole-authority' work called 'Future Monmouthshire'. Future Monmouthshire aims to pose a set of questions about our core purpose as a Council, our relationships with communities, citizens and stakeholders and our appetite for economic growth and local prosperity – as we move further forward into a changing public sector landscape. Future Monmouthshire will see the development of a new operating model for the Council in order to equip it to meet its goals amidst increasing change and uncertainty. The new operating model will have a clear purpose: to create the capacity and foresight to develop solutions to some of the county's biggest challenges, ensuring that our Council understands the shifting needs and priorities of communities, positioning itself as an enabler in bringing them about.

The key challenges for Social Care and Health are being addressed through this programme. For the last four years we have managed the tension of growing public demand for services and a reducing funding settlement from the Welsh Government. Our communities are changing: an ageing demography, changing attitudes to community, newly emerging economies which require new skills and capabilities and the growth of digital technologies are all impacting the pattern of life, work and play. The time has come to reconsider the role and purpose of our Council, and Social Care and Health as an integral part. Our financial settlements over the course of the last four years have seen reduction of £10.215million or 10.03% compared to the Welsh average of 6.21%. Looking forward, we can expect to have to find a further £14m over the next four years. In this uncharted territory, answering the question about how we continue to deliver and support sustainable social services and resilient communities, becomes ever more critical.

### **What we do really well**

This section of the report is a flavour of the areas of strengths within Social Care & Health in Monmouthshire. More detail on these, and other achievements, is included in the Heads of Service Annual Reports appended to this Director's Annual Report. There is much to be proud of, and importantly, that people who experience our services, tell us we are doing well.

***Safeguarding is everyone's business*** - Safeguarding is an important area of strength for Monmouthshire. It is highly assuring to have joined an Authority in which safeguarding children and adults is such a high priority for the Council. As Chief Officer for Social Care, Safeguarding and Health, I have responsibility for the Safeguarding and Quality Assurance Unit which has played a key leadership role in supporting the strong progress made by the Council in safeguarding children. This was recognised by Estyn in their monitoring visit in November 2015 which found that the Council has '*responded well*' to recommendations in this area. They also noted that '*the Safeguarding and Quality Assurance Unit (the unit) is a very useful corporate resource*'. Building on success to date, the Whole Authority Safeguarding Co-ordinating Group (WASCG) is now providing leadership on adults as well as children's safeguarding. The safeguarding strategy, work programme and report card will from hereon in cover adults as well as children's safeguarding issues. I am confident that safe recruitment practices are embedded across the Council. This includes the considerable volunteer workforce we benefit from in Monmouthshire. There is a well-developed audit process which means we have a really good understanding of how schools and provider agencies address their safeguarding responsibilities. There are supporting action plans which are actively monitored to address any issues. We actively work through the regional safeguarding boards for children and adults, which are now on a statutory footing. Important reviews (Wales Audit Office, Independent Review of Safeguarding in Monmouthshire by Ellis Williams and Internal Audit) have been undertaken to assess the current safeguarding framework and the learning gleaned has contributed to a stock take of the current position and assess what is needed going forward. Reflection on these reviews by the WASCG has led us to have a focus on mainstreaming safeguarding into service planning across the Authority whilst setting direction, prioritising and managing risk and effectively linking with strategic regional partnerships, through the WASCG.

***Talking about what matters*** - In a number of areas, Monmouthshire social services was in an advanced position prior to the statutory changes in April 2016; particularly, through the *Changing Practice, Changing Lives* programme in adult services. This has delivered a significant change in culture and practice within social work. The 'what matters', strength based approach to assessment and case management is established. Integrated assessment is in place, and is now being rolled out across the rest of the Greater Gwent area. Adult teams in Monmouthshire were part of the National Outcomes pilot. Collaborative Communications training has proved truly transformational to the adult social care workforce in the way they work with people to achieve their well-being outcomes.

***Integrating Health, Social Care & Well-being*** - There is a long history of integrated working in Monmouthshire – health and social care community services for older people work in integrated teams, from integrated bases, under single management arrangements. Following the implementation of the new IT system, NHS employed community nursing and therapy workforce are using a single system. The health and social care workforce have been trained together on the new Act. There are positive relationships with primary care, and the flow from the acute services, through an in-reach model to support hospital discharge, with effective use of community hospital beds, is well-established. There is always more to do, and a priority for this year is to ensure that the place based approach and integrated working is reflected in all teams – learning disabilities, mental health and within children's services; as well as the current integrated teams. We also intend integrating direct service provision



within the 3 integrated bases– Monnow Vale in Monmouth, Chepstow Hospital and Mardy Park in Abergavenny. There are real opportunities to further integrate more health services, primary care and well-being through the Neighbourhood Care Network place based approach. An external academic partner will work with us in 2016 to formally evaluate the success of working in integrated teams over many years.

**Remodelling our service offer** – Models of support have been remodelled to ensure that they are truly person centred and start with the person and their aspiration for a good life. I will give just three examples in this section of the report of those services which have changed to reflect what matters to people and have a strong evidence base of what works:

1. The in-house homecare service now provides a very individual offer of care and support. The development of workforce through a really detailed programme of how to work with people with dementia has supported the very successful roll out of this model. This very different approach to relationship based care at home service was piloted in Raglan and is being rolled out across the County. The pilot has shown that flexible approaches can meet emotional and social needs of people as well as their physical needs. This way of working has also improved wellbeing for staff and awareness and connections with local communities.
2. The second example is the way we support people with disabilities to live their own lives. The 'My Day My Life' approach has broadened opportunities and access to community activities for people. Support staff have taken on a support broker role, working with people one by one, enabling them to overcome barriers to achieve their aspirations and dreams, rather than fitting into a service led solution.
3. The third example, is the further development of the BASE service to provide integrated health and social care support to families (including foster carers and special guardians) working to support children with complex needs. This is a small, psychology led, therapeutic team which is providing direct service interventions and extensive training to the wider workforce and carers, working to an evidence based model of attachment and support. The service aims to sustain non-residential placements which are under pressure and support a model of therapeutic foster carers for children and young people who need additional support.

**Connecting People and Communities** - The Council has invested in new approaches to tackling loneliness and social isolation through development of an 'anatomy of resilience' at both an individual and community level. This is a place based approach to wellbeing and prevention. Community co-ordination and small local enterprise learning pilots have been evaluated. There have been really inspiring successes in the area of volunteering; people who would previously have been recipients of service are actively contributing, which supports their own well-being as well as those of others. A key message is that people need people, and with some initial support communities can sustain their own solutions. The Rogiet Community Café, which is run by the community for the community, is a fantastic example of a sustainable approach to the 'Social Services and Well-being Act in Action'. The next steps include an emphasis on creating wider multi agency response at a local level, and ensuring this is an inclusive approach for children, young people and families – reflecting the focus on 'people'.

## **2015/16 Performance**

2014/15 was a year of considerable improvement against key performance measures. As figure 3 below shows, this was sustained and improved on in some areas, but in other areas performance levels were not sustained.

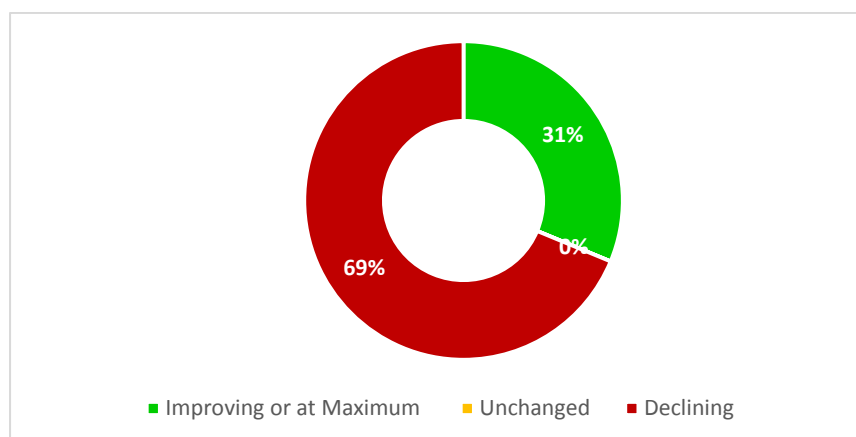


Figure 3

Performance indicators can only ever tell part of the story in any service area. The areas where performance has improved does reflect the intelligence from other sources, quality assurance and talking to people who experience our service, that the service area is well-placed. For example, the increase in the number of reviews of adults with care plans and the on-going reduction in the rate of older people who live in care homes accords with the practice improvement in adult social work teams. It is important to note that whilst the performance indicators are not at the level of the previous year in children’s services; most still show a significant improvement from the 2013/14 position.

|   | 2013/14         | 2014/15         | 2015/16*        |
|---|-----------------|-----------------|-----------------|
| The number of children looked after at 31 March   | 103             | 108             | 129             |
| The number of children on the child protection register on 31 March                               | 37              | 49              | 33              |
| The number (and rate per 1000 population) of older people supported to live at home               | 56.59<br>(1134) | 52.77<br>(1091) | 53.98<br>(1148) |
| The number (and rate per 1000 population) of older people supported in residential settings       | 11.33<br>(227)  | 11.08<br>(229)  | 10.96<br>(233)  |
| The percentage of adult clients who were reviewed during the year                                 | 82.1%           | 84.1%           | 91.3%           |
| The percentage of carers of adults who were offered their own assessment or review                | 97.3%           | 99.7%           | 98.8%           |
| The percentage of people who were fully independent following reablement                          | 54.6%           | 52.9%           | 52.5%           |
| The percentage of surveyed adult service users who were satisfied with the services they received | 90%             | 93%             | 93%             |
| The percentage of children re-referred to children’s services within a year                       | 13.3%           | 13.5%           | 17.8%           |

|  |       |       |       |
|--|-------|-------|-------|
| The percentage of initial assessments completed within 7 working days                            | 79.1% | 76.8% | 70.5% |
| The percentage of Core Assessments completed within 35 working days                              | 86.7% | 84.7% | 80.0% |
| The percentage of children looked after or on the child protection register with a social worker | 100%  | 100%  | 100%  |
| The percentage of reviews of looked after children carried out on time                           | 99.6% | 100%  | 98.5% |
| The percentage of reviews of children on the child protection register carried out on time       | 93.9% | 95.5% | 93.1% |
| The average education qualification points score of 16 year olds who have been looked after      | 222   | 308   | 241   |

Table 1

There has been a frustration with performance in the area of Delayed Transfers of Care (DTocS) in the last year. The timely discharge of Monmouthshire citizens from hospitals has long been a strength of integrated working. The integrated teams follow people when they become inpatients and 'reach in' to hospitals to facilitate timely discharge with the right care and support. This has continued to be the case for the last year, but unfortunately, changes in the way that DTocS have been recorded and validated have made it appear as if performance in this very important area of work has deteriorated significantly. In total, health colleagues reported 42 delays for social care reasons, for 26 people, for Monmouthshire residents during 2015/16. Aneurin Bevan University Health Board have confirmed that 12 delays (3 people) were Maindiff Court inpatients with no fixed abode. They had been coded incorrectly as Monmouthshire residents. Removing the Maindiff Court delays leaves us with 30 delays for 23 patients. The breakdown of the delays for these patients is in table 2 below.

| Length of delay | Number of patients |
|-----------------|--------------------|
| < 24 hours      | 3                  |
| 1 day           | 5                  |
| 2 days          | 3                  |
| 3 to 7 days     | 1                  |
| 8 to 14 days    | 3                  |
| 15 to 28 days   | 3                  |
| 29 to 56 days   | 3                  |
| 57+ days        | 2                  |
| <b>Total</b>    | <b>23</b>          |

Table 2

10 patients had been delayed for 2 days or less. A small number of patients (5) were delayed more than 29 days, and there are a variety of reasons for this including legal issues relating to safeguarding matters. Understanding the true scale and impact of delays is critical to ensuring that efforts and energy is expended in the right areas to address the complex issues which can lead to long delays, which are so damaging to people's health and well-being.



# How are we doing?

## Social Care and Health in 2015-16



**of adults are satisfied with the service they get**



**budget for Social Services**



**adult care plans reviewed in 2015-16**



**more children looked after**



**statutory visits to looked after children done on time**



**of children looked after have a named social worker**



**of people independent after reablement**



**delayed transfers of care from hospital**



**older people in residential care - lowest in Wales**





# How are we doing?

## Social Care and Health in 2015-16



**of adults are satisfied with the service they get**



**budget for Social Services**



**adult care plans reviewed in 2015-16**



**more children looked after**



**statutory visits to looked after children done on time**



**of children looked after have a named social worker**



**of people independent after reablement**



**delayed transfers of care from hospital**



**older people in residential care - lowest in Wales**



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## **Financial Performance**

This year has seen a challenge on the finance front for Social Care and Health. We had available budget to us of circa £38 million and at year end delivered an overspend of £1.2 million, which included achievement of mandated savings of repayment towards the new IT system.

Within the overall financial position, adult services delivered an underspend of £205,000, against a budget of £29.5million; a fantastic achievement given the budget had reduced by £1.4 million. Particular success has been obtained from practice change within learning disabilities as a strategic area for practice change and budget savings. Another particular area of success has been within the integrated community equipment services, through negotiation of a new cost apportionment methodology as part of a new section 31 agreement. This resulted in a reduction in spend of £90,000 per annum. Investment to facilitate change has been important in adult services – the community co-ordination pilot was supported through reserve investment; Intermediate Care Fund funded a range of initiatives including dementia training for care workforce.

The second half of the financial position is within Children's Services. Following significant investment of £1.321m permanent funding and £153K reserve funding, the outturn was a £1.4million overspend. This is largely due to the increased number of Looked After Children. Numbers rose from 108 to 129. A service and financial plan was approved by Cabinet at the beginning of January, which contained a financial model for achieving financial balance in children's services over a 3 year period. This plan secured an additional £1million investment for the service for 2016/17.

We are currently constructing a commissioning strategy to deal with the increasing Looked After Children numbers and how effectively they can be supported within our financial envelope. All our contracts are being reviewed to determine value for money and statutory funding responsibilities. At the heart of the commissioning strategy is the need to achieve investment in really good family support services which are able to support children and families prior to any statutory intervention by social services, and when they are at the 'edge' of becoming looked after within the care system.

## **Workforce Development and Training**

***Practice Learning (Social Work Students) in Monmouthshire*** - Monmouthshire County Council has well-established partnership agreements with Cardiff University Social Work MA programme and the University of South Wales Newport (USW Newport) Social Work undergraduate degree programme. We arrange up to 30 Practice Learning Opportunities (PLOs) each year. These placements are funded by the Practice Learning Opportunity Funding Scheme this is managed and administered by the Care Council for Wales. We have continued to benefit from strong partnerships with social work and direct care teams within our organisation. Alongside this we have been able to place students in a wide range of third sector organisations. These have provided students with an insight into the varied work undertaken by the third sector.

The Practice Learning Development Officer (PLDO) and Staff Development Officer (SDO) work together to arrange PLOs in statutory agencies and third sector organisations. We provide support for third sector organisations that do not employ social workers and need off-site practice assessment for the students placed with them. Each year the training team provide support for social workers wanting to become practice assessors and to undertake the appropriate post qualifying training. During 2015/16, two social workers completed the Enabling Practice PQ and were mentored by the training team.

We recruited 3 students into various teams across the authority from last year's placement intake, and are looking to strengthen our links with the HEIs with a view to recruiting more efficiently in future years.

**Post-Qualifying Information** – A summary of post-qualifying social work activity is set out below:

- During 2015/16 nine social workers studied for the Consolidation Programme. Two social workers studied for Practice Assessor programmes and became first-time practice assessors
- One senior practitioner completed a module of the CPEL Senior Practitioner Programme, and one social worker completed the first year of the Experienced Practitioner Programme
- Two team managers studied for the Team Manager Development Programme
- One social worker studied for the AMHP programme

**Ensuring our workforce has the knowledge and skills to do their jobs** - there has been a considerable effort to ensure that the workforce has the necessary knowledge to practice in accordance with the Social Services and Well-being (Wales) Act. There has been a regional and local training programme to social services staff and health staff, third sector and independent providers and those most affected in corporate roles. Incorporating the culture shift into practice is being taken forward internally using in-house expertise with the support of the Transformation Team. We have reframed our training strategy to ensure all training provided is aligned with the aspirations, principles and practice enshrined in the Act. Awareness raising has started for other legislation including the Regulation and Inspection Act and the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015. In addition, there has been a focus on the skills to meet people's outcomes, recognising the needs of Monmouthshire's population:

- Dementia Care Matters – continuation of last year's training programme across adult social care workforce, nearly 300 people have been trained in this way of working over the 2 year period. This will be rolled out to the workforce of commissioned services from the Autumn of 2016
- Court Skills and Achieving Best Evidence, 50 colleagues within children's services have benefitted from this training – there will be a regional training programme from September onwards
- Vocational qualifications - in partnership with local FE colleges and independent providers, we have enable staff and foster carers to access QCF qualifications in Health and Social Care L2, L3 and L5 and in the L3 Diploma for Occupational Therapy Support.



52 members of our internal or foster care workforce have undertaken this qualifications. We are developing our own staff to become QCF assessors.

- Supporting social care providers across the sector to ensure staff delivering services are suitable skilled and qualified to meet the needs of our service users – core training and more specialist content. 1500 training courses have been delivered.
- We are part of a Gwent wide programme to develop and deliver an induction programme for informal carers new to the role.
- In partnership with Coleg Gwent, a Welsh for Carers training programme has been developed in recognition of the requirements of Mwy na Geiriau/More than Words.
- Collaborative Communications training has proved transformational for practice in adult social work teams and will be rolled part of a training programme in children's services in the autumn. 70 members of the adult workforce have benefited from this training.

### **Where do we need to do better – Our Priorities for Improvement in 2016/17?**

2015/16 has been a transitional year for social services in Monmouthshire. In addition to changes in statutory leadership, there is also a new Head of Children's Services appointed in March 2016, following the departure of the former Head of Service in February 2016. The Social Services and Wellbeing (Wales) Act has come into force as the legislative basis for social services in Wales. A new IT system has been implemented which has been designed with practitioners, to reflect the way that they work in accordance with the new Act. In 2016/17 the benefits from these significant changes in leadership, legislation and systems will start to be realised.

As set out in the forward, 2015/16 has been a challenging year for children's services in Monmouthshire. The service has been focussed on improving practice and performance for a number of years. An action plan to ensure the areas for improvement identified in the inspection undertaken by Care and Social Services for Wales (CSSIW) in November 2014 has driven that improvement. There has been some tangible improvements in key areas such as contact arrangements and working together with partners to achieve best evidence when investigations are needed. There is, however, much still to do. It is critical that the improvements made are embedded sustainably in practice and commissioning. In essence this means we need a permanent children's services workforce which is confident in practice, who can access a range of evidence based support options which can achieve the best possible outcomes for children and young people; and are delivered within the budget for the service set by the Council on the basis of really understanding the level of investment needed.

Recognising the pressures within the children's service, one of my first actions as Director was to present a 3 year service and financial recovery plan to the Cabinet, which was approved in January 2016. The plan approved further investment in the service and a clear set of priorities for workforce development, practice improvement, strategic commissioning and financial balance. However, addressing the financial resourcing of the service can only ever be part of the solution. The review undertaken with Institute of Public Care (IPC) to work with the service provided deep analysis of the work required to deliver excellence outcomes in children's services. This was a very thorough piece, reviewing 40 case files as well as other evidence.

The service has fully accepted its findings which reflect, and build on, the analysis within my early report to Cabinet of the areas where action is needed. We need to get the basics right and organise our workforce to deliver them. I am confident we have a clear understanding and ownership of what our issues are.

It is clear that getting social work practice right is the absolute key to sustainable improvement in children's services. Whilst it is important to acknowledge there is some excellent, child centred practice evident in assessments and care plans, practice is too variable and not supported systemically. As noted above, improvements in performance indicators achieved in 2014/15 were not sustained. The workforce, which included significant numbers of agency staff, struggled to manage the demand upon it, particularly when periods of unavoidably high levels of absence from work occurred during the summer of 2015.

The granularity of the analysis underlying the variation in practice and performance over the last 2 years has given me, as the new statutory director, a really in-depth understanding of where the focus of the improvement programme needs to be. Some areas identified required immediate address; most critically how we work as a service, and with partners, to ensure referrals to children's services are managed so decisions on further action are made immediately (i.e. within 24 hours), and secondly how administrative staff support the social work duty system. The other critical areas form part of the children's services improvement programme and are actively being addressed in a prioritised way which recognises both the need for pace, and, based on experience of elsewhere of sustainable cultural and practice change, the realistic timescales to really embed different ways of working.

The critical areas of improvement to highlight are:

- The need for a really well articulated model of social work practice, so that 'what good looks like' in children's social services is understood by everyone working in, and with, children's social services;
- A need to develop the model of intensive family support which works up to the level of statutory intervention by children's services, edge of care and rehabilitation from care;
- Clarity where the current Team Around the Family (TAF) fits within this family support model, recognising there may be a need to remodel the current offer;
- A new operating model for management of contacts and referrals underpinned by pathways and protocols for all agencies on how Monmouthshire categorises and responds to contacts and referrals and a supportive way of working with referrers to manage risk;
- A review of the role and function of business support as critical to the functioning of the service;
- Having developed the model of family support, clarity with regard the role of the social worker in delivery of intensive interventions support for families in need;
- Practice and protocols for applying eligibility to families in need consistent with the Social Services and Wellbeing (Wales) Act;
- Practice and protocols for undertaking parenting assessments;

- A review of the range and capacity of parenting and attachment support for families;
- Clarify the roles and case responsibilities of senior practitioners, team managers and service managers and support managers to operate management arrangements effectively;
- Ensure quality assurance system is actively driving a cycle of continuous improvement across the service.

The highest priority for Social Care and Health, and indeed for the Council corporately, in 2016/17 is to deliver a programme for improvement which is based on evidence of what works in delivering wholesale service improvement. We have a highly skilled, permanent Head of Children's Services, who has shown through her leadership of safeguarding in the Authority that she has the vision and tenacity to drive improvement at pace. We are beginning to recruit a collaborative leadership team across Social Care and Health. We are building on the strengths within adult social care and have full support corporately which is giving the capacity we need. Indeed, we are drawing into this programme the very best people Monmouthshire has to offer, and will continue to access the external support of IPC where we need it. We will also work with our local and regional partners in schools, health, police and provider sector – working collaboratively, and indeed in an integrated way with them, where it make sense to do so. We will have the support of an external reference group to advise and challenge us as we progress on our improvement journey.

The culture and practice of continuous improvement is well-developed within adult teams within Social Care and Health in Monmouthshire. There are a number of improvement priorities which need to progress at pace in order to maintain the progress in light of reducing budgets, increasing demand and the role adult services needs to play in the whole service focus envisioned in this annual report. The strengths based model of social work practice needs to be continuously reinforced through supervision, coaching, mentoring and quality assurance systems. The placed based model of well-being and prevention which Monmouthshire is implementing requires even stronger productive partnerships which deliver in local areas; drawing in primary care through the Neighbourhood Care Networks, third sector, Registered Social Landlords and importantly the social capital within communities. Recognising, there is different levels of social capital within different communities in Monmouthshire, there will be different challenges for social care and health to manage people's needs outside of more traditional statutory services, and this can have considerable budgetary implications. Finally, Monmouthshire, as other counties in Wales, is managing a considerable level of risk with external provider markets. This has been evidenced in recent years with a number of providers being managed through provider performance procedures for reasons of service quality, financial risk, or both. A critical factor in a county like Monmouthshire is the ability to recruit and retain a quality workforce of care providers. Recognising the range of challenges, particularly in the domiciliary market, the 'Turning the World Upside Down' work is looking to radically challenge the traditional task and time basis of commissioning care and home, with a view to reflecting the lessons from the remodelling of the in-house homecare service in the reset of the market. This work needs to deliver tangible outcomes in the coming year; it is clear the current model of commissioning domiciliary care is not sustainable beyond the short term.

A critical priority across Social Care and Health is to ensure that the benefits are realised from the significant investment in development of an in-house IT system to support practice in adults and children's services. The development of the new system has been lead by, and is very well supported by, practitioners and there are benefits already being realised in integrated teams through health and social care workforce using the system. A pilot has commenced for 3 schools to be able to directly access the children's services system which is at an early stage but improving communications. A full benefits realisation plan is now needed. It is important that we have well understood support arrangements, both internally through business support, in-house support; and externally reflected in the Service Level Agreement with the SRS. The potential is there for the system to provide the management and performance information to enable a real cycle of continuous improvement. This is an absolute priority for us. We also need to ensure that practitioners across adults and children's services are using the system to its optimum so that there is confidence at all levels in the management information and performance reports produced.

**Summary of Areas for Improvement**

The summary of areas for improvement set out below represent a 3 year programme aimed at ensuring excellence across the board in Social Care and Health.

**1. We will deliver a specific, targeted, Programme for Improvement in Children's Social Services to deliver excellence in our children's social services.**

- *The programme for improvement will have be overseen by the Council's Senior Leadership Team and will have the full corporate support of the Council. An external reference group will act as critical friend to the programme. There will be dedicated support to the programme, including access to external advice as necessary*
- *We will develop a practice model for children's services in Monmouthshire which will align to the overarching vision for Social Care and Health*
- *The programme will ensure there is the right capacity and resource to support improvement in children's services, at pace but sustainably, with key work streams in the areas of workforce development, pathway and threshold management, commissioning, performance and quality and management and support arrangements.*

**2. We will implement the Social Services and Well-being Act (2014)**

*The Social Services and Well-being Act fundamentally changes the legislative basis for social services in Wales. The priority objectives in implementing the Act in 2016/17 are:*

- *To ensure that every member of the workforce (internal social care, external providers, colleagues across the Council, partners) has the training they need to support delivery of the Act and realise the benefits from it.*
- *To effectively communicate with people, partners, elected Members and Council colleagues the important changes as a consequence of the Act*
- *To review our approaches to information, advice and assistance across adult and children's services*

- *To work across the Council, with partners and communities to embed a preventative approach and the active promotion of well-being in everything we do.*
- *To continue to embed integrated assessment and care planning in social work practice. This is a proportionate, strength based way of working which focuses on what people can do, not what they can't.*
- *To ensure we work effectively with partners to implement regional safeguarding arrangements and embed adult protection orders in our practice.*
- *To actively promote direct payments as a key enabler for voice and control for people with care and support needs.*
- *To develop alternative models of delivery where these provide the best model for well-being, care and support.*
- *To realise the benefits for people from the statutory partnership arrangements and priorities for integration.*
- *To ensure that people within the secure estate in Monmouthshire are safeguarded and have their social care needs met.*

**3. We will, through the Future Monmouthshire programme, set out the future vision for Social Care and Health in the context of the future of our County**

- *We will develop our strategic operating model for Social Care and Health as part of the Council work to articulate its operating model through the Future Monmouthshire work.*

**4. We will support people to live the lives they want to live by ensuring they have access to the timely, quality, information, advice and assistance**

- *We will review our access points to ensure people are able to easily access the information and advice they need to make decisions about their own lives.*
- *We will work with our Greater Gwent colleagues to implement the Dewis information portal*
- *We will consider how we best assist people if they require it to access their community or a commissioned service, looking at options for better links between the housing gateway and social care access points*
- *The 'professional' front doors into children's and adult social care will provide consistent, quality decision making and there will be clear pathways to other IAA outlets.*

**5. We will ensure there are coherent models of early intervention, prevention, well-being with a focus on connecting people, families and communities – place based approach**

- *Having evaluated the outcomes from community co-ordination, we will build on what works and develop place based approaches to sustaining and developing social capital which promotes individual and community well-being and prevents people's needs escalating to require commissioned services. We will have particular focus on tackling the scourge of loneliness and social isolation.*
- *We will develop a targeted, evidence based model of early intervention and prevention in children's services for families that are showing signs of distress to ensure they can access appropriate support at the earliest opportunity is critical. We will aim to prevent families reaching a point where it is necessary for children's social services to intervene (pre children in need), less still for them to break down to the stage where their children are taken into care (edge of care services)*

- *We will work with partners to review current investment from all funding streams, e.g. core funding, Families First, Supporting People etc. to ensure the right range of targeted support is in place.*
- *We will work with colleagues across the Council and with our partners and communities to embed the principle that well-being and prevention is everyone's business and every service area can make a considerable contribution to well-being.*

**6. We will build on the success of our integrated community health and social care teams to develop place based approaches to well-being, primary, community and social care based on Neighbourhood Care Network boundaries**

- *We will work with statutory and non- statutory partners within the Neighbourhood Care Networks to deliver population health systems which integrated primary, community and social care delivery, alongside well-being and preventative approaches*
- *We will work through the NCNs to develop resilient place based community approaches*
- *We will develop the place based approach for all parts of Social Care and Health, children's services, learning disabilities and mental health teams, as well as teams who support older people.*
- *We will review structures and governance in partnership, reflecting a renewed purpose*
- *Performance measures will be developed which are based on an agreed understanding of what good looks like.*

**7. Confident social work practice will facilitate the best possible outcomes for people**

- *Social Workers will spend their time working with people to understand what matters to them and facilitate them to live the lives they want to live.*
- *We will get the basics right – learning lessons from audits and complaints in key areas such as child protection, Mental Capacity Act and Deprivation of Liberty Safeguards.*
- *Strengths based and outcome focussed practice will be embedded in adult and children's services.*
- *Progression/ recovery/reablement will be at the heart of social work practice.*
- *Quality assurance systems will support continuous improvement in practice and will be fully embedded in the way we work. Reflection as an essential part of practice is critical and a positive approach to learning and review will support us to ensure we understand people's experience of us and improve from it.*
- *We will improve the way we work with young people and their families at the critical time of the transition to adulthood*
- *Where people have care and support needs we will work with them in a way which empowers them to identify, choose and control the support or care they need to live life as they want. There will be more direct payments so people can access the support which is right for them.*

**8. Safeguarding children and adults at risk is our very highest priority**

- *Our whole authority safeguarding group will continue to provide leadership of safeguarding and ensure all parts of the Council address the priority actions within the internal audit report*
- *The whole authority group will provide leadership around adult and children safeguarding, ensuring both are everybody's business*
- *We will develop statutory regional safeguarding boards with our partners which will provide partnership leadership to the safeguarding agenda.*
- *We will ensure our workforce are fully trained in use of adult protection and safeguarding orders*
- *We will continue to work with regional partners to ensure the deprivation of liberty (DoLs) safeguards are used when needed*

**9. We will support and develop the whole social care workforce so they have high levels of confidence, competence and training, underpinned by person centred, values, behaviours and attitudes.**

- *A new leadership structure for Social Care and Health will be in place.*
- *We will implement the workforce plan for children's service, the priority outcome being a stable, permanent workforce*
- *We will work with partners to address critical workforce issues in the care sector*
- *Training and organisational development activity will be aligned to the culture and values we are developing.*

**10. We will commission intelligently, informed by a clear evidence base and analysis of the needs we need to meet. Commissioning and innovative redesign of traditional services will be based on positive, long term relationships with providers. Links between practice and commissioning will be strengthened by using information from assessments and care plans as well as population level assessments.**

- *We will develop an integrated commissioning unit within social care and health which will embed commissioning as a core function within children's services*
- *We will commission a new approach to care at home, 'turning the world of domiciliary care' commissioning upside down. We will also continue to address risks of business sustainability in the sector.*
- *We will reprovide the Council's residential care for older people with dementia through an innovative partnership arrangement*
- *Learning disability mandate*
- *Supporting people*
- *We will deliver the remodelling of Mardy Park as an integrated health and social care hub*
- *We will develop relationships with providers to deliver what matters to people with a learning disability and mental health problems, including increased community connection and reduction in dependency on service provision*
- *We will develop a commissioning framework in children's services and engage with providers to ensure a full range of services which provide positive outcomes for children, young people and families*
- *We will continue to explore procurement approaches which ensure we pay a fair price for care, based on an open book, high trust, relationship*

**12. We will integrate commissioning and delivery of health and social care where there is a clear business case and improved outcomes for people in partnership with ABHB Health Board and other Greater Gwent Local Authorities. We will explore opportunities for wider integration and joint working with other partners, such as the police, schools and housing, where it makes sense to do so.**

- *We will agree a new s33 agreement for the frailty service*
- *We will continue to develop our integrated team models, strengthening further the neighbourhood care networks as the basis for well-being and integration of primary and community care and also strengthening links with older adult mental health services.*
- *We will develop opportunities for further joint and integrated working in learning disabilities and mental health, learning from the LEAP and BOLD projects in Caerphilly and Blaenau Gwent*
- *We will improve joint working between children’s social services and partners in health, police, education and preventative services, exploring opportunities for integration where it is in the interest of children, young people and families to do so.*
- *We will build on successful collaborations with partners in the Greater Gwent areas such as the regional adoption service and frailty service and progress further collaborations where there is a clear business case.*

**13. The voice of the people we work with will be at the heart of everything we do**

- *We will build on the success of the care leaver apprenticeships to ensure we are doing what matters to children and young people and we involve them fully in all parts of the service.*
- *We will co-produce our approaches to well-being, care and support with people and communities*

**14. We will align our business systems to support delivery of our priorities.**

- *We will realise the benefits from our new Flo and Plant systems*
- *We will ensure our business support is flexible to the way we work*
- *Each team will understand what good looks like and align measures of performance*

**15. We will achieve a balanced budget within adult and children’s services; by doing the right thing, savings will follow**

- *We will deliver year 1 of the 3 year financial plan for children’s*
- *We will deliver the savings mandated to us through improved practice and commissioning.*

Table 3



## **Annual Council Report Framework – Children’s Services 2016-17**

### Introduction

In Children’s Service our primary aim is to work together with others to ensure that Monmouthshire’s children and young people reach their full potential and live free from the harmful effects of abuse and neglect. We have established a set of operating principles to guide us as we work to achieve this.

The purpose of this report is to give an end of year appraisal of Children’s Services, including information about the teams. The report considers our journey over the last year and outlines the priorities for service development. It should be read in conjunction with the Chief Officer’s annual report.

Over the last year, Monmouthshire Children’s Services has continued to deliver services in an increasingly challenging and complex context. The work plan for the service from April 2015 - March 2016 was extensive and required the whole service to pull together in developing systems and processes; improving practice and building partnerships. Some of our achievements are described in section 3.

However, there remains much to be done and in some areas we are not as far along our path to improvement as others. In some aspects the service has continued to display signs of fragility evidenced by inconsistencies in practice, instability within the workforce, and considerable financial overspend. Some of the particular challenges that we have experienced are discussed in section 4.

The report has drawn on a number of information sources including statistical and performance information; feedback from service users, staff and partners; internal reviews and case audits; and recommendations from our external regulators. Towards the end of the year, we worked in partnership with the Institute of Public Care (IPC) to undertake an in-depth review of our service in the context of the research and evidence base regarding achieving excellence within social care. This was motivated by the recognition that in some areas the service remained vulnerable and not as prepared as we needed to be in order to meet the challenges and opportunities presented within the Social Services and Well-being Act. The resulting IPC report, has helped us arrive at a balanced view of our progress and provided clear directions for our future plans. Our key priority areas for improvement are set out in section 5.

#### 1. Service Context

Children’s Services provides a range of services to children, young people and families in Monmouthshire. There are around 19,000 children who live in Monmouthshire. The service works with approximately 700 children at any one time. Over the last year there were 3,924 contacts received into the service from a variety of different sources and agencies. This

resulted in 465 referrals going forward as new pieces of work. At the year-end there were 722 cases open across the service. This included 131 children with a disability, 129 Looked After Children, 33 children on the Child Protection Register and 31 young people eligible for services as care leavers.

The current teams within children's services are:

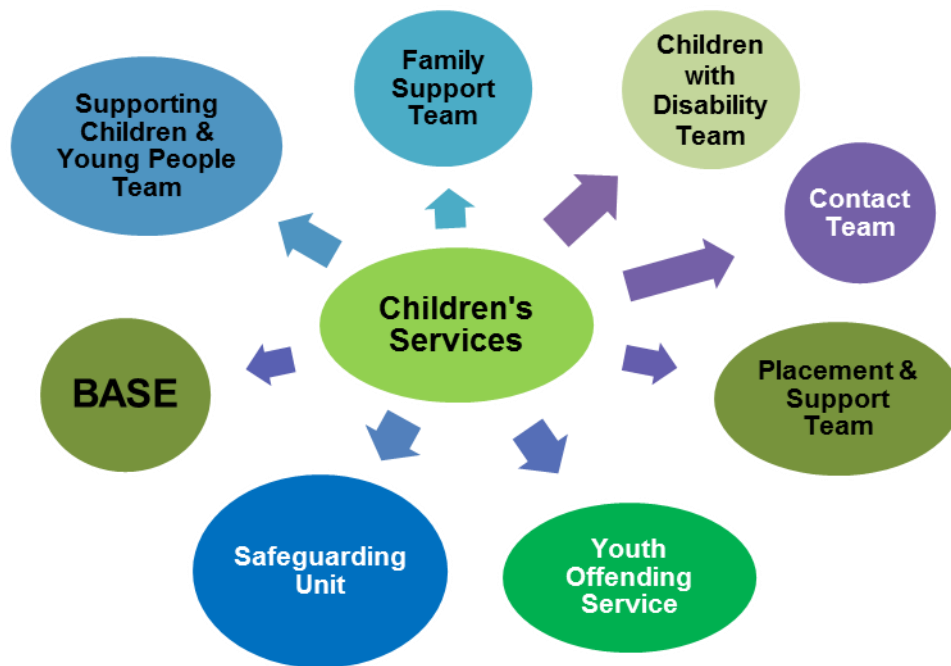


Figure 4

The county covers a large geographical area and is predominantly rural with four comprehensive schools in Abergavenny, Caldicot, Chepstow and Monmouth and one Special School for boys with Emotional and Behavioural Difficulties. There are 31 primary schools and a number of pre-school venues for children. The service works closely with Health, Education, Adult Services, Police, Housing, 3<sup>rd</sup> Sector organisations and other Local Authority areas.

Monmouthshire Children's Services are well represented within a number of local and regional partnerships allowing us to take a strong role in shaping collaborative and partnership working. Some of our main partnerships include:

- South East Wales Safeguarding Children's Board
- Children and Families Partnership Board
- Integrated Youth Offer
- Regional Board Violence Against Women, Domestic Abuse & Sexual Violence
- Regional South East Wales Adoption Service

Within Monmouthshire the arrangements for co-ordinated Early Intervention are led by the 'Team Around the Family'(TAF) project currently sitting within the partnerships directorate of the council. The TAF operates through multi-agency meetings within the four comprehensive school and for early years through the Acorn Centre (Integrated Family Centre). Lead workers come from within partner agencies and from within the TAF project itself. The TAF was recognised by IPC as working effectively with children and families requiring early preventative services through a multi-agency approach.

Children's Services work with families when there is a requirement for a social-care led plan of intervention. Often this can be when the difficulties faced by parents have become entrenched with many barriers to overcome to enable the necessary changes to be made. At other times a statutory intervention into family life can be seen as the only way to manage the level of risk in order to ensure a child's safety and well-being. The main reasons for why children need support from statutory children's services remain as illustrated below in figure 5:

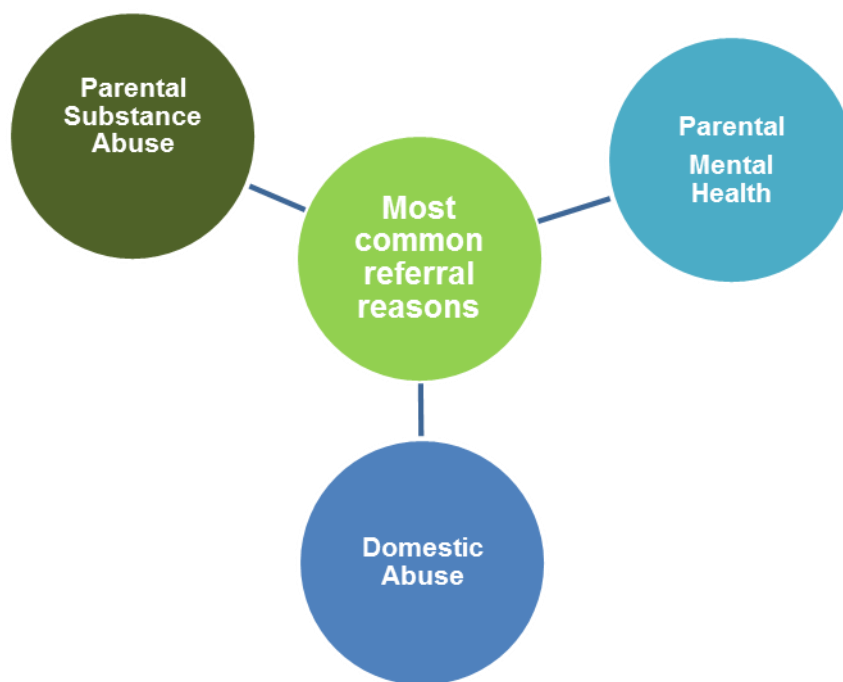


Figure 5

All of these reasons for referral can have a significant impact on children reaching their full-potential due to living in these adverse situations.

Recognising that TAF and Children's services need to form a continuum of intervention with an underpinning model for preventative family support is a key area for development. Operationally there needs to be strong links between the two service areas underpinned by a shared understanding of step-up and step-down arrangements.

## 2. What did Children's Services Achieve in 2015

The work plan for the service from April 2015 - March 2016 set out some of the areas that we wanted to focus on over the year. Against this some of our achievements are represented below in figure 6:

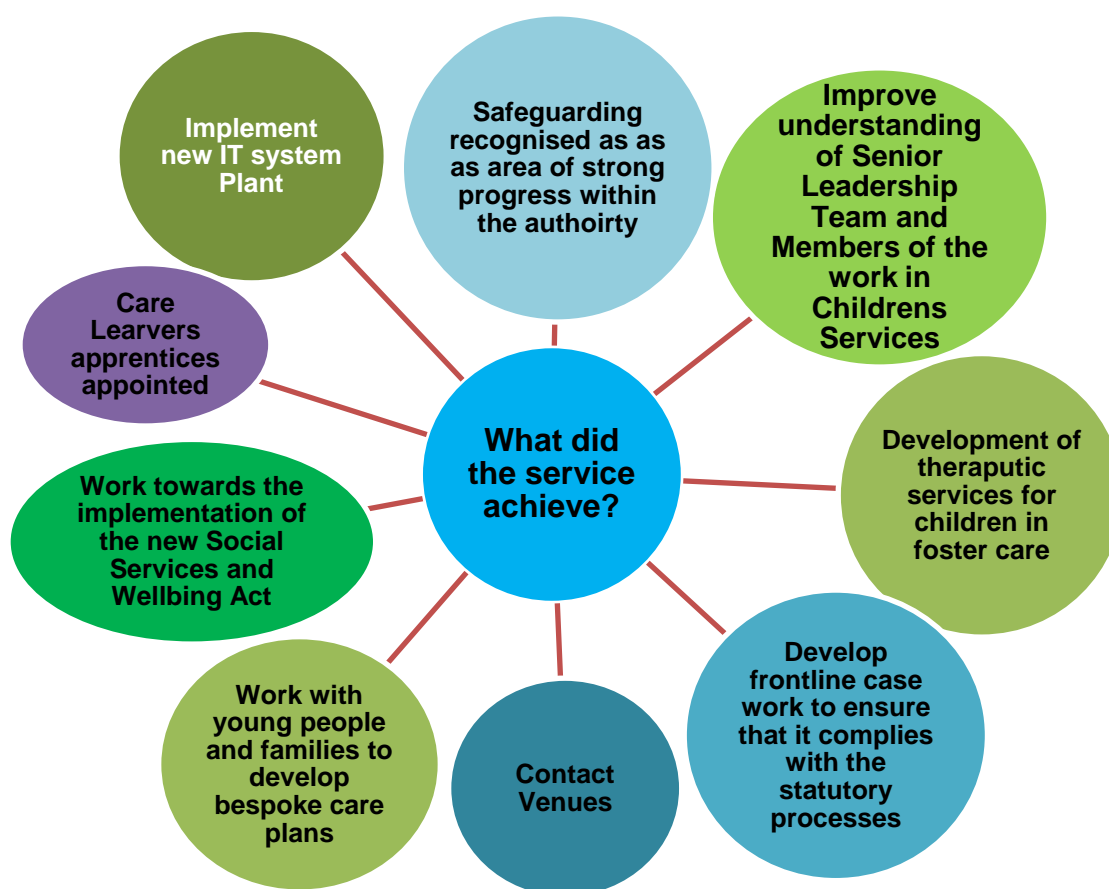


Figure 6

During the year 2 contact venues in Monmouth and Caldicot were established delivering child focused contact to families, where children are not living with their birth parents. A further venue in Abergavenny is currently being planned.

PLANT, the new IT system for Children's Services, was implemented in November 2015. This system continues to be developed to support the practice of our front-facing workers. This has included a pilot scheme for schools and Education Welfare Officers having direct access to the system to facilitate information sharing and timely decision making. We need to continue to develop PLANT as an effective tool for us in for producing performance

information and the statistical data which is required for Welsh Government. There are plans in place to further develop this system over the next year.

Alongside colleagues in the Children and Young People Directorate and within the wider Council, significant work continued regarding safeguarding in the county. This was driven by the Children's Services Safeguarding Unit which was recognised by Estyn to be a 'very useful corporate resource'. In their monitoring visit in November 2015 Estyn found that the Council had 'responded well' to recommendations and that strong progress had been made in respect of safeguarding. During the last year work has been undertaken to continue to deliver the required training across the Council; to continue to provide support and guidance to schools and partners and to implement our SAFE quality assurance framework for safeguarding.

In November 2015 we launched our BASE project as a therapeutic support for foster carers. This project helps to support our looked after children through ensuring that their carers and the wider professional network have the skills to understand and respond to their needs at an emotional and psychological level. We see BASE as the cornerstone to strengthening our in-house foster service provision - helping us to keep some of our most vulnerable children closer to their families and communities.

The Corporate Parenting Group has continued to develop over the year and is chaired by the Lead Member for Children's Services. During the past year the service has taken on two apprentices to develop the Children in Care Group. Our apprentices also attend as members of the Corporate Parenting Panel to ensure they provide a conduit for the views of children and young people in care and take back views and tasks from the Corporate Parenting Panel. From the outset of their time in this role our apprentices have been an asset to the service and Monmouthshire County Council.

As a service we have continued to maintain our focus on the children and families that we work with on both a case by basis and as a wider service. Two good examples of this include:

- the summer events hosted by the children with disabilities team to consult and obtain the views of families and young people in respect of the service we provide and what they feel they need in the future;
- the young people's consultation event and safeguarding survey undertaken in partnership with Monmouthshire Youth Service helping us understand the concerns of young people and how we might shape our services in response.

Improvements to ensure the Senior Leadership Team and members had a better understanding of the work of the service, were implemented over the past year. The Head of Children's Services attended the Senior Leadership Meeting monthly, to update on progress, barriers and relevant issues in Children's Services. In addition Select Committee run by elected Members scrutinised the work of the service regularly throughout the year on a range of subjects and topics. The Cabinet Member for Children's Services met monthly with the Head of Children's Services to discuss current issues for Children's Services. The Lead member also

spent time during the year, meeting and talking to frontline Social Workers and Youth Offending staff at a number of meetings and events.

A Members Briefing took place to advise Members on the changes necessary due to the implementation of the Social Services and Wellbeing Act, from April 2016. This took place in January 2016. Children’s Services have been attending training on the Act and have been involved in a number of groups in relation to the implementation of the new Act.

### 3. What were the key challenges for Children’s Services in 2015?

#### Performance Reporting

Children’s services are required to provide services that are compliant with our statutory obligation to meet the different needs of children and young people. Some of this is measured through key performance data. Our end of year profile for the service is illustrated through the following data in table 4:

| Children’s Services     |   |                       |                       |                       |                       |                            |                       |                            |                   |                                  |
|-------------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|----------------------------|-------------------|----------------------------------|
| Ref                     | Description   | 2012/<br>13<br>Actual | 2013/<br>14<br>Actual | 2014/<br>15<br>Actual | 2015/<br>16<br>Actual | 2014/<br>15<br>Wales<br>Av | 2015/<br>16<br>Target | Directi<br>on of<br>travel | Targ<br>et<br>Met | Est.<br>Quarti<br>le in<br>Wales |
| SCC/004<br>(NSI)        | The percentage of children looked after on 31 March who have had three or more placements during the year | 2.7%<br>2             | 10.7%<br>11           | 1.9%<br>2             | <b>8.5%<br/>11</b>    | 9%                         | 6%                    | ↓                          | *                 | Top                              |
| SCC/011(<br>b)<br>(NSI) | The percentage of initial assessments where the child has been seen alone by the Social Worker.           | 22.38<br>%            | 33.21<br>%            | 57.4%                 | <b>52.7%</b>          | 44.8%                      | 60%                   | ↓                          | *                 | Upper<br>Middle                  |
| SCC/025<br>(PAM)        | The percentage of statutory visits to   | 66.9%                 | 66.3%                 | 84.5%                 | <b>84.2%</b>          | 87.7%                      | 90%                   | ↓                          | *                 | Bottom                           |

|                     |   |       |       |       |              |       |      |   |   |              |  |
|---------------------|---|-------|-------|-------|--------------|-------|------|---|---|--------------|--|
|                     | looked after children due in the year that took place in accordance with regulations.   |       |       |       |              |       |      |   |   |              |  |
| SCC/033(d)<br>(NSI) | The percentage of young people formerly looked after with whom the authority is in contact at the age of 19.                                    | 88.9% | 92.3% | 88.9% | <b>62.5%</b> | 93.3% | 100% | ↓ | * | Bottom       |  |
| SCC/041(a)<br>(NSI) | The percentage of eligible, relevant and former relevant children that have pathway plans as required   | 68.4% | 73.3% | 98%   | <b>100%</b>  | 91.2% | 98%  | ↑ | ✓ | Top          |  |
| SCC/045<br>(PAM)    | The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the | 59.5% | 86.1% | 93.9% | <b>92.4%</b> | 88.9% | 95%  | ↓ | * | Lower Middle |  |

|         |   |                 |                  |                  |                                |     |        |   |   |     |
|---------|---|-----------------|------------------|------------------|--------------------------------|-----|--------|---|---|-----|
|         | statutory timetable   |                 |                  |                  |                                |     |        |   |   |     |
| SCC/010 | The percentage of referrals that are re-referrals within 12 months  | 16.2%<br>69/425 | 13.3%<br>55/415  | 13.5%<br>65/482  | <b>17.8%</b><br><b>83/465</b>  | N/A | 12-30% | ↓ | ✓ | N/A |
| SCC/014 | The percentage of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion        | 84.8%<br>56/66  | 93.4%<br>57/61   | 75%<br>57/76     | <b>87.7%</b><br><b>64/73</b>   | N/A | 93.2%  | ↑ | * | N/A |
| SCC/015 | The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference | 34.0%<br>16/47  | 96.2%<br>51/53   | 87.1%<br>54/62   | <b>88.7%</b><br><b>55/62</b>   | N/A | 91.5%  | ↑ | * | N/A |
| SCC/016 | The percentage of reviews of child in need plans carried out in   | 19.5%<br>89/456 | 57.5%<br>104/181 | 85.2%<br>190/223 | <b>84.4%</b><br><b>239/282</b> | N/A | 86%    | ↓ | * | N/A |



|          |   |                  |                  |                  |                                |     |       |   |   |     |
|----------|---|------------------|------------------|------------------|--------------------------------|-----|-------|---|---|-----|
|          | accordance with the statutory timetable   |                  |                  |                  |                                |     |       |   |   |     |
| SCC/021  | The percentage of looked after children reviews carried out within statutory timescales during the year   | 100%<br>296/296  | 99.6%<br>284/285 | 100%<br>281/281  | <b>98.5%</b><br><b>336/341</b> | N/A | 100%  | ↓ | * | N/A |
| SCC/024  | The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March | 81.8%<br>18/22   | 67.5%<br>27/40   | 87.1%<br>27/31   | <b>65.0%</b><br><b>26/40</b>   | N/A | 91.7% | ↓ | * | N/A |
| SCC/030a | The percentage of young carers known to Social Services who were assessed   | 100%             | 54.5%            | 100%             | <b>100%</b>                    | N/A | 100%  | - | ✓ | N/A |
| SCC/034  | The percentage of child protection reviews carried  | 90.5%<br>181/200 | 93.9%<br>155/165 | 95.5%<br>126/132 | <b>93.1%</b><br><b>134/144</b> | N/A | 100%  | ↓ | * | N/A |

|            |  |                  |                  |                  |                                |     |       |   |   |     |
|------------|--|------------------|------------------|------------------|--------------------------------|-----|-------|---|---|-----|
|            | out within statutory timescales during the year  |                  |                  |                  |                                |     |       |   |   |     |
| SCC/039    | The percentage of health assessments for looked after children due in the year that have been undertaken | 83.6%<br>133/159 | 87.8%<br>137/156 | 87.7%<br>114/130 | <b>88.9%</b><br><b>169/188</b> | N/A | 87.7% | ↑ | ✓ | N/A |
| SCC/042(a) | The percentage of initial assessments completed within 7 working days                                    | 76.5%<br>277/362 | 76.4%<br>214/280 | 76.8%<br>285/371 | <b>70.5%</b><br><b>210/298</b> | N/A | 82.2% | ↓ | * | N/A |
| SCC/043(a) | The percentage of required core assessments completed within 35 working days                             | 81.3%<br>74/91   | 86.7%<br>78/90   | 84.7%<br>138/163 | <b>80.0%</b><br><b>72/90</b>   | N/A | 86.7% | ↓ | * | N/A |

Source: End of Year Performance Report June 2016

Table 4

Performance data is important as it provides some quantitative indicators about our operational activity set against our statutory requirements. In 2014-2015 there was a focussed effort on driving up some of these key performance indicators. This saw a significant improvement around areas of activity such as timescales for undertaking review and visits to our looked after children. Whilst the general trend over recent years continues to be one of improvement, our performance over the last year has seen some slippage. Some of this was impacted by our focus on the implementation of PLANT, however, we are now in a position one again where we must ensure that the use of performance information becomes part of

our internal management processes. We must continue to develop PLANT so that we have the right information to inform us locally about our activities as well as contributing to the wider national development of measuring well-being outcomes for our service users.

### Financial Performance

During the year the service continued to experience significant pressure on its budgets with a £1.4 million overspend despite significant investment of £1.321m permanent funding. The main reasons for this financial pressure include:- continued demand and high cost placements particularly in relation to a small cohort of children with complex needs; difficulties in recruitment resulting in over-reliance on expensive agency and interim cover; increase in legal costs and social work capacity associated with the complexity of case-work; increase in costs incurred through increased numbers of looked after children.

The service has seen investment from the council in developing some invest to save business cases to strengthen our in-house foster care services and our support for children on Special Guardianship Orders. As we move into the second year of these, reviewing our performance against these business cases from a financial perspective is now critical.

A service and financial plan was approved by Cabinet at the beginning of January. This contained within it a model for achieving financial balance in children's services over a 3 year period. This plan secured an additional £1million investment for the service for 2016/17.

Children's Services must now continue to closely monitor its expenditure, underpinned by the wider programmes of workforce development; practice development and improving our service offer with a particular emphasis on prevention at all levels.

### Increased LAC population

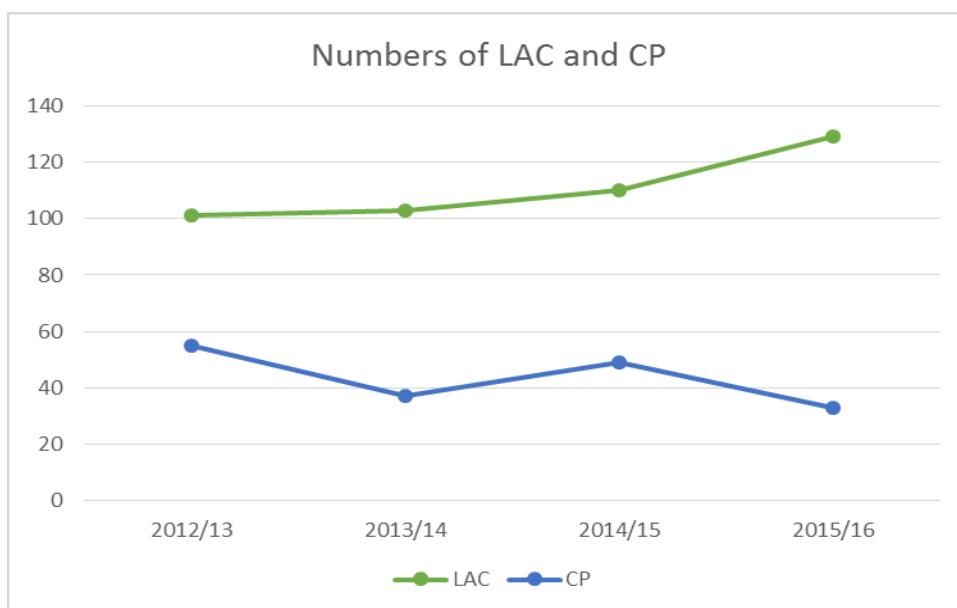


Figure 7

At the year-end Monmouthshire's Looked After Children population was 129 an increase of 21 children based on year-end figures. There has been an upward trend in the number of looked after children over a number of years. This is set against a downward trend in the number of children whose names are included on the Child Protection Register – from 49 at year-end 2015 to 33 at current year end.

Some of the factors which have influenced this trend include:

- Increased level of risk and complexity of cases
- The increased use of court / legal processes to manage risk rather than through a multi-agency child protection plan
- A lack of a consistent preventative LAC strategy including a coherent, multi-agency family support strategy and services to support families who experience difficulties
- The impact of staff turnover, together with a 'built-in' transfer point at the first looked after child review can undermine the timely implementation of alternative risk management processes or care plans for rehabilitation
- The increase use by the courts of children being placed at home with their parent(s) whilst retaining their Looked After Status (Placement with Parent Regulations). The year-end figure for this was 21 children 12% of the LAC population.

The challenge for our service this year is to develop our preventative approaches at all tiers of the service to ensure that children become looked after only when this is absolutely in their best interests and that as soon as it is safe and appropriate for them to return home this is achieved.

Achieving a stable and confident workforce

The last year has continued to pose challenges for us about our ability to permanently recruit to the service. At the year-end our workforce comprised 12 agencies workers which is approximately 22% of the workforce. Reflecting back, some of this relates to out-dated recruitment methods, and the absence of a consistent strategy for planning around the training, development and support needs of the existing work-force. We did, however, develop 'select the best' interview models and these certainly helped us make some very positive recruitment decisions for the service. We can now build on this as we move forward around our work-force planning and development over the next year.

#### 4. What are Children's Services working on in 2016-17

Taking a step back to consider our current position, it is clear that as a service we have a significant improvement agenda ahead of us. Our full service plan is set out within our Service Improvement Plan.



Figure 8

The start of our service planning has been to ask ourselves some searching questions and being relentless in drilling down to some of the root causes of the presenting difficulties and challenges. This provides a good foundation for change and a clear sense of the scope of the changes that are required. Our work with IPC has been fundamental to this: We are at the point where we have a good sense of the diagnostic and a clear sense of direction and drive towards some solutions.

The critical areas of improvement to highlight are:

- The need for a really well articulated model of social work practice, so that ‘what good looks like’ in children’s social services is understood by everyone working in, and with, children’s social services;
- A need to develop the model of intensive family support which works up to the level of statutory intervention by children’s services, edge of care and rehabilitation from care;
- Clarity where the current Team Around the Family (TAF) fits within this of family support model, recognising there may be a need to remodel the current offer;

- A new operating model for management of contacts and referrals underpinned by pathways and protocols for all agencies on how Monmouthshire categorises and responds to contacts and referrals and a supportive way of working with referrers to manage risk;
- Development of our services for children in long-term foster care and supporting their pathway to independence as care leavers;
- A review of the role and function of business support as critical to the functioning of the service;
- Having developed the model of family support, clarity with regard the role of the social worker in delivery of intensive interventions support for families in need;
- Practice and protocols for applying eligibility to families in need consistent with the Social Services and Wellbeing (Wales) Act;
- Practice and protocols for undertaking parenting assessments;
- A review of the range and capacity of parenting and attachment support for families;
- Clarify the roles and case responsibilities of senior practitioners, team managers and service managers and support managers to operate management arrangements effectively;
- Ensure quality assurance system is actively driving a cycle of continuous improvement across the service.

Addressing these challenges will require a programme approach which captures the inter-relatedness of many of the areas for development. The key themes for our work going forward is captured within figure 8 below and will be delivered through three programme streams (see fig 9) in the context of our transformational agenda as we continue to implement the Social Services and Well-Being Act.

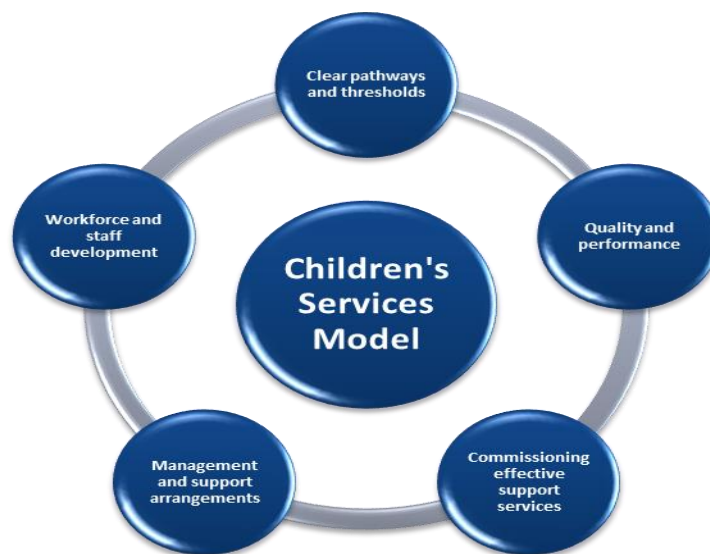


Figure 8 - Source: IPC Delivering Excellent Practice in Children's Services (Monmouthshire June 2016)

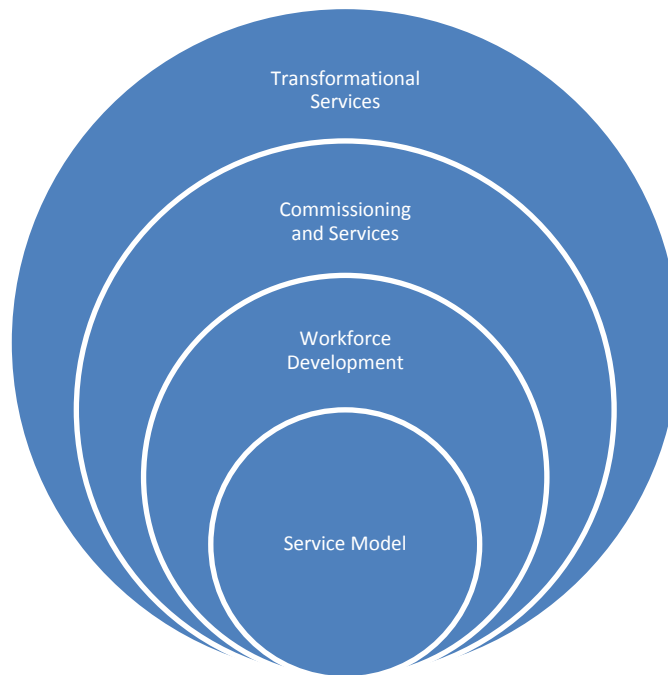


Figure 9 - our work-streams

A summary of key tasks within these work streams are as follows:

|  |  |
|--|--|
| We will deliver a specific targeted Programme for Improvement to deliver excellence in our Children’s Social Services  |  |
| <b>1. Service Model</b>  |  |
| <ul style="list-style-type: none"> <li>• We will develop a common shared evidence-based vision and model for the delivery of children’s services</li> <li>• We will put in place new procedures and policies in each of the identified areas which support the vision and model of service and include clear key pathways and business processes</li> </ul>  |  |
| <b>2. Workforce Development</b>  |  |
| <ul style="list-style-type: none"> <li>• We will implement a recruitment strategy to reduce our reliance on agency workers</li> <li>• We will clarify the roles and case responsibilities of senior practitioners, team managers and service managers and support managers to operate management arrangements effectively</li> <li>• We will review our business support to ensure business support arrangements are effective in supporting best social work practice</li> <li>• We will design and deliver a programme of training for social work teams to support skills development within the new vision and procedures, and the SSWB Act</li> </ul> |  |
| <b>3. Commissioning and Services</b>   |  |
| <ul style="list-style-type: none"> <li>• We will ensure that there are coherent models of early intervention and prevention, with a focus on supporting families</li> </ul>  |  |

- We will develop a model of intensive family support which works up to the level of statutory intervention by children's services, edge of care and rehabilitation from care
- Develop and implement a commissioning strategy and secure services to support families with complex needs
- Ensure that there is clarity where the current Team Around the Family (TAF) fits within this of family support model, recognising there may be a need to remodel the current offer

Table 5





## Head of Service Challenge / ACRF 2016

### Head of Service area Overview

This is the opportunity for the Head of Service to provide a brief overview of the current context of their service area, which will be further substantiated by the detailed self-evaluation.

### *Head of Service and Service areas managed?*

#### **Adult Services:**

Commissioning Team, Integrated service teams in Monmouth, Chepstow and Abergavenny (Older people) Learning Disability team/ Independent living team Adults with Physical Disabilities. Mental health teams adult /older people. Safeguarding team Direct care services: Mardy Park Resource Centre, Severnview Resource Centre, Home Care support: Dementia, reablement and enablement. Day provision, Budden Crescent, My Day My Life, Individual support services and Monmouthshire meals.

### *What is your services purpose & what outcomes do you align to?*

Adult Social Care and Health Services are striving to make sure that “**people are able to live their own lives**”, and that people are protected from harm. People approach Adult Social Care Services for support at different times in their lives. We want to support and enable people to remain in control of their lives, working with people to find options/solutions that best meet their vision of a good life. We focus on people’s strengths, abilities and contribution. We enable family/friendship networks and communities alongside services to support people to live their own lives.

#### **Vision/operating model.**

The current vision/operating model is driving the transformation journey and preparing us for the implementation of the Social Services and Wellbeing Act (2014).

Over the last 4 years we have changed the approach to the way we deliver Adult Social Care. Like many other local authorities Monmouthshire is faced with the twin challenges of declining budgets and an ageing population. If we want to keep delivering adult social care and health in the same old way we need to find another £25 million a year by 2030. Salami slicing isn’t an option.

The national policy agenda in Wales places great emphasis on a person led approach that respects that people are the best judges of their own wellbeing/quality of life and what they need from others (including formal services) to maintain and improve their wellbeing. Our transformative approach harnesses these values/principles and looks to embed this in all aspects of delivery.

We are re modelling/transforming what we do ensuring that the approach we take focuses on and is driven by what people see as their good life and with a real emphasis on delivering outcomes set by individuals.

#### **What does this mean for people who approach us?**

- People are supported at the first point of contact by the most appropriate person, whether that’s an occupational therapist, a social worker or a district nurse.

- We've changed the way people are supported, discarding the deficit focussed approach in favour of having conversations with people about what matters to them.
- We are re focussing the ways we deliver domiciliary 'at home' support away from episodic to relationship based care.
- We are re focussing what practitioners spend their time doing, more time in communities and less time at desks and we are measuring our performance in terms of the impact we have had on people's lives.
- We have re focussed how we deliver support to people at home, moving away from task based to a relationship based approach that places emphasis on emotional as well as physical wellbeing.
- We have re -defined our longer term commissioning intentions in line with the transformation.
- In developing Community Coordination and Small Local Enterprise we aim to see more people supported in their own communities with a support from family, friends and natural associations.
- Our work with informal Carers is central to all developments and is concentrating on keeping a support focussed co- produced approach.

A little while ago we developed a short animation which further describes the approach to delivering Adult Social Care and Health support. <https://vimeo.com/77894268>

These operating principles guide how we deliver support to people who are in contact with us;

**OPERATING PRINCIPLES:**

- We will work in **partnership** to facilitate solutions, building meaningful rapport/relationships with family's individuals and partners.
- We will know/be clear about the people who we will support in a **timely** manner.
- We will have a plan of how we will support people to develop a 'whole life' plan, and have a method to track progress and **communicate** effectively. (including commissioning)
- We will take an **outcome focused** approach to future planning (long term and short term) with families and individuals to meet their own aspirations and goals.
- We will involve the **right people** at the right time to help people in crisis and will take responsibility for the appropriate pace and continuity of our on-going intervention.
- We will have **honest and transparent** conversations with all people.
- We will work with and **respect** other colleagues and challenge systems to ensure best practice and service delivery.
- We will use knowledge to reflect **learn** and develop on our practice and decisions.

- Everything we record will be **purposeful** and proportionate.
- We will **value and respect our staff** and trust their judgement; and promote wellbeing in the workforce.
- Our IT system will work for us.
- We will work **creatively** and equitably within all resources available.

#### **Key Priorities 2014-2017**

- Developing new models for community living
- Place based approaches to wellbeing
- Consolidate new ways of working/practice change
- Integration with Health
- Safeguarding
- Infrastructure /workforce development/FLO
- Working towards implementing the Act

#### *Where are we currently?*

- We have a clear purpose and vision based on continuous improvement and learning through doing.
- We have a dedicated, passionate and committed workforce delivering high quality support and services to enable people to lead full lives.
- Building on the success of the Raglan project we are rolling out this approach; extending the approach using an accredited 'train the trainer' approach to deliver relationship based home support using a cross section of staff from head of service to frontline home carer.
- Real progress using action learning sets to embed person centred approaches and creating the right conditions for on-going learning and improvement.
- A clear commissioning approach that has evolved and developed alongside the transformation in practice.
- A key programme ;'turning the world upside down' will develop over the next 18 months with a vision to create a sustainable, flexible and relationship based approach to commissioned at home support.
- Community Coordination and SLE approaches have been evaluated following a two year learning project. Next steps are to roll out the approach.
- Progress in the 'My Day My Life' work is beginning to deliver real outcomes for individuals and is being rolled into other areas in Monmouthshire.
- We continue to have high satisfaction levels with services.
- Well- being of staff is a key component to our success we continue to survey and receive high response rates and high levels of well-being reported.

- An uptake in practice assessing places and professional development opportunities.
- Extensive training has been delivered in dementia and collaborative communication and extended mentoring approaches being employed to embed and sustain learning.
- We are seeing a reduction in spend levels through understanding demand which is having a positive impact on the budget.
- Community engagement events at Mardy and MDML have generated opportunities for contribution and co- producing with the community.

***Where do we need to be?***

A personal outcome approach that addresses wellbeing, with the right conditions for excellence in practice.

Moving from a deficit based approach to a fully Integrated strengths based approach is certainly a contemporary challenge.

Since the implementation of the NHS & Community Care Act 1990 we have been delivering social care through a largely needs led approach which has often remained service led. The Social Service and Wellbeing Act (Wales) 2014 sets out an extensive and aspirational approach which will transform how we will deliver support to people over the coming decade and beyond.

Transforming practice remains a key focus and one which we have invested in heavily in the last 12 months. As part of the national outcomes framework pilot run in conjunction with SSIA, we have been able to demonstrate some excellent practice but also has given us a view of what is still needed to ensure we can “ help people to live their own lives” The new Social Services and Wellbeing Act (2014) was introduced on the 6TH April and is a real opportunity to shape the future.

It is imperative that we create the conditions within which practitioners can un- learn and re learn. There is a need to set free practitioners to develop relationships with people that really do address what matters to people with much less emphasis on bureaucratic processes. We also need to ensure that our partners in care delivery within the wider market share the same values principles and vision.

This all requires time, thinking and reflection. We need to develop a much more relational approach move away from the reliance on episodic approach to care management and service delivery. Creating opportunities for practitioners to come together e.g. action learning sets, themed workshops all aid the learning of a new language and new practice that is needed.

The question of measurement and knowing if we have done a good job is a key requirement moving forward. Building confidence with people and being able to measure the impact using feedback and engaging to evaluate effectiveness of the approach is the next key challenge

We will also need to :

- Continuing to develop approaches in line with purpose/vision and operating principles
- Further remodelling of workforce to ensure we have sufficient capacity to maintain progression at pace.

|  |
|--|
| <ul style="list-style-type: none"> <li>• Succession planning and growing the skills we need in the workforce to meet the demands of the new approaches.</li> <li>• Delivering against the transformation budget mandates.</li> <li>• Commissioning that support the person centred/relationship approach.</li> <li>• Embed the safeguarding team that has been reviewed and invested in.</li> <li>• Ensure that we can deliver against the new duties in the Social Services and Wellbeing Act.</li> </ul> |
| <p><i>How will we get there?</i></p>   |
| <ul style="list-style-type: none"> <li>• Continued effort and energy drive and leadership at all levels.</li> <li>• Creating the right conditions within which our staff can deliver against purpose and operating principles.</li> <li>• Keeping sight of purpose and principles and evaluating progress towards these.</li> <li>• Increasingly being able to measure impact using data and stories to evidence we are improving.</li> </ul>  |

Table 6

## NATIONAL PERFORMANCE INDICATORS.

As part of the National Performance indicators Adult Services continues to perform well. There is some context around the changed delayed transfers of care (DTC) position between years 14/15 and 15/16. Largely this is accounted for in the change in the way the Health Board now collects this data. It is also worthy of note that the figures are derived from a once monthly census day count. We have looked at the model of delivery and the outcomes for people. The outcomes for ensuring people are supported at home in a timely and effective manner remains high despite the anomaly with the figures.

| Adult Services   |   |                   |                    |                    |                                  |                  |                |                     |            |                        |
|------------------|---|-------------------|--------------------|--------------------|----------------------------------|------------------|----------------|---------------------|------------|------------------------|
| Ref              | Description   | 2012/13 Actual    | 2013/14 Actual     | 2014/15 Actual     | 2015/16 Actual                   | 2014/15 Wales Av | 2015/16 Target | Direction of travel | Target Met | Est. Quartile in Wales |
| SCA/001 (NSI)    | The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over  | 1.77<br>16        | 1.83<br>17         | 1.27<br>12         | <b>4.37</b><br><b>42</b>         | 4.83             | 2.15           | ↓                   | ✘          | Lower Middle           |
| SCA/002(a) (NSI) | The rate of older people (aged 65 or over):<br>a) Supported in the community per 1,000 population aged 65 or over at the end of the period                | 60.28<br>1159     | 56.56<br>1134      | 52.77<br>1091      | <b>53.98</b><br><b>1148</b>      | 67.30            | 52.77          | ↓                   | ✘          | Upper Middle           |
| SCA/002(b) (NSI) | The rate of older people (aged 65 or over):<br>b) Whom the authority supports in care homes per 1,000 population aged 65 or over at the end of the period | 13.21<br>254      | 11.33<br>227       | 11.08<br>229       | <b>10.96</b><br><b>233</b>       | 18.82            | 11.08          | ↑                   | ✓          | Top                    |
| SCA/007 (PAM)    | The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year                      | 54.4%<br>900/1654 | 82.1%<br>1213/1478 | 84.1%<br>1036/1232 | <b>91.3%</b><br><b>1222/1339</b> | 80.0%            | 86.4%          | ↑                   | ✓          | Top                    |
| SCA/018(a) (PAM) | The percentage of carers of adults who were offered an assessment or review   | 74.2%<br>322/434  | 97.3%<br>675/694   | 99.7%<br>754/756   | <b>98.8%</b><br><b>813/823</b>   | 88.3%            | 100%           | ↓                   | ✘          | Top                    |

|               |   |                 |                  |                  |                                 |        |       |   |   |              |
|---------------|---|-----------------|------------------|------------------|---------------------------------|--------|-------|---|---|--------------|
|               | of their needs in their own right during the year   |                 |                  |                  |                                 |        |       |   |   |              |
| SCA/019 (NSI) | The percentage of adult protection referrals completed where the risk has been managed  | 80.37%          | 81.2%            | 100%             | <b>99.59%</b><br><b>241/242</b> | 95.60% | 100%  | ↓ | ✘ | Upper Middle |
| SCA/018(b)    | The percentage of carers of adults who had an assessment or review of their needs in their own right during the year                    | 23.0%<br>74/322 | 17.0%<br>115/675 | 14.3%<br>108/754 | <b>14.4%</b><br><b>117/813</b>  | N/A    | 17.9% | ↑ | ✘ | N/A          |
| SCA/018(c)    | The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service | 47.3%<br>35/74  | 47.0%<br>54/155  | 32.4%<br>35/108  | <b>59.8%</b><br><b>70/117</b>   | N/A    | 47%   | ↑ | ✓ | N/A          |

Table 7

Here is a link to some examples of compliments we have received in the last 12 months that people have sent to us. [COMPLIMENT DOC](#)



## PROGRESS ON KEY PRIORITIES

### **Prevention and Early Intervention: Place based approaches to wellbeing.**

Getting nearer to an understanding of the ‘anatomy of resilience ‘ at both an individual and community level and supporting this by delivering place based approaches to wellbeing has been the focus of Adult Services in the last few years.

This year the Community Coordination and small local enterprise learning pilot has been evaluated and the next steps include talking the learning to the next level reflecting what has been learnt in particular the importance of contribution for wellbeing and widening the approach. This will include an emphasis on creating wider multi agency response at a local level and developing place based multi-agency teams. We will also be working up the IAA approach through this model.

Some key headlines from the evaluation conclude that :

“People need people “

“People want to contribute “

From the coordinators perspective:

“ a large part of what I do is listen to where the obstacles are and to where the passion is and try and address those issues”

“Use all available resources, don’t think this is a one person job, keep track on facilitating and resist all efforts for you to fix things!”

Here is the full evaluation of the Community Coordination pilot [Coco Evaluation](#) and these two short films that illustrate the impact of this work

[http://corphub/initiatives/VolunteersToolkit/Case%20Study%20Media/Forms/Video/vid\\_eoplayerpage.aspx?ID=32&FolderCTID=0x0120D520A80800383813F488012C46810784E14A7FA036&List=1a5341d2-14bc-463f-bb3f-](http://corphub/initiatives/VolunteersToolkit/Case%20Study%20Media/Forms/Video/vid_eoplayerpage.aspx?ID=32&FolderCTID=0x0120D520A80800383813F488012C46810784E14A7FA036&List=1a5341d2-14bc-463f-bb3f-056455b9d471&RootFolder=%2Finitiatives%2FVolunteersToolkit%2FCase%20Study%20Media%2FDorina%2FAdditional%20Content&RecSrc=%2Finitiatives%2FVolunteersToolkit%2FCase%20Study%20Media%2FDorina)

[056455b9d471&RootFolder=%2Finitiatives%2FVolunteersToolkit%2FCase%20Study%20Media%2FDorina%2FAdditional%20Content&RecSrc=%2Finitiatives%2FVolunteersToolkit%2FCase%20Study%20Media%2FDorina](http://corphub/initiatives/VolunteersToolkit/Case%20Study%20Media/Forms/Video/vid_eoplayerpage.aspx?ID=32&FolderCTID=0x0120D520A80800383813F488012C46810784E14A7FA036&List=1a5341d2-14bc-463f-bb3f-056455b9d471&RootFolder=%2Finitiatives%2FVolunteersToolkit%2FCase%20Study%20Media%2FDorina%2FAdditional%20Content&RecSrc=%2Finitiatives%2FVolunteersToolkit%2FCase%20Study%20Media%2FDorina)

<https://www.youtube.com/watch?v=ACkQzNBJDVg>

By developing approaches to prevention and early intervention we are addressing requirements set out in the Social Services and Wellbeing Act 2015:

Population Needs Assessment (Part 2)

Preventative Services (Part 2)

Information Advice Assistance (Part 2)

By developing different approaches 'offers' that are place based and enable people to contribute we are going to be able to manage demand and ensure that people are able to live their own lives.

### **Alternative Models of Provision: Developing new models for community living.**

As part of the Transformation work in Adult Services we have been re modelling provision and models of delivery across the whole range of services we deliver.

Developing models of support that are truly person centred and start from the person and their aspiration for a good life. We will supplement, facilitate and enable people to remain connected to the things that matter most.

For the purpose of this report I have highlighted two areas in detail 'My Day My Life' and 'Raglan model' then added links to the grids which hold detail on the other areas. These also feed the Service improvement plans.

- [Carers](#)
- [Enhanced Reablement](#)
- [MDML](#)
- [Shared lives](#)
- [Mardy Park Resource Centre Development](#)
- [carers grid](#)

Photo folder

### **RAGLAN MODEL.**

#### Raglan Evaluation

- The Raglan model is an at home support service for older people with dementia. The original pilot has now been evaluated. This approach is being rolled out county wide.
- A 6 day Dementia care training course has now being delivered via a train the trainer approach using 10 of our own staff and is now accredited through Dementia Care matters and University of Surrey. 350 Staff have been trained. It is planned to broaden this out to the whole sector in 2016/17.
- This work has demonstrated that flexible approaches can meet emotional and social needs of people as well as their physical needs. Improved wellbeing for staff. Improved awareness and connections with local community.
- This approach was subject to extensive qualitative and quantitative evaluation. Qualitative feedback captured extensively by the staff teams continues to evidence improved outcomes and improved quality of life. ( using i pads and Evernote)

- Two highly successful community groups now run by the communities themselves.
- This is a ground breaking project that has demonstrated well the value of a person led approach. This learning has enabled the approach to be widened out and will form part of the approach we use to develop the independent sectors approach to care.
- We are delivering better outcomes at same cost.

We promote a relationship based experience of receiving care- that supports a more natural life, promotes choice, control, independence and meets social and emotional needs of the people we support.

This also supports the informal carer – they are involved and listened to, they will experience improved choice and control, their health and wellbeing will be supported.

My Day My Life’ broadening opportunities and access to community activities.

#### MDML

- Recognised that old approach to project management was not producing results and was replaced with engaging frontline staff to set a journey with each person.
- Supported staff to take on a support broker role, working with people one by one.
- Used action learning sets to embed learning and shape progress supported by Bob Rhodes (lives through friends).
- By starting with a different conversation the individual stories of how this has changed lives are very powerful.
- Pace is variable dependent on level of complexity , examples of opportunities include; Yam yams music workshop, swimming, Touch trust yoga, tea dances, bowling, drumming and other sporting activities.
- Having established the philosophy in Abergavenny we are now rolling this out to Monmouth and Chepstow

Some early results show :

- Some people requiring less paid support as their networks grow.
- Reliance on council transport has decreased with people and families sourcing and providing their own transport solutions.
- 20 people have been through the approach one by one, with many more being supported to access community based activities as opposed to traditional
- Tangible Improvement in self-esteem for many people, evidenced in conversations, dress code, personal hygiene.
- People who previously would not converse now approaching others and initiating conversations
- This approach has significantly contributed to a whole system approach that strives to deliver a person centred approach, examples of huge life impacts are now

common place. Confidence in this approach is growing with staff who are delivering the approach, evidenced through the action learning sets.

The roll out of this approach is iterative and builds on the philosophy of what matters to each person and at a speed that can achieve the aspirations desired.

The approach will continue to be embedded and reviewed across all people who use the service. We are optimistic that following the success and impact of the approach to date, however with change that matters there have been barriers to overcome and these will continue to be worked on. These include: Capacity to manage a programme at a pace and scale. And some staff are finding this paradigm shift hard to live with.

### **Safeguarding**

The vision around safeguarding is that we have a robust process for managing adult protection issues but we develop and more proactive preventative approach in the coming year.

A comprehensive review has been carried out and a new team structure has been developed and implemented which has enabled management of demand to be more effectively.

Attached are the POVA and the regional safeguarding plan GWASB

Both of these plans guide the work we carry out to safeguard people in Monmouthshire. Safeguarding procedures are well established across the board but we are working on gaining momentum around the prevention agenda in Safeguarding. The list below are the areas for development

- Prevention agenda is underdeveloped.
- Non- criminal investigations and ability to use workforce to deliver this well.
- New Act and changes required.
- New app/ FLO phase 2.
- QA and performance data management.

## COMMISSIONING



A major focus of our commissioning activity for 16/.17 will be the 'Turning the World Upside Down' programme.

- We are working towards developing a new model of 'At Home Support' which is sustainable and strengths based and which enables people to take responsibility for their own lives and promotes independence.
- In May 2015 we held a series of events for all existing and interested providers of At Home Support. This included not only the independent sector but the voluntary sector and the community. The events were used to signal a desire and commitment to change.
- We are now embarking on a series of systems thinking workshops with providers who have expressed an interest in 'turning the world upside-down' These will take place in June and July over 6 days respectively.
- The interest in taking a new approach to delivering at home support from a wide range of providers has been very encouraging we will be taking a co-produced approach to this. We expect the difference to be significant but this work is only just underway.
- Our overarching aim is to have a new model of At Home Support in place by 2018

### **Workforce planning/development/FLO.**

To deliver support to Adults in Monmouthshire the practice change required and the shift for all staff is challenging; we are supporting this change by a number of different mechanisms training and development remains a key theme.

#### Workforce Development

We have delivered an extensive programme of training and support to staff in the last 12 months and have invested heavily in this as part of the culture shift in practice required this has included: Personal Outcomes Training, Dementia Care Matters, Collaborative These have been supplemented by action learning sets to support practice change and the new IT development (FLO) to support practice change.

As part of this approach we have used 'Doing it different doing it better' (Dibdob) sessions to continue the development and improvement against our purpose. This year has seen a number of events including 'dot to dot', a market place affair that saw all aspects of the transformation journey represented so everyone was able to see their bit in relation to the whole picture.

We have also invested time in checking how staff are feeling in relation to the changes using a few session at 'Dibdob' to check how people are the slide below articulates well the last time we checked.



Finally the change in practice across teams and the new IT system requires a new look at what business support is in moving forwards. A review is underway.

#### **Developing the integration journey.**

We have a good working relationship with health partners and we want to be in a position where we have more explicit autonomy to reduce the levels of bureaucracy and continue to roll out the approach across the whole integrated service.

#### Integrated Health

A series of senior management meetings with ABUHB with agreement reached to move forward.

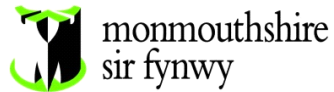
More work is in scope to pilot a freeing up from organisational processes.

- We have also delivered Integrated Assessment workshops to the Gwent community to enable sharing of learning.
- All health staff are part of DIDDIB.
- Mental Health approach to Systems work and LEAP are progressing.
- Learning disability will commence systems work in March 15, locally work on integrating Children's services (disability team) and LD/ILT is about to be revitalised with a view towards a 0 to Adulthood service .
- Learning from Mental Health systems work will roll into each area; this is changing the approach from a heavy medical model to a more co- produced approach.
- Involving the whole integrated service in the transformation of practice is the vehicle to ensure we deliver what matters and reduce duplication.  
Permission given to nursing staff to go ahead with practice change.
- People are having 'what matter's conversations regardless of which person they speak to.
- All staff are able to access the integrated assessments avoiding duplication and giving staff relevant information on which to base their work with people.
- Despite distance travelled there is some way to go the Journey around integration is a long standing one and we have made real progress.
- Integrated teams working on the same assessment process with a shared vision is a key achievement, but, we are at a critical point in relation to the integration services of older people, we will need more autonomy if we are to move forward
- Continue to support and drive change in practice.
- Ensure the measurement framework is delivered and the information assists in changing practice.
- Continue to work on models/workforce to deliver a sustainable service.
- The task and culture shift is a big challenge and we are not there yet
- Measurement of personal outcomes will tell us how far people " people are living their own lives"

Table 8

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## **Full Monmouthshire County Council meeting 28<sup>th</sup> July 2016**

1. **PURPOSE:** To provide Cabinet Members with an overview of the work undertaken to develop a Dementia Friendly Local Authority Community (DFA) and: set out recommendations for consideration that can support the DFA process going forward through training and subsequent accreditation.
2. **RECOMMENDATIONS:** Cabinet is asked to
  - i. Note content of report
  - ii. Discuss points for consideration
  - iii. Identify next steps
3. **KEY ISSUES:**

There were 24 people who lived to 100 years of age in 1917 and this rose to 4600 in 2003 but the predicted number of centenarians in 2031 is over 40,000 people. We are part of an ageing population and this will present new opportunities and challenges. Dementia is a major concern with 1 in 14 people over 65 years of age reported to be living with dementia; however it will have a great impact on family members who take on a caring role for loved ones. All members of society will be touched at some point - if it is not immediate family, it will be extended family or friends.

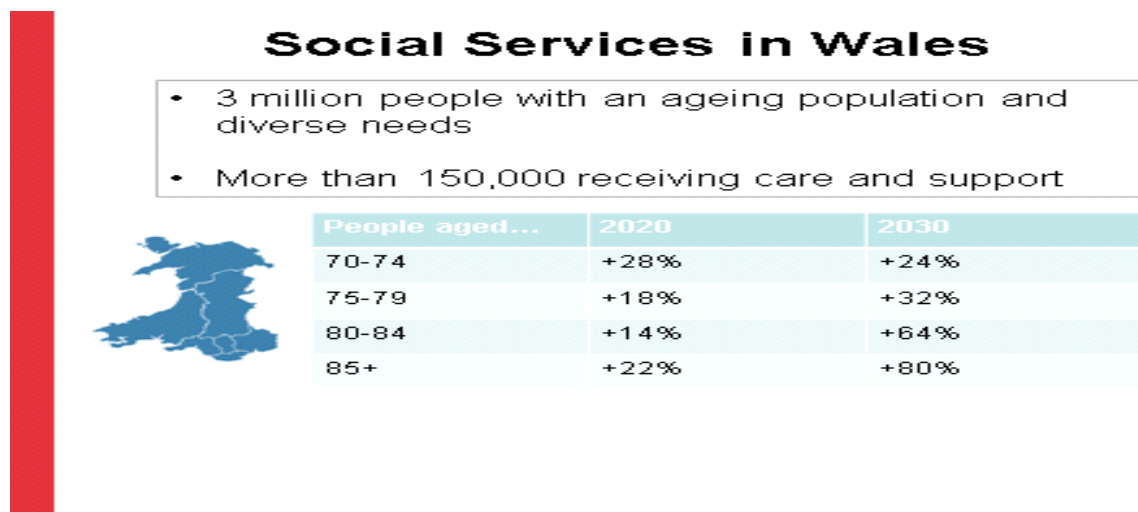
The Alzheimer Society within the National Dementia Vision for Wales estimate by 2021, the number of people with dementia across Wales is to increase by 31% and by as much as 44% in some rural areas. Dementia is the single most frequent cause of admission to care homes, with a quarter of hospital beds occupied by people living with dementia and the largest need for community care services for older people. Although most people with dementia are in later life, younger people may also be affected, and often receive care in services designed for older people.

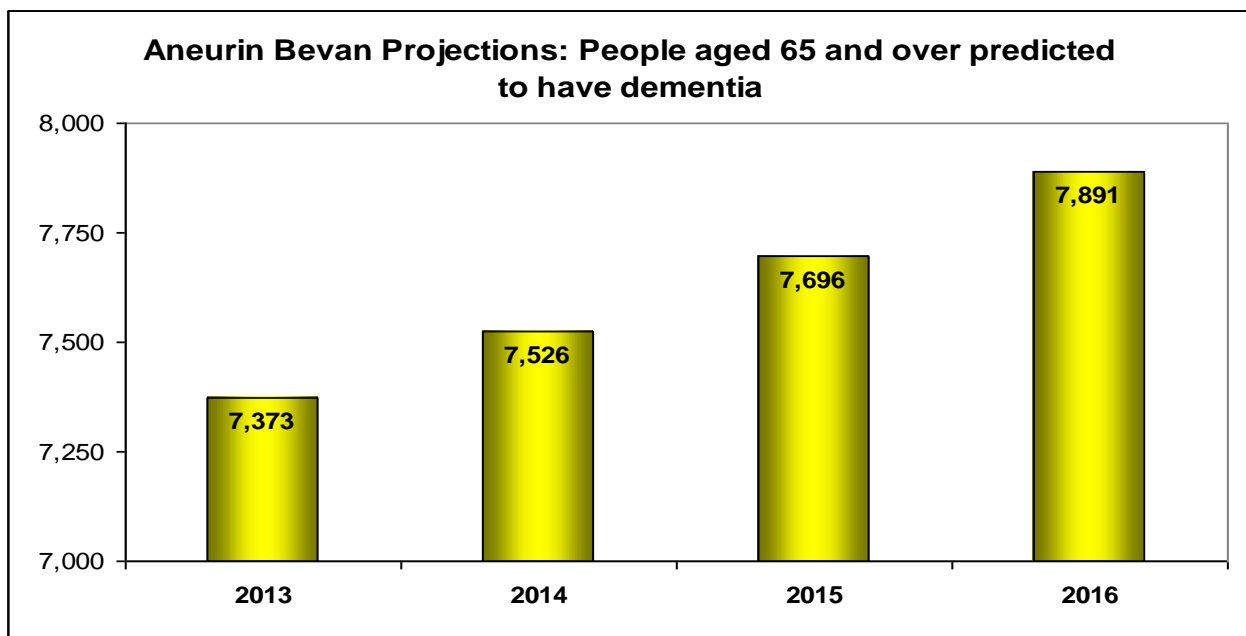
The Minister for Health and Social Services launched '*Wales: a Dementia Supportive Nation*' in April 2015 with priorities

- i. increase dementia diagnosis rates,
- ii. increase training for professionals
- iii. increase public understanding of dementia
- iv. strong focus on prevention and early intervention to achieve better outcomes and prevent dementia needs escalating
- v. to develop stronger communities and community resilience so that people can feel supported in their community
- vi. To increase the level of support for people living with dementia the Alzheimer's Society has developed a Dementia Friendly Community (DFC) accreditation process.

### Evidence

The table and graph below evidence the demographic pressures





Up until May 2015 there were only 2 areas in Wales accredited as 'working towards dementia friendly community' but since then an additional 5 areas have been successfully accredited in the Gwent region. Raglan and Usk towns were successfully accredited as 'working towards dementia friendly community' (DFC) in June 2015. An application and accompanying action plan was submitted to Alzheimers Society setting out how partners will meet the 7 criteria. A summary of the criteria and corresponding actions are set out below

1. **Structure and Governance:** It is recognised that the MCC is ideally placed to provide significant numbers of dementia aware staff and the DFC process has been coordinated by Monmouthshire's Ageing Well Executive group.
2. **Champions:** key individuals have been identified to 'champion' DFA at a strategic level. In Monmouthshire, Councillor Geoff Burrows is the identified champion.
3. **Awareness raising:** Dementia Friends awareness sessions have been delivered to increase understanding of dementia and what life is like for people living with dementia. The session lasts 45 minutes and there is also a 'train the trainer' course available so that partners can deliver the sessions internally. Since April 2014 **over 1000** people have undertaken awareness raising and become Dementia Friends, and **35** people have trained as Dementia Champions to be able to deliver Dementia Friends sessions. Most recently an awareness session was delivered to elected members. A number of business and organisations across Monmouthshire have received

Dementia Friends sessions e.g. MCC, Melin Housing Association, ABUHB staff including Monnow Vale Hospital and Gwent Police

4. **Strong Voice:** a link to local support groups such as Dementia Friendly Cafes and carer's groups has been established so that the voice of the people living with dementia is driving the DFC agenda.
5. **Raising profile:** Awareness information has been included on partner's websites and a new website is being developed with GPs and Neighbourhood Care Networks (NCNs). We will need to ensure there are regular updates through existing partner websites and newsletters also. Partners and organisations are being encouraged to adopt the 'working towards dementia friendly' logo which requires the satisfaction of a small number of actions
6. **Priorities:** a small number of priorities have been identified for the first year which involves a pilot location and awareness raising
7. **Report:** the Alzheimer's Society requires a report every 6 months to ensure progress against the 7 criteria.

#### 4. REASONS:

In the current financial climate there is a need to work smarter and in partnership. There are a number of benefits

**Links to strategies** – a DFA will support the implementation of a number of strategies such as:

- o Social Services and Wellbeing Act,
- o Ageing Well in Wales (and work of the Older People's Commissioner),
- o Welsh Government's Dementia Nation and more locally the
- o Previous Single Integrated Plan in relation to Older People are Able to 'Live Their Good Life'

**Collaboration** – the development of Dementia Friendly Communities (DFC) is collaborative. The focus of DFC will be on all partners and parts of society working together especially public services and the third sector to create a supporting environment. The Public Service Board will be ideally placed to facilitate greater partnership working across Monmouthshire and ensure strategic oversight; however Monmouthshire County Council is a lead partner and will show strong leadership by adopting a wider dementia approach across the local authority that will encourage wider partners to adopt similar agendas.

A DFC will support the Local Authority, especially Social Services, in providing enhanced outcomes for people living with dementia and their carers; and fulfilling

the independent living agenda. A DFC will also support wider partner agendas such as:

- i. Gwent Police in protecting some of the most vulnerable people in society. The Police Crime Commissioner for Gwent Police sits on the national Dementia Board and a DFC will help deliver local commitments
- ii. the mobilisation of the third sector, especially with 'Dementia Champion' volunteers being trained to deliver Dementia Friends.
- iii. people living with dementia remain in their homes longer and support local Registered Social Landlords (RSLs) to provide enhanced outcomes and sustained tenancies.
- iv. the 'pull' on acute health services by ensuring earlier intervention

**Outcome Focus** – DFC will facilitate independent living which is a 'Ageing Well in Wales' priority. The need to engage with carers will also support and feed into the SIP engagement strategy.

#### **Points for consideration**

- i. Monmouthshire County Council formally become a Dementia Aware Local Authority by working towards the 7 Alzheimer's Society criteria set out above and ensure all staff receive 'Dementia Friends' awareness - this could be facilitated by identifying a 'Dementia Champion(s)' in each directorate.
- ii. Monmouthshire County Council adopt a Dementia Friendly Community as work stream and provide strategic governance and scrutiny of progress reports through the Ageing Well Executive group
- iii. Monmouthshire County Council encourage wider Public Service Board partners and business to adopt the 'working towards dementia friendly' logo and commit to a small number of actions such as Dementia Friends awareness sessions.

#### **5. RESOURCE IMPLICATIONS:**

The delivery of Dementia Friends awareness is free as well as the training of Dementia Champions training.

#### **6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND**

## **CORPORATE PARENTING)**

The development of a dementia aware local authority and coordination of a wider dementia friendly community will contribute to Wellbeing of Future Generations especially the sustainability principles and prevention (earlier intervention) in particular.

### **7. CONSULTEES:**

Geoff Burrows, Cabinet Member for Social Care Safeguarding  
Ageing Well Executive Group 16<sup>th</sup> June

### **8. BACKGROUND PAPERS:**

### **9. AUTHOR:**

Geoff Burrows, Cabinet Member for Social Care Safeguarding and Health and  
Phil Diamond (Gwent Transformation Team)

### **10. CONTACT DETAILS:**

Tel: 07904 921532

E-mail: [phil.diamond@torfaen.gov.uk](mailto:phil.diamond@torfaen.gov.uk)

**SUBJECT: Sustainable Development Policy**

**MEETING: Council**

**DATE: 28<sup>th</sup> July 2016**

**DIVISIONS/WARDS AFFECTED: All**

**1. PURPOSE:**

1.1 To provide Council with a revised Sustainable Development Policy.

**2. RECOMMENDATIONS:**

2.1 That Council adopt the new Sustainable Development Policy.

2.2 That the Sustainable Development Policy be adopted as part of the Council's Policy Framework in its constitution.

**3. KEY ISSUES:**

3.1 In April 2016 the Well-being of Future Generations Act (Wales) 2015 became law setting what sustainable development means in Wales. It places a duty on local authorities to apply the sustainable development principle to maximising their contribution to 7 national well-being goals.

3.2 The council was an early adopter of what was then the Future Generations Bill. As part of this approach we worked with Wales Audit Office who produced a report on our preparedness. The results of this work have been presented at Audit Committee and Cabinet and have been used to help us implement The Act.

3.3 Sustainable Development has always been central to how we operate as a council. The authority will now amend its existing policy to reflect The Act and ensure a clear and consistent understanding across the organisation. This will allow the organisation to have coherence across its policy framework and future policies and programmes that are brought to members for decisions will be expected to reflect it. The revised policy is attached as an appendix to this report.

**4. REASONS:**

4.1 To ensure a clear and consistent understanding of what sustainable development means and ensure a common emphasis and focus across the Council's policy framework.

**5. RESOURCE IMPLICATIONS:**

5.1 There are no specific resource implications arising directly from the adoption of this policy. However all decisions taken by Council or Cabinet need to be assessed in accordance with the sustainable development principle. This is already an established process and is not impacted on by the change in policy.

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

6.1 The aim of the Sustainable Development policy is to clearly set out the well-being goals and sustainable development principles to ensure these are embedded in all areas of the council's work.

**7. CONSULTEES:**

Strong Communities Select Committee  
Senior Leadership Team  
Cabinet Members

**8. BACKGROUND PAPERS:**

None

**6. AUTHOR:**

Hazel Clatworthy, Sustainability Policy Officer  
[hazelclatworthy@monmouthshire.gov.uk](mailto:hazelclatworthy@monmouthshire.gov.uk)  
01633 644843










**It is our policy to pursue sustainable development through all of our work.**

Monmouthshire County Council, in line with other public bodies across Wales, has adopted the aspirations of the Wellbeing of Future Generations (Wales) Act 2015 as its definition of sustainable development.

Sustainable development is the process of improving the economic, social, environmental and cultural wellbeing of Wales by taking action, in accordance with the sustainable development principles to achieve the 7 national Wellbeing Goals:

| <b>Wellbeing Goal</b>   | <b>Description of the goal</b>  |
|---|---|
| <b>A prosperous Wales</b>                                     | An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work. |
| <b>A resilient Wales</b>                                      | A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).  |
| <b>A healthier Wales</b>                                      | A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.  |
| <b>A more equal Wales</b>                                     | A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).   |
| <b>A Wales of cohesive communities</b>                        | Attractive, viable, safe and well-connected communities.  |
| <b>A Wales of vibrant culture and thriving Welsh language</b> | A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.   |
| <b>A globally responsible Wales</b>                           | A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.   |

In working to achieve these goals, Monmouthshire County Council will embed the following sustainable development principles into the way we work:

| Sustainable Development Principle  | What this means   |
|--|---|
|  <p data-bbox="229 555 400 600">Long Term</p>         | <p data-bbox="448 421 1386 562">It is important to balance short term needs with the need to safeguard the ability to meet long term needs. We are expected to look at least 10 years ahead, although best practice would be to look 25 years ahead.</p>  |
|  <p data-bbox="229 752 400 797">Prevention</p>        | <p data-bbox="448 618 1386 759">We need to understand the underlying causes of the problems people and communities face, and then take action early and develop solutions to prevent problems from getting worse or arising in the future.</p>  |
|  <p data-bbox="229 949 400 994">Integration</p>       | <p data-bbox="448 815 1386 1023">We need to integrate social, economic, environmental and cultural wellbeing by demonstrating how we are contributing to all of the wellbeing goals, not just one. We need to resolve, manage and mitigate any potential conflicts between our wellbeing objectives, and make sure that they integrate well with the objectives of other organisations.</p> |
|  <p data-bbox="209 1169 416 1214">Collaboration</p> | <p data-bbox="448 1034 1386 1135">It is important that we work collaboratively with public bodies, private and third sector partners to achieve our wellbeing objectives, to maximise our collective impact.</p>  |
|  <p data-bbox="220 1366 405 1411">Involvement</p>   | <p data-bbox="448 1232 1386 1359">Involving people who are affected by decisions is important and is at the heart of improving wellbeing. Involvement and engagement should reflect the diversity of the population we serve.</p>   |

In delivering our wide range of services, Monmouthshire County Council aims to contribute to all of the Wellbeing Goals and to embed the sustainable development principles into the way we work.

We will do this by integrating the aims of the Act into corporate, financial and workforce planning, procurement, asset management, risk management and performance management, as well as through all decision making, policies and strategies and communications.

We believe that sustainable development and future generations are crucial aspects to everything that we do, and when working with partners, contractors and other organisations we would expect them to share these values.

**April 2016**



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

|   |   |
|---|---|
| <p><b>Name of the Officer</b> completing the evaluation<br/>Hazel Clatworthy</p> <p><b>Phone no: 01633 644843</b><br/><b>E-mail: hazelclatworthy@monmouthshire.gov.uk</b></p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>To agree to the adoption of a new Sustainable Development Policy which aligns with the wellbeing goals and sustainable development principles set out in the Wellbeing of Future Generations Act, and to adopt the policy as part of the Council’s Policy Framework.</p> |
| <p><b>Name of Service</b></p> <p>Policy and Performance</p>   | <p><b>Date Future Generations Evaluation form completed</b></p> <p>18<sup>th</sup> July 2016</p>  |

Page 149





***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?<br>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><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>Clearly setting out what Monmouthshire County Council’s approach to sustainable development is will make it clear to officers, members, partners, contractors and others what our understanding and expectations are in terms of implementing the</p> | <p>Two members seminars have been held during the development of The Act. These helped inform our approach to implementing the Act and the approach to sustainable development.</p> |

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|   | Wellbeing of Future Generations Act. This will benefit each of the wellbeing goals.       |   |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)                                      | As above  | As above  |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood   | As above  | As above  |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | As above  | As above  |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | As above  | As above  |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | As above  | As above  |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | As above  | As above  |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>     | <p>Clearly setting out in policy what the sustainable development principles are will make it clear to officers, members, partners, contractors and others what our understanding and expectations are in terms of implementing the Wellbeing of Future Generations Act. This will encourage the Council to embed the five ways of working into everything it does.</p> |   |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>           | <p>As above</p>   |   |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>              | <p>As above</p>   |   |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>As above</p>   |   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why. | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p>Considering impact on all wellbeing goals together and on other bodies</p> | As above  |   |

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](mailto:alanburkitt@monmouthshire.gov.uk)

Page 152

| 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 clear understanding of the Wellbeing Goals through the new Sustainable Development policy should ensure that protected characteristics benefit, particularly through an understanding of a More Equal Wales. |   |   |
| Disability                | As above   |   |   |
| Gender reassignment       | 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  |   |   |
| Pregnancy or maternity        | As above  |   |   |
| Race                          | As above  |   |   |
| Religion or Belief            | As above  |   |   |
| Sex                           | As above  |   |   |
| Sexual Orientation            | As above  |   |   |
| Welsh Language                | A clear understanding of the Wellbeing Goals through the new Sustainable Development policy should ensure that protected characteristics benefit, particularly through an understanding of a More Equal Wales and a Wales of Vibrant Communities and Thriving Welsh Culture.. |   |   |

Page 153

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

|  | Describe any positive impacts your proposal has on safeguarding and corporate parenting | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|--|
|  |   |   |  |

|                     |           |  |  |
|---------------------|-----------|--|--|
| Safeguarding        | No impact |  |  |
| Corporate Parenting | No impact |  |  |

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

Feedback from the Wales Audit Office on our preparedness for the Wellbeing of Future Generation Act suggested that a clear and consistent understanding across the Council on what sustainable development means is essential. The development of a new Sustainable Development policy which is consistent with the Act, and its adoption into the Council's Policy Framework is a key part of this process which sets out clearly what Sustainable Development means to the Council.

Page 154

**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 aim of the Sustainable Development policy is to clearly set out the well-being goals and sustainable development principles to ensure these are embedded in all areas of the council's work.

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

| What are you going to do | When are you going to do it? | Who is responsible | Progress |
|--------------------------|------------------------------|--------------------|----------|
|                          |                              |                    |          |
|                          |                              |                    |          |



|  |  |  |  |
|--|--|--|--|
|  |  |  |  |
|--|--|--|--|

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

|  |           |
|--|-----------|
| The impacts of this proposal will be evaluated on: | July 2017 |
|--|-----------|

**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 |
|-------------|-----------------------|----------------------------|--|
|             | Council               | 28 <sup>th</sup> July 2016 |  |
|             |                       |                            |  |
|             |                       |                            |  |

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**SUBJECT: Velothon 2017 - 2020**

**MEETING: Council**

**DATE: 28<sup>th</sup> July 2016**

**DIVISION/WARDS AFFECTED: All**

**1. PURPOSE:**

To update Members on the 2016 Velothon event and seek the Council's commitment to supporting the Velothon event from 2017 – 2020 by enabling the route to travel through Monmouthshire.

**2. RECOMMENDATIONS:**

- 2.1** That Council agrees to support the 2017 – 2020 Velothon subject to an annual post event review

**3. KEY ISSUES:**

- 3.1** As members will be aware the Welsh Government has entered into a 5 year contract with the Velothon event organisers to deliver an annual cycling event that enables mass participation on closed roads as well as both youth and pro races. The decision making process by all the host authorities in 2015 resulted in delays to the announcement of the date and route, potentially impacting on participant numbers and more importantly the time available to work with effected communities and businesses to improve communications and where possible impact. As a result host authorities are being asked to confirm their commitment to the event for the remaining 3 years of the contract to enable the development of effective partnerships with Councils and their communities.
- 3.2** The 2016 event took place on the 22<sup>nd</sup> May following an amended route designed to minimise the impact of the event on Usk town and its community. A significant improvement on this year's event was the appointment of Run4Wales as the local delivery partner which enabled decisions and impact to be assessed and undertaken at a local level. As a result communications were substantially improved and they were able to quickly respond to issues as they arose.
- 3.3** A new governance structure was implemented by WAG to oversee the delivery of the 2016 event which included a Steering Group made up of representatives of the host Local Authorities, blue light services and governing bodies together with the event organisers. Supporting this Steering Group were a number of groups set up to consider specific strands of activity, e.g. communications, emergency planning etc.

This structure was effective and enabled issues to be considered and determined at the local level. A similar structure was replicated within Monmouthshire through the creation of a Working Group and Emergency Planning Group to enable effective planning at a local scale.

- 3.4 The Internal Working Group and the Steering Group have undertaken de-briefs following Mays event to capture what went well and what needs to be improved in future years. This document is included in Appendix 1. It is clear that the organisation of this year's event significantly improved in a number of key areas, most noticeably around communication and planning, however as you would expect with an event of this scale there is still areas for improvement and it will be the responsibility of the event organisers and officers to work together to achieve this.
- 3.5 The main areas of concern from this year's event are:
- the impact of the road closures on specific communities, particularly Llanfoist and Usk
  - Lack of toilet facilities
  - Litter left by participants
  - How to improve the benefits for businesses within Monmouthshire
  - How to develop community participation and engagement
- 3.5 Run4Wales have already commenced work on the 2017 event and are now seeking confirmation from all the host authorities of their continued support. We understand that the other authorities have confirmed their commitment with Monmouthshire being the remaining Council to do so. Early engagement by this Council will enable us to work with Run4Wales to review and build upon the lessons from this year's event.

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

- 4.1 Run4Wales demonstrated their ability to significantly improve on the event management of this year's Velothon event. Learning the lessons from 2015 they implemented a well-trained and resourced call centre which significantly reduced the calls and complaints received by the council. Velothon officers pro-actively engaged with communities attending community / town council and public meetings. Two newsletters were produced and sent to all affected communities, albeit that we are aware that these newsletters did not reach all the intended households. The co-ordination of the needs of essential service providers was led by our Emergency Planning team in conjunction with Run4Wales and was successfully delivered on the day, minimising the impact on users.
- 4.2 As with any event in its formative years there are still areas which need to be improved to ensure that the credibility and confidence in the event and its organisers continues. Early discussions with Run4Wales have identified the following strands of work to offset the main concerns expressed this year:

- Road closures – Run4Wales are reviewing the highways closure times for Llanfoist and Usk to enable the roads to be partially opened for a longer period of time between the mass participation and pro cyclist races. These times would be published within the local community. They would also review the opportunities to shorten the closure times following the pro-race.
- Community participation – the organisers would like to develop better relationships with those communities most affected to encourage community participation / events on the day of the velothon.
- Toilet infrastructure – the event organisers acknowledge that there needs to be an increase in the number of toilet facilities provided on the route to prevent participants taking comfort breaks in appropriate places. Additional infrastructure is already being planned for next year’s event.
- Litter – Run4Wales are currently reviewing the food that is provided at feed stations to minimise or indeed eliminate packaging and therefore litter on the route. Information will also be sent to participants to discourage them from discarding gel wrappers etc. during the event and the negative impacts on the communities if they do.
- Business engagement – early discussions with businesses to support them in maximising the commercial opportunities around the event, particularly around Twyn Square in Usk.

4.3 Given the magnitude and scale of this event it is inevitable that communities will be disrupted, early engagement by the organisers will enable potential issues to be highlighted much earlier in the process and where possible mitigated. As a partnership we are keen to promote the opportunities that the Velothon can bring by providing opportunities for community events as well as commercial opportunities to promote Monmouthshire as a tourism and cycling destination.

## **5. RESOURCE IMPLICATIONS:**

5.1 Any costs incurred in hosting the event will be met from existing service budgets.

## **6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

6.1

## **7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

There are no safeguarding or corporate parenting implications arising from this report.

## **8. CONSULTEES:**

All Cabinet Members  
Member Seminar

**9. BACKGROUND PAPERS:**

None

**10. AUTHORS:**

Debra Hill-Howells Head of Community Delivery

Ian Saunders Head of Tourism, Leisure & Culture

**11. CONTACT DETAILS**

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[iansaunders@monmouthshire.gov.uk](mailto:iansaunders@monmouthshire.gov.uk)

# **VELOTHON WALES 2016**

## **MONMOUTHSHIRE COUNTY COUNCIL RETURN**

### **9<sup>TH</sup> JUNE 2016**

# **DE-BRIEF QUESTIONNAIRE**

In order to ensure that lessons from the Velothon Wales 2016 are fully captured and that actions are implemented to help improve organisational planning and event management, please list below the key learning points your organisation would wish to see taken forward in all the categories below in terms of:

- What went well and needs to be seen as best practice for the future
- What did not go so well and needs to be avoided and done differently
- What are the key lessons learnt and what recommendations need to be implemented

# Governance Arrangements, Planning Structures and Engagement with Stakeholders

|    |   |
|----|---|
| 1. | <p><b>What went well and needs to be seen as best practice for the future?</b></p> <ul style="list-style-type: none"> <li>• Good working relationship with Nigel Russell (Run 4 Wales) – he responded to concerns quickly and was largely to resolve queries.</li> <li>• The willingness of Velothon organisers to speak to local community groups was appreciated.</li> <li>• Event Control at 101 House worked well – there was an incident where the race was temporarily halted – but the governance structures worked and the incident was dealt with.</li> </ul>  |
| 2. | <p><b>What did not go so well and needs to be avoided and done differently?</b></p> <ul style="list-style-type: none"> <li>• Delay in announcing the date and consequently obtaining member approval gave less ‘lead in’ time to work with communities and plan promotional activities.</li> <li>• Pre-agreed layout at Event Control was not adhered to. Local authority reps moved into a separate room. Wifi and laptop connection via port was not good. Representative was not given a dedicated landline or mobile phone.</li> <li>• Lack of regular scheduled briefings during the day at Event Control due to Run 4 Wales reps being busy.</li> <li>• Agendas / minutes from the Velothon Subgroups were often not circulated until the day before the next meeting – hence it was difficult to keep up with the issues. In addition – some decisions made at these meetings were changed – but not always communicated.</li> <li>• Paperwork for meetings was often sent to the wrong people. Venues for some meetings were incorrect.</li> <li>• Event plans were not issued within the timeframes given. The Stewarding Plan was never received. Last minute changes to event plans should highlight what the changes made are – to assist in picking up points. (Use track changes or amendment page at front of document).</li> <li>• Replies from Run 4 Wales to queries raised were not always prompt or forthcoming.</li> </ul>     |
| 3. | <p><b>What are the key lessons learnt and what recommendations need to be implemented?</b></p> <ul style="list-style-type: none"> <li>• Promises made by Velothon organisers should be formally documented in a written document.</li> <li>• It is important to spread the benefit of the Velothon particularly for those communities most significantly impacted – there is disproportionate impact on rural communities. Can the Velothon offer grants for communities to have parties, have meals in the local pub, support the local church etc.</li> <li>• Opportunity for businesses to have a presence in Cardiff at the expo if desired at a subsidised or nil rate?</li> <li>• Consider introducing a competition for residents to win free entry – e.g.10 spaces per county and the authority could then follow their preparations and have feedback on the event itself.</li> <li>• The Velothon could promote local charities that are relevant to the local community.</li> <li>• Consider using local produce at feeding stations to assist in promoting Monmouthshire.</li> <li>• Consider running a shorter route to attract more cyclists although the benefits have to be weighed against the increase in road closures.</li> <li>• Track changes in documents / highlight what amendments have been made to Velothon documents.</li> <li>• Early distribution of minutes following meetings with actions highlighted.</li> </ul> |



# Risk Management, Responsibilities and Accountability

|    |  |
|----|--|
| 1. | <b>What went well and needs to be seen as best practice for the future?</b>  |
| 2. | <b>What did not go so well and needs to be avoided and done differently?</b> <ul style="list-style-type: none"><li>• Lack of confidence in the event organisers due to last year's poor performance meant that communities and elected members were instantly suspicious of this year's event.</li><li>• Disproportionate gain to Cardiff as Monmouthshire residents take all the pain from the extensive road closures but none of the financial benefits.</li><li>• Pro-race did not contain high profile cyclists and there was no female pro-race.</li><li>• Lack of toilets for competitors – more facilities need to be provided and those urinating in public need to be fined/prosecuted.</li><li>• No safety talk for volunteers.</li><li>• No live tv coverage of the race.</li><li>• Cost/time spent by MCC staff to assist in facilitating the event.</li><li>• Some businesses commented that their business was negatively impacted.</li></ul> |
| 3. | <b>What are the key lessons learnt and what recommendations need to be implemented?</b> <ul style="list-style-type: none"><li>• Velothon organisers were to promote cycling in Monmouthshire as part of their publicity campaign for the event – this was promised but not carried through. This needs to be a consideration for next year.</li></ul>  |

# Traffic Management Planning

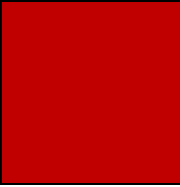
|           |   |
|-----------|---|
| <b>1.</b> | <p><b>What went well and needs to be seen as best practice for the future?</b></p> <ul style="list-style-type: none"><li>• Advance Warning Signs were in place 14 days before the event – no spelling mistakes or vandalism reported this year.</li><li>• Traffic related queries were answered quickly by Run 4 Wales.</li><li>• Traffic plans were an improvement on last year.</li><li>• Road closure timings were released earlier this year.</li><li>• Velothon website, including the route details, was comprehensive.</li><li>• During the actual event, the management of certain Emergency Local Access Points (ELAP'S) was both effective and efficient (however this was not always the case and appeared to be dependent on the individual stewards).</li><li>• Car Windscreen signs were a good idea to assist carers through the road closures.</li></ul>  |
| <b>2.</b> | <p><b>What did not go so well and needs to be avoided and done differently?</b></p> <ul style="list-style-type: none"><li>• The 'closure' of Llanfoist for the day created significant community unrest including threats of a Judicial Review.</li><li>• The Traffic/Route group seemed unclear on what to do in an emergency if the route needed to be altered. This was only resolved in the last 2 weeks before the event – more pre-planning was needed.</li><li>• Some stewards had no local knowledge despite this being raised as a recommendation after last year's event.</li><li>• Frustration from local residents that the open/managed access times for the ELAP's points were not publicised. It would have allowed residents to plan their day around the opening times.</li><li>• The biggest single issue was the length of road closures – the last cyclist went through Usk at 2.20pm – the road was not re-opened until 3pm. The road closure timings stated 3.30pm.</li><li>• The A4042 closure times were confusing and not clarified until quite a late stage – meaning the information on the second residents leaflet was incorrect. Residents living in Goytre/ Penperlleni were not aware the A4042 was open – there were 'Road Closed' signs from Cwmbran onwards which only added to the confusion.</li><li>• There did not seem to be consistency across the agencies involved in assisting in an agreed way information that the Velothon required for ensuring crossing the route / along the route could be addressed.</li><li>• Organisers need to be aware that domiciliary care rotas are not normally completed until the week before they are delivered – so final requests for access cannot be expected until the rotas are completed.</li><li>• There was a large amount of litter on the Tumble.</li></ul> |
| <b>3.</b> | <p><b>What are the key lessons learnt and what recommendations need to be implemented?</b></p> <ul style="list-style-type: none"><li>• No date set for next year's event – no consistency in the planning and keeping the date a constant within the cycling calendar. Parameters have changed since the initial discussions. The date needs to be agreed ASAP so that authorities can begin promotion events.</li><li>• Look at ways in which the Velothon can be undertaken in a more sympathetic way for local residents, for e.g. controlled crossing points.</li><li>• More consideration given to the route if the event is held next year – to consider its effect on residents, especially in Llanfoist. This could be achieved by wider representation on the WG route group with a view to consider consequences of route identified and not just 'processes' required to accommodate RTOs.</li><li>• Earlier decision on A4042 closure times and explaining when and what sections of the roads are still open so people can still travel if they need to. Less confusing signage along the unaffected parts of the A4042.</li><li>• Roads and managed access points could be re-opened between the sportive and the elite race and opened immediately after the last cyclist had gone through – to reduce the length of the closures for residents.</li><li>• 'Green Zones' could be implemented – to highlight areas where cyclists can drop their rubbish along the route.</li></ul>  |

- Stewards could be given 'handouts/leaflets' to give to motorists / residents detailing alternative routes on the day.
- More information on roles and responsibilities of Velothon staff and who has the power to do what, e.g. stop the race. This should also apply to stewards so they understand their role.
- Car windscreen signs – a good idea but should be implemented earlier next year.
- Clarity / consistency at an early stage on how Velothon Wales wish to receive ELAPs / Access information.
- Road signage lettering on some signs was too small for information to be absorbed.

## Communications and Publicity

|    |   |
|----|---|
| 1. | <p><b><u>What went well and needs to be seen as best practice for the future?</u></b></p> <ul style="list-style-type: none"> <li>• Improved communications with residents – two Public Information leaflets as opposed to one last year. Residents and businesses were better informed and more aware of the event.</li> <li>• A marked reduction in the number of complaints received by the Council – those that were received were resolved quickly.</li> <li>• Velothon hotline reduced demand on MCC resources.</li> <li>• Velothon team took the lead on community engagement and attempted to directly tackle any challenges that came up e.g. in Llanfoist.</li> </ul>  |
| 2. | <p><b><u>What did not go so well and needs to be avoided and done differently?</u></b></p> <ul style="list-style-type: none"> <li>• The vision of cycling and the prestige of the elite race was lost in the negativity of residents and complaints/concerns over the event.</li> <li>• Not enough consideration given to the fact that Monmouthshire is a rural county – farmhouses may not be on the route (yet the farmers' fields are) - therefore do not receive resident comms.</li> <li>• Not all residents received both or any information leaflets and the second leaflet was not issued within the 6 week deadline.</li> <li>• Leaflets were often tucked within 'junk mail' e.g. pizza leaflets and therefore discarded.</li> <li>• Some postcodes did not receive the first leaflet due to an administrative error. Some that crossed local authority postcode boundaries received the incorrect leaflet.</li> <li>• The second leaflet contained incorrect information on the closure of the A4042.</li> <li>• Information leaflet did not contain much detail on the route – with emphasis on residents being directed to the Velothon website.</li> <li>• The explanations around the road closures re: M4 and Magor were confusing.</li> </ul> |
| 3. | <p><b><u>What are the key lessons learnt and what recommendations need to be implemented?</u></b></p> <ul style="list-style-type: none"> <li>• Ensure the message given out to residents is accurate.</li> <li>• Need to get resident communications out on time and earlier if possible. Particularly important for businesses impacted and those providing support for households e.g. carers.</li> <li>• Ensure that communications to residents are even clearer next time – highlighting not only what roads are closed but explicitly explaining what roads are open so people can still travel if they need to.</li> </ul>   |

### Any other comments



This year's event was a definite improvement on last year – however there are still significant improvements that can be made to ensure that residents are not adversely affected by the closed road event.



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

|  |   |
|--|---|
| <p><b>Name of the Officer</b> completing the evaluation<br/>Ian Saunders</p> <p><b>Phone no:</b><br/><b>E-mail:</b> iansaunders@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p style="text-align: center;">Velothon 2016-2020</p> |
| <p><b>Name of Service</b></p> <p>Leisure</p>   | <p><b>Date Future Generations Evaluation</b> form completed</p> <p>6/7/2016</p>   |

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

Page 167




**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?<br>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><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>The positive impact is the event is one of the largest events of its kind in the world.</p> <p>The start and finish of the event at Cardiff does take away from the other Local Authorities opportunities to largely benefit from the event.</p> | <p>An early decision made to host the event through Monmouthshire and to continue to host the event for the remaining 3 years of the contract.</p> <p>To take on board Monmouthshire's recommendations identified in the event debrief.</p> |



| Well Being Goal  | Does the proposal contribute to this goal?<br>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><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>       |   |   |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>  | <p>To better use the event at a local level to encourage children, young people and families to engage in cycling.</p>  | <p>Work could be undertaken, as part of the Active Travel consultation, within the locality, to link the benefits of walking and cycling to the prestigious annual event.</p> <p>A commitment from the organisers, to deliver a series of community events, engaging local schools and communities.</p> |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>  | <p>The event travelling through the county emphasis the unique offer and work is being undertaken to promote return visits, especially from first time visitors.</p>  | <p>A detailed ROI report provided and shared by the organisers with Council and local communities.</p>  |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p> | <p>The wider aspects of the event encourages support from rider families, supports and local communities to come together to make the most of the event. The pro race does attract the top domestic riders and coverage is repeated on T.V (Eurosport).</p> | <p>An early decision will give the organisers scope to deliver a number of messages to communities, Wales and the world.</p>  |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b><br/>Culture, heritage and Welsh language are promoted and protected. People</p>                 | <p>Monmouthshire, renowned for its cycling culture and history enhances the overall route. The climb at the Tumble has been named in the top</p>  | <p>An early decision will give the organisers scope to deliver a number of messages to communities, Wales and the world.</p>  |

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|---|--|--|
| are encouraged to do sport, art and recreation  | 10 mountain climbs in the world (Cycling weekly article, 2014).  | As well as communicating with communities on access. There organisers needs an event marketing strategy, demonstrating local unique selling points.  |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances | <i>This includes the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership, pregnancy or maternity</i><br><br>The event is aimed at pro's and very active individuals. There is a separate children and junior race series. The potential engagement with local communities, to make the best of the road closures and major event could benefit everyone. | An early decision will give the organisers scope to deliver a number of messages to communities, Wales and the world.<br><br>As well as communicating with communities on access. There organisers needs an event marketing strategy, demonstrating local unique selling points. |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|--|--|
|  <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p> | <p><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (guidance says at least 10 years, but preferably 25).</i></p> <p>An early decision made to host the event through Monmouthshire and to continue to host the event for the remaining 3 years of the contract.</p> <p>An early decision will give the organisers scope to deliver a number of messages to communities, Wales and the world.</p> | <p>To take on board Monmouthshire's recommendations identified in the event debrief.</p> <p>To continual review the route, feedback and learn each year.</p>   |
|  <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>       | <p>A new governance structure was implemented by WAG to oversee the delivery of the 2016 event which included a Steering Group made up of representatives of the host Local Authorities, blue light services and governing bodies together with the event organisers.</p>  | <p>A detailed debrief was undertaken on 2016 and each local authority had the opportunity to input local feedback.</p> <p>A detailed proposal of Velothon 2017 shared with colleagues and communicated widely will enable buy-in to the event.</p> |
|  <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>         | <p><i>Who are the stakeholders who will be affected by your proposal? Have they been involved? Do those people reflect the diversity of the area which is served?</i></p> <p>An internal debrief was gathered and fed into the overall event debrief. The event will publish a report for Velothon 2016.</p>   | <p>Communicate the Velothon 2016 report widely and key officers and members having the opportunity to challenge the report.</p> <p>Demonstrate a balance of the report to local communities.</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><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>   |   |   |
|  <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p><i>There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts. Also think about impacts the proposal may have on other organisations..</i></p> |   |

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto: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                           | <i>Consider the impact on our community in relation to this e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.</i>   | Due to the road closure over a number of hours (most of the day), some areas are 'land locked'. | <p>Access to blue light services at all times.</p> <p>Arranged access for care agencies to carry out their normal duties.</p> <p>Local emergency access points. Where local people can get in and out.</p> <p>Share information as early as possible, with houses based on the route.</p> |
| Disability                    | <p><i>What issues are there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this, producing information in alternative formats, employment issues.</i></p> <p>No impact.</p>  |   |   |
| Gender reassignment           | <p><i>Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.</i></p> <p>No impact.</p>  |   |   |
| Marriage or civil partnership | <p><i>Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance</i></p> <p>No impact.</p> |   |   |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|--|---|---|
| Pregnancy or maternity    | <p><i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, good and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i></p> <p>No impact.</p>  |   |   |
| Race                      | <p><i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveller, migrant communities and recording of racist incidents etc.</i></p> <p>No impact.</p> |   |   |
| Religion or Belief        | <p><i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i></p> <p>No impact.</p>  |   |   |

| 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? |
|---------------------------|---|---|---|
| Sex                       | <p><i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i></p> <p>No impact.</p>  |   |   |
| Sexual Orientation        | <p><i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i></p> <p>No impact.</p>  |   |   |
| Welsh Language            | <p><i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc. and also the requirement to promote the language.</i></p> <p>All information for the event is bilingual. Coverage of the event was undertaken by S4C.</p> |   |   |

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>

|                     | <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        | <i>Safeguarding in this context applies to both children (not yet reached 18<sup>th</sup> birthday) and vulnerable adults (over 18 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself or herself, or unable to protect himself or herself against significant harm or serious exploitation.)</i> | Due to the road closure over a number of hours (most of the day), some areas are 'land locked'. | <p>Access to blue light services at all times.</p> <p>Arranged access for care agencies to carry out their normal duties.</p> <p>Local emergency access points. Where local people can get in and out.</p> <p>Share information as early as possible, with houses based on the route.</p> |
| Corporate Parenting | <i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>  | Due to the road closure over a number of hours (most of the day), some areas are 'land locked'. | <p>Access to blue light services at all times.</p> <p>Arranged access for care agencies to carry out their normal duties.</p> <p>Local emergency access points. Where local people can get in and out.</p> <p>Share information as early as possible, with houses based on the route.</p> |

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

*This will include your baseline position, measures and studies that have informed your thinking and the recommendation you are making. It should allow you to identify whether any changes resulting from the implementation of the recommendation have had a positive or negative effect. Data sources include for example:*

- *Quantitative data - data that provides numerical information, e.g. population figures, number of users/non-users*
- *Qualitative data – data that furnishes evidence of people's perception/views of the service/policy, e.g. analysis of complaints, outcomes of focus groups, surveys*
- *Local population data including the census figures*
- *Household survey data*
- *Service User Data e.g. from HEAT, FLO, PLANT, Mayrise, ONE etc*
- *Recommendations from Scrutiny or following consultation*
- *Comparisons with similar policies in other authorities*
- *Academic publications, research reports, consultants' reports, and reports on any consultation with e.g. trade unions or the voluntary and community sectors.*

**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?

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

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

| What are you going to do | When are you going to do it? | Who is responsible | Progress |
|--------------------------|------------------------------|--------------------|----------|
|                          |                              |                    |          |
|                          |                              |                    |          |
|                          |                              |                    |          |

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

The impacts of this proposal will be evaluated on:

**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   |
|-------------|--|-----------------|--|
|             | <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i> |                 | <i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i> |

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## SCHEDULE 12A LOCAL GOVERNMENT ACT 1972 EXEMPTION FROM DISCLOSURE OF DOCUMENTS

**Meeting and Date of Meeting: Council – 28<sup>th</sup> July 2016**

**Report: Oak Grove Solar Farm**

**Author: Ben Winstanley – Estates Manager**

I have considered grounds for exemption of information contained in the background paper for the report referred to above and make the following recommendation to the Proper Officer:-

**Exemptions applying to the report:**

The report will be exempt under *Paragraph 14 of Schedule 12A - Access to Information: Exempt Information Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding the information).*

**Factors in favour of disclosure:**

Openness & transparency in matters concerned with the public

**Prejudice which would result if the information were disclosed:**

The report contains commercially sensitive assumptions and figures which would prejudice the tender procedure if known.

**My view on the public interest test is as follows:**

Factors in favour of disclosure are outweighed by those against.

**Recommended decision on exemption from disclosure:**

Maintain exemption from publication in relation to report

Date: 25/7/16

Signed:

Post:

Estates Manager

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I accept/I ~~do not~~ accept the recommendation made above

Signed:

Date:

25.7.16

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By virtue of paragraph(s) 14 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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