

Evaluative Progress Report October 17 – March 2018

This report evaluates the progress of Monmouthshire County Council's against its safeguarding priorities. The priorities reflect the cornerstones for keeping people safe in Monmouthshire set out in the Council's Corporate Safeguarding Policy approved by Council in July 2017. The evaluative report uses quantitative and qualitative measures, and case studies where appropriate, to highlight progress, areas for improvement and further development. It is based on our commitment that adults at risk and children will be supported, and protected from harm and abuse. The report acknowledges that safeguarding is always 'work in progress'. Constant vigilance is needed at all levels of leadership and operational delivery to ensure the right culture, policy, practice and measurement systems are in place to keep people safe.

The cornerstones for keeping people safe in Monmouthshire are set out in **Figure 1**:

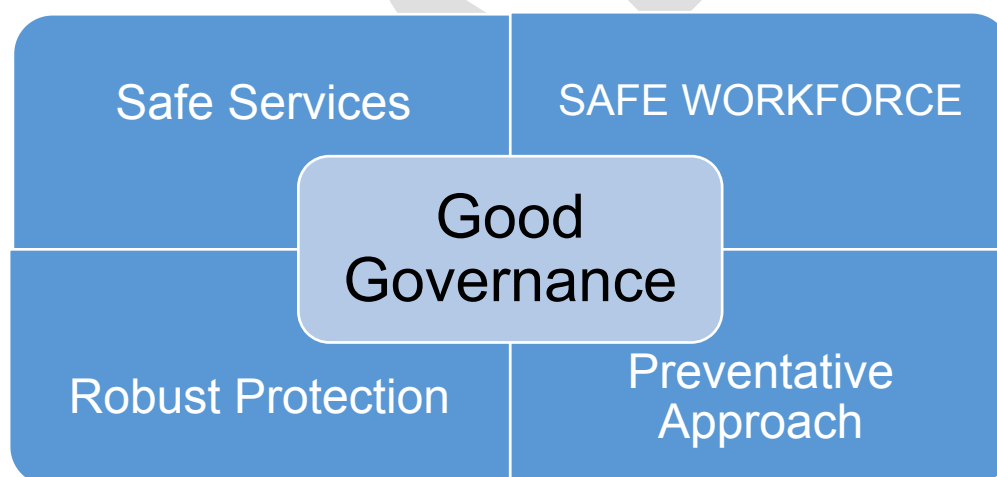


Figure 1

These cornerstones form the basis of Monmouthshire County Council's Safeguarding Policy. The judgement on performance against measures has been agreed by the Whole Authority Safeguarding Group (WASG). WASG has considered analysis of evidence drawn from a range of sources set out in **Table 1** which together enable a view to be formed as to the effectiveness of the Council's safeguarding arrangements.

Table 1

External Regulatory Reports	Quality Assurance & Internal Audit Reports	Engagement and Stakeholder Feedback
<ul style="list-style-type: none"> *CSSIW - Review of Front Door of Children’s Services (2016) * CSSIW Annual Performance Letter (2017) * Estyn Monitoring Visits (Quarterly) * Estyn Inspections of Individual Schools * Wales Audit Office Review of Corporate Safeguarding in Monmouthshire (2015) * Wales Audit Office Review of Safeguarding Arrangements in the Kerbcraft Scheme (2017) 	<ul style="list-style-type: none"> *Safeguarding Assurance Framework Evaluations (SAFEs) *Performance Management Information *Case Review and Audit Reports undertaken in accordance with the Social Services Quality Improvement and Performance Framework *Internal Audit Reports of Safeguarding (2016) Volunteering (2017) and Children’s Service Placements (2017) * Institute of Public Care reports into Children’s Social Services Improvement Programme (2016 and 2017) 	<ul style="list-style-type: none"> *Young People’s Safeguarding Survey (2016) * Regional Safeguarding Board meetings and sub-groups *Monmouthshire safeguarding network * Complaints and compliments * Formal and informal feedback from people who experience Monmouthshire’s safeguarding services *Stakeholder events into Children’s Service Improvement Programmes

Self-Assessed Score Against Measures

	<u>April 17 - Sept 17</u>	<u>Oct 17- March 18</u>				
<u>Good Governance</u>	4	5				
<u>Safe Workforce</u>	3	4				
<u>Preventative Approach</u>	3	4				
<u>Robust Protection</u>	4	4				
<u>Safe Services</u>	2	3				

1). Good Governance

What does good look like? In Monmouthshire County Council we ensure that safeguarding for children and adults at risk is understood as “everyone’s responsibility”. We work effectively with regional structures including the South East Wales Safeguarding Adults Board and the South East Wales Safeguarding Children’s Board. There is continuous focus – and aligned systems and activities – to ensure safeguarding is being culturally embedded across the Council at a “hearts and minds” level. Safeguarding is supported by policies and operating procedures which are embedded within all settings and services.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Is there a strategic steer for the whole authority Safeguarding Adults and Children Policy?	Policy approved by Council in July 2017	The policy, reflecting legislative changes, and reflecting the statutory basis of safeguarding adults at risk and children, was approved by Council in July 2017. The policy is reviewed on a 3 year basis unless there is a significant change required or changes to legislation.
Is there clarity of roles and responsibility for safeguarding?	Policy approved by Council in July 2017	The policy approved by Council sets out the responsibilities for key officers and Members. It also articulates the roles of Designated Lead Managers, all Managers for safeguarding within each directorate. The policy also clarifies the relationship between the Safeguarding and Quality Assurance Unit (policy, advice, guidance, supporting self-evaluation) and internal audit (independent review and specific investigations when indicated).
Is there senior management representation on the Whole Authority Safeguarding Group (WASG) to ensure clear accountability lines for safeguarding?	The role of WASG is set out in the Council’s Safeguarding Policy	WASG is held monthly and is chaired by the Statutory Director of Social Services. Membership of WASG is at a senior level from each directorate. Each directorate representative is required to ensure effective reporting lines with their Directorate Management Team.
Are the risks associated with safeguarding considered at a corporate and service level in developing and agreeing risk management plans across the Council?	Safeguarding is reflected in the Corporate Risk Management Policy	Safeguarding is a whole authority risk reflected in the Corporate Risk Management Plan. This is reflected within the individual departments Service Business Plans WASG continue to oversee the Safeguarding Assessment Framework for Evaluation (SAFE) and significant event analyses

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Are all directorates monitoring and reporting on safeguarding using the SAFE process?	A 6 monthly review of progress was commenced in April 2018	<p>The drafting of Business Improvement Plans 2018-2021 is currently underway and identified actions from the SAFE audits will be reflected in the BIP</p> <p>Directorate Leads to report to WASG for oversight</p>
Is there an effective system of significant event analysis to ensure there is management and mitigation of risks and learning and review arising from breaches in compliance with safeguarding policy and procedure?	A system of significant event analysis using the SBAR (Situation Background Analysis Review) is in place and is being overseen by WASG.	Within this period 1 SBAR has been closed and 1 SBAR remains open complete actions identified
Are safeguarding implications set out in all reports to Cabinet and Council?	Continuous Progress	Safeguarding implications is a standard consideration in all reports.
Is safeguarding reported in Chief Officer annual reports?	Continuous Progress	Safeguarding is a key element in the annual report of the Chief Officer for Social Care and Health and the Chief Officer for Children, Young People and Education.
Is Monmouthshire effectively contributing to regional partnerships to promote robust safeguarding practices and drive forward regional work streams, particularly the South East Wales Safeguarding Children Board and the Gwent Wide Adult Safeguarding Board?	Continuous Progress	<p>There continues to be full representation at all levels of the work of the Regional Adult and Children and VAWDSV Safeguarding Boards as per Appendix 3.</p> <p>At a strategic and operational level there is also strong engagement in Multi-Agency Sexual Exploitation meeting (MASE) Child Sex Exploitation (CSE), Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) and Contest (PREVENT anti radicalisation).</p> <p>Developing understanding of the links between CSE, Criminal Exploitation, Trafficking, Modern Day Slavery between Safeguarding Boards, Partnership/ Safer Mon/ Whole Authority Safeguarding to inform Safeguarding policy and practice</p> <p>Local Safeguarding Networks were held in November 17, Jan & March 18 with increased attendance from statutory and 3rd sector involvement</p>

Analysis

The last 6 months has seen the imbedding of the Corporate Safeguarding Policy into the wider working of the Local Authority and a continued development of a Safeguarding Culture across the council. The role and vision of the Whole Authority Safeguarding Group continues to review current progress in risk management strategies, respond and direct work regarding new and hot topics which affect the people in Monmouthshire, and acts as an effective conduit between Directorates, Chief Officers and the Council.

The use of SBAR and Action plans to address Safeguarding issues as they arise is developing and is allowing more transparent discussion about what constitutes risk and the most open and effective management of risk. This continues to be overseen by WASG to ensure risk is appropriately responded to and mitigated without unnecessary delay.

There has been a directorate 6 monthly review of the SAFE Action Plans and these will be embedded into the developing Business Service Plans to ensure continued understanding and improvement. The priority for this area is to develop robust Quality Assurance of the SAFE and ensure all areas which may benefit from Safeguarding Audits are included

There continues to be a strong Monmouthshire engagement with regional safeguarding boards and involvement in the Strategic and Operational Safeguarding groups. Priorities for this area will be understanding and response to the wider issues of exploitation of vulnerable, and the implementation of National and Regional Safeguarding Policy when issued by WAG

There is further work needed to really embed risk management for safeguarding through strengthening the relationships between risk registers at every level and priority improvements.

Self-Assessed Score Against

5

 Measures:

2). Safe Workforce:

What does good look like? We ensure that safe recruitment and human resource practices operate effectively and embedded across the Council- for the whole workforce (on pay roll and volunteer). We ensure that the workforce working with children and adults at risk are suitable for the role they are employed to do and are focused on outcomes for people. The whole workforce is clear about their duty to report concerns and to keep children and adults at risk safe.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
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<p>Is the workforce safely recruited?</p>	<p>As per the Council's Safeguarding Policy work continues to meet the Safe Recruitment standards for both Volunteer and Paid Staff</p>	<p>Further 4 managers undertook Safe Recruitment Training (Training Dept) this is a rolling program with new managers and to be added to corporate induction programme</p> <p>100% staff with DBS in this time period (Employee Service).</p> <p>100% of volunteers undergone Safe Recruitment process 3 DBS awaited with Volunteer Workers – not started 184 volunteers undertook Safeguarding Training in this period.</p> <p>No current SBAR regarding Volunteer or Paid Staff recruitment.</p> <p>In terms of level of compliance in priority areas:</p> <ul style="list-style-type: none"> - 32 HR Business Partner school visits have been undertaken to check safe recruitment compliance. These are reporting 100% compliance - Every Leisure Centre has appropriately trained Safeguarding Leads - 100% Compliance <ul style="list-style-type: none"> • The Passenger Transport Unit reports 100% workforce compliant with safeguarding induction and 100% of those who require level 1 training are up to date with that training. • Safeguarding Training L1 100% (PTU) <p>(See Action Plan)</p>
<p>Is the whole workforce aware of their duty to report safeguarding concerns and trained to the appropriate level for their post?</p>	<p>The Corporate Training Plan is the driver for the safeguarding training of all staff at the correct identified level for their role – significant programme of Safeguarding training has commenced</p> <p>A central information system to record training</p>	<p>Year-end figures – 1747 staff members 48.21% of workforce identified</p> <p>Increase to 38 trainers within the council are trained to deliver Level 1 Safeguarding within their service areas.</p> <p>Combined adult at risk and children's safeguarding training was undertaken for Council Members in Dec 17 ?????? (FIGURES STILL WAITING)</p>

	status via the Council's My View system is being piloted with a full implementation date of January 2018.	100% of schools have up to date whole school Safeguarding training plans in place Governor specific safeguarding training is delivered each term as necessary
Are we working to national guidance in managing addresses professional allegations and concerns?	National and Regional Policy is followed in managing Professional Concerns	The Safeguarding and Quality Assurance Unit has managed the following professional allegations between April and October 2017: <ul style="list-style-type: none"> • 6 new referrals for Professional Strategy Meeting (PSM). • 63of these are ongoing • 10 cases were concluded in this period with 2 cases having more than one conclusion. • 6 were concluded and substantiated • 4 were concluded and unsubstantiated 22 meetings were held in total

Analysis

Safe recruitment under the Corporate Safeguarding Policy continues to be a priority. Processes to ensure that as paid and unpaid members of staff are recruited they meet all requirements prior to full employment are in place. Whilst there are risk management strategies (SBAR -Risk Assessments) there are no current SBAR's relating to issues of failure to comply.

The Safeguarding Training plan has responded to the significant number of staff identified via the SAFE who need training at different levels, with significant training of staff undertaken in this period. However, a review of the delivery schedule needs to be undertaken to ensure that all new members of staff are correctly identified, and the training plan is robust and resilient.

Monmouthshire is fully compliant with the management of Professional Concerns Guidance within Children and Adult Services. However a review and improvement plan of both Adult and Children Safeguarding is part of the Business Support Plan (2017-2018) and will respond to new work being undertaken by the Regional Protocol and Procedures group of the Adult and Children Safeguarding Boards.

Self-Assessed Score Against

4

Measures:

3). Preventative Approach:

What does good look like - We are well-informed about the social issues that compromise the safety and welfare of children and adults at risk and /or potentially expose them to harm through abuse and neglect. We are working to demonstrate how we are responding to these issues and reducing risks through early intervention and preventative approaches.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
<p>Do our workforce understand emerging practice issues?</p>	<p>Training plans are in place to ensure the right levels of training in VAWDASV and PREVENT</p> <p>PREVENT and VAWDASV training is part of Staff Induction plan</p> <p>Child Sexual Exploitation is delivered as a Level 3 training, included in Level 2 training and training and included in Level 1 integrated Safeguarding training</p> <p>Local Safeguarding Network Practitioner Event held Feb 2017</p>	<p>2 PREVENT training Sessions in this period 17 further staff members trained</p> <p>PREVENT awareness raising has been delivered in all Monmouthshire Schools</p> <p>A further 20 Internal staff trained in CSE issues</p> <p>32 staff members in Level 2 Safeguarding Training</p> <p>Year end figures for VAWDASV – 1857 staff members trained in Level 1 60% of workforce</p> <p>Increase to 7 (4) referrals for New CSE Strategy Meetings 9 children subject to Operation Quartz - specialist Police risk management</p> <p>49 members of 3rd Sector and Universal services attended Practitioner Event</p>
<p>Does Monmouthshire demonstrate clear and creative working together with other agencies to intervene early?</p>	<p>Integrated and creative working between public protection and safeguarding is embedded and a real</p>	<p>Child Protection Co-ordinator attends monthly meetings with licencing to discuss arising regulation and community safeguarding issues.</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	<p>strength in preventing abuse and harm.</p> <p>Growing development of Gwent response to the exploitation of Vulnerable adults and children -</p> <p>Partnership working is well developed between key partners through community well-being networks which align resources to safeguard and prevent the need for statutory interventions.</p>	<p>Child Protection Co-ordinator chairs fortnightly Monmouthshire MASE (Multi Agency Sexual Exploitation meetings) with Police re: locations and perpetrator identification</p> <p>Development of a multiagency Child Exploitation group developed with SSD, Health, Education, Police, and 3rd Sector participation to begin exploring wider exploitation issues and to share good practice, rising themes, implementation of new policy</p> <p>Strengthened links made between Safer Mon and Children and Adult Safeguarding</p> <p>Collaborative Working between Licencing and the Gwent Missing Children’s team and Police in regard to Operation Makesafe - CSE in Hotels, Pubs, Taxi’s</p> <p>The Collaborative “Place Based Working” approach is integrating public, voluntary third sectors and communities by the development of integrated “Place based wellbeing teams”. An Information Sharing Protocol for Place Based Well-Being Support in Monmouthshire -accredited by Wales Accord for the Sharing of Personal Information (WASPI). An approach to measuring progress called ‘most significant change’ has been developed which enables partners to collectively identify the interventions which have prevented escalation of need for protection.</p>
Does the Information Advice and Assistance (IAA) approach at the front door of adult and children’s social services	Continuous progress	The Information/ Advice and Assistance (IAA) facility at the front door of Children’s and Adults (FISH) services - processes monitored and reviewed.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
ensure that families and concerned citizens can access information and advice easily and effectively?		<p>Increase from 1515 to 1911 Adults received IAA Sept -March</p> <p>703 Children/families received IAA Sept-March</p>
Is there a Multi-Agency Early Support and Family Support Referral Pathway to support vulnerable families?	<p>Cabinet agreed changes to ES services December 17</p> <p>Implementation of the realigned early support offer is a priority for improvement in the next period.</p>	<ul style="list-style-type: none"> • Immediate Implementation of the strategy and agreed Referral Pathway. • Weekly Multiagency Panel meetings to channel work appropriately commenced Jan 18; • TAF restructured as agreed to Building Strong Families team and key posts recruited to; • Temp realigned service management to prioritise a similar alignment of post statutory support
Are we analysing and responding to risk and vulnerability in communities?	<p>There has been a significant focus on individual and community well-being over a number of years. The focus on locality and place based approaches which develop resilience in individuals, families and communities.</p> <p>See progress re: MASE , Exploitation Group, LSN in previous column</p>	<p>Development of the Community Wellbeing Hubs at Mardy Park, Monnow Vale, and Caldicot Library and the support of people to access community based support opportunities</p> <p>Families’ First services provide a range of preventative interventions for children and families.</p> <p>Community Wellbeing Development Officers based in the North and the South of the County who help identify gaps in community provision, support the development of community-based groups, and assist in the location of funding streams.</p> <p>The Community Development and Partnership Team will be working across the County using the asset based community development methodology to understand the strengths of communities and work with communities and partners to address those strengths.</p>

Analysis

Continued progress to align increased and more robust preventative strategies on limited resources has been positive with the implementation of the Early Support Referral Pathway, the reshaping of service provision to be more targeted and robust in the provision of Preventative Services. The further temporary realignment of Management also will mean that the aligning of post statutory support to preventing children entering the Child Protection arena will now be a priority.

The Local Authority continue to demonstrate creative and responsive strategic and operational actions to address current issues raised by the Safeguarding Boards, Strategic and Operational Partners. The developing work in regard to Exploitation evidence this. Better reporting mechanisms mean that the increased activity within IAA and Adult Safeguarding must be monitored and analysed in order to ensure effective and protective service provision.

Self-Assessed Score Against Measures:

4). Robust Protection:

What does good look like - We operate best practice in protecting children and adults at risk and ensure that:

- All concerns about possible abuse or neglect are recognised and responded to appropriately;
- Multi-agency plans and interventions reduce risks and needs for children and vulnerable adults including those at risk of significant harm.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Are referrals or concerns assessed and initial decisions taken within 24 hours of referral to children’s social services?	Continuous Progress	98.3% of referrals within Children Services meet this standard
Are Adult Protection enquires undertaken in a compliant and safe timescale?	There has been an increase in the percentage of enquiries completed in time scale -	87.31 % (80.0%) of Adult Protection enquires were completed within 7 days Factors: Significant increase in Duty to Report form

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	Review of thresholds and Service Improvement Plan as part of Business Support Plans 2018-2021	Retirement of Manager – recruited to post
Are assessments in children’s services completed within statutory timescales (42 days)?	This is a priority for improvement which is being addressed within the children’s services improvement plan.	<p>83.3% of assessments in children’s services were completed within statutory timescales</p> <p>Implementation Plan for Risk Assessment Framework is underway and will be reflected in next reporting period.</p> <p>Key Part of the Children Services Business Improvement Plan</p>
Is there is a Quality Assurance Framework in place which practice improvement?	Social Care and Health Quality Performance Framework is in place. Service managers report into a DMT level group on the quality assurance undertaken in their service area.	<p>A range of mechanisms exist to drive improvement through quality assurance processes. These include:</p> <ul style="list-style-type: none"> • Managers monitor through live dashboards in Children’s Services; • In children services 1 in 10 case records are randomly selected to assure decision making. If there are any concerns the ratio can be increased and reviewed. • Weekly Performance Management Oversight Group in Children’s Services (PMOG) • Children’s Services Leadership Team (CSLT) • Senior Management Quality Improvement Program (QUIP) • Adult Social Services practice improvement meeting (Oliver) <p>This accords with service level quality assurance work undertaken by the Child Protection Coordinator.</p> <p>Quality Assurance is key feature of Safeguarding Business plan 2018-2021 for both Children Services and Safeguarding Unit</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Is an analysis of trends, exceptions, pressures and practice standards undertaken in protective services?	<p>The Children’s Services Improvement Programme is driven by analysis of the data and trends which inform the operational and strategic improvement actions.</p> <p>Recommendations in relation to the Analysis of Data and themes in Adult Safeguarding has been supported by the further development of FLO</p>	<ul style="list-style-type: none"> • After a period of rises in the Looked After and CP population there has been stabilisation in LA children and a fall in CP population (91-75) • The IRO /CPC 6 monthly reports relate the fall to the Legal Planning Process and CP Conference Panel which resulted from trends and pressure analysis <p>More accurate and compliant return to WAG re: Safeguarding Activity in Monmouthshire</p>
Is Care Planning compliant with all-Wales procedures and does it reflect clear multi-agency working to manage and reduce risk?	<p>Adult and child protection practitioners work to all-Wales guidance and are participating actively in the reviews of national guidance.</p> <p>Practitioners in adult and children’s services work with multi-agency partners in domestic abuse.</p>	<p>Quality assurance and independent reviews test out compliance with All Wales Children’s Services.</p> <p>Implementation Plan for Risk Assessment Framework to commence June 2018</p> <p>Sept-Mar 25 women, and 31 children in Monmouthshire were the subject of Multi Agency Risk Assessment Conference (MARAC) risk reduction plans.</p>

Analysis

Stabilising the Workforce in Children’s Services and being less reliant on transitory agency workers has now offered the opportunity of maximising the implementation of the Risk Management Strategy in Children Services in the next reporting period. The development of Data Dashboards and reporting mechanisms need now to be matched with sustained practice development and improvements. Quality Assurance frameworks to gather and analyse qualitative information are part of the Business Support Plan 2017-2021.

Adult Safeguarding has had a period when key staff have retired but these posts are either recruited to or successfully covered. This at a period when new reporting mechanisms for Adult Safeguarding

demonstrate increased “Duty to Report” activity at this “front door”. The key priorities for this area must be the ensuring that the service remains compliant during this transition period, and the Quality Assurance program which is also part of the Business Service Plan.

Self-Assessed Score Against 4 Measures:

5). Safe Services – delivered through commissioning arrangements, grants, partnerships and volunteering

What does good look like - We use our influence to ensure that services operating in Monmouthshire, both commissioned and those outside the direct control of the Council, do so in ways which promote the welfare and safety of children and adults at risk.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Do we ensure that commissioned services meet Monmouthshire’s safeguarding services standards as laid down in the Corporate Safeguarding Policy?	MCC Accreditation Process for commissioned social care services is the responsibility of embedded in Social Care and Health Commissioning Team. The service manager had responsibility for adult and children’s services from January 2017 and has been developing the operating model to ensure it covers all social care services.	<p>The Corporate Safeguarding Policy 2017 clarifies the position regarding commissioned services meeting Monmouthshire’s safeguarding standards.</p> <p>A new Contracts Manager has been in place since August 2017 and has developed a contract monitoring programme to cover all providers. In county providers receive an annual monitoring visit and a min of two relationship visits from a commissioning officer.</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	<p>There has been an accreditation and contract management process in operation for all commissioned adult and children’s services since April 2017.</p>	<p>Out of County providers are periodically considered via a desk top monitoring approach and in person visits carried out as needed</p> <p>Monitoring visits during the period 1st April 2017 – 1st April 2018:</p> <p>Annual Monitoring Adults Services (44 providers – 39 with MCC placements during the period):</p> <ul style="list-style-type: none"> • 38 annual monitoring visits undertaken (1 postponed due to high levels of support via relationship visits in latter part of year) • 100% of providers with MCC placements have received relationship visits in the last year. <p>Annual Monitoring Children’s Services – in county (4 current placements):</p> <ul style="list-style-type: none"> • 3 annual monitoring visits (1 monitored by SP) <p>Annual Monitoring Children’s Services – out of county:</p> <ul style="list-style-type: none"> • 4 visits undertaken – desk top monitoring of all other providers completed and indicated no reason for a visit. <p>No. Escalating Concerns - initiated/closed 0</p> <p>No. Provider Performance Issues (Stage 3) 1 (closed during the year)</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	<p>Action Plan in response to IA report (Oct 17)re: consistent adherence to accreditation programme and process for C/S placement - COMPLETE</p> <p>The majority of children’s independent foster agency (IFA) and residential placements are identified via the Children’s Commissioning Consortium Cymru Framework (the 4Cs) - The providers are subject to a stringent framework of checks.</p> <p>Contracts tendered by other Directorates for example CYP /schools and PTU for services for children and adults at risk appropriately reflect safeguarding requirements.</p>	<p>No. Provider Performance Issues (Stage 2) 3 No of Provider issues ongoing (Stage 2) 2</p> <p>Children’s placements and welfare are mandatorily reviewed by social workers in line with national and regional policy. Between April – October 2017 206 reviews were held in this period. 100% held within statutory timescale</p> <ul style="list-style-type: none"> • Clarified interface between contracting , Commissioning and Social Care; • Process developed to check accreditation and monitor providers on ongoing basis • IA report due end May 18 • 4’C continue to monitor the framework provider. <p>Extract from Cleaning Contract Awarded by MCC School. (From old report not sure if there is a newer example?)</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Do we ensure that parts of the Council have robust arrangements in place for services they commission/licence?	There are well developed arrangements in public protection: - safeguarding training is a requirement for licenced taxi /hackney and private hire. - Voluntary safeguarding training offered to alcohol/ entertainment and late night refreshment licensees.	Monmouthshire Letting and Hiring process requires evidence of the hirer’s Safeguarding processes as mandatory prior to letting council property. This is set out in the Taxi and Private Hire Policy & Conditions 2016. During the reporting period we saw: - 100% compliance new licences - 100% previous licences - 100% renewed licence
Do we ensure the safe recruitment, training, and management of volunteers in commissioned services?	The Corporate Safeguarding Policy and Volunteering Policy set out clear guidelines and expectations for volunteers in commissioned services. This is reflected in individual service contracts.	Corporate Safeguarding Policy Volunteering Policy

Analysis

This is the first time information regarding commissioned services has been reported and there is an emphasis on social services commissioning in this report. Social care commissioning capacity in Monmouthshire had for many years been focussed on adult commissioning. The Social Care and Health Commissioning Team is developing its operating model to provide a comprehensive approach for all social care commissioning for children and adults. This is the first time information regarding commissioned services has been reported and there is an emphasis on social services commissioning in this report. Social care commissioning capacity in Monmouthshire had for many years been focussed on adult commissioning. The Social Care and Health Commissioning Team is developing its operating model to provide a comprehensive approach for all social care commissioning for children and adults. A Commissioning Lead is in place and has developed productive relationships with commissioned providers have been addressed alongside the social worker review of placements which have met all statutory timescales. A robust, risk-based, contract management and quality assurance process across all providers from January 2018.

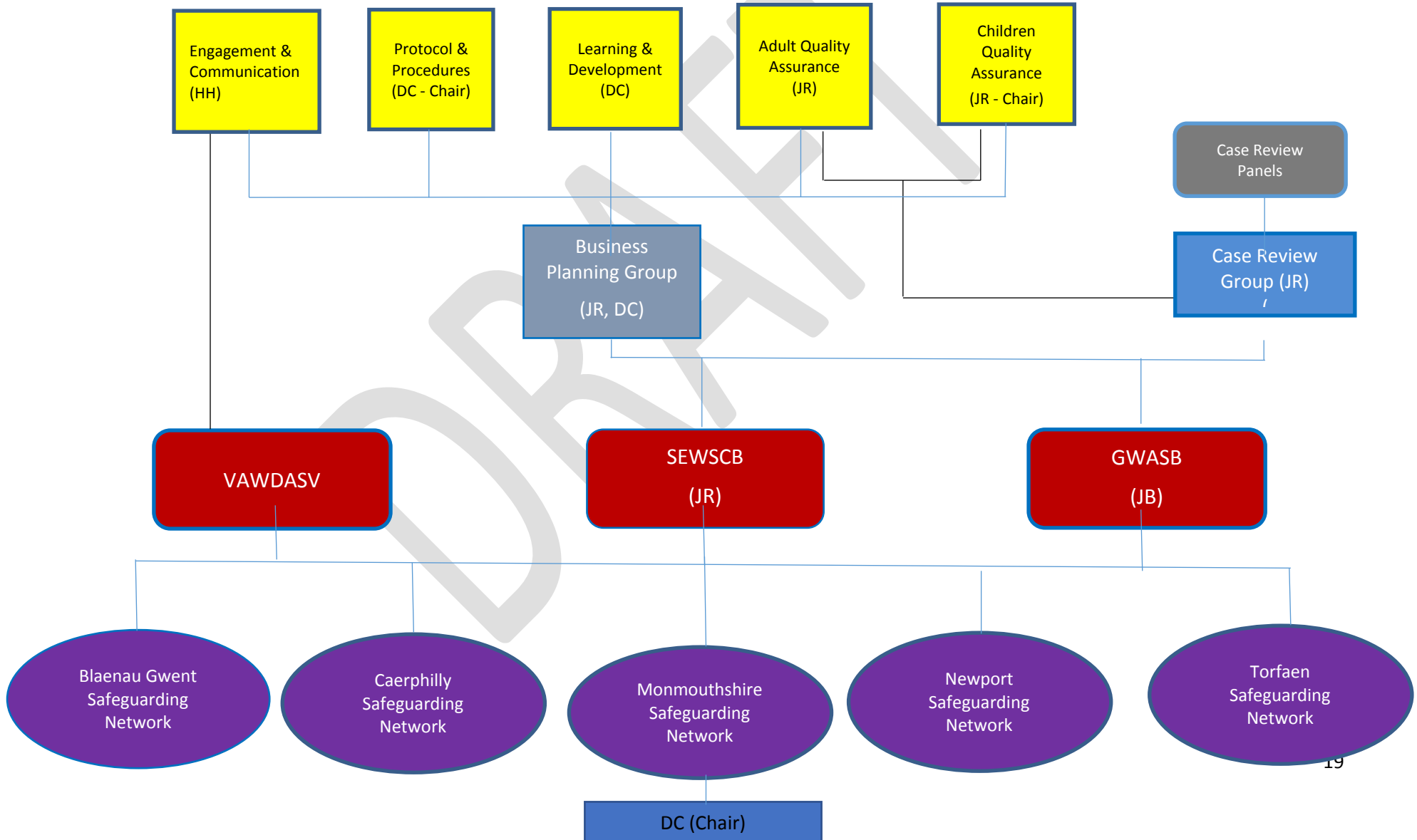
Initial review of the evidence from schools, and other parts of the Council that contract for services for children/ adults at risk indicate there are robust arrangements in place (individual school contracts, transport, leisure services). However, the evaluative score recognises the need for an in-depth understanding of the baseline position across the whole of the Council in respect of commissioning. It has been agreed that internal audit will undertake work in this area during their 2017/18 audit programme. A robust and proportionate contract management and quality assurance process across all providers from January 2018.

Initial review of the evidence from schools, and other parts of the Council that contract for services for children/ adults at risk indicate there are robust arrangements in place (individual school contracts, transport, leisure services). However, the evaluative score recognises the need for an in-depth understanding of the baseline position across the whole of the Council in respect of commissioning. It has been agreed that internal audit will undertake work in this area during their 2017/18 audit programme.

Self-Assessed Score Against Measures:

3

Regional Strategic Safeguarding Structure



Appendix 2 : Case Studies

1). Good Governance

Case Study: Tourism Leisure Culture & Youth (TLCY) managers had different levels of focus, training, recruitment and competency regarding safeguarding responsibilities. The SAFE process and safeguarding policy was used positively to give more formal structure and ability of services to monitor and evaluate progress of all areas of their business. This has resulted in review of governance, structure and roles and responsibilities within the senior team of TLCY. A dedicated safeguarding lead officer ensures there is a true 'real-time' overview of all service areas. This also enables central monitoring and challenge with support provided when appropriate. TLCY have an action plan for Safeguarding that is monitored regularly for progress indicators; discussed at Directorate Management Team and team meetings and shared with the safeguarding team directorate lead. Safeguarding frameworks are embedded across TLCY and will be firmly engaged in any future planned service delivery.

The work has dovetailed into further work which is underway to consider options for delivering these services as an Alternative Delivery Model (ADM). Safeguarding frameworks are now embedded and will be monitored and reviewed as the ADM continues to be developed. Consideration of ability to sustain safeguarding performance will be a key issue in taking a final decision on whether to progress to an ADM.

TLYC provides a model for effective use of the SAFE self-evaluation to operationally and strategically improve safeguarding practice and evaluate future options for service delivery.

2). Safe Workforce

Case Study – This is a model case study which illustrates the way in which professional allegations are managed. It highlights the multi-agency nature of management of allegations, the role of the Authority in safeguarding children who are placed in Monmouthshire from other areas, and the roles and responsibilities of different partners. Duty of care to all concerned and timely conclusions in light of all relevant information is paramount.

In this case, concerns are raised by a child's social worker from an English Authority who is living in a residential care home in Monmouthshire. The concern is of a potential physical assault on the child by a member of staff. In line with the All Wales Child Protection Procedures a Professional Strategy Meeting is convened in Monmouthshire as the place the alleged assault took place, also Gwent Police had the jurisdiction to undertake any potential criminal investigation.

Discussion takes place with the child's social worker, the residential home, employee services and any relevant partner agencies to ensure the child's welfare had been secured and any medical assistance had been given. Further to this the worker is advised by their employer that a concern has been raised and a risk assessment undertaken to determine whether they should be placed on suspension without prejudice by their employer. A strategy

discussion takes place between Monmouthshire Children's Services and the police to share information, to agree the need for a child protection investigation and to arrange a professional strategy meeting.

In attendance at the professional strategy meeting are all relevant partners including: employing agency, the police, Monmouthshire social worker (who is part of the Child Protection Investigation Team), and the social worker from the English authority who had placed the child in Monmouthshire. All relevant information is shared in the meeting both around the child and the member of staff. The meeting's remit is to ensure the welfare of the child and the welfare of the employee had been appropriately addressed.

The meeting discusses the information shared and arrives at a conclusion against the original allegation. It could have been either **Substantiated, Unsubstantiated, Unfounded, Demonstrably False, or Malicious**. If the meeting agrees that further information is required to enable a conclusion to be reached, the meeting will be reconvened at an appropriate time.

An Action Plan is recorded and dependant on outcome this could involve notification to Disclosure and Barring Service, Care and Social Services Inspectorate for Wales (CSSIW) or any other regulatory body, referring back to the employer to undertake an internal investigation or disciplinary process, training needs, or other appropriate action. The meeting also agrees how the child and the employee are to be informed of the outcome.

3). Preventative Approach

Case Study – A health visitor spoke with a mother of three children who was struggling to manage the behaviour of her children and home conditions. She was aware that her concerns related to ability to parent three lively children with limited financial resources and few friendship and family networks. The family did not meet the threshold of statutory intervention. She was also aware that without support the needs could escalate and in time result in a referral to children's social services. With the consent of the mother she made a referral to Acorns nursery provision for the Incredible Years Parenting support programme and for a volunteer support worker to address home conditions and mother's social isolation through linking her with other mothers and free/low cost opportunities for her children to participate in football and athletics clubs. Through the Housing Gateway she was able to access financial advice to maximise her income and address repair issues with her landlord. The mother agreed to include the older children's school in this support network. Soon natural friendships were developing and the volunteer could reduce her contact. The Health Visitor remains involved in the health needs of the youngest child. This case study shows how creative multi agency working at an early stage can positively work with vulnerable families preventatively.

4. Robust Protection

Case Study – This is a model case study which highlights multi-agency work in the area of domestic abuse. A Duty to Report form is received by adult safeguarding with regard to a woman who has been subject to a serious domestic assault. Initial enquiries indicated that the woman is not known to adult services, does not have children, and does not have a specific care and support need. It is clear, however, from the information received that the woman

has been a victim of domestic abuse in the past and that the risks to her seem significant. Police make a referral for a MARAC. An adult safeguarding co-ordinator attends the MARAC meeting with the police, representatives from Women’s Aid, housing, tenancy support and health. The meeting determines the risks posed to the woman and a multi-agency plan is agreed which addresses risks identified by a number of possible options which include: support from the police, marking the property for urgent response; home security and alarms where necessary, community policing aware of perpetrator, independent domestic violence advocate support, refuge accommodation, housing and tenancy support, health assessment support, and referral to other support agencies as appropriate is made available. The information from is stored on the MARAC SharePoint system so that tracking can take place, information can be analysed as to trends and numbers of cases, and outcomes checked.

5). Good Governance

The terms and conditions of the Home to School Transport Contract (adopted 2014), there had been no specific/statutory requirement for staff to undertake Safeguarding (L1) training. However, as Local Authority commitments to safeguarding have progressed significantly over the years, the Passenger Transport Unit (PTU) have referred to the paragraph below in order to provide (or enforce as required) the need for safeguarding training.

4.3.37	The Supplier shall ensure all staff are trained as appropriate to provide the standards of service required. In addition contractor’s staff may be required to attend any Council provided training as and where appropriate. If such a request is made by the Council, the Contractor must make available the relevant staff member(s).
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The PTU have since revised the terms and conditions in readiness for the contract retender (with effect from September2018), now reflecting the requirement for staff to undertake Safeguarding (L1) training.

6.13	The Supplier shall ensure all staff are trained as appropriate to provide the standards of service required and staff must have undertaken a minimum level 1 in safeguarding course provided by the Council (the costs of which may be chargeable). In addition contractors staff may be required to attend any Council provided training as and where appropriate. If such a request is made by the Council, the Contractor must make available the relevant staff member(s).
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The PTU (Operations) team are now suitably trained for the delivery of Safeguarding (L1) in order to assist with any training needs of providers.

Appendix 3 WASG Action Plan – Priority Actions

1).Good Governance			
Standard	Evidence	RAG Rate	Further Actions Required
Strengthen and evidence links between the work of the national and regional Safeguarding Boards and practice within Monmouthshire.	Current strong involvement in all areas of National and Regional Safeguarding Boards		Clear pathways of implementation in Monmouthshire
Reviewing the quality of SAFE self-evaluation across all directorates to ensure that resulting action plans address the critical safeguarding issues for each service area and priority actions are reflected in SIPs;	6 monthly Directorate self-review taken place, and Safeguarding Action Plan built into Business Support Plans		<ul style="list-style-type: none"> • Identification if further areas for SAFE audit to be completed; • QA of compliance and effectiveness of use of SAFE
ensuring the SBAR system of significant event analysis is understood, being used positively and risks highlighted are reflected in risk registers at directorate level as well as whole authority and WASG	Currently reviewed by WASG for ongoing use, effectiveness, and timeliness of action plans		<ul style="list-style-type: none"> • Completion of Risk Register
testing out the effectiveness of arrangements in the 2018/19 internal audit work programme.	?????		

2). Safe Workforce			
Standard	Evidence	Rag Rate	Further Actions
<ul style="list-style-type: none"> Implementation of safeguarding training plan to address the gaps in safeguarding training for children and adults at risk 	<p>Initial Implementation of Safeguarding Training underway.</p> <p>Basic Level Safeguarding Video in place</p> <p>Significant levels of SG training identified competing with VAWDV and obligation to Regional Safeguarding Training</p>		<ul style="list-style-type: none"> Review of the no. of staff still needing training Review of the Training progress in light of co-ordinator on Mat Leave
<ul style="list-style-type: none"> Full implementation of volunteering policy 			
<ul style="list-style-type: none"> Implementation of information systems to support accurate monitoring of whole workforce training status 	<p>Training Database developed</p> <p>Reporting systems appear problematic at this point</p>		<ul style="list-style-type: none"> Continued development of system Reporting Systems to be reviewed
<ul style="list-style-type: none"> Test out understanding of duty to report across the workforce 	<p>Whilst it is current training there has been no significant progress</p>		
<ul style="list-style-type: none"> Alignment of professional allegations processes to align across adult and children's services. 	<p>Regional Task and Finish Group undertaking this work</p> <p>Internal Review of Adult Safeguarding management of Professional Concerns in Business Improvement Plan</p>		<ul style="list-style-type: none"> Internal Review is part of Business Support Plan Membership on Task and Finish Group to support development of internal practice and process

3). Preventative Approach			
Standard	Evidence	Rag Rate	Further Actions
Implement fully the early support and referral pathway	Implemented post Dec 17		???
Continue to build on the strengths of place based working by increasing the connections and partners who are working together to support individual and community well-being.			
Develop evaluative measures that enable better reporting of the impact of preventative work.			

4). Robust Protection			
Standard	Evidence	Rag Rate	Further Actions
Children and adult Safeguarding and Quality Assurance Unit to develop an operating model which builds on strengths in both parts of the service			
Continue to improve outcomes in children's services through the children's services improvement programme, including improving			

systems, processes and practice which contribute to timescales for completion of assessments.			
Implementation, and quality assurance of, risk framework in children's services.			
Further develop quality assurance mechanisms, and data analysis, in adult protection, to support improvement.	Significant development of data reporting mechanisms undertaken		<ul style="list-style-type: none"> • Analysis of this information and it's impact of service provision • Development of Qualitative information and measurable outcome indicators

5). Safe Services			
Standard	Evidence	Rag Rate	Further Actions
Internal audit to undertake review to baseline position across the authority in terms of commissioning and partnership			
Social Care and Health Commissioning Service to implement operating model covering adult and children's services			
Implement internal audit action plans for children's services placements.			