

Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 18 July 2018

Notice of meeting

County Council

**Thursday, 26th July, 2018 at 2.00 pm,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

AGENDA

Prayers will be said prior to the Council meeting at 1.55pm. All members are welcome to join the Chairman for prayers should they wish to do.

Item No	Item	Pages
1.	Apologies for absence	
2.	Declarations of interest	
3.	Chairman's announcement and receipt of petitions	1 - 2
4.	Public open forum	
5.	To confirm the minutes of the meetings of County Council:	
5.1.	21st June 2018	3 - 12
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6.	To note the minutes of the Democratic Services Committee meetings:	
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7.	To note the minutes of the Audit Committee 24th May 2018	23 - 28
8.	REPORTS OF CHIEF OFFICER, ENTERPRISE	

8.1.	PRESENTATION TO COUNCIL: STOCK TRANSFER - THE FIRST 10 YEARS	Verbal Report
8.2.	GOVERNANCE ARRANGEMENTS FOR PROPOSED ALTERNATIVE DELIVERY MODEL FOR TOURISM, CULTURE, LEISURE AND YOUTH	29 - 50
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10.	REPORTS OF THE CHIEF OFFICER SOCIAL CARE, SAFEGUARDING AND HEALTH	
10.1.	SAFEGUARDING EVALUATIVE REPORT APRIL - OCTOBER 2017	57 - 108
10.2.	DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2017/18	109 - 204
11.	NOTICES OF MOTION:	
11.1.	From County Councillor A. Easson	
	<p>I move that this Council discontinues the iniquitous street scene levy; that is the imposition of charges for “A” boards and other street paraphernalia, on local businesses, who are struggling in the current climate to keep their heads above water with increased overheads such as high rents, and increased business rates. This charge emanated from a Health and Safety perspective, if that is the case, it is ironic that this Council by accepting annual payments is supporting an unsafe environment.</p>	
12.	From County Councillor D. Batrouni	
	<p>This Council notes that:</p> <ul style="list-style-type: none"> • The UK government’s Social Mobility report highlighted affluent areas are failing poorer children; • There are areas of severe deprivation in the county and that this Council is determined to ensure that people who live in these areas are not left behind; • One of the biggest factors on influencing the future of children is the level of income by household; • Monmouthshire has one of the lowest incomes for residents who live and work in Monmouthshire. 	
	<p>Therefore,</p> <p>This Council will write to the Welsh Government asking whether they are considering a pilot study of Universal Basic Income policy like the Scottish government, and, if so, that we make a strong case for Monmouthshire to be</p>	

one of the test pilot areas.

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

P. Clarke
D. Batrouni
D. Blakebrough
M. Powell
V. Smith
D. Dovey
A. Easson
R. Edwards
D. Evans
P.A. Fox
R.J.W. Greenland
L. Guppy
R. Harris
J. Higginson
G. Howard
S. Howarth
D. Jones
P. Jones
S. Jones
S.B. Jones
P. Jordan
P. Murphy
B. Strong
F. Taylor
A. Watts
A. Webb
K. Williams
J.Becker
L.Brown
A.Davies
L.Dymock
M.Feakins
M.Groucutt
R.John
L.Jones
M.Lane
P.Pavia
J.Pratt
R.Roden
T.Thomas
J.Treharne
J.Watkins
S. Woodhouse

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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

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

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

Our Values

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

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

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

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

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CHAIRMAN'S REPORT 12TH June – 18TH July

Sunday 17 th June 3 p.m.	Usk Town Council Civic Service The Priory Church of St Mary, Usk
Thursday 21 st June 12 p.m.	Royal Ascot Charity Day Chepstow Racecourse
Monday 25 th June 7 p.m.	St David's Showcase Summer Concert St David's Hall, Cardiff
Thursday 28 th June	Foster Carers Event Caldicot Castle
Thursday 28 th June 7 p.m.	Preview Evening 'Festival of Flowers' St Mary's Priory Church, Abergavenny
Saturday 30 th June 10 a.m.	Speech Day Haberdashers Monmouth School for Girls
Saturday 30 th June 4.30 p.m.	Exhibition – 'The Magic Lamp' Dreams of our Age Abergavenny Museum
Sunday 1 st July 3 p.m.	Caldicot Town Council Civic Service St Mary's Church, Caldicot
Sunday 1 st July 6 p.m.	Special Service – Festival of Flowers St Mary's Priory Church, Abergavenny
Monday 2 nd July 11 a.m.	Reception to make the 'renaming of the Second Severn Crossing to the Prince of Wales Bridge' The Celtic Manor Resort, Newport
Thursday 5 th July 6 p.m.	South Wales Fire and Rescue – Long Service and Good Conduct presentation evening South Wales Fire and Rescue HQ, Llantrisant
Friday 6 th July 7 p.m.	Abergavenny Festival of Cycling – The Wales Open Criterium St John's Square, Abergavenny
Saturday 7 th July 11 a.m.	Caerphilly County Borough Council Civic Service St Augustine's Church, Pontllanfraith, Blackwood
Saturday 7 th July 4 p.m.	Celebration of the new Archdeaconry of the Gwent Valley and the Installation of The Reverend Canon Sue Pinnington, OBE Newport Cathedral
Thursday 12 th July 10 a.m.	Home-Start Monmouthshire Annual General Meeting Bridges Community Centre, Drybridge Park, Monmouth
Sunday 15 th July 3 p.m.	City of Newport Civic Service Newport Cathedral
Tuesday 17 th July 10 a.m.	GAVO Volunteer Achievement Awards – Judging Panel Abergavenny Community Enterprise Office

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Public Document Pack Agenda Item 5a

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held
on Thursday, 21st June, 2018 at 2.00 pm

PRESENT: County Councillor P. Clarke (Chairman)
County Councillor (Vice Chairman)

County Councillors: D. Batrouni, D. Blakebrough, M. Powell, V. Smith, D. Dovey, A. Easson, R. Edwards, D. Evans, P.A. Fox, L. Guppy, R. Harris, G. Howard, S. Howarth, P. Jones, S. Jones, S.B. Jones, P. Jordan, P. Murphy, B. Strong, F. Taylor, A. Watts, A. Webb, K. Williams, L. Brown, A. Davies, M. Feakins, M. Groucutt, R. John, L. Jones, M. Lane, P. Pavia, J. Pratt, R. Roden, T. Thomas, J. Treharne and J. Watkins

OFFICERS IN ATTENDANCE:

Paul Matthews	Chief Executive
Kellie Beirne	Deputy Chief Executive
Roger Hoggins	Head of Operations
Robert Tranter	Head of Legal Services & Monitoring Officer
Nicola Perry	Senior Democracy Officer

APOLOGIES:

County Councillors R.J.W. Greenland, D. Jones, J. Becker, L. Dymock and S. Woodhouse

2. Declarations of interest

None.

3. Chairman's announcement and receipt of petitions

County Councillor G. Howard asked that Council acknowledge the sad passing of Jenny Barnes MBE, a resident of his ward, Llanfoist Fawr.

The Leader echoed the sentiments of Councillor Howard.

There were no petitions presented to Council.

4. Public open forum

There were no matters for the public open forum.

5. To confirm the minutes of the meetings of County Council:

5.1. 8th May 2018

The minutes of the meeting of Council held on 8th May 2018 were approved and signed by the Chairman.

5.2. 10th May 2018

The minutes of the meeting of Council held on 10th May 2018 were approved and signed by the Chairman.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held on Thursday, 21st June, 2018 at 2.00 pm

6. To note the minutes of the Public Service Board 4th April 2018

Noted.

7. To note the minutes of the Democratic Services Committee 12th March 2018

Noted.

8. To note the minutes of the Audit Committee 8th March 2018

Noted.

9. To note the County Council Action List

Council received the action list of the meeting held on 10th May 2018. In doing so Councillor Howarth expressed disappointment at the length of time it has taken to receive a response from Monmouthshire Housing Association. He stated that he had agreed to the housing stock transfer on the basis that tenant's needs would be looked after, and that queries would be addressed. Councillor Howarth did not believe this to now be the case and would not continue support MHA.

Councillor Watts supported the comments and acknowledged the noticeable lack of presence of MHA representation at Council.

10. Report of the Deputy Chief Executive

10.1. Cardiff Capital Region City Deal ~ Joint Overview and Scrutiny Committee

The Leader presented a report to present the proposal to establish a Joint Overview and Scrutiny Committee for the Cardiff Capital Region City Deal.

At its meeting held on the 20 November 2017, the Cardiff Capital Region City Deal Joint Cabinet received a report detailing proposals for the establishment of a Joint Overview and Scrutiny Committee for the Cardiff Capital Region City Deal. This report also included a suggested draft 'Terms of Reference' for the Joint Overview and Scrutiny Committee.

It was agreed by the Joint Cabinet that Bridgend County Borough Council would undertake the role of Host Authority and would provide the necessary scrutiny support for the Joint Overview and Scrutiny Committee.

The Leader wished to add to the recommendations:

That the Chair of Economy and Development Select Committee, Councillor P. Pavia, be appointed as a member of the Joint Overview and Scrutiny Committee, ably supported by the Vice-Chair, Councillor A. Davies.

The nomination was seconded.

Periodical reports would be brought to Full Council to ensure Members remain fully informed.

Where a Council may have concerns around an area, they would be entitled to request feedback from the Joint Scrutiny Committee. The Chief Executive assured Members the Scrutiny Committee would be guided by the powers and delegations agreed in the Joint Working Agreement.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held on Thursday, 21st June, 2018 at 2.00 pm

It was agreed that the deputy member could attend meetings as an observer for continuity, as could any Member as they are open meetings.

In terms of the openness of papers, these would be available via the CCRD website. Also, a link could be made available via our Hub.

It was confirmed that Bridgend, as the host authority, would provide the scrutiny support and this would not affect MCC officers.

Upon being put to the vote, Council resolved to agree the recommendations:

Consider the report and appendices and recommend to Council the establishment of a Joint Overview and Scrutiny Committee for the Cardiff Capital Region City Deal;

To recommend to Council to appoint a non-executive Member to represent Monmouthshire County Council on the Cardiff Capital Region City Deal Joint Overview and Scrutiny Committee, taking into consideration paragraph 2.3 of Appendix A.

To recommend to Council to appoint a deputy non-executive member to attend meetings in the absence of the appointed member.

That the Chair of Economy and Development Select Committee, Councillor P. Pavia, be appointed as a member of the Joint Overview and Scrutiny Committee, ably supported by the Vice-Chair, Councillor A. Davies.

11. Report of the Head of Operations

11.1. Plastic Free Monmouthshire

The Cabinet Member presented a report to obtain a policy commitment from the Council to work towards becoming a “plastic free county”, and to advise Council of the following which was presented to Strong Communities Select Committee on 24 May 2018:

- The efforts being undertaken within Monmouthshire communities to reduce the use of single-use plastics.
- The progress the Council is making in reducing the use of single-use plastics.

There has been a huge increase in interest in reducing the use of single-use plastics in the last few months, not least because of the shocking scenes of plastic contamination in our oceans shown on the BBC’s Blue Planet series. Single use plastics use precious fossil fuels, take hundreds of years to break down, injure wildlife on land and at sea, blight the landscape as litter, block drains and cost money to buy, clear up and dispose of. This has resulted in actions being taken at local, regional and national levels.

MONMOUTHSHIRE COUNTY COUNCIL

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Councillor Howard commended the report but recognised that saying and delivering are often separate. He referred to our reliance on single use recycling bags, and the expectation of residents to use black bags for residual waste, and welcomed detail of alternative plans

The Head of Operations was asked to provide an update on litter and food waste within the contract, and highlight any impact this may have on the proposals. He explained that MCC have entered into contract for the disposal of our food waste, where the contractor would prefer to see the food presented to them in plastic bags rather than compostable bags. However the contract requires them to accept it in compostable bags should we wish to do so. The matter will be taken back to Strong Communities Select and, ultimately, Cabinet. If we do convert to use plastic bags there is a financial benefit to the Authority.

Members expressed the importance of 'getting our own house in order', examples being the use of plastic cups in the chamber, and single use plastic bottles at leisure centres.

Upon being put to the vote Council resolved to agree the recommendations:

That Council agree to work towards becoming a 'plastic free county' through reducing single use plastics, in line with the Plastic Free Coastline campaign run by Surfers Against Sewage.

That Council commit to the following steps, which were unanimously supported by Strong Communities Select Committee:

- **Make a commitment to work toward plastic free status.**
- **Review its own use of single-use plastics and take steps to identify unnecessary plastic use and reduce this.**
- **Support voluntary and community action to reduce plastic use, undertake litterpicks etc.**
- **Work with schools, businesses and other partners to reduce plastic use.**
- **Work with organisers of events on MCC property to reduce single use plastics to a minimum (and ensure that effective recycling for necessary plastics is in place).**
- **Participate in meetings to support and co-ordinate plastic free activities across the County.**

12. Report of the Chief Officer for Social Care, Safeguarding and Health

12.1. Corporate Parenting Strategy

The Cabinet Member presented a report to Council to seek approval for the revised Corporate Parenting Strategy and Action Plan 2018 – 2021.

The Cabinet Member for Finance added that there would be a proposal at the next meeting of Cabinet to exempt Looked After Children from Council Tax when they enter the housing chain.

Councillor Jones extended an invitation to all Members to the next meeting of Corporate Parenting Panel.

It was explained that prevention is an integral part of corporate parenting. There are steps and measures in place to identify problems at the first stages. This strategy focuses on looked after children, but it was suggested that reference be made to prevention as part of the strategy.

MONMOUTHSHIRE COUNTY COUNCIL

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It was agreed that foster agencies were more expensive and salaries were hard to compete with, but support is provided in other ways. A recent foster carers fortnight had proved successful with positive responses.

The Chair of Children and Young People Select Committee wished to commend the report, stating that it reflects very good practice. Officers were commended on the work being undertaken.

It was noted that County Councillors Blakebrough and Taylor would share a role on Corporate Parenting Panel.

Upon being put to the vote, Council resolved to agree the recommendations:

- **To note the content and intentions of the Corporate Parenting Strategy and Action Plan.**
- **To note the membership and Terms of Reference for the Corporate Parenting Panel.**
- **To consider the implications for all elected members and the wider council.**

13. Notices of Motion:

13.1. From County Councillor T. Thomas

MCC resolves to endorse Abergavenny Just Food's document Towards a Manifesto for Food Justice for Wales and to commend it to WLGA and WG.

The Council agrees to ask officers to report on ways in which MCC is already contributing to the aims of the manifesto and on changes in policy and/or practice that are needed to achieve more.

The motion was seconded and debated:

County Councillor P. Jones read a statement on behalf of County Councillor S. Jones thanking Councillor Thomas for the motion and highlighting the important issues around food injustice. Members' thoughts were welcomed to address the issue. In terms of the motion the Cabinet Member is fully supportive of the manifesto and welcomes the opportunity to recommend it to WLGA and WG. She will also refer this to other groups when attending stakeholder sessions. MCC have committed to developing a food strategy and officers are working with partners to establish a framework. The Social Justice Group will be asked to engage with Abergavenny Just Food, and other groups, to ensure food is a major feature.

Comments were made regarding the rurality of Monmouthshire, and grasping this manifesto would set an example to the rest of the country.

Councillor Murphy looked forward to a report of clarification around the policy.

Upon being put to the vote, the motion was carried.

13.2. From County Councillor D. Batrouni

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held on Thursday, 21st June, 2018 at 2.00 pm

Council granted permission to alter the motion, which now reads:

There seems to be common ground across the chamber that we need to do more to make sure that people across Monmouthshire have the opportunity and can afford to live in this beautiful place that we live in. It is undeniable that we have a supply side issue in the housing market and that we are seeing price spikes, and this is likely to continue for the foreseeable future. I believe this council can do more. I believe there are examples in England of councils equipping themselves to be more active in the housing building market through the establishment of council owned housing companies. I would like to work with my colleague leaders and the Cabinet Member over the summer months with a view to bring forward an evidence based proposition to Council in September.

The Chief Executive expressed support of the motion on behalf of the Leader, and from an officer perspective.

Group Leaders were in support of the motion, and happy to work together to achieve progress on the issue.

Upon being put to the vote, the motion was carried.

14. Members Questions:

14.1. From County Councillor A. Easson to County Councillor R. John

In light of the growth of house building across Severnside. which could be upwards of 1000 houses in the foreseeable future, with a longer term potential of even more houses with the implementation of a reviewed LDP. What actions will the Cabinet Member for Education be taking to cater for the expected increased need for school places across Severnside?

Councillor R. John responded that the Local Education Authority is a statutory consultee of the LDP and will be fully involved in the emergence of that plan. The scale and location of growth is yet to be determined. That will inform the need to increase school capacity in the areas outlined. The school access team is working closely with the Planning department to understand both the type and the scale of new developments in the area. Where there is insufficient capacity within the existing school sites, Section 106 agreements will be negotiated with developers. Currently there are 601 surplus places in the Caldicot area, of which 260 are in the primary schools.

As a supplementary:

As part of the Sudbrook building programme an amount of money has already been committed by the developers for education. There will be a further settlement due from Crick Road. When will we be putting forward specific plans to use these packets of money? Do you believe, for example, that Dewstow School, which was originally planned for a 420 placement school, is able to be upgraded, and equally the Durand School. And do you believe there is room for a new catchment area as Caldicot School will not cope?

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held on Thursday, 21st June, 2018 at 2.00 pm

Councillor John responded that a breakdown of figures would be forwarded regarding the 601 places. He has attended meetings with Caldicot Town Council to address concerns.

14.2. From County Councillor A. Easson to County Councillor P. Jones

In light of the growth of house building across Severnside. that is upwards of potentially 1000 houses in the foreseeable future, with a longer-term potential of even more with the implementation of a reviewed LDP. What actions will the Cabinet Member for Social Care, Safeguarding and Health be considering together with the ABUHB to cater for the Health and Social Service needs of the Severnside Communities? Particularly as the ABUHB did not foresee any Service Delivery concerns at the time of the current LDP consultation?

Councillor P. Jones responded that the ABUHB is a key consultant of the LDP and discussions are already underway to ensure that engagement in the new LDP is more effective than it was in the previous LDP, and it will be more fully involved in the emerging plan. The scale and location of growth is yet to be determined so no numbers are available. The Health Board has to work with all authorities regarding population expansion, and an increase in numbers, and this is reflected in the resource mechanism of the NHS.

As a supplementary:

Will you ask the ABUHB to meet with Members to hear our concerns? And also will you be able to stop the slow decline of Chepstow Hospital.

Councillor Jones responded that she continues to keep Members informed of negotiations regarding Chepstow Hospital. She reiterated that ABUHB have to be involved with the Local Authority at all stages.

14.3. From County Councillor A. Easson to County Councillor B. Jones

With the envisaged growth of house building across Severnside, which will increase traffic movements and pose problems for the Highways infrastructure. What actions will the Cabinet Member for County Operations be taking to address the needs for a realistic Strategic Transport policy for pedestrian, cyclists and drivers across Severnside?

Councillor B. Jones responded that the Local Highway Authority and Welsh Government Transport Division are statutory consultees on the LDP and will be fully involved in the emerging plan. The scale and location of growth is yet to be determined and the impact on highway capacity is therefore unknown, as are solutions. Officers are minded to progress a Local Transport Plan in parallel with the LDP to align and coordinate the highways, transport and active travel requirements going forward. This will feed in, as appropriate, to the Strategic Transport Plan on a regional basis.

As a supplementary:

Since the adoption of the current LDP public services have been drastically reduced. Would you support the opening of Portskewett station?

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held on Thursday, 21st June, 2018 at 2.00 pm

Councillor Jones responded that yes, he would support.

14.4. From County Councillor A. Easson to County Councillor P. Fox
Deferred.

14.5. From County Councillor A. Easson to County Councillor S. Jones
Deferred

14.6. From County Councillor A. Easson to County Councillor R. Greenland
Deferred

14.7. From County Councillor A. Easson to County Councillor P. Jordan
In view of the radical changes to the electorate as a result of the planned and ongoing house building across Severnside, would the Cabinet Member for Governance consider that it is too early at this point in time to implement Community Boundary changes, particularly in Caldicot and Portskewett?

Councillor Jordan responded that the community boundary changes took account of the five year forecast of electorates and allocated councillors based on those forecasts. The review applies to the whole of the authority and changes to the arrangements are overdue. If the proposals are approved by WG following the consultation and recommendations from the Local Democracy and Boundary Commission for Wales, then the Authority may review communities rather than hold a county wide review which can reflect changes in demographics in individual communities.

14.8. From County Councillor A. Easson to County Councillor P. Murphy
This projected increase in the population across Severnside will impose greater pressures upon Monmouthshire County Council's resources. How does Cllr Murphy intend to address the financial pressures on Monmouthshire's budgets to realise the difficulties expected and aspirations of the Communities of Severnside in this time of growth, and what will be your priorities, and how will you deal with them?

Councillor Murphy responded and in doing so he cautioned against getting ahead of ourselves. New house building significantly to our financial sustainability. Growth in population and households would see likely upward adjustments of the WG funding settlement, which is population based.

As a supplementary:

Do you consider the prudential borrowing may be the necessary way forward to put improvements in place?

Councillor Murphy responded that any prudential borrowing has to be supported by a water tight business case, and everything would be looked at on its own merits.

The meeting ended at 5.15 pm

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of County Council held
on Thursday, 21st June, 2018 at 2.00 pm**

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Public Document Pack Agenda Item 5b

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held
on Friday, 6th July, 2018 at 10.00 am

PRESENT: County Councillor P. Clarke (Chairman)
County Councillor S. Woodhouse (Vice Chairman)

County Councillors: D. Batrouni, D. Blakebrough, M. Powell,
V. Smith, D. Dovey, A. Easson, R. Edwards, D. Evans,
R.J.W. Greenland, R. Harris, J. Higginson, G. Howard, D. Jones,
P. Jones, S. Jones, P. Jordan, P. Murphy, B. Strong, A. Webb,
M. Feakins, R. John, M. Lane, J. Pratt and J. Treharne

OFFICERS IN ATTENDANCE:

Paul Matthews	Chief Executive
Robert Tranter	Head of Legal Services & Monitoring Officer
Nicola Perry	Senior Democracy Officer

APOLOGIES:

County Councillors A. Davies

2. Declarations of interest

None.

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

Council resolved to exclude press and public.

4. Appointment of Chief Officer Social Care, Safeguarding & Health

Council resolved to appoint Ms. J. Boothroyd as Chief Officer for Social Care, Safeguarding and Health.

5. Appointment of Head of Law & Monitoring Officer

Council resolved to appoint Mr. M. Phillips as Head of Law and Monitoring Officer.

6. Appointment of Chief Officer, Enterprise

Council resolved to appoint Ms. F. Williams as Chief Officer for Enterprise.

The meeting ended at 4.30 pm

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Public Document Pack Agenda Item 6a

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held
on Monday, 23rd April, 2018 at 2.00 pm

PRESENT: County Councillor D. Evans (Chairman)
County Councillor T. Thomas (Vice Chairman)

County Councillors: D. Dovey, L. Dymock, L. Jones, J. Treharne,
S. Woodhouse, F. Taylor and J. Watkins

OFFICERS IN ATTENDANCE:

John Pearson	Local Democracy Manager
Nicola Perry	Senior Democracy Officer
Matthew Gatehouse	Head of Policy and Governance
Kyle Brown	Digital Programme Coordinator
Hazel Ilett	Scrutiny Manager

APOLOGIES:

Councillors G. Howard

1. Declarations of interest

There were no declarations of interest.

2. Public Open Forum

County Councillor A. Eason was in attendance and addressed the Committee with concerns regarding the conduct of Members at the SACRE Committee, particularly following the meeting held on 9th June 2017.

Councillor Woodhouse referred to GDPR and advised that there had been enquiries from voluntary organisations. She asked if there was some way to provide these organisations with access to information. The Local Democracy Manager agreed to look into this further.

Councillor Dymock requested clarity on dealing with unpleasant or aggressive behaviours from certain members of the public. Members agreed this to be a significant matter, and were advised that WLGA have issued safety documents which would be distributed. Personal safety training sessions are to be arranged.

3. To receive the minutes of the meeting held on 12th March 2018

The minutes were approved and signed by the chair.

4. Demonstration of Remote Working Security / Members IT issues

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held on Monday, 23rd April, 2018 at 2.00 pm

The Digital Programme Coordinator presented members with a demonstration on the next steps in remote working. Further changes will take place week commencing 14th May 2018, and further guidance will be issued closer to the time.

5. Process of democratic oversight of Evaluation

The Head of Policy and Governance explained that Democratic Services Committee have a remit to review the adequacy of the arrangements in place to discharge democratic services functions.

In September 2017 the Council report template was amended to include a section on evaluation, in response to feedback received from Wales Audit Office. It was explained that presently Democratic Services colleagues, alongside Business Support Officers have started to keep a log of the decisions going through and those decisions when the evaluation is to come through. It was proposed that those reports should be made available to the meeting that made the initial decision, and that Democratic Services Committee Members have access to a log of the decisions made that require an evaluation. This would enable us to keep an overview of that log in terms of forming a view of the effectiveness of decision making arrangements. Before a firm proposal was to be put in place Members' opinions were welcome.

Members commented on what was considered a sensible proposal, recognising the importance of being able to reflect on whether decisions made have been effective.

6. Summary reports and Future Generations Evaluation

Following a discussion at Full Council the Head of Policy and Governance presented a verbal report on Future Generation Evaluations, and the suggested introduction of summary reports. He questioned if officers are providing Members enough information to get a sense of what is going on around the organisation?

Members recognised that a brief upfront summary would be useful, and lead to greater clarity.

An officer panel is in place to look at after the event quality assurance, and to ensure mitigating proposals are in place rather than being an afterthought.

Training for officers around report writing, and for members around challenging is necessary.

The Head of Policy and Governance welcomed comments from Members away from the meeting environment.

7. Scrutiny Forward Work Plan

We received the Scrutiny Forward Workplan for information.

Members were made aware of an initial officer meeting around City Deal which proposed to establish a formal joint overview and scrutiny committee of City Deal which would require a representative of this Council to sit on the committee. This will be taken through the scrutiny process via Economy and Development Select, and then to Council.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held on Monday, 23rd April, 2018 at 2.00 pm

8. Scrutiny Self-Evaluation

The Scrutiny Manager presented the Scrutiny Self-Evaluation completed in November 2017 to ensure Members have an awareness of the findings of the report, specifically any issues identified which may relate to the responsibilities of this committee.

Following the presentation comments were welcomed.

A Member suggested an area of focus in relation to this Committee was public engagement in scrutiny and democracy, recognising we had previously discussed ways of getting the public involved. There was enthusiasm to find more ways to involve public engagement. The Scrutiny Manager did not necessarily think that scrutiny meetings were the best forum for public engagement, but other ways of engagement should be considered.

The Council Chamber in Usk, was not considered a good environment to encourage public engagement.

The Head of Policy and Democracy referred to the setting up of a working group, as previously discussed.

9. Engagement of the Democratic Services Committee around ADM Management Agreement

Item deferred.

10. Coordinating Role

We understood coordination had been covered through previous items.

Automation is a future focus, we agreed to invite the Chair of Economy and Development Select to the next meeting.

11. Council and Cabinet Work Plan

We noted the Council and Cabinet Workplan.

12. To note the date of next meeting as 4th June 2018 at 14:00pm

We noted the date of the next meeting.

The meeting ended at 4:20pm

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Public Document Pack Agenda Item 6b

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held
on Monday, 4th June, 2018 at 2.00 pm

PRESENT: County Councillor D. Evans (Chairman)
County Councillor T. Thomas (Vice Chairman)

County Councillors: D. Dovey, L. Dymock, M. Groucutt, J. Treharne
and S. Woodhouse

OFFICERS IN ATTENDANCE:

John Pearson	Local Democracy Manager
Nicola Perry	Senior Democracy Officer
Matthew Gatehouse	Head of Policy and Governance
Marie Bartlett	Finance Manager

APOLOGIES:

Councillors F. Taylor and J. Watkins

1. Declarations of interest

There were no declarations of interest.

We noted the Council appointment of County Councillor D. Evans as Chair.

We appointed County Councillor T. Thomas as Vice Chair.

2. Public Open Forum

There were no matters for the public open forum.

3. To confirm the minutes of the meeting held on 23rd April 2018

The minutes of the meeting held on 23rd April 2018 were approved and signed by the Chair.

4. Council response to WG Consultation - 'Strengthening Local Government, Delivery for People' - ALL MEMBERS WELCOME

The Head of Policy and Governance presented a report to provide the committee with the opportunity to debate the Welsh Government's Green Paper "Strengthening Local Government: Delivering for People". Member's views were sought on the draft response to be submitted on behalf of the Council as there is no opportunity for a full Council debate prior to the consultation closing on 12th June.

Members presented differing views on the response and recommended that there were not enough Members present for a consensus to be reached.

The officer agreed to contact Welsh Government to request an extension on the consultation deadline.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held on Monday, 4th June, 2018 at 2.00 pm

It was noted the report would be presented to Cabinet on 6th June 2018.

5. Engagement of the Democratic Services Committee around the Alternative Delivery Model Management Agreement

Members were presented with a report to provide an update on the Alternative Delivery Model Management Agreement and to ensure they understand and are able to engage and review the democratic process in relation to the future delivery of sustainable Tourism, Leisure, Culture and Youth (TLCY) services in Monmouthshire.

Councillor Groucutt stated on behalf of the wider Labour movement in Monmouthshire that they remain opposed to the model.

Clarity was sought around the timetable and we heard that there would be 3 drop in sessions rather than a seminar. It was asked that one of these sessions be held at Magor.

Members resolved to agree the recommendations in the report:

Members are invited to consider the draft response attached as appendix one and suggest additions or deletions where consensus can be reached.

Subject to amendments agreed during the meeting, to approve a draft response to the consultation be submitted on behalf of the Council by the deadline and that this be endorsed by Council and opened for further debate, if deemed necessary, at the next Council meeting after the deadline.

6. Independent Remuneration Panel Report Update

Noted.

7. Coordination:

Coordination covered under Item 10

8. Automation

The Committee welcomed the Chair of Economy and Development Select to discuss a current workstream around automation, and where that could sit under the remit of Democratic Services Committee.

Members of E&D Select have taken a pro-active lead on areas such as procurement, cross-border working, Future Monmouthshire and were starting to look at automation as an area for scrutiny. The Committee were thinking how new technology could improve efficiency and service retention, and ensure service improvement.

It was suggested that certain workstreams could be distributed to other Select Committees.

The Head of Policy and Governance recognised the broadness of the subject and highlighted areas for the scrutiny committees. He added that at present it is unclear where this would sit under the coordinating role of Democratic Services Committee.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held on Monday, 4th June, 2018 at 2.00 pm

It was recommended that the Chair discuss further with Select Chairs, and items for decision would be brought forward as and when.

9. Other items coming forward

None.

10. Update from sub-group

The Head of Policy and Governance presented an update on the work of the working-group tasked with considering public involvement in local democracy.

A Member questioned how areas, or people, would be identified. The Scrutiny Manager stated that the sub group was at early stages, but one idea is how do members of the public feed into major decisions made by the Council. It was thought that the public open forum at meetings could be better utilised. The sub group has been established to identify ways to bring public voice into decision making.

Members recognised the need to identify the small changes to promote engagement, and amendments to the website would be a good start.

Councillor Dovey referred to the success of the Strategic Transport Group, where people with interest were well engaged.

A Member stated that a leaflet drop is a good way to engage with constituents.

The Committee resolved to agree the recommendations:

That minutes and action lists for all council meetings be placed at the close of the agenda rather than the beginning, in conjunction with forward work programming.

That the Democratic Services Committee agrees to broaden its role to promote democracy and public involvement through:

- **overseeing a new element of the council's website that will pilot a new approach to public engagement.**
- **taking ownership of a forward plan of topics that will be discussed in the next six/nine/twelve months which are likely to be of interest to the public.**

That subject to agreeing 3.2, the Democratic Services Committee identifies a number of issues drawn from appendix 1 that could be used to test the new approach.

11. Timing of future AGM

The Chair opened discussion around the timing of the Council's AGM meeting. Rather than the meeting be held at 5pm, with deferred items on a later date at 2pm, he suggested that the AGM commence at 12noon, with a break and buffet for guests, to be followed by the deferred items meeting at 2pm. Thus reducing the amount of claimed expenses.

It was agreed this be put as a motion to Council.

12. County Hall, car park issues

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Democratic Services Committee held
on Monday, 4th June, 2018 at 2.00 pm**

Members agreed that a review of the efficiency of the car park barrier be conducted.

13. To note the forward workplans

Noted.

16. Confirm the date of next meeting as 16th July 2018

Noted.

The meeting ended at 16:20

Public Document Pack Agenda Item 7

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Audit Committee held
at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 24th May, 2018 at 2.00 pm

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

County Councillors: P. Clarke, A. Easson, P. Murphy, B. Strong,
J.Watkins, M.Feakins, M.Lane, S. Woodhouse and V. Smith

OFFICERS IN ATTENDANCE:

Mark Howcroft	Assistant Head of Finance
Andrew Wathan	Chief Internal Auditor
Kellie Beirne	Deputy Chief Executive
Peter Davies	Chief Officer, Resources
Wendy Barnard	Democratic Services Officer
Terry Lewis	Wales Audit Office

APOLOGIES:

Councillors

1. Election of Chair

Mr. P. White was elected as Chair.

2. Appointment of Vice Chair

County Councillor J. Higginson was appointed Vice Chair.

3. Declarations of Interest

County Councillors V. Smith, B. Strong and P. Clarke declared a personal, non-prejudicial interest as Governors of Usk Church in Wales Primary School in respect of Item 11: Implementation of Internal Audit Recommendations – 2016/17.

County Councillor A. Easson declared a personal, non-prejudicial interest regarding Item 4.8 Ysgol Gymraeg Y Ffin as he is a governor of the school.

4. Public Open Forum

No members of the public were present.

5. To confirm minutes of the previous meeting held on 8th March 2018

The minutes of the meeting held on 8th March 2018 were confirmed and signed by the Chair as a true record.

6. To note the Action List from 8th March 2018

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Audit Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 24th May, 2018 at 2.00 pm

The Action List from the last meeting was noted.

7. Audit Committee Annual Report 2017/18

The Audit Committee Annual Report, which provides an overview of the last year's work was presented. The report is written by the Chair with the Chief Internal Auditor.

It was agreed that the report was a fair account of the work of the Committee.

The report was noted and it was agreed that it should now be presented to Council.

8. Unsatisfactory Audit Opinions

The Chief Auditor presented the regular 6 monthly report to the Audit Committee of unsatisfactory audit opinions issued across all County Council services. The opinions arise from work undertaken by the Internal Audit team to assess the adequacy of the internal control environment, apply a rating and provide an update on previously reported matters that have been followed up.

Referring to the report, the Chief Auditor provided details of historic opinions back to 2014 and noted that where an improved opinion has been given it demonstrates that managers have taken on board the recommendations. They have made changes to their systems to provide better financial management in that service therefore provide a greater degree of assurance. Some matters are carried forward to the following year to allow managers sufficient time to implement improvements.

The Committee's attention was drawn to compliance with the Bribery Act 2010 as a second Limited opinion has been awarded. It was recommended that the Committee may wish to call in the responsible officer to seek assurance that progress has been made and actions taken to address the identified shortcomings.

The Chief Officer, Resources agreed it was appropriate for the Committee to challenge this matter as the recommendations have not been suitably and sufficiently advanced. It was explained that there are two key areas to address within:

- People Services concerning some weaknesses in Induction processes; and
- Procurement concerning the updating of Contract Procedure Rules

Regarding People Services, work is planned but has not yet been implemented and acted upon hence the second Limited opinion.

In terms of Procurement, this area was added to the Chief Officer's portfolio of responsibility approximately 12 months ago. The Head of Service responsible has concentrated on the corporate landlord role and also procurement savings. A procurement strategy will be reported to Council in the near future. The new strategy will generate a programme of work to deliver savings and wider benefits.

Clarification was provided that this matter is to do with compliance with the Act rather than allegations of bribery. Assurance was received that the matter is being taken forward and it was agreed that appropriate officers would be invited to a future meeting to provide a progress report on either 5th July or 13th September 2018. It was agreed that further evidence of compliance with the Bribery Act 2010 would be required by the Committee to address concerns.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Audit Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 24th May, 2018 at 2.00 pm

In 2017/18 there were 8 limited opinions (from 30 opinions awarded) and will be followed up in 2018/19. The opinions and reasons given are detailed in the report.

County Councillor A. Easson declared a personal, non-prejudicial interest regarding Item 4.8 Ysgol Gymraeg Y Ffin as he is a governor of the school.

A Member questioned if the problem with Youth Service bank accounts was a new or historic problem referring to a previously reported matter. It was responded that the current matter is separate from individual groups. It refers to the historic setting up of a bank account that was highlighted in the course of an audit.

A Member asked, when a vehicle is being fuelled, if the mileage is checked. It was explained that this should happen but tends not to be carried out routinely. It was queried and responded that it is a recommendation that the Manager implements this process. The use of fuel cards relies on the drivers and ultimately the card can be withdrawn for non-compliance. It was agreed that Managers must emphasise the conditions of using the card with users. An action plan has been developed with the Manager, the matter will be followed up in 2018/19 and if there is a lack of response, it will be reported to Audit Committee. In response to a question, it was confirmed that fuel cards are generally for the council fleet with a few exceptions. The fleet vehicles tend to be fuelled in council depots and the cards are used as a fall-back arrangement.

It was questioned if there was a rising trend of unsatisfactory opinions and responded that the checking process is the same, is prioritised and is within professional standards, but it is not usually a like for like comparison.

It was queried and confirmed that the peer review of public sector internal audit standards carried out by Neath Port Talbot will be presented to Committee.

9. Annual Governance Statement

This matter was deferred and will be considered at the next meeting. The Annual Governance Statement will be sent out to Members for comments within the next two weeks before being included in the draft accounts.

10. Implementation of Internal Audit Recommendations

The Chief Auditor introduced the report, the purpose of which is to present an update on the progress of implemented and agreed audit recommendations to address weaknesses discovered in audit jobs in service areas. Opinions are agreed according to the number of weaknesses and strengths identified in the audit. Where weaknesses are identified, an action plan of recommendations is agreed with the manager with the purpose of improving overall financial management and the internal control environment.

Committee members were reminded that in 2015/16 97% were agreed by Managers to implement; the percentage for 2016/17 was 96%. Audit will follow up to double check implementation.

Car park income and outdoor education were areas highlighted as areas where recommendations had not been implemented. It was agreed to recirculate Appendix D that provided details of 3 significant audit recommendations not implemented in outdoor education, benefits and community meals. It was agreed to provide further detail on recommendations agreed with Managers and not implemented outside the meeting.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Audit Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 24th May, 2018 at 2.00 pm

A Member drew attention to Appendix C, there were 11 recommendations for implementation for refuse and garden waste (all implemented) and questioned what the relevance of the implementation requirement. The Member also asked for further information about the implementation of recommendations for County farms. A response will be provided in due course.

A Member asked for clarification about the recommendations not implemented, querying if they were agreed by the manager first and not then implemented. If so, what follow up takes place.

It was confirmed that if there is an overall unfavourable opinion, this is revisited in the follow up review. If found to be more favourable, there will be a 6 month review, and will be carried forward, chasing progress with managers as required. Where there are issues, these can be brought back to Audit Committee.

A Member expressed concern about recommendations agreed and not implemented by Managers in view of the amount of work undertaken by the Internal Audit Team. It was confirmed that reports are sent to Senior Leadership Team Agreed and all Heads of Service. Follow up reports also go to Heads of Service to raise responsibility to Directorate level. In response to a question, it was explained that elected members are involved when a manager is asked to attend Audit Committee. The Chief Officer, Resources, will liaise with the Chief Auditor to facilitate escalation to the relevant Head of Service for non-implementation of unsatisfactory opinions.

In response to a question about the high proportion of recommendations not implemented in Finance and Leisure, some detail is included in the appendix but a note will be added to record which directorate the job is related to provide further information.

The Assistant Head of Finance will seek further information about recommendations not implemented in Finance areas thought to be related to system changes. Regarding the seriousness of those not implemented, there are 3 significant issues, and an undertaking was given to provide further information. The higher risk elements were in relation to Benefits, Outdoor Education and Community Meals

The recommendation that Audit Committee considers this report, identifies any concerns of non-implementation of audit recommendations and considers where appropriate calling-in any managers for further explanation as to why the implementation of actions has not been as productive as expected was noted. It was also noted that overall, non-implementation of audit recommendations has not led to a significant risk to the Council.

11. Forward Work Programme

The Forward Work Programme was noted.

12. To confirm the date and time of the next meeting as 5th July 2018

13. To consider whether to exclude the press and public from the meeting during consideration of the following items of business in accordance with Section 100A of the Local Government Act 1972, as amended, on the grounds that it involves the information as defined in Paragraphs 13 and 14 of Part 4 of the Schedule 12A to the act (Proper Officer's view attached)

It was resolved to exclude the Press and public from the meeting during consideration of the following item of business in accordance with Section 100A of the local Government Act 1972,

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Audit Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 24th May, 2018 at 2.00 pm

as amended, on the grounds that it involves the information as defined in Paragraphs 13 and 14 of Part 4 of the Schedule 12A to the act (Proper Officer's view provided).

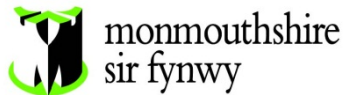
14. Events Update

The Committee reviewed and confirmed the accuracy of a confidential file note of a Special meeting held on the 18th December 2017 subject to a check back through the record to verify the accuracy of one sentence which was subsequently confirmed as accurate.

As per the report recommendations, the Committee considered the outcome of the independent Events review; and considered the forward plan for Events and provided input to inform a Cabinet paper for future decision making.

The meeting ended at 4.00 pm

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SUBJECT: GOVERNANCE ARRANGEMENTS FOR PROPOSED ALTERNATIVE DELIVERY MODEL FOR TOURISM, CULTURE, LEISURE AND YOUTH

MEETING: COUNCIL

DATE: 26th July 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To present the draft documentation for the proposed Governance arrangements and Framework, for the MonLife group companies that form the proposed Alternative Delivery Model (ADM) for Tourism, Culture, Leisure and Youth Services.

2. RECOMMENDATIONS

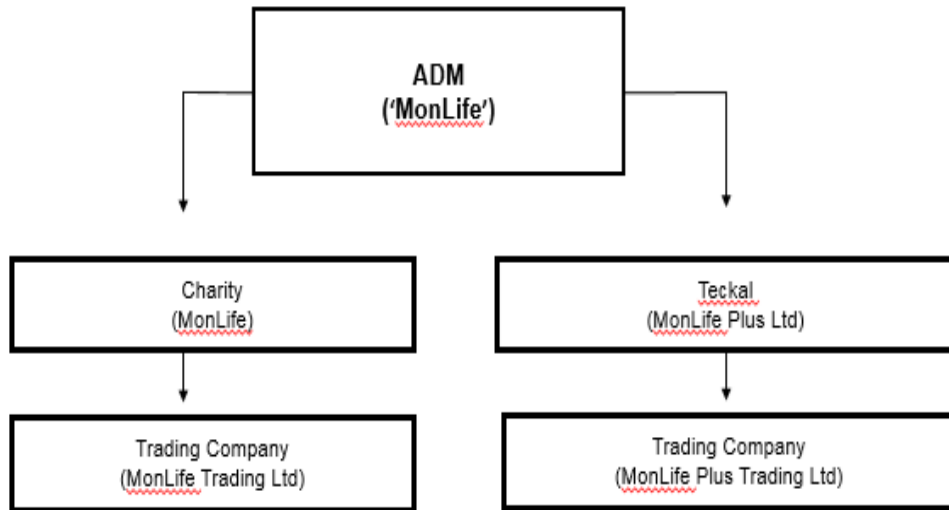
- 2.1 To approve the proposed Governance arrangements for the Mon Life group of companies, in order to initiate the shadow recruitment process of Company Directors. These actions are prior to final Council consideration in October 2018 to endorse the transfer documentation and agreement and subsequently to enact company operation in December 2018.

3. KEY ISSUES:

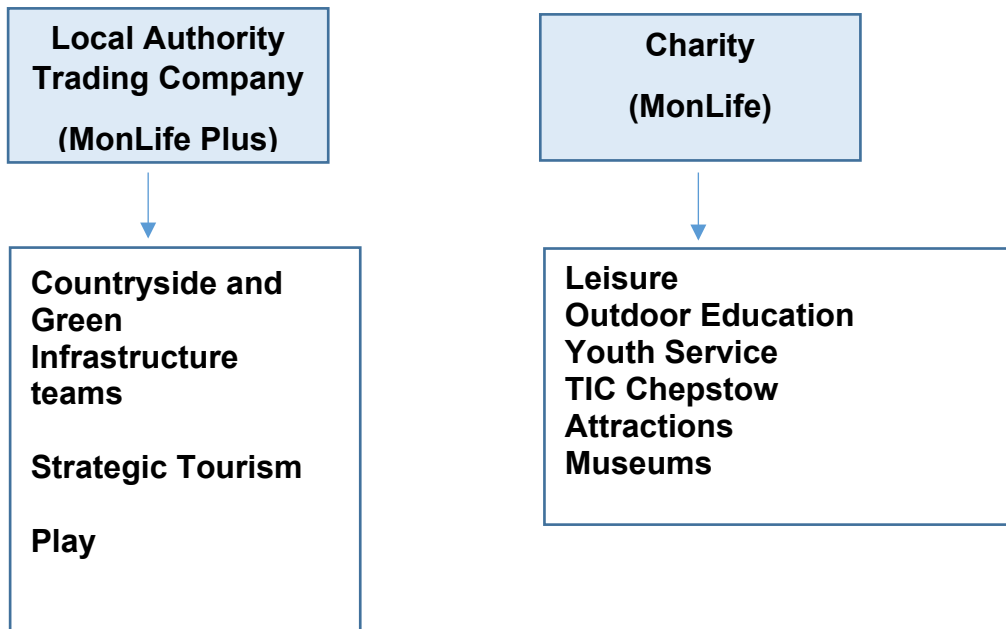
- 3.1 On 15th February 2018, [Council](#) agreed that £155,000 be drawn from the priority investment reserve to fund start-up activity for MonLife, and to recognise the need to make provision within the MTFP as part of the budget setting process for the next five year period of £388,000.
- 3.2 On 6th June 2018, [Cabinet](#) approved the process stages required, ahead of the final decision to enact company operation, in order to inform, shape and develop the arrangements and agreements. This includes recruitment of Shadow Company Boards and operation, in line with Audit Committee governance recommendations. Shadow structures to remain internal advisory bodies until such time as the final Council decision is taken.
- 3.3 In preparation for trading, the MonLife group companies will need to be established in order to protect the potential trading name of MonLife and to avoid delays once final decisions are made. Cabinet have agreed 'to approve the submission of legal incorporation documents in order to secure trading names, website, domains, etc. Companies to be established as shell companies at this stage and will therefore

will remain dormant until such time that the Council makes the decision to enact company operation' .

3.4 The relationship between the Monlife group companies are detailed below, both the Local Authority owned Teckal company and the Charitable company will need to be limited companies; the Teckal company limited by shares and the Charity limited by Guarantee:



3.5 The services being delivered within these companies are as below:



3.6 Teckal - Local Authority Trading Company – (MonLife Plus Ltd)

- 3.6.1 MonLife Plus Ltd is a separate legal entity. It is wholly owned by the Council, and is set up as a Teckal Vehicle, which means that it is funded by public money to deliver services on behalf of the Council. It is important that the Council has sufficient control over its activities to ensure that the Council is able to protect the asset whilst enabling the Teckal to take advantage of its company status in the way it operates. It is a limited Company which has a Board and a Shareholder Committee.
- 3.6.2 Control is exercised through two documents. The first is the Articles of Association (appendix 9), which acts like the Teckal's constitution in that they govern the way in which the Teckal behaves, what it is set up to do etc. The second document is the Shareholder Agreement (appendix 10). This takes priority over the Articles; and sets out the relationship between the Council and the Teckal and the way in which the Council, through the Shareholder Committee, controls the activities of the Teckal.
- 3.6.3 There are two sets of appointments to be made. The Teckal needs to have a Board consisting of one Council representative, namely the Chief Officer for Enterprise (also the Chair) and the CEO and Finance Director of MonLife. The Shareholder Committee will be administered through Cabinet to avoid any conflict of interest. There needs to be a different membership serving on the Board and on the Shareholder Committee, as there is a clear danger of conflict if this was not the case. Please see appendix 11 for a more detailed description on recruitment to the Local Authority Trading Company.

3.7 Charity – (MonLife)

- 3.7.1 Monlife will be a Charity. This means that it is outside the Council and is independent from it, existing to fulfil its charitable aims and objectives. The charity will be grant funded by the Council to continue to deliver services on its behalf. The Charity is outside the Council's control however it will be monitored through an agreed performance management framework and provide appropriate reports back to Council.
- 3.7.2 It is anticipated in the process of setting up the charity that the Council will retain the right to appoint two of the Charity's Trustees. As this will amount to an appointment to an outside body, the Council will make these two appointments. It is envisaged that the remaining seven Trustees including the Chair will be recruited from outside the Council by directors of the Charity.
- 3.7.3 The Charity is governed by the Articles of Association and a Grant agreement with the Council. The Charity must abide by charities law which regulate their activities.

3.8 Trading subsidiaries

- 3.8.1 Both the Teckal and Charity will have Trading subsidiaries. Initially these companies will remain dormant. Both Trading subsidiaries will report to their

respective company (Teckal and Charity) and will be governed by the Articles of Association.

3.9 Recruitment of Shadow Boards

3.9.1 To ensure robust, transparent processes for recruitment to the Shadow Boards, it is the intention to place adverts in local papers and promote via the Council's communication channels. All appointments will comply with Nolan's Seven Principles of Public Life (appendix 12), whilst making sure the wide range of skills and expertise required to lead the MonLife group companies will be attracted. It is anticipated that the advertising for Shadow Board members for the Charity, will take place in July with recruitment and selection being undertaken during August and September.

3.9.2 There will be two Boards and one Committee formed. One Board and a Shareholder Committee for the Teckal Company and a board of Trustees for the Charity. Both Trading companies will be represented by directors/trustees from their respective Teckal and Charity boards.

3.9.3 The role of the Council as shareholder is an Executive function. This means that the Shareholder Committee will be the Cabinet, which can only have Cabinet members as voting members.

3.9.4 The board members for the Teckal will be appointed by the Chief Officer for Enterprise. The Shareholder Committee will comprise of Cabinet members. It is anticipated that the following appointments will be made:

Teckal – Shadow Board of Directors – suggested one Council representative, namely the Chief Officer for Enterprise (also the Chair) and the CEO and Finance Director of MonLife.

Shadow Shareholder Committee – this executive function will be undertaken by Cabinet.

Charity - Shadow Board of Trustees – suggested nine Trustees of which, one will be appointed as Chair. There will be two allocated places for Members.

Trading

Subsidiaries Both Boards of the Trading subsidiaries will be selected from a combination of existing directors/trustees from the Teckal and Charity, and new appointments. It is anticipated that there will be two Board members on each Trading subsidiary.

3.10 Governance Documentation

- 3.10.1 The attached draft documentation (appendices 1-12) sets out the Governance arrangements for the MonLife group companies; Draft Articles of Association for Teckal and Charity, Governance framework and Membership of Teckal and Charity Boards; Shadow Boards recruitment process. The Articles of Association and Governance has also been subject to independent professional assurance.
- 3.10.2 Initial discussion will need to be considered and agreement made around the financial remuneration for some board members. There is the intention to pay appropriate travelling expenses.

4. OPTIONS APPRAISAL:

- 4.1 The scale of the future challenge was first recognised in 13/14, when work was commissioned to consider options for future delivery of Cultural Services. Soon after, the scope of this work was widened to include all TLCY services. The whole process has been facilitated by an in-house team following the Welsh Government's five Case Business Model, and informed closely and tested by independent advisors and legal experts. The process has also included full open scrutiny with Members through Seminars, Select committees, Cabinet and Council.

5. REASONS:

- Reassurance has been sought from Members at Audit Committee on the 5th July that the draft Governance arrangements for MonLife are as expected and they are satisfied with the process to date. Reassurance has been given accepting that the documentation will be subject to further clarification and amendment, for example asset leasing arrangements and Council scrutiny process which will ensure that effective governance is in place, providing transparency on the way future decisions are made and evaluated. The final transfer documentation will be subsequently be submitted to Audit Committee and Economy and Development Select Committee, for further scrutiny in September, ahead of final Council consideration in October.
- 5.1 The recruitment of the Shadow Board members will be critical to the establishment of the Heads of Terms agreements, and provide expert, professional support to the interim project lead and MCC Client Officer to ensure that all companies are ready for enactment in the autumn this year.

6. RESOURCE IMPLICATIONS

- 6.1 No specific resource implications to accompany this report.

7. SAFEGUARDING IMPLICATIONS

- 7.1 The ADM will be as committed to ensuring that people living within the County are safe and protected. The workforce shares a responsibility, both collectively and individually, to ensure that children and adults at risk are protected from

harm. Within the ADM, services will continue to prioritise safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. Employees, volunteers and contractors who come into contact with children or adults at risk in the course of their duties will be expected to understand their responsibility and where necessary take action to safeguard and promote the welfare of vulnerable people. The ADM would seek to continue its representation on the Monmouthshire County Council Whole Authority Safeguarding Group and will ensure compliance with all policies and procedures.

8. CONSULTEES

Audit Committee
Senior Leadership Team
Cabinet

9. BACKGROUND PAPERS

- Appendix 1 Shadow Boards Recruitment process flowchart
- Appendix 2 Draft job description for Shadow Board Director for Teckal
- Appendix 3 Draft job description for Shadow Board Trustees for Charity
- Appendix 4 Draft person specification for Chair of Shadow Board of Trustees for Charity
- Appendix 5 Skills matrix for Shadow Board members
- Appendix 6 Draft Accountability and Governance arrangements for MonLife companies and MCC
- Appendix 7 Draft Articles of Association for MonLife (Charity)
- Appendix 8 Draft Articles of Association of MonLife Trading Ltd
- Appendix 9 Draft Articles of Association of MonLife Plus Ltd
- Appendix 10 Draft Shareholder Agreement
- Appendix 11 Advice re membership of the Board of MonLife Plus Ltd and of the Shareholder Committee relating to MonLife Plus Ltd
- Appendix 12 Nolan's Seven Principles of Public Life

10. FUTURE GENERATIONS IMPLICATIONS

- 10.1 The Future Generations Evaluation for MonLife can be found in Appendix B, the main positive and negative impacts of the proposal are as follows:

The purpose of the proposed Alternative Delivery Model is to ensure much valued local services are maintained and by their nature continue to provide employment, growth and an increasingly skilled workforce. The proposed Alternative Delivery Model will enable services to be kept open but with more community focus and coordination, helping knit communities together. Activities in establishing the Alternative Delivery Model will require positive engagement and coordination with community focused services as well as income generation and investment in key aspects of the business to ensure the culture

and business thrives. Incorporated services will contribute greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

11. AUTHORS:

Peter Davies, Chief Officer for Resources and MCC Client Lead
Cath Fallon, Head of Enterprise and Community Development & MCC Client Officer

12. CONTACT DETAILS:

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07557 190969

**Appendix A
Council**

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions &

Title of Report:	GOVERNANCE ARRANGEMENTS FOR PROPOSED ALTERNATIVE DELIVERY MODEL FOR TOURISM, CULTURE, LEISURE AND YOUTH
Date decision was made:	5th July 2018
Report Author:	Peter Davies / Cath Fallon

What will happen as a result of this decision being approved by Cabinet or Council?

As a result of this decision a new entity will be established which will deliver Tourism, Leisure, Cultural and Youth Services on behalf of MCC. A new organisation will be formed with new management structure and a shadow board will be appointed to deliver the first year of a business case/plan approved by MCC. Further to this agreed governance and service level agreements will be developed dependant on the nature of the various business and service relationships with MCC and partners. The go live date is currently planned to be December 1st 2018 so if this decision is reviewed in 12 months the new entity should be fully operational.

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

The set-up and establishment of the organisation and charity, the recruitment of the shadow boards – there is an evaluation framework included in the business plan. The decision to establish a new entity will be measured against timescales suggested for implementation of December 1st 2018, HR and legal frameworks, performance over the coming years by annual reports where finance, core KPI's and the evaluation/outcome framework will be scrutinised.

12 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

There are no specific resource implications associated with this report.

12 month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Any other comments

Appendix B



monmouthshire
sir fynwy

**Future Generations Evaluation
(Includes Equalities and Sustainability)**

<p>Name of the Officer Ian Saunders</p> <p>Phone no: 07876545793 E-mail: iansaunders@monmouthshire.gov.uk</p>	<p>To receive an update and associated draft documents on the ADM</p>
<p>Name of Service: Enterprise including Tourism, Leisure, Culture and Youth</p>	<p>Date Future Generations Evaluation 18th May 2018</p>

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

1. Does your proposal deliver any of the well-being goals below?

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>To ensure much valued local services are maintained and by their nature provide employment, growth and an increasingly skilled workforce.</p>	<p>Keeping services open and local but with more community focus and coordination – helping knit communities together.</p> <p>Positive engagement and coordination with community focused services.</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		<p>Income generation and investment in key aspects of the business will ensure the culture and business thrives and there is sustained growth moving forwards.</p> <p>Continue to invest and grow our very successful volunteering scheme.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Continue our close working partnership with countryside and planning and ensuring our green spaces and cultural heritage is supported.</p> <p>Alternative Delivery Model managing all of its greenspaces and property to maintain and enhance biodiversity and promote resilience (in the context of it being a new entity).</p>	<p>The Alternative Delivery Model will seek to develop partnerships and support landscape scale action, provide expert advice and seek to access new forms of funding to secure partnership action.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by ensuring quality services are provided by offering events and opportunities to encourage a fit and healthy lifestyle through leisure, sport, outdoor education, countryside and cultural access.</p> <p>The new offer will ensure that events and activities are also well signposted and the benefits of such activities demonstrated.</p>	<p>Working with key partners through the Public Service Board will ensure that physical and mental health through activity is widely available and that the Alternative Delivery Model is central to this by working directly with its communities. The work inside Creating An Active and Healthy Monmouthshire Group connects to key acts such as Social Services Wales (Act) the Wellbeing Future Generations, Environment Act and also key strategies and drivers such as obesity including the Gwent Child Obesity</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		Strategy, Get Wales Moving (replacing Climbing Higher), etc. Schools Sports Surveys will be undertaken biannually along with work across Active Gwent Sport Development/Youth Teams, cultural services, cycling and walking product, and exercise referral should all contribute to a positive impact. The Alternative Delivery Model will have the ability to package the offer and market across our communities.
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The approval for the formation of an Alternative Delivery Model will ensure the sustainability and growth in these service areas. A known benefit of an Alternative Delivery Model is improved community engagement and connection with local priorities - this can lead to service improvements and continuing to understand what matters to our customers and partners.</p>	<p>To ensure the Alternative Delivery Model has a structure which focuses on encouraging community cohesion as one of its social drivers.</p> <p>An extensive customer survey on, 'what matters', has been undertaken across all our services where, 1,200 returns were obtained and further engagement activities have taken place since then with customers, staff and user groups.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The Alternative Delivery Model will have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.</p>	<p>Any decisions taken by the Alternative Delivery Model will take into account global and well-being issues as part of its day to day processes.</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The Alternative Delivery Model will incorporate services which contribute greatly to the local culture, heritage and art, this will include the promotion and protection of the Welsh language, which will form part of the core value and aim of the new organisation.</p>	<p>One of the key drivers of the Alternative Delivery Model will be the promotion of activity, health, culture and art and its structure and key developments will reflect that.</p> <p>The ability to react to the current markets and trends will enable the new organisation to position itself to meet the outcomes.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The Alternative Delivery Model will provide services for all age ranges and deliver a diverse and comprehensive package for all of its communities.</p>	<p>With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of the offer.</p> <p>The ability to extend our current work towards access to facilities and services can be rolled out consistently across all service areas.</p>

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Business plans, investment opportunities, community, staff and member engagement are part of the next phase of developing the Alternative Delivery Model for the future. During this period there is still a need to ensure the services continue to function and develop.</p>	<p>Reducing budgets and savings have led to some service areas altering core hours of operation. There has been a concerted effort to assist by mobilising volunteers, making efficiencies and generating additional income to ensure negative impact of reducing budgets is mitigated. Where possible we have been using existing staff where we have had vacancies.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The services have some key partners from funding, grants and delivery of service. Some key partners include other LA's, Public Health Wales, NRW, Sport & Art Wales, Visit Wales, Town & Community Council, Youth Offer partnership, Creating Active & Healthy Monmouthshire, Schools, Unions. During the Alternative Delivery Model engagement process all major stakeholders and partners will be involved.</p>	<p>The next phase of the ADM will include a full engagement program, scoping of commercial opportunities for which resources and an interim structure will be put in place to move things forwards.</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>Involving those with an interest and seeking their views</p>	<p>There is an ongoing engagement program in place to ensure all the relevant people are consulted with. This includes all staff across Tourism, Leisure, Culture and Youth Service, Town and Community Councils, the Senior Leadership Team and all Council members within Monmouthshire.</p>	<p>The engagement process will be constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p> <p>Engagement is an ongoing continual process. A number of 'staff champions' have stepped forward to help with the process to communicate and support teams on the ground. An electronic newsletter is sent to all staff periodically when there is any further information or progress to share. There is also a central location on the Hub for staff to view relevant documentation and post views and opinions on the process. This ensures all staff are receiving a consistent message and the champions have something to share with teams and collect any feedback in necessary.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The business plans for each service are being developed with the site teams and managers. In the plans there are opportunities for growth and investment.</p> <p>If this is not done the services will be managing decline and income targets will not be maintained causing a downward spiral.</p>	<p>The ADM along with the Shadow Board will develop a new staffing structure and investigate how best to mobilise it's incredible talented teams across the various business opportunities and services. We are currently identifying key income pipelines for each area and how these can be developed and joined up within the new model moving forwards.</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>The opportunity to develop a new way of delivering services and sustaining their long term future should give the opportunity to better connect wellbeing outcomes to other partners and bodies. All the services being considered contribute to the wellbeing goals although some are more clearly defined than others. It is important that the services are able to clearly demonstrate and understand their input into the wellbeing goals – it is also important to consider the impact.</p>	<p>One of the key drivers of the Alternative Delivery Model will be the promotion of activity, health, equality, culture and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met. A Performance Evaluation Framework will be developed to help the ADM measure its impact on all of the wellbeing goals</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:

<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?

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 Alternative Delivery Model will provide greater opportunities for all ages as it will look to invest, develop and build on existing facilities and programs. There will also be a joined up approach so that all service areas in scope provide a much wider offer. The new model will also provide employment opportunities in new areas of the business for existing staff within marketing, sales, catering etc. These positive impacts will apply to all protected characteristics listed below.	n/a	Asking all of our customers and partners what matters to them will evidently improve our services. If we are in a position in the future to redesign and invest in facilities we will see an improved offer for all.
Disability	Any new re-design and development will conform with the Equalities Act.	n/a	Working with key partners we have ensured all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.
Gender reassignment	As in Age row	n/a	As in Age row
Marriage or civil partnership	As in Age row	n/a	As in Age row
Pregnancy or maternity	As in Age row	n/a	As in Age row
Race	As in Age row	n/a	As in Age row
Religion or Belief	As in Age row	n/a	As in Age row

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	As in Age row	n/a	As in Age row
Sexual Orientation	As in Age row	n/a	As in Age row
Welsh Language	Consideration will be given to any new signage and plans for any redevelopments to comply with the Welsh Language act. All marketing materials and general information for customers will be provided bilingually including planned social media. There are current Welsh Language courses running for all front of house staff to meet and greet customers and these will be developed. All job adverts are now advertised as requesting Welsh speakers as part of the person specification.	n/a	Our staff are engaging in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure our teams are in a good position to deliver the core aims within a set timeframe.

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	We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the board.	n/a	We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. All service areas have updated SAFE procedures in place in line with MCC procedures and a training database is maintained by all managers to reflect upskilling of staff within this area. We also link with our sports clubs to ensure they have nominated individuals to safeguard their users.
Corporate Parenting	We will continue to work with our partners to assist in any way we can and add value to the current provisions.	n/a	We will continue to have representation for this area at all team meetings and continuously monitor and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.

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

Throughout this process the following documents have underpinned the agreed move to an ADM:

- Final Business Case
- Amion report regarding the Future Options for MCC’s Cultural Services;
- The Medium Term Financial Plan;
- Full Engagement Plan;
- Welsh Government Guide to Alternative Delivery Models;
- Anthony Collins Strategic Outline Case;
- MCC Strategic Outline Case;
- Outline Business Case produced by Kevin Ford working as an associate with Anthony Collins
- VAT Report by Mazars
- Advice and Support from other Leisure Trusts/Charitable Organisations
- Draft Heads of Terms for Teckal and Charity
- Draft Articles of Association for Teckal and Charity
- Shadow Board Paper
- Governance note for Teckal and Charity from Anthony Collins

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The purpose of the proposed Alternative Delivery Model is to ensure much valued local services are maintained and by their nature continue to provide employment, growth and an increasingly skilled workforce. The proposals will enable services to be kept open but with more community focus and coordination, helping knit communities together. Activities in establishing the Alternative Delivery Model will require positive engagement and coordination with community focused services as well as income generation and investment in key aspects of the business to ensure the culture and business thrives. Incorporated services will contribute greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

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
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Produce and present Strategic Outline Case to Joint Select (SOC)	5 th October 2016	Ian Saunders & Working Group	Complete
Subject to approval Draft Outline Business Case will be developed	October – February 2017	Ian Saunders & Working Group	Complete
Presentation for Senior Leadership Team around the Draft Outline Business Case	26 th January 2017	Ian Saunders & Working Group	Complete
Draft Outline Business Case to go to Senior Leadership Team	February 2017	Ian Saunders & Working Group	Complete
Draft Outline Business Case to go to Joint Select	27 th February 2017	Ian Saunders & Working Group	Complete
Draft Outline Business Case to go to Full Council for approval to progress to full Business Case	20 th March 2017	Ian Saunders & Working Group	Complete
Complete full business case and first draft of Business Plan to present to Cabinet	March – December 2017	Ian Saunders & Working Group	Complete
Subject to approval the ADM group structure will be established	June – August 2018	Ian Saunders & Working Group	
Subject to approval the ADM will go live	1 st October 2018	Ian Saunders & Working Group	

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

The impacts of this proposal will be evaluated on:	Ongoing (in line with the above schedule)
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>Principle of the Alternative Delivery Model to be approved</i>	<i>September 2016</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>
2	<i>Outline Business Case Draft</i>	<i>March 2017</i>	
3	<i>Completion of Final Business Case and first draft of Business Plan</i>	<i>November 2017</i>	
4	<i>Completion of update report and associated draft legal and governing documents</i>	<i>June 2018</i>	

DRAFT



**SUBJECT: AUDIT COMMITTEE
 ANNUAL REPORT 2017/18**

**DIRECTORATE: Resources
MEETING: Audit Committee
DATE: May 2018
DIVISION/WARDS AFFECTED: All**

1. PURPOSE

To present the Chair of the Council's Audit Committee's Annual Report for 2017/18.

2. RECOMMENDATION(S)

On behalf of the Audit Committee I submit this annual report for 2017/2018 for consideration by the Council. I believe that it shows that, over this period, the Committee has fulfilled its role as defined in terms of reference.

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

3. REASONS

3.1 The Council's Audit Committee has responsibility for ensuring that there are procedures in place to guarantee the adequacy and effectiveness of financial control and corporate governance arrangements.

The terms of reference are:

- To review and scrutinize the Authority's financial affairs
- To make reports and recommendations in relation to the Authority's financial affairs
- To review and assess the risk management, internal control and corporate governance arrangements of the Authority
- To make reports and recommendations to the Authority on the adequacy and effectiveness of those arrangements

- To oversee the Authority's internal and external audit arrangements
- To review the financial statements prepared by the Authority

3.2 The Committee consists of 11 councillors and includes one lay member (co-opted) who is not a councillor. During 2017/18, the lay member was the Chair of the Audit Committee, as in previous years. The Committee's main responsibilities include:

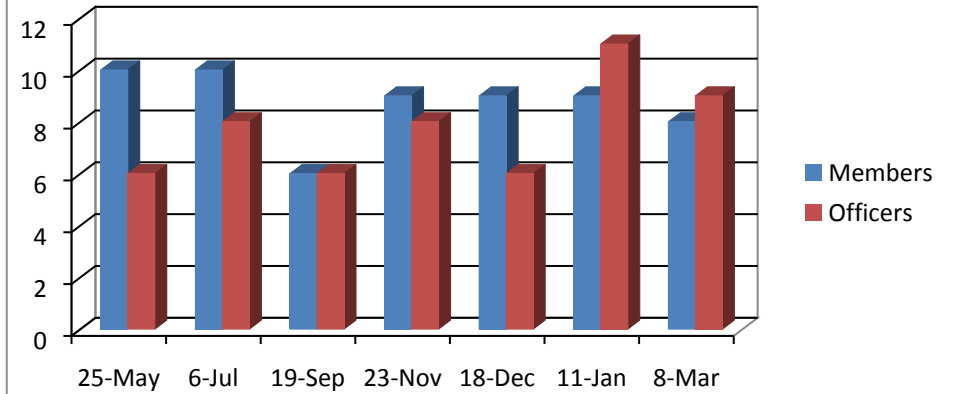
- Approving the internal audit strategy, plan & performance
- Review internal audit reports and seek assurances of change where required
- Consider the reports of external audit and inspection agencies
- Consider the effectiveness of the Authority's risk management arrangements
- Maintain an overview of the Council's Constitution in respect of contract procedure rules and financial regulations
- Make recommendations, as appropriate, to Cabinet and Council on any matters reported through the Audit Committee.

3.3 The terms and conditions of the Audit Committee are set out in the Council's Constitution amended and agreed by Council in September 2014 which are in accordance with the Local Government (Wales) Measure (2011).

3.4 The Audit Committee is supported by Democratic Services with the Head of Finance and Chief Internal Auditor in attendance at all meetings. External Audit (The Wales Audit Office) are invited to all meetings. During 2017/18 the Council's Audit Committee formally met 7 times, with all meetings being quorate. The Wales Audit Office was represented at 6 meetings.

Audit Committee meetings 2017/18
25 th May 2017
6 th July 2017
19 th September 2017
23 th November 2017
18 th December 2017
11 th January 2018
8 th March 2018

Number of Members/ Officers in Attendance



3.5 Regular reports were received and endorsed by the Audit Committee throughout the year. All Members contributed to the challenge process where officers were held to account for improving identified systems weakness. Members contributed positively to the process and took the responsibility of being on the Audit Committee seriously.

3.6 A standard agenda item for the Audit Committee is an Action List, where named officers are responsible for updating the Committee on previous matters discussed or questions raised. This ensures appropriate responses are received and accepted by the Committee on issues they felt were important enough to challenge and hold officers to account.

Terms of Reference: To oversee the Authority's internal and external audit arrangements

3.7 Reports were received and considered from the Wales Audit Office (WAO). MCC officers were asked to provide responses where appropriate, and Members of the Committee sought assurances on the process of External Audit. Papers presented included:

- Savings Planning and MCC management response
- Good Governance when Determining Significant Service Changes and MCC management response
- Draft and Audited Statement of Accounts 2016/17
- WAO Audit of Financial Statements 2016/17
- Annual Improvement Report 2016/17
- Audit of Monmouthshire County Council's Assessment of 2016/17 Performance
- Review of Asset Management
- Joint Progress Report Statement of Accounts Refinements
- Information Management Review
- 2018 Audit Plan
- Certification of Grants and Returns 2016/17
- Audited Trust Funds Accounts (Welsh Church Fund and Monmouthshire Farm School Endowment Trust Fund)

3.8 The Internal Audit Outturn reports and the annual plans for 2017/18 and 2018/19 were presented to and endorsed by the Committee. Members challenged the performance of the Internal Audit Team and robustness of the planned work in order to satisfy themselves that they were being provided with adequate assurances on the adequacy of the Council's internal control environment and that public money was being used effectively, efficiently and economically. Members challenged the information provided to ensure continual improvement.

3.9 Reports presented for consideration included:

- Internal Audit (IA) Reports on Unfavourable Audit Opinions
- IA Outturn Report on 2016/17
- IA Plan 2017/18 and 2018/19 (draft)
- IA Quarterly Progress Reports
- Contract Procedure Rules and Exemptions
- Implementation of Internal Audit Recommendations

Terms of Reference: To review and assess the risk management, internal control and corporate governance arrangements of the Authority

3.10 The Committee continues to have an opportunity to comment on and shape the Annual Governance Statement before it is included with the finalised Annual Statement of Accounts.

3.11 A report on the Whole Authority Complaints, Comments and Compliments 2016/17 was considered and accepted in January 2018.

3.12 During the year, the Policy and Performance Manager provided reports for the Committee's consideration. These were:

- An overview of the Council's Performance Management arrangements
- Progress reports on WAO Proposals for Improvement
- Progress on implementing the Well Being of Future Generations Act
- Strategic Risk Assessment

3.13 In September MCC managers provided the Committee with an account of the Authority's revised information strategy.

3.14 In November the Head of Operations provided the Committee with a report on the implementation of the Action Plan with regard to Kerbcraft approved by Council in March 2017 and an account of the performance measures which were in place.

3.15 The Chief Internal Auditor presents six monthly progress reports on previously issued unfavourable audit opinions. The intention of these reports is to provide assurance to the Committee that previously identified system weaknesses have been appropriately addressed and improvements made by

the operational managers. Where unsatisfactory or very little progress had been made by the operational manager then the Committee, via the Chairman, will invite the operational manager and relevant Head of Service to attend the Audit Committee where Members will hold them to account for future improvements. In accordance with this policy, the Council will want to note the following:

- The Head of Operations attended the meeting held on 6 July to answer question regarding IA findings in the management of car parking income.
- Following a second unfavourable audit opinion on the management of Events (presented in November 2017 as a follow up to a report issued in March 2017) the Committee first considered the issues at the meeting of 23 November and subsequently at a special meeting held on 18 December. Officers attended both meetings and answered Committee members' questions and provided further information. Detailed information is exempt from public disclosure on grounds provided in accordance with Schedule 12A of the Local Government Act 1972 – Exemption from Disclosure of Documents.
- Officers from the Children and Young People Directorate attended the Committee meeting of 8 March 2018 to answer questions on IA recommendations which had not been implemented across a number of schools.

3.16 The Audit Committee also received a six monthly update from the Chief Internal Auditor on applications for exemptions from the Council's Contract Procedure Rules. The Contract Procedure Rules exist to ensure that the Authority operates a fair, consistent and effective procurement policy to procure works, goods and services on behalf of the Council and to minimise allegations of fraud and corruption against managers. Although exemptions are permissible, Members were given the opportunity to challenge officers where they felt the reasons given were not justifiable. The Council may wish to note the following:

- An application was made for exemption for work described as 'Extension to contract with Alan Griffiths for construction work, phase 2 of the Abergavenny Public Realm scheme' with a value given as £300,000. IA notified the Committee that the correct procedures did not appear to have been followed. The Committee asked the responsible officer to attend to appraise the committee of the need for the exemption and to reassure the Committee that no significant breach of procurement rules had occurred.
- Similarly, the Committee asked the responsible officer to attend as there were concerns about work described as 'Parsons Brinkerhoff used as part of the Consultancy Framework Service. MCC has been using their Geotechnical services for a number of issues on the A466' with a value of £37,000.'
- Committee concerns about work described as 'Redesign work to establish new Abergavenny Community Hub at Town Hall' (£99,600) were resolved through correspondence.

Terms of Reference: To review the financial statements prepared by the Authority

3.17 The Committee is asked to consider the Council's Statement of Accounts prior to and following the external audit of them; the draft accounts were presented in July with the final audited accounts in September. In addition the Committee received the annual accounts of Monmouthshire County Council Welsh Church Act Fund and the Monmouthshire Farm School Endowment Trust Fund.

3.18 The Treasury Outturn Report 2016/17 was presented and noted by the Committee in July with a mid year Treasury Report for 2017/18 presented in November.

3.19 Treasury Strategy (including strategy for investment of resources) was the subject of papers presented to the Committee in January 2018.

3.20 The Committee receives quarterly reports on the monitoring of reserves.

Committee Training and Development

3.21 As a new Audit Committee was constituted in 2017, training in finance and auditing procedures became an important part of the Committee's activities, both for new and continuing Members. During 2017/18 the following activities took place:

- Introductions to the Audit Committee and the role of Internal and External Audit, Performance and Risk Management, provided by MCC finance officers (May)
- Self assessment by Committee Members on Skills Levels was carried out prior to the November meeting at which:
- Treasury Management Training was provided to members by the treasury consultants Arlingclose (November)

4 RESOURCE IMPLICATIONS

None.

5 CONSULTEES

Chief Internal Auditor.

6 RESULTS OF CONSULTATION:

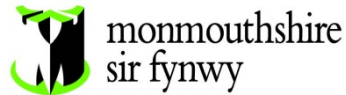
Report agreed.

7 BACKGROUND PAPERS

Audit Committee Minutes 2017/18

8 AUTHOR AND CONTACT DETAILS

Philip White, Chair, on behalf of the Audit Committee



SUBJECT: SAFEGUARDING EVALUATIVE REPORT APRIL – OCTOBER 2017

MEETING: Council

DATE: 26th July 2018

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

This purpose of this report is:

- To evaluate the progress of Monmouthshire County Council's key safeguarding priorities during 2017/18, using identified measures to highlight progress, identify risks and set out clear improvement actions and priorities for further development.
- To inform Members about the effectiveness of safeguarding in Monmouthshire and the work that is in progress to support the Council's aims in protecting children and adults at risk from harm and abuse.
- To inform Members about the progress made towards meeting the standards in the Council's Corporate Safeguarding Policy approved by Council in July 2017.

2. RECOMMENDATIONS:

Members are requested to:

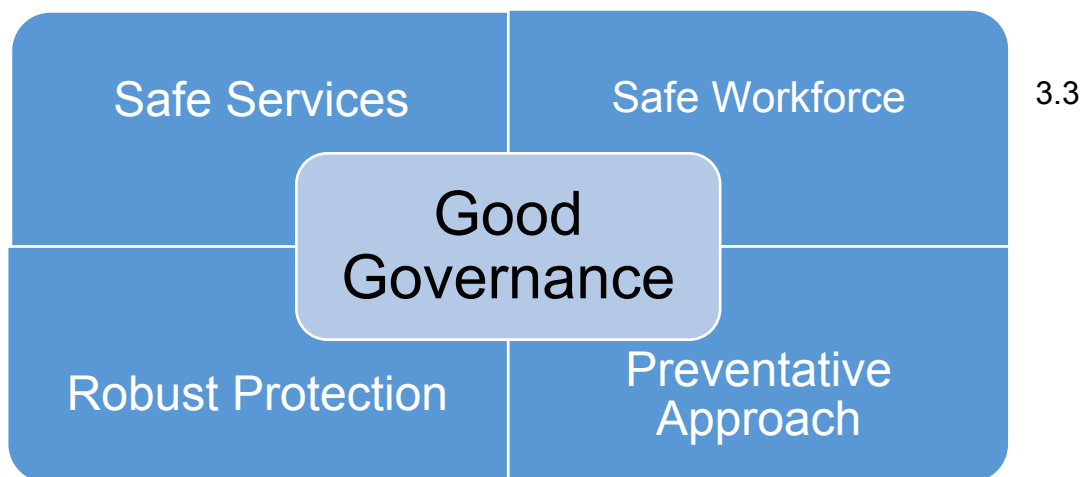
- Receive and endorse Safeguarding Evaluation Report
- Note the key safeguarding risks and approve the priority improvement actions identified within the Whole Authority Safeguarding Action Plan.

3. KEY ISSUES:

- 3.1 This safeguarding evaluation is based on activity and information from October 2017 – March 2018, and where relevant considers the whole year perspective. It builds upon the previous progress review reported in relation to the period March 2017 – October 2017. The timing of this report reflects a biannual reporting cycle to Select Committees and Council.

3.2 The report is developed within the context of the approved Monmouthshire County Council’s Corporate Safeguarding Policy which covers duties for both children and adults at risk in line with the Social Services and Well Being (Wales) Act (2014). The analysis within the report reflects progress against priority areas set out within the policy and draws on data and information concerning both groups. The 5 cornerstones of safeguarding within the Corporate Safeguarding Policy are set out below (Table 1).

Table 1: The Cornerstones of a safeguarding in Monmouthshire



3.3 Embedding and sustaining the highest standards of safeguarding is a continuous endeavor. This Evaluative Report forms an integral part of the improvement of safeguarding practice across the Council. It asks critical questions about what are we trying to achieve, how well we are doing, what is the evidence to support our analysis, do we understand, manage and mitigate risks and how can we improve and develop. This is fundamental to an open and transparent approach to the evaluative task. The report tries, wherever possible, to balance qualitative and quantitative data as well as drawing in other sources of information to support triangulation of the assertions around progress.

3.4 The self-assessment score has been developed by the Whole Authority Safeguarding Group (WASG) on the basis of evidence reviewed to date and critical challenge. It uses the corporate scoring framework (Appendix 1) to provide an overall judgement of effectiveness. The current self-assessment is at Table 2.

Table 2: Self-assessment scores as at March 2018

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

3.5 The key risks arising from the Evaluative Report have been extracted and incorporated into the Safeguarding Risk Register (Appendix 2). The most significant risks also feature in the Council’s Corporate Risk Register.

3.6 Priority improvement actions arising from the Evaluative Report form the basis of the Safeguarding Action Plan which is implanted and monitored through the Whole Authority Safeguarding Group. This is attached at Appendix 3.

4. OPTIONS APPRAISAL

Not applicable to this report

5. EVALUATION CRITERIA

Each ‘cornerstone’ section of the report opens with descriptors of ‘what good looks like’. These descriptors provide the basis of how we measure the standard over time using both qualitative and quantitative sources. The case studies at Appendix 2 of the Evaluative Report provides an additional qualitative ‘feel’ for how safeguarding is working in practice.

Safeguarding progress is reported on a 6 monthly basis to CYP and Adult Select Committees and Council.

6. REASONS:

6.1 This evaluation report is completed within the context of Monmouthshire County Council’s recent background and history in respect of safeguarding as set out

in brief below and represents a further opportunity for Members to consider the distance travelled by the Local Authority in improving safeguarding performance.

- 6.2 Council Members will be aware that in November 2012 the Local Authority was found to have inadequate safeguarding arrangements in place. Shortcomings was clearly articulated by Estyn and included a lack of safeguarding policy and procedures as well as operational weaknesses particularly within a schools based context.
- 6.3 The Safeguarding and Quality Assurance Unit was established within Children's Services in 2012 and quickly extended its role in supporting the Authority's improvement journey around child's safeguarding.
- 6.4 In February 2014 an Estyn monitoring visit recognised that the council had appropriately prioritised safeguarding and 'set the foundations well for recovery' particularly at service and practitioner. However, the authority still did not have 'effective enough management information systems and processes to enable it to receive appropriate and evaluative management information about safeguarding'. This criticism was echoed by a subsequent Welsh Audit Office review of safeguarding in March 2014.
- 6.5 In response to this the council established the Whole Authority Safeguarding Group (WASG) initially chaired by the Chief Executive with a focus specifically on children. The inaugural meeting took place in July 2014.
- 6.6 The Local Authority came out of Special Measures in November 2015 when strong progress in safeguarding was recognised.
- 6.7 A recommendation was subsequently made to Cabinet and endorsed in July 2016 allowing the work of the WASG to incorporate safeguarding for adults at risk, so that good practice and learning could be mutually shared and also to recognise the statutory basis of safeguarding adults at risk as a consequence of the Social Services and Wellbeing (Wales) Act 2014. The focus of WASG reflected developments in the national legislative framework and guidance around integration and all-age citizen / family centred approaches.
- 6.8 Members will also be aware that Wales Audit Office issued statutory recommendations in respect of safeguarding in respect of the Council's Kerbcraft service in January 2017. This was followed by a Wales Audit Office led inspection which took place in January 2018. The report resulting from this inspection has not yet been received.
- 6.9 The Council's Corporate Safeguarding Policy was approved by Council in July 2017.

7. RESOURCE IMPLICATIONS:

There are no resource implications to this report.

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

This report is critically concerned with the effectiveness of safeguarding in Monmouthshire County Council.

9. CONSULTEES:

- Whole Authority Safeguarding Group
- Joint Select Committee 18th June 2018

10. BACKGROUND PAPERS:

[Corporate Safeguarding Policy July 2017](#)

11. AUTHOR:

Whole Authority Safeguarding Group

12. CONTACT DETAILS:

Claire Marchant, Chief SCH and Safeguarding
Corporate Safeguarding Programme Lead
E-mail: clairemarchant@monmouthshire.gov.uk

Appendix 1

The Corporate Evaluation Framework

The evaluation score from 1-6	The evaluative context
Level 6 Excellent	Excellent or outstanding
Level 5 Very Good	Good Major strengths
Level 4 Good	Important strengths with some areas for improvement
Level 3 Adequate	Strengths just outweigh weaknesses
Level 2 Weak	Important weaknesses
Level 1 Unsatisfactory	Major weakness

Appendix 2

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level	
1a	Potential for significant harm to vulnerable children or adults due to factors outside our control.(escalated to corporate register)	- The likelihood of this occurring in a given year is low. However the significant harm that can occur due to factors that are outside our control mean that this will always be a risk.	2017/18	Poss	Major	Med	<ul style="list-style-type: none"> Continually monitor and evaluate process and practice and review accountability for safeguarding 	Claire Marchant Chief Officer, SCH	Latest evaluation is being presented to Cabinet in December 2017	2017/18 2018/19 2019/20	Possible	Major	Med	Will Mclean & Claire Marchant. Cllr Penny Jones & Cllr Richard John
1b	Potential for significant harm to vulnerable children or adults due to failure of services and/or partners to act accountably for safeguarding (escalated to corporate register)	- Volunteering is increasingly part of meeting community needs and it is important to have consistency across the LA in the use of volunteers particularly in respect of HR practices and training.	2018/19	Poss	Major	Med	<ul style="list-style-type: none"> Ensure that robust systems are in place within the authority to respond to any concerns arising from allegations or organised abuse 	Claire Marchant Chief Officer, SCH						
			2019/20	Possible	Major	Med	<ul style="list-style-type: none"> Drive the strategic agenda and the associated programme of activities for safeguarding through the Whole Authority Safeguarding Group including undertaking a second review of safeguarding policy and continuing to promote and review safe recruitment practices. Continue to implement the Children's services improvement programme and related Workforce and Practice Development Action Plan and Commissioning strategy for Children, Young People and their Families Ensure safeguarding is reflected in all council service improvement plans and in roles / responsibilities as appropriate 	Claire Marchant Chief Officer, SCH	Service Improvement Plan have a safeguarding section. These are not being routinely evaluated					

2	Potential that the Council does not make sufficient progress in areas of weakness in safeguarding identified by regulators leading to under-performance (escalated to corporate register)	In February 2017 Wales Audit Office issued Statutory recommendations for improvement in the Safeguarding arrangements – Kerbcraft scheme report	2017/18 2018/19 2019/20	Possible Possible Unlikely	Substantial Substantial Substantial	Med Med Low	<ul style="list-style-type: none"> To implement the Action Plan established in response to the Safeguarding arrangements – Kerbcraft scheme report approved by Council in March 2017 	Roger Hoggins, Head of Operations	Audit Committee received a report on the implementation of the Action Plan (Nov 2017). A further report on implementation of the Action Plan will be presented to CYP Select Committee along with the performance data which will thereafter form the basis of annual performance reports to the committee	2017/18 2018/19 2019/20	Possible Unlikely Unlikely	Substantial Substantial Substantial	Med Low Low	Roger Hoggins Cllr Bryan Jones
3	Potential that staff and volunteers are not recruited safely and begin their appointment without DBS checks having been completed resulted in increased risk of harm to vulnerable people	Within a large organisation with devolved responsibility for recruitment and selection there is opportunity for deviation from agreed processes	2017/18 2018/19 2019/20	Likely Likely Likely	Moderate Moderate Moderate	Med Med Med	<ul style="list-style-type: none"> Ensure that all managers receive SAFE recruitment training. Ensure the SBAR system of significant event analysis is understood and being used positively In the event of any deviation from process ensure that an SBAR is completed and analysed by the next meeting of the Whole Authority Safeguarding Group 	Peter Davies. Chief Officer, Resources Claire Marchant Chief Officer Social Care & Health	To date 4 SBAR forms have been received in 2017-18.	2017/18 2018/19 2019/20	Likely Unlikely Unlikely	Moderate Moderate Moderate	Med Low Low	Peter Davies. Cllr Phil Murphy Claire Marchant. Cllr Penny Jones

4	Potential that the workforce may not be aware of their duty to report concerns due to do not have up-to-date safeguarding training reducing the opportunities for successful preventative work and early intervention across the whole authority	The National Study of Safeguarding published by WAO in 2015 reported that 84 per cent of employees nationally had not received safeguarding training	2017/18 2018/19 2019/20	Likely Likely Likely	Moderate Moderate Moderate	Med Med Med	<ul style="list-style-type: none"> • Ensure robust information systems in place to support accurate reporting of whole workforce training levels • Safeguarding is a standard item on the council's induction programme for all new starters • Full implementation of volunteering policy • Implement the safeguarding training plan to address any gaps in safeguarding training for children and adults at risk through the SAFE self-evaluations 	Peter Davies, Chief Officer, Resources Claire Marchant Chief Officer, Social Care and Health	Data is in place for the majority of teams providing up-to-date information about safeguarding training	2017/18 2018/19 2019/20	Likely Unlikely Unlikely	Moderate Moderate Moderate	Med Low Low	Peter Davies Cllr Phil Murphy Claire Marchant.
5	Potential that the council and its partners are not doing everything they can to keep vulnerable people safe	Improved outcomes for vulnerable people children can only be achieved and sustained when people and organisations work together to design and deliver more integrated services around people's needs	2017/18 2018/19 2019/20	Possible Possible Possible	Substantial Substantial Substantial	Med Med Med	<ul style="list-style-type: none"> • Wide range of services represented on the whole authority safeguarding group to ensure it is seen as everyone's responsibility and give appropriate priority • Increase the connections and partners who are working as part of place-based working together 	Claire Marchant. Chief Officer Social Care and Health		2017/18 2018/19 2019/20	Possible Unlikely Unlikely	Substantial Substantial Substantial	Med Low Low	Cllr Penny Jones

Appendix 3

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 	Initial Implementation of Safeguarding Training underway. Basic Level Safeguarding Video in place Significant levels of SG training identified competing with VAWDV and obligation to Regional Safeguarding Training		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 	Training Database developed Reporting systems appear problematic at this point		<ul style="list-style-type: none"> • Continued development of system • Reporting Systems to be reviewed

workforce training status			
<ul style="list-style-type: none"> • Test out understanding of duty to report across the workforce 	Whilst it is current training there has been no significant progress		
<ul style="list-style-type: none"> • Alignment of professional allegations processes to align across adult and children's services. 	Regional Task and Finish Group undertaking this work Internal Review of Adult Safeguarding management of Professional Concerns in Business Improvement Plan		<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.			

Evaluative Progress Report for Safeguarding

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 cornerstones for keeping people safe in Monmouthshire are set out in **Figure 1** below.

The report is divided into 3 sections:

1. Evaluation against our cornerstone measures.
2. Case Studies aimed at giving an 'on-the-ground' feel as to how safeguarding is working in practice and the impact
3. The action plan drawn down from our current evaluation. These actions are taken forward and monitored through the Whole Authority Safeguarding Group (appendix 3).

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.

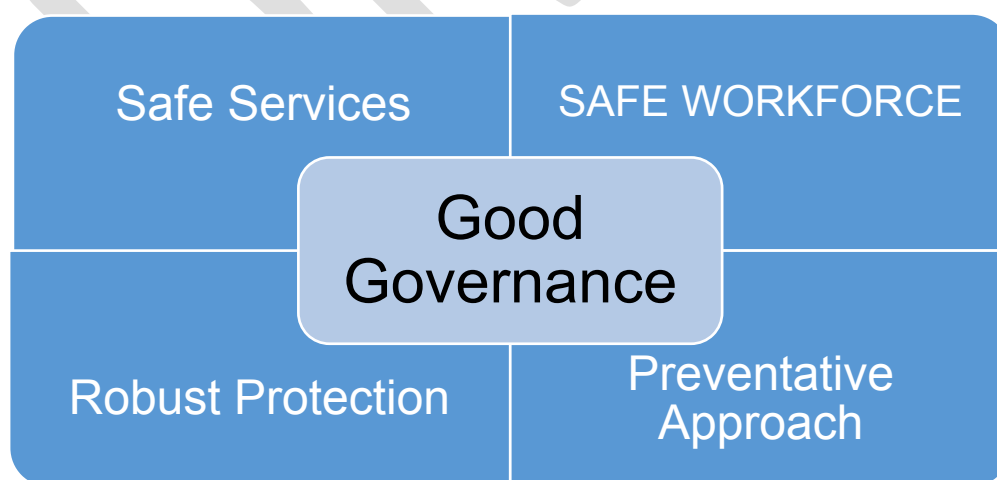


Figure 1

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) as at **Table 1**.

	<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				

The Corporate Evaluation Framework

The evaluation score from 1-6	The evaluative context
Level 6 Excellent	Excellent or outstanding
Level 5 Very Good	Good Major strengths
Level 4 Good	Important strengths with some areas for improvement
Level 3 Adequate	Strengths just outweigh weaknesses
Level 2 Weak	Important weaknesses
Level 1 Unsatisfactory	Major weakness

WASG has considered analysis of evidence drawn from a range of sources set out in **Table 2** which together enable a view to be formed as to the effectiveness of the Council's safeguarding arrangements.

Table 2

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

DRAFT

SECTION 1: Evaluation Against our Standards

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	<p>WASG is held monthly and is chaired by the Statutory Director of Social Services.</p> <p>Membership of WASG is at a senior level from each directorate.</p> <p>Each directorate representative is required to ensure effective reporting lines with their Directorate Management Team.</p>
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 strategic risk register, and, where relevant, in individual departments service business plans. WASG continue to oversee the Safeguarding Assessment Framework for Evaluation (SAFE) and significant event analyses
Are all directorates	A 6 monthly review	Directorate Leads SAFES to WASG for oversight

monitoring and reporting on safeguarding using the SAFE process?	of progress was commenced in April 2018	
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 (S ituation B ackground A nalysis R eview) 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 1.</p> <p>At a strategic and operational level there is 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>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 are further developed.</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 embedding 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 are 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
Is the workforce safely recruited?	As per the Council’s Safeguarding Policy work continues to meet the Safe Recruitment standards for both Volunteer and Paid Staff	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 100% staff with DBS in this time period (Employee Service). 100% of volunteers undergone Safe Recruitment process

		<p>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 • 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>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 status via the Council's My View system is in development</p>	<p>Year-end figures – 1747 staff members trained L1 48.21% of workforce identified as requiring training</p> <p>38 trainers within the council are trained to deliver Level 1 Safeguarding within their service areas.</p> <p>Basic Awareness safeguarding training has been undertaken by 38 Council Members Level 1, 35 and Level 4, 7.</p> <p>100% of schools have up to date whole school Safeguarding training plans in place</p> <p>Governor specific safeguarding training is delivered each term as necessary</p>
<p>Are we working to national guidance in managing addresses professional allegations and concerns?</p>	<p>National and Regional Policy is followed in managing Professional Concerns</p>	<p>The Safeguarding and Quality Assurance Unit has managed the following professional allegations between April and October 2017:</p> <ul style="list-style-type: none"> • 6 new referrals for Professional Strategy Meeting (PSM).

		<ul style="list-style-type: none"> • 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
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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:

<p>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.</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Do our workforce understand emerging practice issues?	Training plans are in place to ensure the right levels of	2 PREVENT training Sessions in this period 17 further staff members trained

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	<p>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>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 strength in preventing abuse and harm.</p> <p>Growing development of Gwent response to the exploitation of Vulnerable adults and children -</p>	<p>Child Protection Co-ordinator attends monthly meetings with licencing to discuss arising regulation and community safeguarding issues.</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,</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	<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>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>
<p>Does the Information Advice and Assistance (IAA) approach at the front door of adult and children’s social services ensure that families and concerned citizens can access information and advice easily and effectively?</p>	<p>Continuous progress</p>	<p>The Information/ Advice and Assistance (IAA) facility at the front door of Children’s and Adults (FISH) services are regularly monitored and reviewed.</p> <p>Increase from 1515 to 1911 Adults received IAA Sept -March</p> <p>703 Children/families received IAA Sept-March</p>
<p>Is there a Multi-Agency Early Support and Family Support Referral Pathway to support vulnerable families?</p>	<p>Cabinet agreed changes to Early Support services December 17</p>	<p>Agreed changes are being implemented</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	Implementation of the realigned early support offer is in progress	<p>Weekly Multiagency Panel meetings to channel work appropriately commenced Jan 18;</p> <p>TAF restructured as agreed to Building Strong Families team and key posts recruited to;</p> <p>Service manager posts realigned to create additional capacity on temporary basis to support implementation.</p>
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 above</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

4

 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?	<p>There has been an increase in the percentage of enquiries completed in time scale</p> <p>There has been a significant increase in the Duties to Report received.</p> <p>New team manager for POVA is appointed.</p> <p>Review of thresholds and Service Improvement Plan as part of Business Support Plans 2018-2021</p>	87.31 % (80.0%) of Adult Protection enquires were completed within 7 days

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Are assessments in children’s services completed within statutory timescales (42 days)?	Steady progress being made to meet timescales.	83.3% of assessments in children’s services were completed within statutory timescales. Timely completion of assessments continues to feature in CS business planning.
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.	A range of mechanisms exist to drive improvement through quality assurance processes. These include: <ul style="list-style-type: none"> • Managers monitor through live dashboards in Children’s Services; • 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>
Is an analysis of trends, exceptions, pressures and practice standards undertaken in protective services?	The Children’s Services Improvement Programme is driven by analysis of the data and trends which inform the operational and strategic improvement actions. Recommendations in relation to the Analysis of Data and themes in Adult Safeguarding has been supported by the further development of FLO	After a period of rises in the Looked After and CP population there has been stabilisation in Looked After children and a fall in CP population (91-75) at mid-point 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

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
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 supported on-going service improvement in providing robust child protection responses and risk management. The development of Data Dashboards and reporting mechanisms need now to be further embedded to drive 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
<p>Do we ensure that commissioned services meet Monmouthshire’s safeguarding services standards as laid down in the Corporate Safeguarding Policy?</p>	<p>MCC Accreditation Process for commissioned social care services is the responsibility of / embedded in Social Care and Health Commissioning Team. The service manager took 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> <p>There has been an accreditation and contract management process in operation for all commissioned adult and children’s services within Social Care and Health since April 2017.</p>	<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 minimum of two relationship visits from a commissioning officer. Out of County providers are periodically considered via a desk top monitoring approach and in person visits carried out as needed.</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>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	<p>Action Plan in response to IA audit of external placements within Children’s Services report (Oct 17) is completed and a follow up audit undertaken in May 2018.</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>	<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 No. Provider Performance Issues (Stage 3) 1 (closed during the year) 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>
Do we ensure that all parts of the Council have robust arrangements in place for	There are well developed arrangements in public protection:	Monmouthshire Letting and Hiring process requires evidence of the hirer’s Safeguarding processes as

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
services they commission/licence?	<ul style="list-style-type: none"> • safeguarding training is a requirement for licenced taxi /hackney and private hire. • Voluntary safeguarding training offered to alcohol/ entertainment and late night refreshment licensees. <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>Safeguarding Framework of minimum standards for commissioned / contracted services has been developed.</p>	<p>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:</p> <ul style="list-style-type: none"> • 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.	Evidence will be generated and reviewed based on the framework of minimum standards for safeguarding

Analysis

Progress has been made within Social Care and Health in respect of having clear operating process in place to ensure a robust approach for all social care commissioning for children and adults. A Commissioning Lead is in place and productive relationships with commissioned providers have been established allowing any emerging concerns to be addressed through good partnership working. There has also been an improvement in statutory social work visits being undertaken (within Children’s Services) and the review of placements within statutory timescales remains strong. This means that that within social care there is a robust, risk-based, contract management and quality assurance process across all providers (from January 2018). This will be further tested through the follow up review of external placements (children’s services) by Internal Audit.

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. To support this a framework of minimum standards for assessing the safeguarding requirements / approach for any contracted or commissioned service within the Council has been agreed within the Whole Authority Safeguarding Group. It has been agreed that internal audit will undertake work in this area during their 2017/18 audit programme.

Self-Assessed	Score	Against	<input type="text" value="3"/>	Measures:
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Section 2 : Case Studies

1). Good Governance

SAFE To Develop SAFEGUARDING Understanding and Action within Directorates:

Each Directorate has a broad service base providing a wide range of services, which have both direct and indirect contact with members of the public of all ages. Individual Team SAFE audits have unified the Directorate Lead's and individual manager's understanding of the differing safeguarding needs of each service area and allowed individual action plans to ensure each area's plan reflect the five cornerstone of the Corporate Safeguarding Policy which are reviewed on a 6 monthly basis.

The Directorate Lead Officer reports the outcomes, and review progress to the Whole Authority Safeguarding meeting, for scrutiny, review, and support.

IMPACT

- The Service has Safeguarding policy, procedures and ensures training which is specific to individual service areas.
- Staff are clear about their Safeguarding responsibilities;
- Vulnerable people and communities are protected and supported by the Local Authority staff.

WHAT DOES THIS TELL US

- Safeguarding becomes embedded in the "working practice of individual teams;
- That there is a clear process to ensure reviews and oversight of the Safeguarding practice of each directorate;
- Safeguarding practice and developments are reported and considered at Senior Manager and Council Level via the CE annual report.

NEXT STEPS:

- Continue to review and develop the use of SAFE audit across the authority and respond to issues raised by individual directorates.

2). Safe Workforce

MANAGING PROFESSIONAL CONCERNS: A young person with special needs was upset because her college tutor was making her feel uncomfortable. She told her teacher at school who reported it to the Designated Lead Officer for Safeguarding. A referral was made to children's services and the case was managed under the regional protocol for managing professional concerns. The tutor was subsequently dismissed and referred to the DBS.

IMPACT

- Individual child is listened to and protected;
- Fair and consistent response in place to consider risk, and manage risk within Monmouthshire;
- Children in Monmouthshire (and wider) are protected from an unsuitable individual.

WHAT DOES THIS TELL US

- Suspected harm / abuse was recognised and the correct referral process followed
- The concern about the individual was managed through the correct inter-agency procedure and the wider risks were addressed

NEXT STEPS:

- Continue to develop safe and suitable workforce through on-going monitoring and tracking of individual cases within and across agencies

3). Preventative Approach

Responding to Emerging Practice Issues and Legislative Changes: As part of the Violence Against Women, Sexual Violence and Domestic Abuse 2015, and in response to the VAWDASV National and Regional strategy Monmouthshire has a statutory obligation to ensure all staff are trained to appropriate levels in "Ask and Act" (targeted enquiry and signposting for Domestic Abuse).

Ask and Act has been included in the Corporate Training Plan, at Group 1,2 and 3 levels. Group 1 is an online training for all staff. 60% of staff have received this training within this year by flexible approaches recognising not all staff and volunteers have access to computers. Ask and Act training Level 1 training now part of Corporate Induction.

<p><u>IMPACT</u></p> <ul style="list-style-type: none"> • Profile and understanding of Domestic Abuse is raised across Monmouthshire; • Addresses the early identified risk of Domestic Abuse on families and children which is included in one of the largest categories of abuse on Monmouthshire’s Child Protection Register; • Affords the opportunity for non-statutory support and protection for all vulnerable people in Monmouthshire. 	<p><u>WHAT DOES THIS TELL US</u></p> <ul style="list-style-type: none"> • Monmouthshire can respond in a flexible and timely way to developing Statutory obligations;
<p><u>NEXT STEPS:</u></p> <ul style="list-style-type: none"> • Continue to deliver the training programme, and take part in the review of the impacts of Ask and Act training at both Regional VAWDSV, and Monmouthshire IAA level 	

4. Robust Protection

MULTI-AGENCY RESPONSE TO ADULT PROTECTION A Duty to Report -referral was received from a dentist in relation to the severe neglect of oral and dental hygiene and health of a 45 year old male, with Learning Disabilities. The patient was accompanied by a parent and considered to have been in significant pain for a prolonged period. Emergency treatment was offered.

Multiagency enquiries were undertaken within 48 hours to establish previous known concerns, Social Work involvement and if an integrated multiagency plan in place, whether there is a known history of neglect or abuse concerns, and to clearly identify who if anyone has day to day care and support of him.

A Strategy Meeting was held with Police, referrer and relevant agencies, and investigation under the All Wales Interim Adult Protection Procedures. Which considered capacity, best interest decisions and issues of self-neglect and self determination. The protection process was followed and resulted in a more robust care plan to support choice and care needs.

<p><u>IMPACT</u></p> <ul style="list-style-type: none"> • A vulnerable adult's wellbeing and protection were responded to and managed in order to reduce risk of neglect and abuse; • Fair and consistent response in place to consider risk, and manage risk within Monmouthshire; 	<p><u>WHAT DOES THIS TELL US</u></p> <ul style="list-style-type: none"> • Suspected harm / abuse was recognised, and the correct referral process followed; • The concerns about the individual's wellbeing and protection was managed within guidance timescales, with full multiagency involvement; • Complexity in relation to issues of the individual's right to choose, capacity to make decisions, and best interests considerations were central to decision taking.
<p><u>NEXT STEPS:</u></p> <ul style="list-style-type: none"> • Continue to develop Adult Protection processes and Quality Assurance within Adult Safeguarding Business Improvement Plan; • To continue to participate in Gwent Wide Adult Safeguarding Board in the development of Regional and National Adult Protection Procedures 	

5. Safe Services

Contracting and Commissioning Joint Working

Legal Public Law outline was undertaken in regard to a single expectant mother, with limited family support where by the Pre Birth Care Planning agreed that the risks were unknown and that a Mother and Baby Assessment Unit placement would need to be commissioned.

Whilst searches commenced to locate a suitable service, the mother gave birth 4 weeks early, and the hospital discharged at 4 days.

A vacancy was located in Cornwall, 4 C's were contacted to gather information to commence the accreditation process. Contacting officer undertook further accreditation checks, social worker completed an Emergency Placement Risk Assessment/Need and Cost analysis and this was authorised by a Service Manager and the mother and child placed. 12 weeks' later mother and child returned home following a successful assessment.

<p><u>IMPACT</u></p> <ul style="list-style-type: none">• The social care need was responded to corporately;• the vulnerable baby and mother received a safe service from a commissioning and social care joint effort;• risk and need was managed in order for support and assessment to allow a child to be cared for within their family, and family home	<p><u>WHAT DOES THIS TELL US</u></p> <ul style="list-style-type: none">• Accreditation checks with contracting are being undertaken;• Systems and process in place to manage an emergency placement;• Need, risk, and cost can be managed appropriately to support outcomes
<p><u>NEXT STEPS:</u></p> <ul style="list-style-type: none">• Continue to embed the understanding across the social care service of the role of commissioning and contracting• Update the IT systems to allow for efficient information capture.	

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Section 3: WASG Action Plan

1). Good Governance			
Action	Progress	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		<ul style="list-style-type: none"> Next Annual Report due to Select Committees Sept 2018
Review 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 of further areas for SAFE audit to be completed QA of compliance and effectiveness of use of SAFE
Ensure 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"> Maintain system of review
Ensure safeguarding is included in the 2018/19 internal audit work programme.	Safeguarding is included in the IA work plan		<ul style="list-style-type: none"> Clarify details and timeframe with IA

2). Safe Workforce			
Action	Progress	Rag Rate	Further Actions
Implement the safeguarding training plan to address the gaps in safeguarding training for children and adults at risk	Initial Implementation of Safeguarding Training underway. Basic Level Safeguarding Video in place Significant levels of SG training identified competing with VAWDSV and obligation to Regional Safeguarding Training		<ul style="list-style-type: none"> Review of the no. of staff still needing training Review the resource required to meet the training Ensure safe recruitment training for managers in listed in the corporate induction programme
Implement the volunteering policy	In progress		<ul style="list-style-type: none"> Review of progress and impact
Implement the information systems to support accurate monitoring of whole workforce training status	Training Database developed Reporting systems appear problematic at this point		<ul style="list-style-type: none"> Continued development of system Reporting Systems to be reviewed
Test out understanding of duty to report across the workforce	Whilst it is current training there has been no significant progress		<ul style="list-style-type: none"> To be commenced
Align professional allegations processes to align across adult and children's services.	Regional Task and Finish Group undertaking this work Internal Review of Adult Safeguarding management of Professional Concerns in Business Improvement Plan		<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			
Action	Progress	Rag Rate	Further Actions
Implement fully the early support and referral pathway	Implementation commended Dec 17		<ul style="list-style-type: none"> Complete implementation and review
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.	Implementation Commenced		<ul style="list-style-type: none"> Continue to implement and review
Develop evaluative measures that enable better reporting of the impact of preventative work.	Most significant change work has commenced Preventative measures are established within CS		<ul style="list-style-type: none"> Fully review outcomes and measures
4). Robust Protection			
Action	Progress	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	POVA manager appointed Integrated approaches developed in some areas Review of processes outlined and set out in Business Plan		<ul style="list-style-type: none"> Continue to focus on operating processes and practice within child protection and protection of adults at risk.

Contribute to and monitor progress around the review of the All Wales Procedures	Involvement in the process is achieved		<ul style="list-style-type: none"> Maintain involvement, influence and ensure impact on current practice is understood and prepared for
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.	3 rd year of improvement programme on track		<ul style="list-style-type: none"> Complete actions according to children's services current business plan
Implementation, and quality assurance of, risk framework in children's services.	Risk framework agreed and implementation has commenced		<ul style="list-style-type: none"> Complete implementation, training and embedding the framework in practice
Further develop quality assurance mechanisms, and data analysis, in adult protection, to support improvement.	Development of data reporting mechanisms commenced		<ul style="list-style-type: none"> Analysis of the information to date and it's impact of service provision Further develop qualitative information and measurable outcome indicators

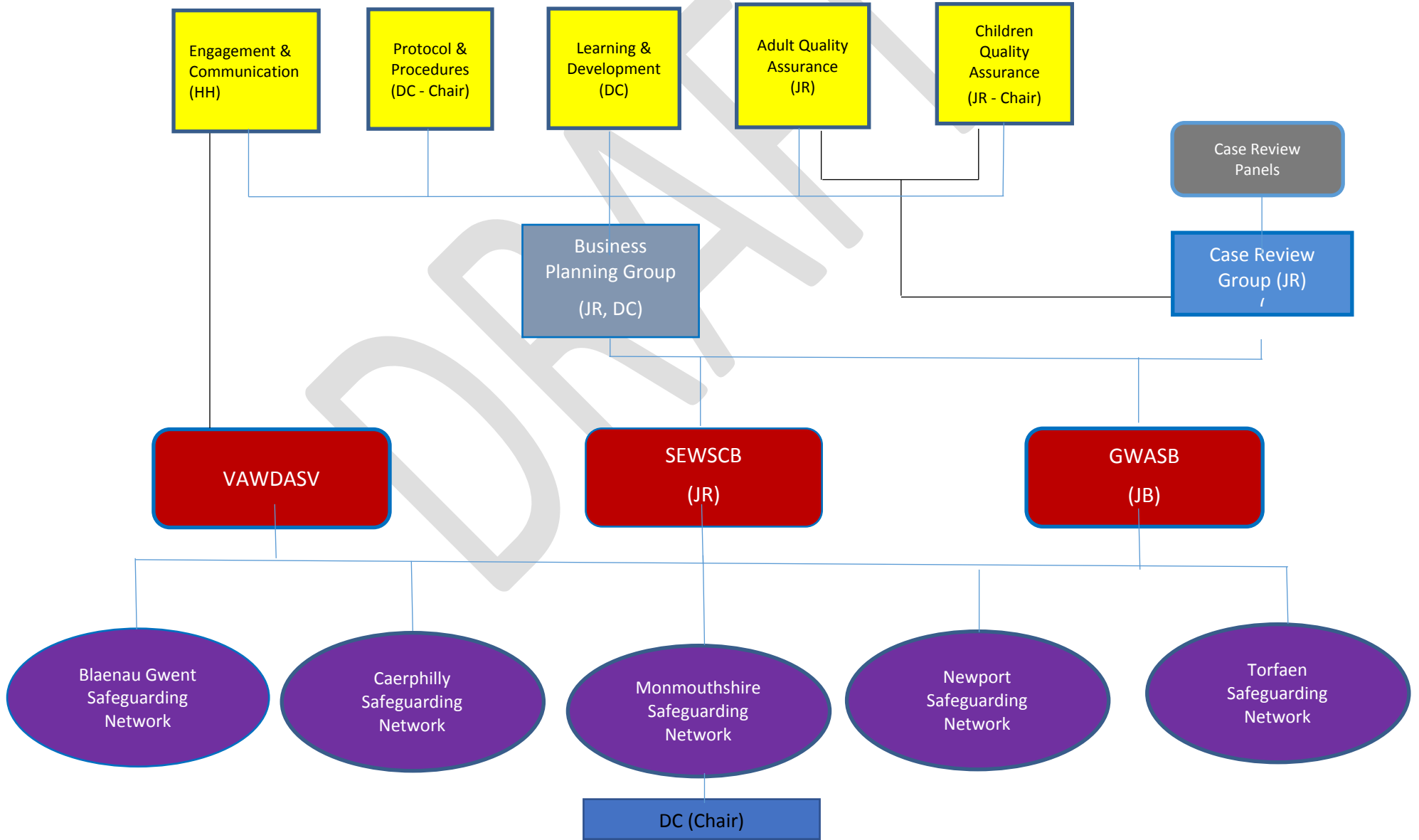
5). Safe Services			
Action	Progress	Rag Rate	Further Actions
Undertake baseline review of commissioned and contracted services across the council using the agreed minimum standards framework	Framework agreed		<ul style="list-style-type: none"> Undertake the review
Internal audit to undertake review to baseline position across the authority in terms of commissioning and partnership	Not yet commenced		<ul style="list-style-type: none"> Work with IA to agree the audit and timescales

Social Care and Health Commissioning Service to implement operating model covering adult and children's services	In place		
Implement internal audit action plans for children's services placements.	Completed		<ul style="list-style-type: none"> • Awaiting outcomes of IA review and further actions

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Appendix 1

Regional Strategic Safeguarding Structure



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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Claire Marchant</p> <p>Phone no: E-mail: clairemarchant@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>This is not a proposal, it is a statement of progress for Scrutiny</p>
<p>Name of Service: Safeguarding – Social Care and Health</p>	<p>Date Future Generations Evaluation form completed</p> <p>June 2018</p>

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

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



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>A Neutral Contribution</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>A Neutral Contribution</p>	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	A Neutral Contribution	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Safeguarding, is central to cohesive communities, in so much the Council must ensure appropriate services and processes in place to protect people as much as possible	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Safeguarding is recognised regionally and Nationally as a key component to wellbeing and this report demonstrates the progress made against National, Regional and Local Policies	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	A Neutral Contribution	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Safeguarding is a key part of Wellbeing and is at the centre A Neutral Contribution e of the service the Authority provide and commission. Safe Services and a preventative agenda	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>This report is based on the 5 Safeguarding Priorities of the Council and demonstrates progress made within Governance, Safe Workforce, Preventative Agenda, Robust Protection and Safe Services. It details how services work in partnership with agencies from different sectors, considers involvement and collaboration with communities and details the progress made in relation to Safeguarding in Monmouthshire.</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>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	As Above	
 <p>Integration</p> <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

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	Development of Safeguarding Practice and Safer Services	None	

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?
Disability	Development of Safeguarding Practice and Safer Services	None	
Gender reassignment	Development of Safeguarding Practice and Safer Services	None	
Marriage or civil partnership	Development of Safeguarding Practice and Safer Services	None	
Pregnancy or maternity	Development of Safeguarding Practice and Safer Services	None	
Race	Development of Safeguarding Practice and Safer Services	None	
Religion or Belief	Development of Safeguarding Practice and Safer Services	None	
Sex	Development of Safeguarding Practice and Safer Services	None	
Sexual Orientation	Development of Safeguarding Practice and Safer Services	None	
Welsh Language	Development of Safeguarding Practice and Safer Services	None	

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	This report is about the development of Safeguarding Practice in Monmouthshire	None	
Corporate Parenting	None	None	

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

Both Quantitative and Qualitative evidence presented throughout the report

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6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The Main benefit is sharing information, receiving feedback and development of the process of assuring Safeguarding Process in Monmouthshire

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
CYP & Adult Scrutiny	June 2018		
Council	July 2018		

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:	Quarterly
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

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

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SUBJECT: Director of Social Services Annual Report 2017/18
MEETING: County Council
DATE: 26th July 2018
DIVISION/WARDS AFFECTED: All

1. PURPOSE:

1.1 To provide Council with the Annual Report of the Statutory Director of Social Services for 2017/2018.

2. RECOMMENDATIONS:

2.1 That Council consider and endorse the analysis of performance and impact of adult and children's well-being, social care and health services over the last financial year.

2.2 That Council consider and endorse the 2018/19 priorities for improvement in social care and health.

3. KEY ISSUES:

3.1 Preparing and publishing an annual report of the Statutory Director of Social Services is a requirement under the Social Services and Wellbeing (Wales) Act (2014). The format of the report is a nationally developed template using which each Director in Wales must report on performance and risk and set out plans for improvement. The format has been developed to show how we are meeting the requirements of the Social Services and Wellbeing Act and the Regulation and Inspection of Social Care (Wales) Act 2016. The annual report is structured under the following core headings;

- Introduction
- Director's Summary of Performance;
- How are people shaping our services?
- Promoting and improving the wellbeing of those we help;
- How we do what we do;
- Further Information and Supporting Documents

3.2 This annual report reflects on the financial year of 2017/18. The report is intended to reflect on progress in delivering the priorities set out in last year's annual report, performance for that year, and, maps out the key areas for development and improvement in 2018/19. It enables the Care Inspectorate Wales 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 their work.

3.3 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 continue to improve and modernise. It highlights some excellent, leading edge, practice, workforce development, service provision and commissioning. There are also areas where risk and challenge is highlighted.

3.4 The Annual Report articulates a vision and associated priorities for wellbeing, social care and health in Monmouthshire. We will be continuing to progress those priorities in the next year and beyond.

4. OPTIONS APPRAISAL

4.1 The report provides a comprehensive analysis, using a range information, on Social Care & Health Services in 2017/18, which has been used to inform progress against the continuing priorities for improvement identified.

5. EVALUATION CRITERIA

5.1 The report provides a comprehensive analysis of the performance of Social Care & Health Services in 2017/18. This has used a range of evidence, including the performance indicators from the new measurement framework introduced in 2016/17 as part of the Social Services and Well-being Act. The performance measures are a combination of quantitative (numerical) data and qualitative data which includes asking people about their experience of social services and whether this has contributed to improving their well-being.

5.2 Further detail on the actions to deliver the priorities for improvement will be embedded in the service business plans of individual teams and progress can be tracked at this level through regular service updates on The Hub. Headline performance measures from the Social Services and Well-being Act will be reported bi-annually to the relevant Select Committee. A full evaluation of progress will be produced in the next Director of Social Services Annual Report that will be available for scrutiny and reported to Council.

6. REASONS:

6.1 To ensure that Council has a clear understanding and evaluation of the performance and impact of Social Services in 2017/18 and future priorities for improvement to deliver a positive and sustainable future for Social Care and Health in Monmouthshire.

7. RESOURCE IMPLICATIONS:

7.1 The Annual Report sets out the financial performance of social care and health in 2017/18. The report also includes a visual representation of how the overall social care and health budget is divided between different service areas and individual budgets. The report identifies the financial context and the challenges of financial sustainability for the coming year and beyond in meeting the costs of social care services against the backdrop of reducing budgets and increasing demand for care and support.

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

8.1 The report provides an appraisal of performance and identifies priorities for improvement. The report identifies the contribution of social services in Monmouthshire to the Well-being of Future Generations Act and Social Services and Wellbeing (Wales) Act.

8.2 The report provides analysis of safeguarding performance and priorities

9. CONSULTEES:

Social Care and Health DMT
Social Care & Health Quality and Performance Group
Joint Adult and Children and Young People Select Committee

Senior Leadership Team
Cabinet

10. BACKGROUND PAPERS:

Director of Social Services Annual Report 2017

11. AUTHOR:

Claire Marchant
Chief Officer Social Care and Health/ Statutory Director of Social Services

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Improving Outcomes, Improving Lives

Director of Social Services
Annual Report 2017/18



monmouthshire
sir fynwy

Version Control

Title	Director's Annual Report 2018
Purpose	
Owner	Chief Officer, Social Care, Health and Safeguarding
Approved by	Not yet approved
Date	July 2018
Version Number	Council
Status	Draft
Review Frequency	Annual
Next review date	5 July 2018
Consultation	

Alternative formats

We can also provide this document in Welsh, Braille, large print, on tape or in electronic form. If you would like a copy in a different format please contact our Equality and Welsh Language Officer by:

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 <http://www.monmouthshire.gov.uk/socialservicesreport>

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Introduction and Director's Overview

This is my third and final report as the Statutory Director of Social Services with Monmouthshire County Council. It represents my personal analysis and reflections of our strengths, and the challenges and opportunities, facing wellbeing, social care and health in Monmouthshire. As my final report as Statutory Director in Monmouthshire, this is also my opportunity to reflect on progression over the three years and advise Council how far we have come, and how much further we have to go to be the very best social services in Wales.

At the heart of this report is a vision for wellbeing achieved through connecting people and communities, person centred practice, and quality services. The standard we set ourselves is that every adult and child who comes into contact with social services in Monmouthshire, or who experiences wellbeing approaches from outside of social services, feels listened to and understood, feels that what mattered to them (adult, child or carer), was central at all times, even, indeed especially, in the most challenging of circumstances. In reflecting back, and looking forward, the report sets out the key issues that an incoming Director of Social Services, the Council and partners will need to focus on in supporting our most vulnerable citizens to live their own good lives and to overcome barriers to fulfil their potential.

It is a statutory requirement for every local authority in Wales to appoint a Director of Social Services, and for the Director to report to Council annually on performance and outcomes in the previous year, and highlight the direction and actions for the year ahead. The format of the report is required for all such reports in Wales and has been developed to show how we are meeting the requirements of the Social Services and Wellbeing (Wales) Act (2014) and the Regulation and Inspection of Social Care (Wales) Act 2016 (SSWBA).

This report celebrates excellence - the impact on the lives of our most vulnerable citizens when we get things right. It also very honestly appraises the challenges we face and the areas where we need to improve and do better. My aim as Director has been to understand and build on strengths within the whole of Social Care and Health, across the wider Council, partnerships, within communities and within people's own lives. People with care and support needs are part of every community and have the same aspirations and goals as everyone else. One of our main leadership roles in social services is to advance social justice for all: to work effectively with people, communities and partners to reduce and remove the barriers that people experiencing disability, disadvantage and inequality encounter in accessing the opportunities and life chances available to the rest of the population. The development of a Social Justice Strategy¹ means that our most vulnerable citizens are at the heart of every aspect of policy, strategy and practice in Monmouthshire County Council.

Social services at the heart of local government in Monmouthshire

Social services is a core responsibility of local government in Wales. Success in social services is as much dependent on its centrality to the whole authority priorities and the quality of corporate leadership and support as it is of the professional leadership and

accountability vested in the statutory director. In this last year the Council refreshed its corporate business plan for the next 5 years – *A Monmouthshire that works for everyone*. The synergy of the corporate plan, its purpose, to ‘*build sustainable and resilient communities that support the wellbeing of current and future generations*’, with the purpose of social services is evident. The alignment, understanding, appropriate challenge and scrutiny and practical application of support to social services is also evident in through Council meetings, Cabinet, Select Committees and the senior leadership team. Practically, this is demonstrated through:

- Policy priorities such as social justice, safeguarding, tackling loneliness and isolation.
- The support afforded through budget rounds, the understanding of the service and financial challenges facing social services and the support from around the whole authority leadership table to address those challenges.
- Fulfilment of our corporate parenting responsibilities which are well understood by officers across the Council. Considerable progress has been made in the last year in the areas of participation and engagement, employment and training opportunities and housing and accommodation by colleagues across the Council working with partners to support our looked after children. A new corporate parenting strategy² is in place which sets out how the whole Council (officers and members) will work together to fulfil our role as parents to our looked after children (LAC and care leavers).
- The ownership in every part of the Council of safeguarding with Council members and officers understanding their responsibilities and demonstrating active commitment to implementing all aspects of the Corporate Safeguarding Policy and a culture of learning and review.

The culture of the Council which is to learn, support and address transparently problems when they arise, with clear accountability and strong governance but resisting a blame culture, means that Monmouthshire has the environment for social services to not only survive but thrive and contribute to a rich corporate whole.

Social services working in partnership

Reporting in line with the SSWBA means the report is balanced between assessing how well we are promoting and supporting wellbeing, which prevents the need for social care services, and how well we are assessing and meeting needs, protecting and supporting. We need to report on our progress against the long term and sustained actions which tackle the root causes of deprivation, disadvantage and adverse experiences. We also need to report on immediate, evidence-based actions to mitigate the impacts of those adverse experiences. A partnership and community development team is working with community leaders and partners to understand the strengths and priorities for development of our communities. This approach to asset-based community development which builds on the strengths of communities and the people that live within them compliments the approach to understanding and building on individual’s strengths in social work practice.

Supporting social services and wellbeing requires really effective partnership working outside of the council as well as within it. People with the most complex of challenges do not live their lives in the 'bubble' of social care and health services. Confident and progressive social services are outward looking in their focus. 2017/18 saw the growing maturity of a range of effective partnerships. At a regional level, the Regional Partnership Board (RPB) has developed its area plan is area plan for health and social care services in the Gwent region. The RPB effectively worked with stakeholders, citizens and providers to develop a coherent set of priorities and performance measures to meet the needs of our population identified in a comprehensive assessment. The RPB has, through its investment of Integrated Care Fund (ICF) monies in line with those priorities, developed some innovative and creative services and approaches. These include the My Mates, a scheme initially developed in Monmouthshire to enable people with disabilities to develop friendships and relationships. ICF also supports a range of services to support people to live well and independently following a period of ill health or hospitalisation and services for care leavers.

In addition to partnerships at a regional level, beneath the Public Service Board (PSB), partnerships are driving important well-being priorities – the Ageing Well partnership is developing dementia-friendly communities across the county and the Children and Families Partnership is focussed on emotional resilience and good mental health in children and young people. Finally, and most impactful, at a local community level, partnerships of community leaders, volunteers and third sector organisations are coming together around a common purpose. There are fantastic examples in all parts of the county – the Bridges in Monmouth, developing community leaders and volunteering for wellbeing, Abergavenny Community Centre and the ACE Centre in Abergavenny, the Palmer Centre in Chepstow.

Delivering the Social Services and Wellbeing (Wales) Act (2014)

The Social Services and Wellbeing (Wales) Act (2014) (SSWBA) came into force in April 2016. We have used the opportunity of the legislation to sharpen our focus on wellbeing as well as social services. We have to catalysed well established partnerships and develop new connections to plan and develop practice, and understand assets and opportunities within localities. It supports us to develop early help and prevention and connect people and families with each other and the communities in which they live. This joined up approach is at the heart of delivering the aspirations of the social justice agenda – addressing both the root causes of inequality as well as mitigating its impact on our most vulnerable citizens. This focus is fundamental to enabling people to live the lives they want to live without the need for social care support at all, reducing the need for formal support. That is what matters to all of us – the impact of loneliness and isolation impacts on us disproportionately at the vulnerable times of our lives – as we get older, experience ill health or disability, or if we experience difficulties in our childhood.

Getting this right is also fundamental to the financial sustainability of social services in Monmouthshire, as in the rest of Wales and across the United Kingdom. The challenges we face of an older population, fewer people of working age to fulfil paid

and unpaid caring roles, rising numbers of looked after children and shortages of local foster carers, the fragility of the social care provider market and the rurality of our county are particularly acute. These significant issues all represent risks to the council delivering our vision for social care, to our financial sustainability as we have to procure services at higher costs due to insufficient locally developed services. Most importantly, these issues present a risk to people getting the right service for them, at the right time, in the right place, and the cost of some service presents a barrier to the investment of scarce resources in preventative approaches

Using a range of information to understand how well we are doing

My approach in this annual report is to use as many sources of information and evaluations as possible to understand the quality and impact of our social services and well-being activities on people's lives. I try hard to resist the temptation to espouse opinion without evidence. We need to understand what contributes positively to wellbeing, what good practice and good quality care and support looks like, get the basics right consistently whilst enabling bespoke and creative solutions to the complexities of individual lives and major service risks. There is a range of information in this report – some of it the performance measures reported to Welsh Government (although it is acknowledged some of these are better indicators of good performance than others). We have worked in partnership with the Institute for Public Care (IPC) as an independent academic partner to our children's service improvement programme and benefit from the advice of an External Reference Group (ERG) of experts in children's services and education.

Equally, the feedback from people through complaints, compliments and comments, and stories which demonstrate in qualitative terms the difference that has been made are important in painting the whole picture. This year we have been working to implement a methodology called the most significant change to understand in depth the interventions which make a difference in people's lives so we can use this knowledge to drive the way we work.

The SSWBA is focused on people rather than adult's or children's services and this has enabled the beginnings of a common approach to practice, culture and quality of care across adult's and children's services. In Monmouthshire, transformation and improvement has been practice-led in adult and children's services. Reflecting back, adult and children's services were in very different places three years ago – in terms of vision, workforce, culture, practice, quality and performance. There has been significant and sustained progression in all those areas in children's services which mean they are now well placed to move out of 'improvement' into excellent and transformative work. External, independent review, that at its best practice in children's services is of the highest standards of child focused practice³, although there is also clear guidance on where we need to improve further to ensure we are consistently achieving that high standard. Adult services in Monmouthshire were at the fore of influencing the person-centered practice which is embedded legislatively in the SSWBA through the 'what matters' conversation. They have continued to build on these strengths through a focus on outcomes and relationships in aspects of practice and commissioning. There is some evidence through individual complaints and case

reviews that person-centred practice is not embedded in all parts of adult services as fully as we would like, and the actions needed in children's and adult services to achieve consistently high quality of practice are the same.

How well are we doing across adult and children's services

To date, the improvement and transformation journeys in children's and adult services have progressed in parallel, largely because of their very different starting points. The destination and vision for all people in Monmouthshire is set. The foundations for more joined up delivery of a unified social services offer are laid. We now have common leadership positions, a well-developed understanding of the importance of intervening early and preventing escalation of need, positive working effectively with partners, practicing in a person-centred way, progressive commissioning and effective safeguarding. Seeing through the benefits of this foundation work, to be at the leading edge of the next phase of transforming practice and lives by bringing together culture and practice in adult and children's services, is the huge opportunity for social services in Monmouthshire in the next three years.

My previous annual reports focused on the challenges and improving position of children's services in Monmouthshire. We are entering the final year of a three year practice led improvement programme to deliver excellent outcomes for children and young people. Overall progress over the first two year has been very positive and we are well placed to move from improvement to sustainable transformation and the best possible outcomes for the children, young people and families we work with. The starting point for any improvement programme is a stable, permanent workforce who understand the role they are being asked to do, and have the training, support and systems to enable them to do a really good job. We are now in a position in Monmouthshire where we have that workforce. This is a truly fantastic achievement and reflects the leadership focus on everything we need to do to make Monmouthshire an employer of choice for children's social workers. Why do social workers want to work for us, and, critically, stay with us? The 'offer' when they work with Monmouthshire reflects the other areas of focus in our improvement programme:

- A model of child-centred practice;
- Purposeful leadership, passionate about children's services and committed to addressing the most challenging problems and removing barriers to people in doing their jobs;
- A culture which promotes transparency, reflection, learning and review to drive continuous improvement;
- Active understanding, management and mitigation of risks, at an individual practice and service level;
- A commitment to elimination of the need for agency social workers in children's services;
- A redesigned offer for early help and prevention and improved multi-agency working including primary mental health services;
- Significant improvements in timeliness of decision making at the front door of children's services, child protection and in legal planning processes;
- Use of data and information to enable people to make decisions based on evidence and facts;

- Examples of excellent practice which now need to be modelled and embedded to ensure consistently high standards, supported by quality assurance and supervision systems.

The numbers of Looked After Children (LAC) increased slightly in the last year (whilst other Welsh authority areas have seen more significant increases) and a reduction in the numbers of children on the Child Protection register. Overall there is a clearly improving trajectory which will be evidenced throughout this report. Going into the third year of the improvement programme there are key priorities for improvement which will form the priorities for the service:

- Fully implementing the redesigned early help and prevention service;
- Recruiting sufficient numbers of skilled Monmouthshire foster carers to accommodate children in county,
- Continuing to improve the consistency of social work practice, systems of management oversight, supervision and quality assurance
- Working with regional partners to implement new models of residential step down provision in the Gwent area
- Continuing to deliver the court improvement plan, supporting improved standards of practice and working to support our workforce in the court arena.
- Addressing the significant financial challenges driven by the high costs of residential and independent foster agency (IFA) placements when compared to other models of provision.

The continued understanding and support of the council is critical as we move into the next phase of our improvement programme.

Adult services in Monmouthshire has been on a transformational journey for the last six years. We have supported our workforce to have meaningful conversations to really understand what matters to people and to work with them to define their own outcomes. Relationships are at the heart of this way of working, most importantly the relationship with the person with care and support needs and their carers. The work to improve practice will never be complete and further work is needed to embed quality assurance work in adult's as well as children's services to ensure that we are getting the basics of practice right consistently.

Relationships with partners in the NHS, the rest of the council and with providers of social care services are, of course, critical. Integrated health and social care community services delivered from resource centres in Mardy Park, Monnow Vale and Chepstow are at the centre of a locality approach in which social workers, therapists and nurses work together; organising interventions around people, not organisational or professional barriers. There has been further integration of older adult mental health services into locality working. Mardy Park in particular has seen considerable development in the last year, which has really enabled us to develop around the needs of people and carers.

Adult and children's disability services have come together and are now co-located in Usk, as well as starting to develop locality working. Relationships with primary care

through the Neighbourhood Care Networks (NCNs) and integrated wellbeing networks have developed further. There is an opportunity to integrate further in the coming year to manage scarce primary and community resources, and connect people to the community support they need more quickly.

Approaches to supporting people with disabilities to live the lives they want to live have developed from strength to strength in the last year. 'My Mates' is supporting people with disabilities to develop friendships and even closer relationships. In the last year membership numbers have increased and more social opportunities facilitated including club nights out, a Christmas Ball, coffee shop meet ups to name but a few. My Mates has even celebrated its first engagement between two members– a real measure of success. My Mates is the latest in a series of responses to what people tell us matters to them in terms of living their own good life. 'My Day, My Life' day opportunities has been re-energized and is supporting people to participate in the community through social and volunteering opportunities. There is a reduced reliance of paid staff and some people no longer need support at all – an active example of how doing the right thing, doing what matters, is also the most cost effective solution.

The most significant challenge facing adult social care in Monmouthshire (as in many authority areas) is securing the fragility of the social care market, particularly the market for domiciliary care. This means there have been delays in people receiving the care they need, as quickly as they need, it in the last year. Some people have been delayed in hospital, as evidenced in the numbers of delayed transfers of care. More people have been delayed in the reablement service. Some families have had to provide additional support until care is in place. Relationships with care providers have developed really positively at a local level, but the nature of the provider market means there can be significant risks to provision if providers change their business models or experience financial difficulties.

The particular challenges in providing care in a rural county, and securing a care workforce in a county with such high employment levels, means we face greater challenges than some other areas. The economic value of social care to the economy is significant – a recent report concluded that the sector is estimated to support 8% of all jobs and £2.2-£2.3 billion of all GVA. The challenge for local authorities, working with others, is to demonstrate that the social care workforce is valued in every sense in a way that reflects in the contribution it makes economically, socially and most importantly to individual's lives. The social care sector is highlighted as one of the top 5 growth areas in the Welsh Government's flagship policy 'Prosperity for All'. There is a real opportunity locally and regionally for the opportunities the small and medium enterprises which provide the majority of social care to feature more prominently in our enterprise priorities.

Over the last three years we have been 'Turning the World Upside Down' in Monmouthshire – this means we have been fundamentally challenging the way that domiciliary care is commissioned. Monmouthshire County Council's Care at Home service has been completely remodeled to provide relationship based, flexible care at home. The work with independent sector providers to redesign together the basis of care at home has advanced. This is a long-term transformation programme – the last

year has seen some real gains through a collaborative culture which has supported creative responses and working together by providers to meet the considerable challenges of meeting demand for care at home, particularly in the winter months. The next year will see the scaling up of a regional approach to developing a Social Care Workforce Academy, to support the promotion of the sector, clear career pathways and the registration of the workforce by 2020.

There is much to do, and risks to manage, but overall the improvement journey is well-established, well-led and sustainable. Adult social services in Monmouthshire has demonstrated it is well placed for future challenges and most importantly there is evidence when we get things right we are actively transforming lives. There are fantastic examples of innovation and transformation – particularly the development of My Mates and the continued excellent support to carers. The challenge for adult services is to continue to be vigilant and outward looking, to address the most significant risks at pace, to improve quality assurance systems, to achieve consistently good practice across all teams and to deliver plans to improve access to care at home.

There are real strengths to build on in both adult and children's social services in Monmouthshire. There are also things we need to improve in both parts of social services. In this report I have recognised particularly the need to improve consistency of practice and address critical issues in the availability of care (foster carers and residential provision for children) and domiciliary care for adults. We have also demonstrated that when we get things right, work together with partners in the council and elsewhere that the difference that can be made to people's lives is truly at the leading edge of social services anywhere in the UK.

Sustainable social services

Throughout this report, I will try to tell the story of what good looks like, what it means for people when we get things right. For many years I have worked to the mantra in Social Services 'doing the right thing is also the most cost effective thing to do'. This seems obvious in many ways. Invest in reabling people to keep them independent and they will need less long-term care; invest in in-county fostering provision and fewer children are in expensive placements away from home and thus losing connection with their local community. It is clear, however, that this axiom is being more severely tested than ever – the challenges of reducing public finances, a social care sector which needs to realign the way it works to secure the right workforce care, the demographics of an ageing population and the complexity of needs for children and families. Combined, these are a real test of professional and political leadership.

The priorities set out in this report for the coming years are, therefore, focused on service and financial sustainability – doing what matters and doing it right. We need to continue to develop our wellbeing offers to prevent and reduce the need for care and support, we need to bring together transformation of adult and children's services and we need to deliver a transformed care sector. This may seem daunting, but by aligning priorities with our culture, partnerships, practice, systems and most importantly people we are well placed to continue to do the right thing.

This next year is about delivering a positive and sustainable future for Social Care and Health in Monmouthshire and with the continued support of our workforce, council, partners and communities I know my colleagues and successor are well placed to rise to the challenge.

Claire Marchant

Chief Officer Social Care and Health/ Statutory Director of Social Services

Social Services at the Heart of the Vision for Monmouthshire

Building Sustainable and Resilient Communities

Monmouthshire County Council published its Corporate Plan, *A Monmouthshire that Works for Everyone*⁴, setting out its goals for 2022 in March 2018. The Corporate Plan re-states the Council's intentions for building sustainable and resilient communities. Priorities include vulnerable people, families and communities, and improving outcomes and opportunity for everyone. This purpose is about linking social and economic regeneration, maximising the contribution and well-being of the people in our communities.

Each of the five priority goals include a number of programmes, twenty-two in total, to which the Council is committed between now and 2022. These are:

- The best possible start in life
- Thriving and well-connected communities
- Maximise the potential of the natural and built environment
- Lifelong well-being
- Future-focused Council

The Public Service Board well-being objectives and the Monmouthshire County goals are set out in **appendix 1** to this document.

Well-being, Social Care and Health in Monmouthshire

The purpose of well-being, social care and health in Monmouthshire are well aligned to the vision for our county: *'to maximise opportunities for all people to live the lives they want to live and the positive outcomes they identify'*.

Given the focus of our children's services improvement programme, we have expanded this purpose into the following vision:

'It is our priority to ensure that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We will, whenever it is safe to do so, always look for ways to support children and young people to remain with their birth family or extended family and avoid the need for children and young people to become looked after.'

Our purpose drives everything we do. It shapes our culture, our practice, our systems, how we develop our people and invest our time and resources.

Underlying our purpose are four principles:

- Listen to people to understand what matters to them;
- Build on strengths, not deficits;

- Connect people to other people and their communities;
- Relationships at the heart of care and support.

In practice this means we need to spend time throughout social services having the right conversations so we work with people on the basis of what matters to them; recognising their strengths, capabilities and the resources available to them through their networks of family, friends and communities. This is at the heart of practice-led transformation. We aim to work with people, alongside them, not doing to them. We look to find options and solutions which best meet their version of a good life. This is illustrated in **figure 1**.

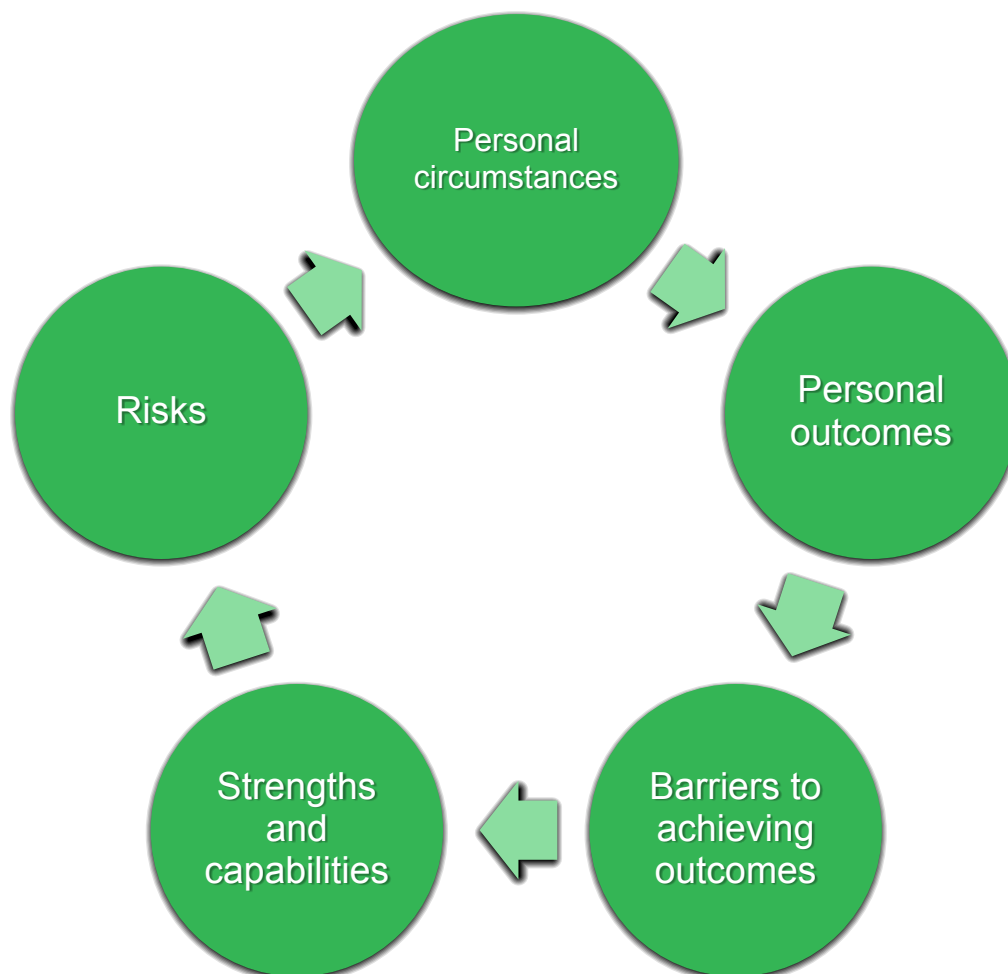


Figure 1

We work in partnership to intervene at an early stage. Our aim is to prevent the need for intensive interventions or high levels of services. **Figure 2** illustrates a snapshot of what is available to support people's well-being within their communities. It also shows how work with partners and communities to make best use our collective resources, and in so doing to help people live good lives while reducing demand for long term social care and health services.

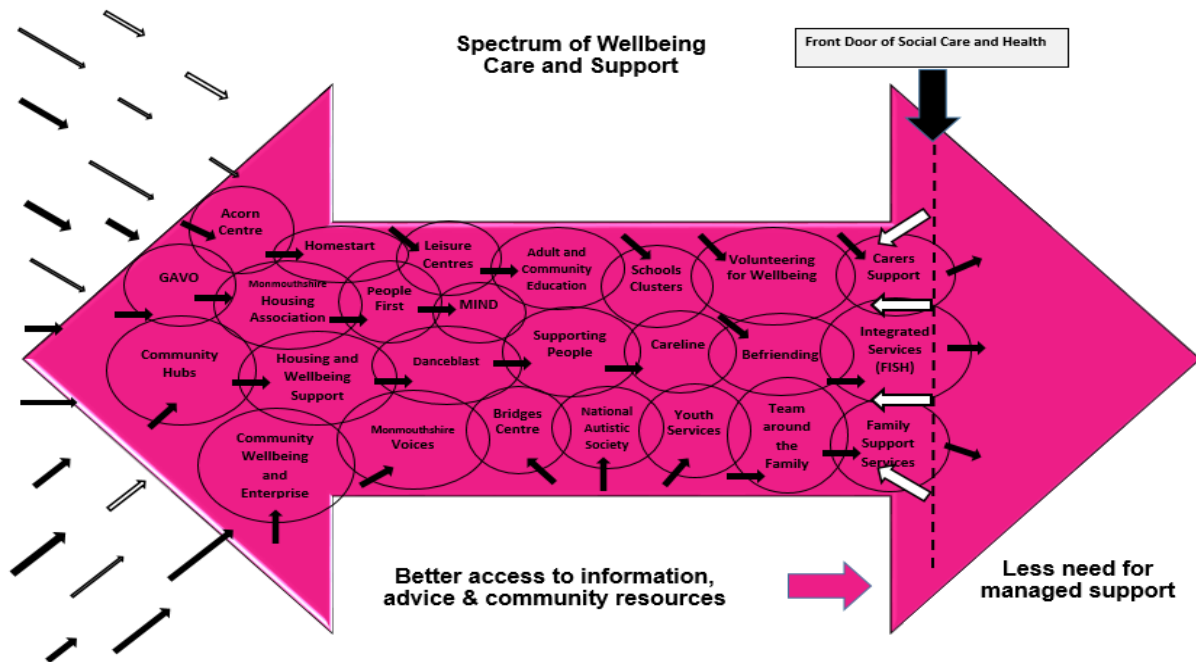


Figure 2

When people do need care and support we need to work with them, their families and friends to identify their own natural connections, or connect them to support in their communities. People who live in our communities, their families and their friends have the greatest stake in developing those communities as places they want to live and that can meet their needs. Our role is to enable people to engage with and build things that they are passionate about, that can support them to achieve their well-being outcomes.

Monmouthshire's 'County that Serves' programme is a council run volunteering programme, created to help highlight and support volunteering opportunities available within the county. A digital volunteer management system, the volunteer Kinetic platform, has been implemented for volunteer safe recruitment, communication, capturing outcomes and publicity of opportunities. This represents a channel shift and a cultural change in the way we support volunteers in Monmouthshire. Volunteer Kinetic will improve the volunteering experience and also enhance the communication with our volunteers. In November 2017 we implemented a new proportionate and enabling volunteering policy position. We believe recognition means different things for our volunteers. Each year we partner with Gwent Association of Voluntary Organisations (GAVO) to deliver the Monmouthshire Volunteer Achievement Awards. Also on a local level we provide informal recognition and thank you events for our volunteers.

Funded through the Rural Development Plan, the 'Be.' Community Programme (formerly the Community Leadership Academy) is designed to increase the participation and quality of community leadership. The programme provides a suite of

training and personal development opportunities at low or no cost to people who give their own time to support their communities. The Academy has the dual benefit of allowing individuals to develop their personal skill sets (with associated benefits for employment and the local economy), whilst also bringing about benefits for the wider community by enhancing the quality of community leadership.

Progress to date include:

- Partnering with Bridges Community Centre, who are sharing their skills by delivering 'Inspiring Evaluation' training.
- A community volunteer with extensive experience in Health and Safety has developed a course for volunteers who lead groups, dispelling the myths and adopting a practical approach to risk management. Another community volunteer has offered to share their skills, knowledge and experience in using social media. The course and associated information is targeted at volunteers looking to develop skills in marketing and community engagement.
- Working to link like-minded volunteers with others to increase networks, for example one area of success has been local promotion of events. By linking new ambitious groups with established and experienced individuals benefits have been evidenced on both sides.
- A focus on courses for volunteers around wellbeing, which have been well attended and been tried in new geographical areas.
- A promotion campaign through the council tax leaflet, which went out to 44,000 homes, to promote the programme and opportunities to get involved in the community.
- 87 People have accessed the online learning section of the programme, we will look to increase the content and publicity as feedback has been positive.

This approach to wellbeing through contribution and involvement is far more sustainable and supportive of people and families achieving sustainable change or the outcome they have identified than securing a service to do it for them. Our vision for locality working means supporting people to access what is available in the place they live. This is critical to combatting the scourge of loneliness and isolation which impedes people's ability to live the lives they want and their capacity to find their own solutions. Where we do need to commission or provide care and support for people, our aim is that this is flexible and supports achievement of the outcomes that people have identified for themselves.

Our purpose is clear. The remainder of this report appraises how well we are performing against that purpose – what are our strengths? What do we need to do better? What are our plans to achieve improvement?

Director's Summary of Performance

How well are we performing against the purpose we have set ourselves?

In my last annual report I set out a number of priorities for improvement to focus where we invested time, effort and resources. The substance of this report reflects our achievements against those priorities, our quantitative and qualitative performance against national and local measures, supplemented with what people who have experienced wellbeing and social services in Monmouthshire have told us about that experience. As indicated in my introduction, the assessment also draws on external independent reviews, internal audits, regulatory reviews and quality assurance, case studies and stories, and learning from complaints, comments and compliments.

One of the key challenges in evaluating our performance is developing the right suite of measures and mechanisms for reviewing the evidence of how well we are doing. In 2016/17 we moved to a new suite of national outcome measures for social services in Wales. The new measures are aligned to the SSWBA. Welsh Government have recognised the need to review the performance outcome framework to ensure we are measuring what matters. For this reason it is important to triangulate the information for national performance measures with other information.

Appendix 3 illustrates our performance against some of the most important measures we use. National measures in children's services are better developed and demonstrate progress over time and the positive improvement in performance against the children's measures are clear. The qualitative use of case studies, narrative and story-telling is also important in demonstrating the impact of what we do.

Figure 3 illustrates the approach to quality and performance in social care and health.



Figure 3

Overall assessment of wellbeing, social care and health

Adult Services – There has been a continued focus in adult services on practice lead transformation and placing relationships at the heart of everything we do. There has been real progress in developing well-being networks so people can connect to their communities. Strength based practice has continued to embed across teams working with people and their carers, although there is evidence this is better developed in some areas than others. There is a need in provided and commissioned care and support services to focus on really good and consistent standards which are person centred and get the basics right. Quality assurance systems should address all aspects.

The evidence for this assessment is:

Practice in adult services is focused on what matters. The work to ensure this practice is fully embedded is a continuous endeavor. Quality assurance has focused on outcomes in the last year and is being used to improve the quality of conversations, analysis and care planning, and the way that outcomes are recorded. There are many individual examples of excellent practice which are having a positive impact on people's lives. There are also examples that sometimes our practice is not person-centred. Our culture is to be open, transparent and to work with people and carers to learn and improve when things do not go well and we have been able to use some individual experiences to support us to do this.

There has been a real focus on listening and developing relationships, working with people to identify the outcomes that will make a difference to their, and to support them to live the lives they want to lead – feedback from adults with care and support needs reflects that this is largely their experience. Practice reviews with social workers in Continuous Professional Development (CPD) panels confirms understanding what matters is at the heart of practice. This is not always reflected fully in the way that work is recorded and this is an area for development in the next year.

We have made real progress in supporting adults with care and support needs flexibly, based on long term relationships. Monmouthshire’s Care at Home service is at the leading edge of flexible, relationship-centred practice. People with learning disabilities are supported to have fulfilled lives actively contributing to and accessing support in their own communities and developing meaningful friendships and relationships through My Day My Life and My Mates.

Our own quality assurance, external regulatory reports and people themselves they tell us that is the case.

'The care I have had over this period of illness has been excellent. The staff are so kind and thoughtful. All of them have been faultless.'

Feedback received to domiciliary care in south Monmouthshire

Internal services have been developing innovative quality assurance frameworks which address all aspects of what good care looks like. The importance of relationships and compassion is a key driver.

*'To *** and team, Thank you all so much for caring for my mum *** with such love and compassion, and for the kindness you showed me and my family''*

Feedback from family of a Severn View resident

There is more to do to ensure all services provide consistently high standards in all aspects of care and support, and that quality assurance is embedded, understood and driving quality improvement.

Not everyone in Monmouthshire gets the care they need as quickly as possible, and the standard of care can vary too much. The vast majority of people receive the care and support they need quickly. We do know some people wait too long for care, either because they are delayed in a hospital setting, or in another service. This is largely because of the challenges all care providers, including the council, face in recruiting people. We are working with providers and partners to promote careers in care positively, and support carers to access the training and support they need. We have invested in providers so they are able to meet requirements around the national living wage, but we acknowledge that until the move away from ‘task and time’ commissioning is completed terms and conditions of service for the independent sector workforce will vary.

We know that our approach to connecting people and communities in the places they live to support wellbeing is making a difference because we are measuring

outcomes and listening to the stories of the difference this is making to their lives. We are working with Swansea University using the most significant change methodology to understand what makes the most difference in people's lives.

Children's Services - Children's services have continued to make significant progress in the last year. There is a stable leadership structure and we have succeeded in our aim of a recruiting and retaining a permanent, stable workforce. Preventative resources have been joined up and targeted through the 'Building Stronger Families' offer which is having a positive impact. We have a clear model of practice which we are developing with partners and need to deliver consistently. The voice of children and families is central to our model of practice.

*'Thank you *** for taking time to come and assess us. Having had no previous involvement from any of the social service teams, I wasn't quite sure what to expect, but she was very understanding and caring and was very thorough in gathering information.'*

Feedback from a family to Children with Disabilities Team

We have made great efforts to improve our commissioning arrangements through implementing the 'Where I am Safe'⁵ shared vision, although delivery of increased numbers of local foster carers for Monmouthshire children is our highest priority. We have improved our partnership working too in delivering our collective corporate parenting responsibilities. This analysis is supported by the following evidence:

Workforce- All social work positions in children's services will be filled by permanent members of staff by August 2018. This reflects the positive reputation that we know have and the morale and positivity in the service.

Early Intervention and Prevention - There has been a real focus in the last year to implement an approach to early intervention and prevention, which means children and families are getting the right support at the right time. Whilst there is no 'magic number' of children a county with the characteristics of Monmouthshire should be 'looking after', the relative stability of the number of LAC is positive, and the reduction of the number of children on the Child Protection Register (CPR) is an indication that risk is being effectively addressed earlier. We have developed a coherent approach to 'stepping down' children to support from preventative services.

Improving social work practice- We have continued to work with the Institute of Public Care (IPC) to support independent evaluation of our strengths and areas for improvement – in the last year this work has focused on our work in the court arena and with looked after children and care leavers. In summary, when we get things right our practice is children-centred and of the highest standards.

'The best LAC cases had good to excellent involvement of children'

Institute of Public Care

We have seen significant improvements in key performance indicators, such as the timeliness of assessments and low numbers of children being re-referred onto the child protection register. LAC are supported through the right legal processes - historically,

the Local Authority had been criticised for there being a delay in them instigating court proceedings - this is now less than 1% of children. To improve further we need to address consistency of social workers, practitioners who are child-centred, skilled in direct work and practise from a psychologically informed knowledge base. We need to improve management oversight and supervision systems in all our teams to ensure our practice, and recording of our practice, is as good as it should be for all our children. *Better Outcomes for Children and Young People* – We have seen positive performance in terms of placement stability – 9 children out of 95 (9.47%) children have experienced more than one non transitional school move. for our children. We have seen positive improvements in supporting care leavers into education, employment and training. The highest priority we have is to increase the number of Monmouthshire foster carers. Recruiting Monmouthshire foster carers has been a particular challenge in the last year, despite investment in this area. This can mean children and young people lose connection with the local area and the resources within

Corporate Parenting and Care Leavers – In the last year we have reviewed our Corporate Parenting Strategy and improved the way we work to support our children to have the best opportunities in life. The improved working with Youth Enterprise and housing options is evidenced by improving outcomes around employment, education and training, and housing for our care leavers.

How are people shaping our services?

We are committed to involving people in everything we do, working to the principle – ‘*nothing about me without me*’. In practice this has meant we have worked hard to effectively involve people in strategic priority setting, reviewing and commissioning services, assuring of how we provide services and day to day assessment and care planning.

Working with people to shape strategic priorities for health and social care in the Gwent Region

Effective and continuous collaboration has been at the heart of the development of the Area Plan which sets out our strategic priorities for health and social care across the Gwent region. We have a well- developed citizen panel, but in addition engagement, and critically delivery of the plan, is being informed by an engagement process with people of all ages and interests across the region.

We have had a couple of years now of the RPB, we have been fully involved in discussions and in the work of the Board. We took our Citizen Panel annual report to them and spoke to it, and offered an invitation to Directors and Executive Members to come to a Citizen Panel meeting when it is on their patch. It is great that they have accepted this, and so far in 2018 we have had Executive Members attend a meeting in Blaenau Gwent and in Monmouthshire. It has been very good to get an insight as to the difficulties that senior people face – and they don't hold back on our account – so we appreciate the open discussions that are held at the Board'

View of Citizen Panel Member

Working with people to shape wellbeing and social services in Monmouthshire

We have set ourselves the standard that any service review or development should include people throughout all of its stages, not just as consultees at the end of the process. Some examples of active work with people to shape services in the last 12 months:

- Development of a Community Development and Partnership Team who are supporting people and communities to develop and lead community development plans to address the needs of their own communities.
- Surveys of adults, carers and children and analysis of response
- Review and re-commissioning of services for young carers which has fully involved them
- Re-commissioning of services for children with disabilities, which has been undertaken with the full involvement of families and children
- Development of forums for LAC and care leavers
- Involvement of people in decisions which affect them and their families (100% parents were invited to LAC reviews where it was appropriate to do so)

- Developing models of practice which are based on relationships with the people who we are working with
- Development of advocacy services for children and adults - a regional review of third sector commissioned services in 2016/17 highlighted variations in advocacy provision, and the region has worked with the Welsh Government funded Golden Thread Advocacy Project to set out a regional approach for commissioning and supporting advocacy. Agreement was reached to take a 'co-production' approach, with the aim to develop an advocacy commissioning strategy
- Development of the learning disability and mental health strategies
- My Day My Life, My Mates and My Holidays – people are driving the way in which the services evolve and develop
- Integrated services in all parts of the county are effectively engaging with the communities and supporting new approaches to wellbeing and services to meet the needs that people themselves are identifying e.g. breakfast club at Mardy Park, developing transport solutions.

Promoting and Improving the Well-being of Those we Help

Improving Practice, Improving Lives

What we must report on? – We work with people to understand and support the personal well-being outcomes they wish to achieve.

What does this mean? – Understanding what matters to people, listening to understand and supporting them to articulate and achieve what a good life means to them.

What we said we would do (2017/18 *Priorities for Improvement*)

- Early intervention and prevention – supporting people at the earliest opportunity to live the lives they want to live; preventing/delaying the need for intensive care and support
- Strengthening practice - developing our practice to understand ‘what matters’ to people so we focus care and support where it is needed on what people can do, and what they aspire to do, to overcome barriers to living the lives they want to live;
- Delivering excellence in Children’s Services – a programme to deliver practice-led transformation leading to improved outcomes for children in Monmouthshire - We will deliver year 2 of the Children’s Services Improvement Programme.

What have we done?

Early intervention and prevention for Children and Families

Previous annual reports highlighted gaps in preventative services and waiting times for families to access the right support for them at the right time. To address these deficits a comprehensive review of early intervention and prevention for children and families has been undertaken to ensure we are able to:

- get families to the right service first time
- develop better transition between pre- & post-statutory intervention and streamlining pre-statutory intervention
- create a coherent system of referral and access to pre-statutory threshold intervention
- create a team to provide bespoke programmes of direct work for vulnerable families to build resilience & reduce their need for statutory intervention at a later stage
- ensure that there was a robust step-up/step-down process from children’s social services

- ensure alignment between pre and post statutory support (e.g. Face to Face and BASE)

Figure 5 below illustrates the coherent offer that is now in place.

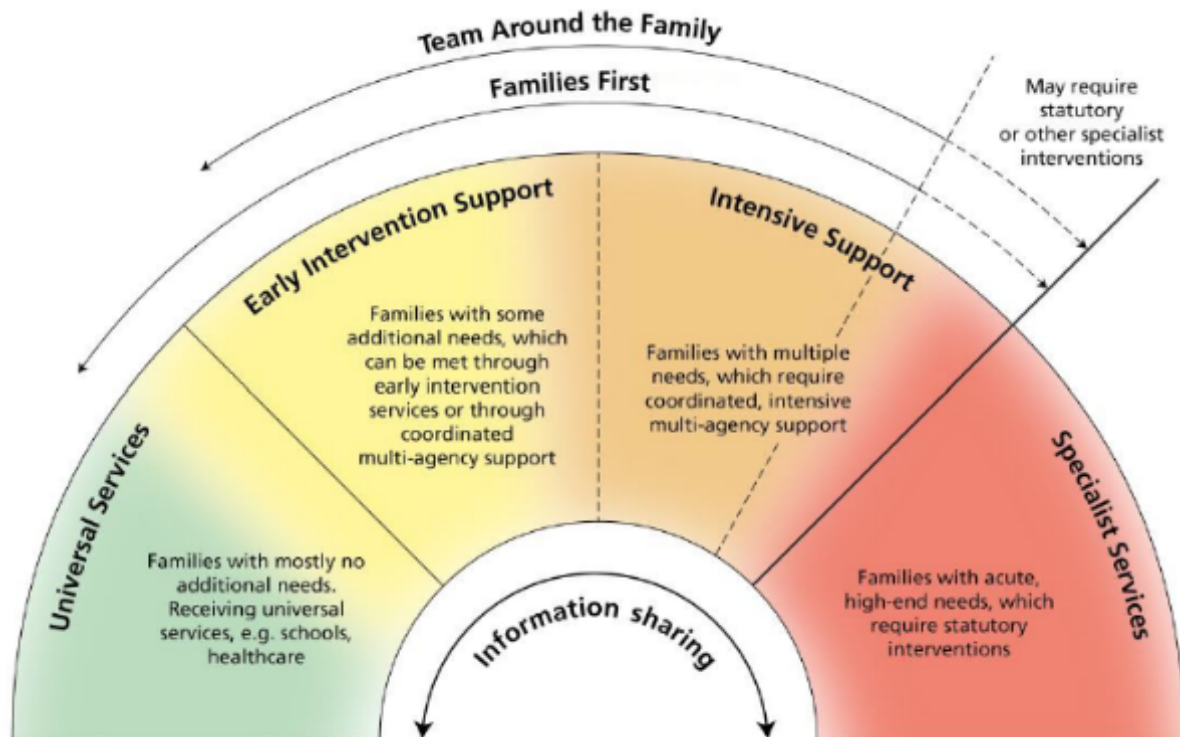


Figure 5

This is a partnership approach to supporting children and families. An Early Help Panel has been established which brings services together the range of early help services into a single system, streamlining referral and interventions. This new way of working ensures that there removes duplication and highlights any gaps in provision that require service development. Primary mental health services for children and young people are now embedded in this early help approach, supporting a joined-up approach to addressing another critical need in Monmouthshire. The Team Around the Family workers now form part of the Building Strong Families Team and are delivering greater productivity and efficiency in supporting direct work with families from skilled workers.

This approach is already delivering significant benefits. The next steps identified are:

- Fully implementing the Edge of Care resource
- Aligning & growing therapeutic resources for children who have experienced trauma
- Developing a trauma-informed workforce
- Aligning pre- and post-statutory support so families receive support at the earliest point possible and experience a seamless transition

- Developing a coherent strategy for children who are in need of care and support
- Deploying resources to maximise the opportunities children have to experience stability & permanence

Supporting Independence and Reablement for Adults

Table 1 below shows the outcomes for people who have received a service from reablement.

Part b. Those people who are "Independent" following a period of Reablement during the year.														
Location on Discharge	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	TOTAL	%
Residential Care Home	1	0	0	0	0	0	0	0	0	0	0		1	0%
Nursing Home Care	0	0	0	0	0	0	0	0	0	0	0		0	0%
Independent at Home	63	84	86	76	87	91	132	99	61	82	94		955	80%
Long Term Care at Home	10	16	16	11	11	14	15	13	6	12	14		138	12%
Hospital	3	5	3	6	2	1	2	3	3	5	5		38	3%
Other	8	8	11	7	7	4	4	4	2	7	5		67	6%
TOTAL Outcomes	85	113	116	100	107	110	153	119	72	106	118	0	1199	100%
Source : MONICCA, Flo														
% Independent at Home	74%	74%	74%	76%	81%	83%	86%	83%	85%	77%	80%			

Table 1

We have worked to maximise the number of people who are able to benefit from reablement. As a result the outcomes, 80% of people living independently at home, are the best example of what a targeted service which prevents people escalating to a higher level of need, can achieve. Managing demand has seen the numbers of people in residential placements supported by the Council fall from 236 (2011) to 210 in 2017 despite the demographic pressures we face as a county.

Strengthening Practice in Children's Services

Excellent social work practice, in which the child's voice is central, is at the heart of the Children's Services Improvement Programme. **Figure 6** illustrates the relationship between the safeguarding and protection, understanding managing and mitigating risk and supporting good practice. The child's voice is paramount.

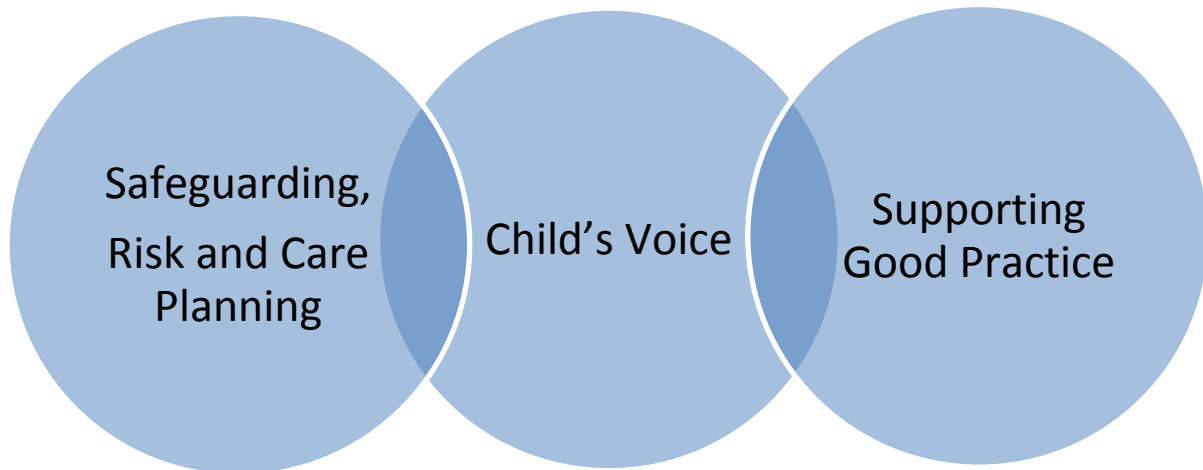


Figure 6

Practice improvement work has focussed on aligning purpose, policies, systems and practice, underpinned by quality assurance around a vision of the child's journey in Monmouthshire. The key areas of work have been:

- Policy, systems and processes – Operational procedures
- Assessment and managing risk – Conceptual frameworks and tools
- Oversight and decision-making – Resource Panel, legal planning, complex care
- Performance management – data dashboards, performance management

Improving Outcomes, Transforming Lives – Practice Lead Transformation in Adult Services

Strength based practice, based on working with individuals to identify their personal outcomes, their strengths, their networks and assets, has resulted in care and support packages being delivered in more targeted ways to influence positively the quality of life around those things that really matter to the person. This helps people to manage without the need for formally commissioned care and support or a reduced need. This model of practice which is based on understanding people's strengths and the resources available to them in their own lives is at the heart of the way adult services works with people who have care and support needs and their carers. In this last year adult services have continued to develop practice in this area and gain a greater understanding of how well this is embedded across all teams. Mentoring to support excellent practice and strength-based approaches have been developed focussing on the quality of outcomes. There are well established mechanisms – senior practitioner's forums, practice lead leadership group and regular whole service meetings are in place to support the continuous focus needed on strength-based practice. Practice is highlighting the need for new models of service provision and to commission services in a different way.

Improving practice across all age disability services

Children and adult social workers who work with people with disabilities and their families have come together to develop a common approach to understanding what

matters, and developing their practice to enable people across the age range to live their own lives. The aim of this work is to ensure a seamless transition between adult and children's services through a common model of practice which is based on long term relationships. Services are organised around what support is needed. In some cases the most appropriate person from either the Children with Disability Team or Adults with Disability Team has worked with the young person and their families regardless of the age of the individual. This provides continuity for the young person at this critical time in their life. We are using budgets more flexibly across adult and children's services to support what matters to people.

Responsibilities for well-being and social services in the secure estate

2017-18 has been the final year of the implementation phase of our work in the secure estate, under the SSWBA. During the last year our approach to working in HMP Usk and HMP Prescoed has also been closely scrutinised through an HMIP inspection and a 'Health & Social Care Needs Assessment' undertaken by Public Health Wales. Both of the subsequent reports were extremely positive about the contribution of the Monmouth Integrated Services to the well-being of prisoners and the fostering of strong relationships with National OMS, Prison Health Service and voluntary sector partners which provides a solid foundation for our ongoing involvement. The ageing demographic of the prison population locally and the needs of disabled prisoners have informed collaborative work around the adaption of the environment to promote safety, mobility and independence. This has in turn enabled a programme of daily activities to be created co-productively with service-users and trained 'buddies' and utilising skills present within that community, ensured the principles of 'voice, choice and control' enshrined in the legislation, extends to all corners of Monmouthshire. Moving forward, the partnerships are focused on the further development of practice around the care and support of older prisoners and an appropriate 'pathway' for service-users experiencing life limiting conditions.

How well have we done?

What have people told us about their experience?

- 81.4% adults, 78.6% carers and 62.1% children report they felt involved in decisions about their care and support

What are complaints, compliments and comments telling us about how well we are doing?

- Table 2 provides a summary of complaints and compliments received in the last year

	2017/18
Number of complaints received in the whole of Social Care	62
Number of comments received in Social Care	75
Number of compliments received in Social Care	146

Table 2

Most complaints are resolved at the informal stage of the complaints process, with the team involved. 10 complainants took their complaints to stage 2 during the last year.

The 10 independent investigations considered evidence in respect of 59 individual complaints. 18 were upheld. 16 were partially upheld (or were inconclusive or the investigator was unable to reach a finding). 25 were not upheld. The Public Services Ombudsman has not upheld any complaints against Monmouthshire social services in 2017/18.

Whilst each complaint is individual there were some themes which provide the basis for learning: the need to improve communication, concerns about being listened to, treating people with respect, alleged lack of care and funding for transport. A system is in place at a service manager level and within services to ensure actions are taken to address individual issues, but also that wider lessons are learned, and learning is shared on a wider basis.

The compliments received reflect the impact on people's lives, often at a time of crisis, when we get things right, listen and support solutions in really difficult circumstances:

*'Dear *** and Team, I am writing on behalf of myself, my brother and my parents, *** and *** to thank you and your team for all the help and advice over the last few difficult months. Your professionalism, kindness, efficiency and high standards are exemplary. Thanks, ****

Family to Chepstow Integrated Team

*'During an end of Care Proceedings handover between *** and Guardian *** regarding ***, she was extremely complimentary about *** work with *** and regarding the quality of the care plan and statements provided. She specifically reported that she was "thankful" to *** for this.'*

Email to Family Support and Protection Team

.What does our performance against national outcome measures tell us about how well we are supporting children and young people to achieve positive outcomes?

- 78.29% adults who received support from the information, advice and assistance service (IAA) have not contacted the service again during the year.
87.31% assessments for children were completed within statutory timescales.

What other evidence is important in understanding how well we are doing?

- *The impact of practice change in adult services* – Understanding what matters to people and intervening earlier has meant, over time, a reduction in the number of adults receiving traditional care and support services in Monmouthshire. This is despite the significant increase in numbers of over 65s and over 85s, a demographic indicating we would need to be making more care home placements and commissioning more domiciliary care if practice had not developed (figure 7).

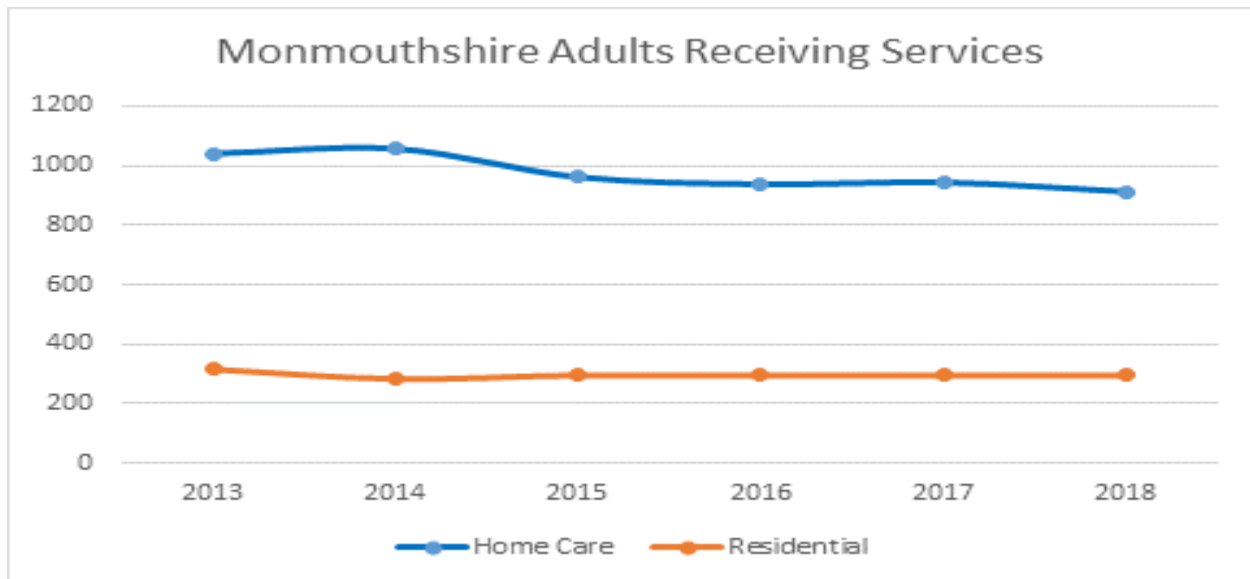


Figure 7

- *The effectiveness of the practice in children's service*

There is evidence through improving performance measures, and internal and independent external analysis, that practice in children's services is continuing to improve. The timeliness of assessments is improving - 87.31% were completed in statutory timescales compared to 74.69% in 2016/17. More children are being supported to remain living with their families (245 compared to 213 in 2016/17). Decision making in child protection processes is effective with a low number (6) and percentage (5.26%) of children being re-registered. This is evidence that that children on the child protection register are being actively supported. The average length of time for children to be on the register is 227 days.

The IPC identified that at our best, social workers in Monmouthshire are "*visibly engaged with children and their carers. Their energy and commitment to the children was evident from the records*" (Institute of Public Care). There is also evidence of the need to improve consistency of practice, supervision and management oversight and quality assurance.

Working with people and partners to protect and promote people’s physical and mental health and emotional well-being,
 Encouraging and supporting people to learn, develop and participate in society,
 Supporting people to safely develop and maintain healthy domestic, family and personal relationships
 Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

What does this mean? - This means working with people to support them in achieving the goals they have identified themselves which together constitute a good life. These are called people’s ‘personal well-being goals’. The SSWBA details the different elements of wellbeing (**figure 10**). People may need support in any of these areas to live the life they want to live.

Elements of wellbeing

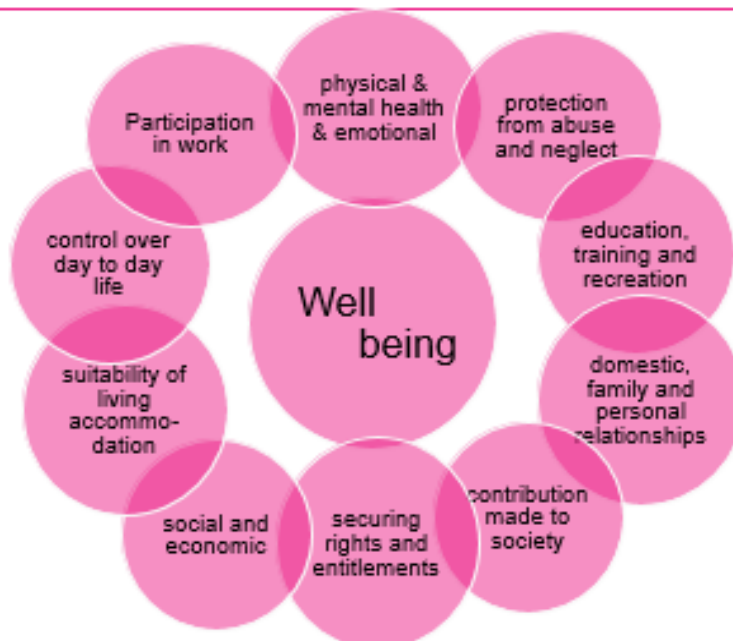


Figure 8

In working with people to achieve their personal wellbeing outcomes, there are three building blocks which form the foundation for wellbeing, care and support:

- **Information, Advice and Assistance (IAA)** – each local authority (with support of their local health board) must secure the provision of an information and advice service relating to care and support in its area (including support for carers) and (where appropriate) assistance in accessing these.
- **Integrated wellbeing networks** – being able to access your own community to make meaningful contributions and feel connected. This connection is critical in reducing loneliness and isolation, and accessing natural support as early as possible to have a good quality of life. In so doing this reduces or delays the need for longer term care and support
- **Care and support** – We assess people’s needs if we know or think they have care and support needs or a carer needs support. Care plans describe the care and support that have been identified to enable someone to meet their wellbeing outcomes. This will include support from informal carers, friends and families, and support available in the community, as well as social care services.

What did we say we would do? (2017/18 *Priorities for Improvement*)

IAA

- Evaluate and determine if the current front door systems in adult and children’s service support delivery of IAA comprehensively enough.

Integrated Wellbeing Networks

- Work with colleagues across the council, with our partners and with 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.
- Continue to work with a wide range of partners to develop locality approaches to wellbeing. This includes working with Public Health Wales to develop a social prescribing approach
- Work with school clusters and partners to 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 early and appropriate support. This will aim to prevent families reaching a point where it is necessary for children’s social services to intervene, less still for them to break down to the stage where their children are taken into care.
- Work with all 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.

Care and Support

- 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.

What have we done?

IAA

- We have continued to develop the approach to, and availability of, IAA across the county. IAA is available from a range of places in the County (community hubs, leisure centres, social care resource centres, primary care), for all citizens and includes a variety of activity e.g. signposting to support, information about what is going on in communities, managing debt, and access to food banks. People can self-refer to most IAA services. Of the 1388 people accessing IAA, (78.29%) did not contact us again.
- The Supporting People 'Gateway' provides information, advice and facilitates access to assistance for housing related support services, including financial advice, connection to community support and support in maintaining a tenancy. The IAA provided via the gateway has been expanded to support wellbeing outcomes to meet the preventative goals, financial inclusion and tenancy support. In the last year. 943 people accessed support via the gateway in the last year.
- An important development has been the roll out of the Dewis citizen portal, an information source for professionals and citizens in Wales about wellbeing resources in their area. Local launch events were undertaken (see picture below at the Usk show) to raise awareness with citizens and service providers.



- FISH (Finding Individual Solutions Here) and the 'Early Help' team in children's services have been reviewed to make sure they are offering IAA in the most effective way.

Integrated Wellbeing Networks

- We are working with a range of partners to facilitate 'joining up' what is available in 'integrated wellbeing networks' (figure9) which are based on the 'natural' communities within which people live and within which they connect. The wellbeing network approach recognises the different elements of 'wellbeing' and facilitates local communities and partners to map assets, understand where their gaps may be and develop services to address those gaps.
- We have facilitated locality working through networks of partners collaborating to meet the needs of the communities they serve. These networks ensure people have a greater sense of control over what they need, making decisions about their support as an equal partner.
- In Monmouthshire we work with two Neighbourhood Care Networks (NCNs), comprising primary care, community health and social care, public health professionals and third sector. This year has seen the development of the NCN wellbeing workforce including pharmacists, physiotherapists and support workers. There are many examples of positive work between NCNs and wellbeing workforce to make a real difference including the exercise referral scheme and development of a dementia road map. Primary care and community health and social care services working well together have a really positive impact on people's lives.

'The Communication between Tudor Gate Surgery and social services is always fast and helpful'

Daughter of person supported by Abergavenny Integrated Team

Integrated Wellbeing Network

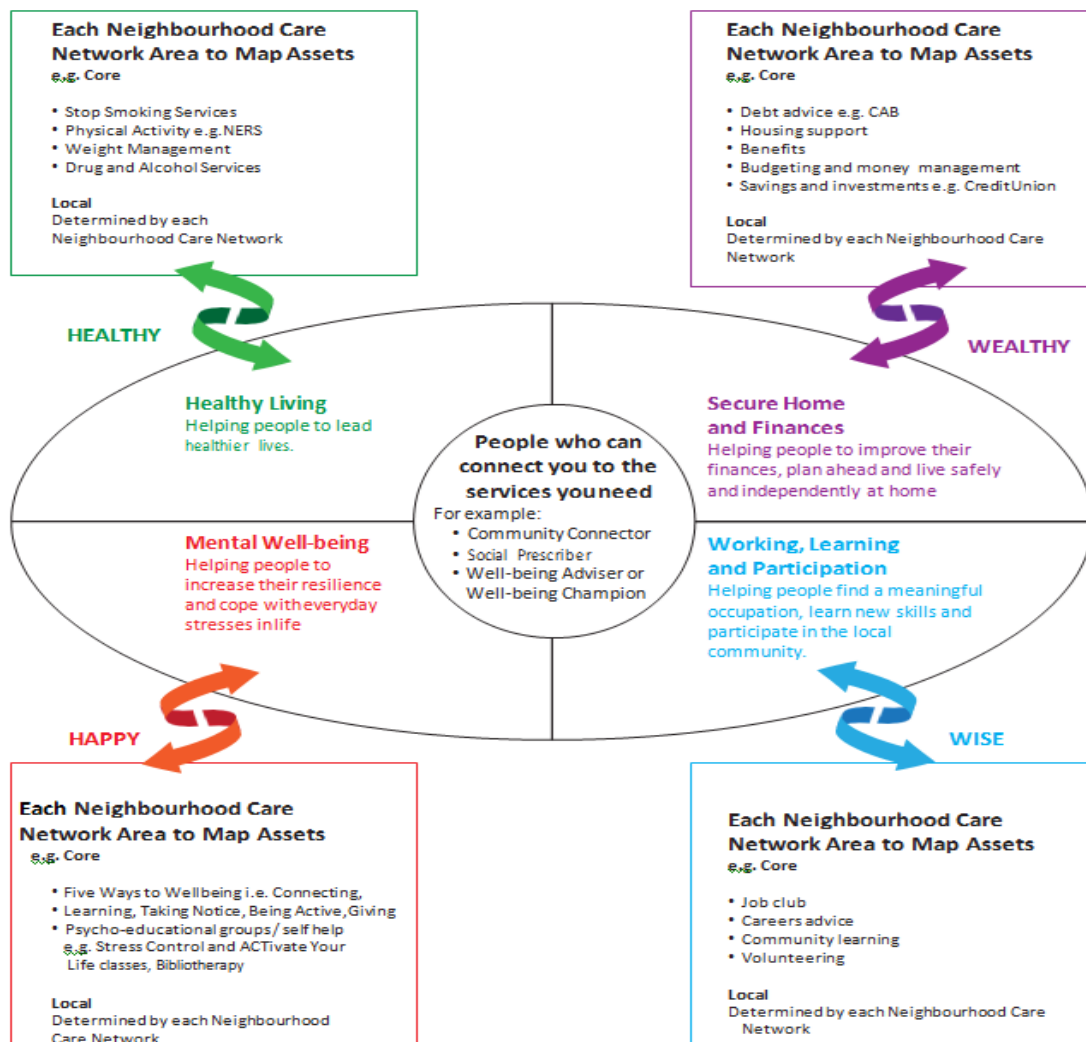


Figure 9

- The integrated wellbeing network approach recognises the importance of harnessing community assets – be they individual people, groups, business, third sector organisations or statutory organisations, understanding what they all offer and how they can meet population needs.
- The focus is to understand community strengths and develop the wellbeing workforce to link people to the support they need. We have worked with partners to develop a framework for the wellbeing workforce (figure 10) which will ensure people have the right conversation with the right person at the right time:



Figure 10

- To support the development of these roles we have reviewed, with partners, how we invest resources available to us through supporting people, Families First and other funding streams and resources focused on early intervention and prevention.
- We have invested Supporting People and Integrated Care Fund resources into wellbeing workers and social inclusion workers who are working with people who may be isolated and vulnerable. They assist them to build natural networks and find community support that assists them to work through the issues they face and to prevent them accessing statutory services.

Care and Support Services for Adults

Care at Home Services

- Services that provide care and support are commissioned or provided on the basis of relationships – both between the person with care and support needs and between the council as commissioner and service providers.
- Council care at home services have been remodelled and are providing flexible, relationship-based care across the county. We have been working with independent sector providers for the last 2 years to commission care at home very differently through the ‘Turning the World Upside Down’ programme. We have worked with providers to develop ‘patches’ of provision which will inform a future pricing model. We have developed an information sharing protocol and are piloting this with one provider. Independent sector providers are working very closely with our integrated teams which has enabled real gains through creative and pragmatic responses by providers to service demand issues.
- We are not always able to access long term care at home for people as quickly as they need it. Some people have been delayed in their own homes whilst supported by reablement services, others have been delayed in a hospital bed. There has been a significant increase in the number of people aged over 75 delayed in hospital in the last year , 43 people compared with 22 in the previous year. The trend for all ages over the last 5 years is set out in figure12 below:

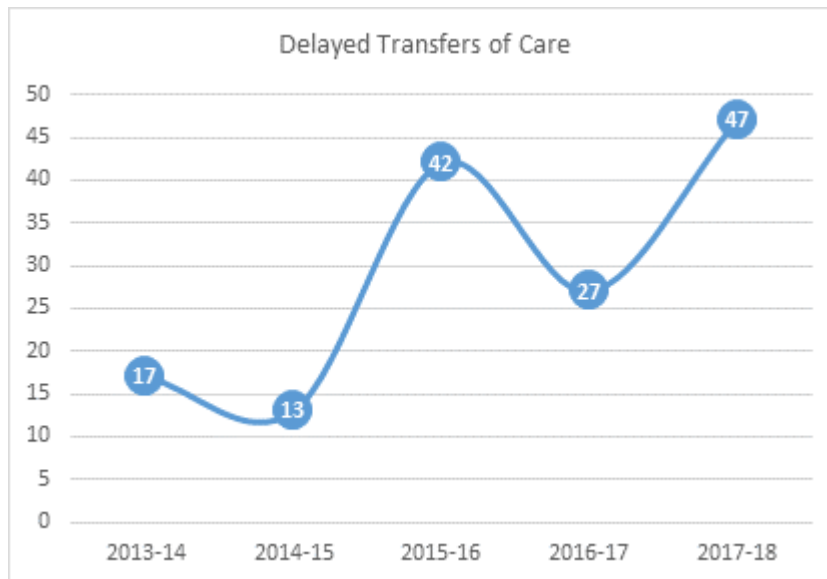


Figure 11

Whilst it is important to note that this is a small proportion of the discharges we support as a Council, every delay in a transfer of care means someone is not getting the right care for them. Of the 43 delays for people aged over 75, these relate to 38 people, as some people were delayed for more than one period. Table 3 below shows where people are delayed. This shows clearly that small numbers of people are not delayed in acute hospitals, but there is a significant issue in our community hospitals. We have an effective discharge model enabling people to move through the acute hospital sites generally without delay. The delays in community hospitals happen where people are requiring more intensive support or life changing decisions are needed. These may require further complex assessment, in particular around capacity/ we have a much older population often with multiple complex medical conditions which may require complex problem solving hence where delays can occur. Another contributory factor is the ability to secure the timely levels of support at home. This is often more difficult in the rural areas, but has been a feature throughout the county this year.

Hospital	Delays
Chepstow Community Hospital	13
Monnow Vale Health & Social Care Facility	22
Nevill Hall Hospital	6
Royal Gwent Hospital	1
Ysbyty Aneurin Bevan	1

Table 3

Care Homes

- In the last year, the council's inhouse care home, Severn View, has worked to improve the quality of care provided, putting in place arrangements to improve the way people's needs are understood before they come into the care home. The care at Severn View is very effective in supporting people to build relationships with people with dementia.
- We have worked with other local authorities in Gwent and Aneurin Bevan University Health Board to implement pooled budget arrangements for care home commissioning. We have developed a common contract across the region, working collaboratively with care home providers.

Support for Adults to Learn, Develop and Participate in Society

- My Day, My Life, is a person-centred approach to support for people with learning disabilities. In the last year, this approach has been expanded through My Mates, wider networks and personal relationships.
The impact of these relationship-based approaches is most vividly evidenced through the stories of individuals:

Support for Children to Learn, Develop and Participate in Society

- Children's services have also strengthened working arrangements with Youth Enterprise to improve opportunities for care leavers not in education, employment or training (NEETS). Educational outcomes for our LAC children in education was in the top quartile in Wales.
- There are close working relationships with education colleagues to support our LAC to achieve educational outcomes. The pupil deprivation grant for LAC pupils is now administered regionally by the Educational Achievement Service (EAS) and clusters of schools are able to bid for additional funding for LAC pupils to provide additional support to raise standards. Personal education plans are written in partnership between schools and social workers to identify areas of strength and areas for development. Appropriate information is shared so that any issues which may be impacting on performance can be addressed.
- If there are cases which require further discussion then these are brought to the Local Authority's multi-agency Stable Life and Brighter Futures Panel and appropriate actions are agreed to address any issues which may impact upon a young person's educational placement.
- More care leavers are in education, training and employment compared to previous years, and outcomes for Monmouthshire care leavers compare well with the rest of Wales.
- There are two fulltime Personal Advisors whose key role is to support care leavers with a pathway plan, on their journey towards independence. There is a care leavers' group that supports young people via organised activities.

Services for Children with Care and Support Needs

There has been extensive activity to review a range of commissioned and provided services for children and families. Commissioning activities have involved fully, and been driven by, the views of children and families:

- A review of services for young carers services resulted in the recommissioning of the service. Young carers were involved in the procurement process including asking model questions, answers and weightings.
- A review of services for children and families with disabilities is being undertaken. Workshops have been held with children, young people and their families across Monmouthshire in Abergavenny, Monmouth, Caldicot and Chepstow, where they were asked what worked well with the current Disability Support Service, what didn't work so well, and how can we improve this service. A survey has also been undertaken which has informed the service review.
- A review of family group conferencing has been undertaken with a view to integrate it better with children's services.
- Commissioning arrangements have been strengthened, addressing weaknesses identified in an internal audit report into children's services placements.
- A multi-agency resource hub is being developed, funded by the Integrated Care Fund, to provide multi-disciplinary support in situations where placements are at risk of breaking down, or short term residential provision is needed, reducing the need for out of area placements at a time of crisis.
- Regional advocacy services have been commissioned from the National Youth Advocacy Service which is supporting delivery of the 'active offer' of advocacy to children and young people.

Accommodation and Support for Looked After Children

Table 4 below shows how we are caring for the children for whom the Council is corporate parent.

	31.03.13	31.03.14	31.03.15	31.03.16	31.03.17	31.03.18
Monmouthshire Foster Carers	36	35	34	32	26	26
Monmouthshire Family and Friends Carers	28	19	16	29	23	27
Independent Fostering	25	25	37	32	42	42
Independent Living	2	2	1	1	5	4
Pre-adoption	0	7	2	9	7	1
Placed with Parent	4	9	9	16	20	26
Residential Education Placement /	6	5	8	10	8	9

Mother and Baby Placement	0	0	0	0	1	3
Secure Unit	0	1	1	1	1	1
Child in Hospital	0	0	0	0	0	0
TOTAL	101	103	108	130	133*	139

*The numbers include 4 unaccompanied asylum seekers

Table 4

This shows the increasing numbers of LAC children who are accommodation with their parents, or with kinship foster carers who are members of their own families. The number of children in independent foster agency placements and in-house fostering remains and residential placements remain static, although the children in these placements will differ year on year. The last analysis from the Independent Reviewing Officer⁶ highlights the challenges this increase presents in respect of complexity of needs and levels of risk to be understood and managed.

Children's services have worked creatively to secure housing and accommodation support through bespoke packages for LAC and care leavers with very complex needs, working with support providers, health, education and registered social landlords.

A major focus in the last year has been to increase sufficiency of local foster care and other placements. We lack local sufficiency of Monmouthshire foster placements and are over reliant on Independent Foster Agency placements. The local authority supported a corporate approach with help from our communications team. We have run successful campaigns resulting in 60 inquiries in 2017/18 (a 5-fold increase) with 2 new carers approved and 9 carers currently in assessment. The in-house foster placements remain too low in comparison with IFAs and this remains a key focus in the coming year.

Supporting Employment and Training Outcomes for LAC and Care Leavers

2017/18 saw enhanced working across the council to fulfil our collective responsibilities as corporate parents. The revised Corporate Parenting Strategy highlights the following achievements:

- =Councillors 'Introduction to Corporate Parents' was updated and training carried out as part of the induction programme for the new administration
- Consideration of Corporate Parenting responsibilities is now required in all reports for Cabinet or Council.
- There is a good understanding and awareness of Corporate Parenting by colleagues across the council and the contribution all officers can make to improving the lives of our LAC children.
- The council has evaluated initial apprenticeship programmes and has strengthened the operational leadership of this. There is a post created with youth enterprise to support 16 – 18 year old care leavers with education, training and employment.

- We have a team of dedicated and committed foster carers in Monmouthshire, who have a good network of support.
- Looked after Children's educational outcomes and achievements are reported on a cohort basis (e.g. mainstream, Additional Learning Needs, Unaccompanied Asylum Seekers and Looked After Children attending the Pupil Referral Unit) which allows greater analysis of the educational progress of looked after children.
- A Special Guardianship Officer (SGO) support worker is in place to support carers and the impact of this is being evaluated.
- The Tourism, Leisure, Culture and Youth Service provides extra curriculum activities to our Looked After Children and young people.
- The Fostering Project is in place to support the recruitment and retention of Monmouthshire foster carers.

This focus on corporate parenting has improved performance, with more care leavers, and a higher proportion of care leavers, in education, training and employment 12 months and 24 months after leaving care. As at March 2018, 69.23% (9 out of 13) of care leavers engaged in education, training or employment during the 12th month after they left care

As at March 2018, 72.73% (8 out of 11) of care leavers engaged in education, training or employment during the 24th month after they left care.

Youth Enterprise supports LAC and care leavers to overcome the barriers they face in achieving their ambitions. 3 LAC have been engaged in Inspire2Achieve programme for 11-16 years most at risk not being in education, employment or training. In terms of outcomes, 1 will achieve BTEC level 2 award in Personal, Social Development in July, 2 are accessing pastoral support.

In terms of care leavers:

- 1 Care leaver secured full time employment will now exit our work-based learning programme
- 1 Care leaver engaged on our work-based learning programme
- 1 Care leaver is an apprentice Teaching Assistant in a local primary school
- 1 Care Leaver has an apprenticeship in joinery due to start in September
- 2 care leavers will be undertaking the construction skills certification scheme and on completion supported to gain apprenticeships.

Securing Accommodation for Young People at Risk of Homelessness

We have invested in the last year in a Young Person's Accommodation Officer based within housing options. She has supported 27 young people in the last year and has achieved positive outcomes for 18 young people, with outcomes pending for another 4. 5 out of 53 care leavers experienced homelessness in the last year.

Promoting and Improving the Wellbeing of Carers

We have continued to deliver outcome focussed support for carers as prioritised by carers themselves in developing the Monmouthshire Carers Strategy 2017-19. The

strategy has focussed on how the carers team supports carers and partners in delivering well-being outcomes. In respect of achievements this year:

- The carers team has stronger working relationships with GP practices, which in turn has raised carer awareness and support within GP surgeries, such as yearly health checks.
- The team has worked with carers and service providers to review service level agreements, so that carers receive personal outcome focussed support that suits their well-being needs.
- 300 carers have accessed training and events. During Carers Week events included pamper sessions, geocaching and planning for the future. Carers Rights Day were updated and fed back on the success of the Monmouthshire Carers Strategy, we also held a Christmas market trip. Carers tell us they look forward to these events, because they are different, it gives them something to look forward to and everyone is so friendly.
- We have used Welsh Government ring-fenced investment to plan new, innovative and flexible forms of respite support for carers, collaboratively with third sector partners and internal partners. The feedback from families has been very positive:

“if it wasn’t for Building Bridges my son’s life wouldn’t be as full and happy as it is. As his siblings are much younger than him it has meant that he can do activities with friends of his own age and I know he is happy and safe. I can then spend time with the younger kids and they get a break from him being grumpy round the house.”

Mother of child with a disability

Actively Working with People in their Language of Choice, Welsh Language – More Than Words

Within Monmouthshire we have a designated Welsh Language Officer and a Social Care Lead. We have carried out an audit on the Welsh language skill levels of the front-line workforce within social care via a self-assessment process. This also included updating the data on skills in other languages, so we have a greater picture of skills at all levels.

All social care staff and private providers are able to avail themselves of the corporate Welsh Language training programme provided by Coleg Gwent.

There is a Welsh language resource on our intranet which gives links to two free Welsh Language resources – Say Something in Welsh and Duo Lingo.

Within gave developed a plan over three years to set up a ‘Welsh speakers group’. This group will enable us to ensure the frontline team know who can support us with the ‘active offer’ in Welsh.

Within Monmouthshire the largest clusters of Welsh speakers are in Abergavenny and Caldicot (these are also the homes of our 2 junior schools that are based in Monmouthshire -Ysgol Y Fenni and Ysgol Y Ffin). There are smaller clusters in Usk, Chepstow and Monmouth, but all in all the Census of 2011 recorded 8,256 Welsh speakers aged 3 years and over in the County.

We have a total of 42 Welsh speakers within our social care workforce with varying degrees of Welsh language skills.

Every request to fill a post across the council completes a Welsh Language Skills assessment prior to advertising. This ensures that every recruiting manager has to assess the need for Welsh language skills when advertising a vacancy.

We audit the Welsh language skills of commissioned services and the number of service users who speak Welsh so we can raise awareness of the providers regarding the 'More Than Words' strategy.

We are constantly updating our comprehensive Welsh Language skills audit that details language skills, location and service across the workforce and highlights gaps that may require a different recruitment strategy, in particular some areas may require the recruitment of staff with specific Welsh language skills.

How well have we done (What does the evidence tell us?)

What people have told us about their experience?

- 84% adults, 75.6% carers and 77.6% children report they received the right information and advice when they needed it
- 93% adults, 100% carers and 79.4% children report they were treated with dignity and respect
- 84.4% adults, 87.8% carers and 75% children report they know who to contact about my care and support
- 85.7% adults, 73.2% carers and 84.1% children were satisfied with the care and support they received.
- 54.1% adults and 35.7% carers reporting that they can do what is important to them; 59.7% children report that they do the things they like to do
- 52.8% adults, 41.5% carers report they feel part of their community, 83.6% children are happy with their friends and neighbours
- 79.4% children and young people are happy with whom they live
- 97.5% adults, 100% carers and 93.9% children have received care and support through their language of choice
- 62.5% 16 and 17-year olds report they had advice, help and support that will prepare them for adulthood
- 66.7% people report they chose to live in a residential care home

What does our performance against national outcome measures tell us about how well we are supporting adults to achieve positive outcomes?

Care and Support

- Too many people experience a delay in their transfer of care which means they are not getting the support they need at the right time

- 71.26% of people (243 people) have no package of care six months after a period of reablement. This is a really positive performance,
- Due to people being delayed in reablement whilst waiting for long-term care, not everyone who would benefit from the reablement service is able to access support to maximise their independence.

What does our performance against national outcome measures tell us about how well we are supporting children and young people to achieve positive outcomes?

- 75.86% children are reported as seen by a registered dentist within three months of becoming looked after
- 100% LAC are registered with a GP
- 68.75% LAC are achieving the core stage indicator at stage 2 and 29.41% at Key Stage 4
- 9.47% LAC who, during the year to 31st March have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements
- 63.8% of children supported to remain living with their family
- 72.73% care leavers are in education, training or employment at 12 months and 50% at 24 months after leaving care
- 9.4% of care leavers have experienced homelessness during the year

These performance measures reflect sustained improvements when compared to 2016/17.

Taking steps to protect and safeguard people from abuse, neglect or harm

What we said we would do (*Priority for Improvement*)

Safeguarding children and adults at risk is our very highest priority

What have we done?

Regional Safeguarding Arrangements

- The arrangements for safeguarding across the region are led through the South East Wales Safeguarding Children Board (SEWSCB) and South East Wales Safeguarding Adult Board (SEWSAB) which have a range of sub-groups that deliver safeguarding in its practical form. Monmouthshire's Learning & Review Group improves the quality of inter-agency safeguarding arrangements and practice at a local level, promoting a direct link between the SEWSCB, its sub-groups and front-line practice across the region. The group promotes a culture of multi-agency learning and increased accountability with local authority areas supported by the boards' business unit.

Whole Authority Safeguarding Arrangements

- Council approved a corporate safeguarding policy in July 2017 which for the first time comprehensively sets council policy for safeguarding children and adults at risk. The policy sets out very clear roles and responsibilities with regard to safeguarding for everyone who works in the Council.
- There is strong officer governance through the Whole Authority Safeguarding Co-ordinating Group which provides leadership, direction, oversight, support and challenge to safeguarding in all parts of the council.
- A self-evaluation tool (SAFE) for use across settings in Monmouthshire which support children and adults at risk has been completed by all directorates, and all directorates have action plans.
- A Safeguarding Learning and Development Strategy establishes the training required by every councillor and officer in the council.
- We have developed and implemented a system to address any significant issues overseen by the Whole Authority Safeguarding Group.
- A comprehensive Volunteering Policy has been approved by the council which provides a clear policy position on safeguarding and the volunteer workforce. A volunteer data management system has been implemented which provides accurate information on the safe recruitment of every Monmouthshire County Council volunteer.

Protecting Children and Adults at risk

Adult safeguarding has been undergoing a period of transition, with longstanding staff retiring and a significant increase in the number of referrals as awareness of the statutory duty to report is more widely understood. We have successfully recruited to new posts and are developing an operating model and quality assurance mechanisms. Of the adult protection enquires, 84.73% were completed within 7 days. This is a slight

decrease in performance compared to the previous year, but has been achieved in a period which has seen an increase of 43% in the number of referrals.

Mental Health and Deprivation of Liberty Safeguards (DoLs)

- We have successfully implemented a new Mental Health Act code of practice which has placed additional responsibilities on approved mental health practitioners (AMHPs) and the local authority.
- Monmouthshire has worked with other Gwent authorities to effectively support people who are deprived of their liberties in registered care settings.
- We have understood and are implementing the DoLs safeguards for young people aged 16-18 years.
- We are currently working with a number of young people aged 14-18 who have been identified with mental health issues. The past year has seen greater cooperation between children's services and adult mental health care services to ensure a better and more timely transition between services.
- We have identified those individuals under the team who are potentially deprived of their liberty and have made recommendations to provider services. We have also made applications to the Court of Protection for people who are deprived of their liberty in the community.
- People in mental health crisis have been safeguarded and supported throughout this episode and provided with relevant and necessary aftercare to maintain wellbeing, good mental health and continued safeguards
- We have provided a Approved Mental Health Professional service to safeguard people at times when they are most vulnerable from their mental health presentation
- People in mental health crisis have been safeguarded and supported throughout this episode and provided with relevant and necessary aftercare to maintain wellbeing, good mental health and continued safeguards

How well have we done (*What does the evidence tell us?*)

What does our performance against national outcome measures tell us?

Protecting adults at risk

- 455/537 (84.73%) adult protection referrals were responded to within 7 days
- There has been a significant increase in the number of adult protection referrals from to 537 indicating that people understand their statutory duty to report concerns under the SSWBA.

Protecting Children

- 87.31% assessments for children were completed within statutory timescales. This is a significant improvement when compared with performance of 74.69% in the previous year.
- The last year has seen the steep increase in LAC has level off and also the gap between LAC and child protection numbers has reduced. The rate of LAC per

10,000 population has increased slightly. Figure 13 below shows the trend over the last 2 1/2 years.

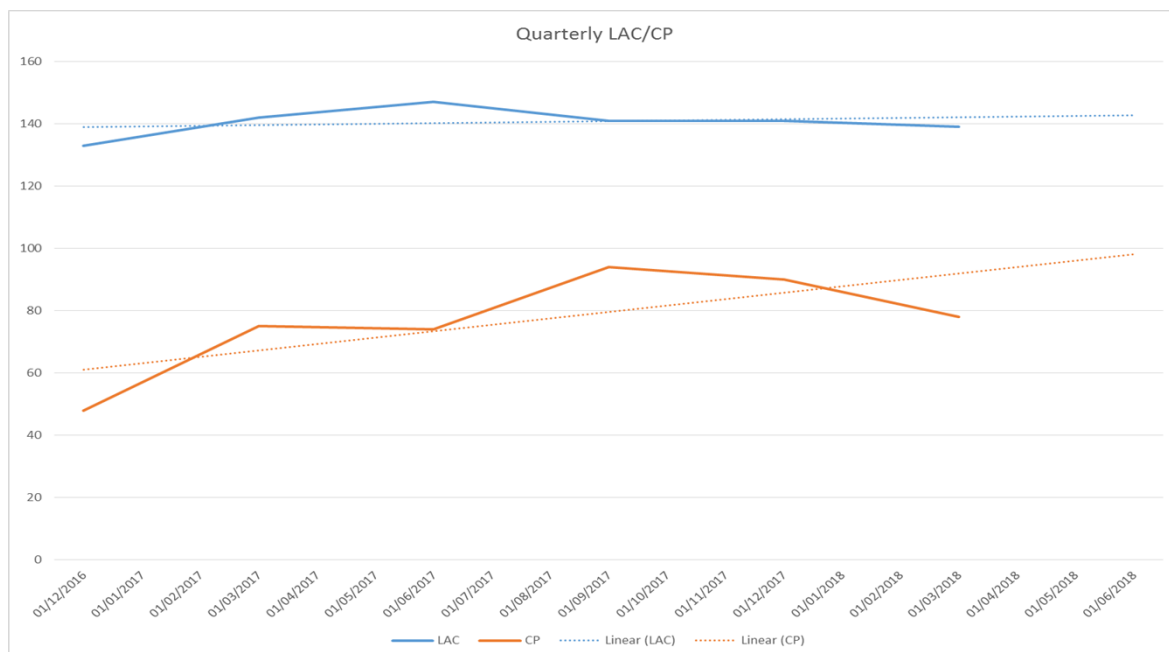


Figure 13

- There is an increase in the number of our LAC children who are placed with their own parents and also those who are cared for by kinship foster carers. This presents particular challenges and our service needs to focus on how we best support these children and families.
- Of the children on the child protection register, 5.26% were re-registered during the year. A low level of re-registrations indicates that we are not making inappropriate decisions to deregister children.
- The average length of time for all children who were on the child protection register during the year was 227 days. This is an improving position, indicating that cases are being actively managed.

What other evidence is important in understanding how well we are doing?

- There was a joint review of corporate safeguarding in January 2018 by the Wales Audit Office, Care Inspectorate Wales and Estyn. A draft of that report is still awaited, but the in-depth self-evaluation undertaken for the review highlighted considerable strengths in governance, safe workforce (employed and volunteer) and robust protection. Areas for improvement were identified in how we commission services and clear standards were developed for implementation across the whole authority. Review against these standards will be undertaken by internal audit in 2018/19.
- The child protection co-ordinator develops a 6-monthly report on children on the child protection register. The latest audit highlights some issues with regard to the length of time on the child protection register and multi-agency supervision which are important in terms of quality of outcomes for children and families.

How we do what we do

What we must report on - Our workforce and how we support their professional roles

What we said we would do (*Priority for Improvement*)

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.

What have we done?

Leadership in Social Care and Health

There has been stability at a leadership level in Social Care and Health for the last 2 years. The leadership structure, and roles and responsibilities we fulfil, reflects the strengths within the team. The Head of Adult's and Head of Children's Services have responsibilities across social care and health in the areas of commissioning, safeguarding and disability services. This recognises the strengths in different parts of the directorate and supports development of a single culture and ways of working. The last year has seen new service managers and team managers in children's services join from other organisations. Getting the right people into leadership positions to drive sustainable improvement has been a huge priority for the service and to have successfully completed this work means the service is well placed for the future. There has been some change at service manager level in adult services which has been managed smoothly.

The leadership structures and role profiles reflect the need to be outward looking, to form positive and productive relationships with colleagues across the council and with key partners and to really drive quality improvement. This is critical to achieving the best outcomes for people with care and support needs in Monmouthshire.

Training, Learning & Development

The Skills Audit carried out in 2016/17 has been used to identify learning needs and has informed the learning and development plan for 2017/18 and beyond. A comprehensive training plan for the whole of children's services was delivered in 2017/18. There was an increased take up in attendance with improved booking and communication in place. A skills audit for adult services was undertaken in October 2017 to reflect changes in personnel.

The Social Care Workforce Development Unit continue to contribute to national and regional priorities, working collaboratively with other statutory and voluntary agencies in Greater Gwent. We have established a new role within the team The Workforce Development Officer is responsible for the direct care of the workforce, to support the

requirements of the new registration and qualification regime as a consequence of the Regulation and Inspection of Care (Wales) Act (2016). In terms of achievements:

- 37 staff from direct care services registered for QCF Levels 2 and 3
- 1 direct care manager registered for the Level 5 qualification
- 1 senior in direct care services completed the Step Up to Management Programme.
- 1 member of staff from children services is undertaking the Social Service Practitioner Award
- As part of our continued partnership arrangements with the University of South Wales and Cardiff University, we hosted 23 social work student placements during 2017/18.
- We are supporting 2 newly qualified Social Workers in the team and have recruited 3 more newly qualified Social Workers who will start when they have completed their registration. Newly Qualified Social workers also require the relevant learning opportunities, reduced caseload, suitable support and mentoring, particularly within the first 2 years practice.
- We have one children's services secondee who is being sponsored by us to the Open University Social Worker Degree Programme and one secondee from Adults who entered the second year of the programme in 17/18.
- In terms of post qualification development, 2 candidates registered for Middle Manager Development Programme, 3 candidates for the Practice Teaching Award (Enabling Practice), 1 for practice consolidation and 2 for the Experienced Practitioner Programme
- Our foster carers are accessing a programme of core and specialist training for foster carers including the Big Lottery funded Confidence in Care Programme administered by the Children's Social Care Research and Development Centre at Cardiff University.

Attraction, Recruitment, Selection & Retention

At the start of 2016/17 there were 17 agency workers across children's' services. This presented a significant risk to the quality and sustainable improvement of children's social services. The numbers of agency workers have been steadily reducing over the last 2 years. By June 2018, the year there were three agency workers within the service, one covering an absence and three with end dates agreed as new recruits have been offered and accepted the post. By August 2018, there will be no agency workers in children's social services which is a positive achievement.

Retention rates in children's services compare very favourably with other Welsh local authorities. The turnover rate in children's services for 2017/18 was 11.81%, compared with a 22% rate in the latest available all Wales figures (2015/16).

Dare to Care – Supporting Care Workers in Monmouthshire

The most critical issue facing adult social services in Monmouthshire is the ability to secure a care workforce. Dare to Care in Monmouthshire is a campaign to promote

care as a career, linked to a wider strategy to develop career pathways, fair terms and conditions, training and development and standards. Delivering against plans to address this issue is a major priority in 2017/18.

Regulation and Inspection of Social Care (Wales) Act 2016

Raising awareness of the Regulation and Inspection of Social Care (Wales) Act 2016 is a key priority of the Social Care Wales Workforce Development Programme (2017/18 – 2018/19). Providers have been attending awareness raising events across the region in March and April 2018. They were aimed at responsible individuals, registered managers and local authority commissioners. Monmouthshire social care providers were well-represented at the events.

The next stage of engagement and awareness raising will take place locally.

- A project board has been set up to support the role out for Monmouthshire. This is made up of all key stakeholders.
- On the 20th June 2018, the workforce development team will host an awareness-raising event for Monmouthshire service providers and commissioners.
- In July and August, Social Care Wales will deliver in-house workshops to introduce and troubleshoot the online registration process for domiciliary care workers.
- The Workforce Development Team will work with managers to raise awareness of the registration process amongst frontline staff.
- The Workforce Development Team will develop programme of training to meet the requirements of the All Wales Induction Framework
- A team of Registration 'Champions' will be trained to help support managers and domiciliary care staff with the registration process

What we said we would do (*Priority for Improvement*)

We will achieve a balanced budget within adult and children's services
We will align our business systems to support delivery of our priorities

How well have we done?

Appendix 2 is visual representation of how the overall social care and health budget (including public protection) is divided between different service areas and individual budgets. As the illustration shows, whilst the budget of nearly £45.5 million is the largest in the council, outside of schools, the overall budget is made up of many smaller budgets, each of which is fully (indeed over) committed supporting individuals with care and support needs.

2017/18 was a very challenging year financially for social services in Monmouthshire. The out-turn position was an overspend of £587,000. The overall outturn for 2017/18 is an overspend of £587,000 which includes a £24,000 overspend in the Youth Offending Service to be met from its reserve, and £58,000 of corporate safeguarding costs.

Children's Services continues to operate under extreme pressures, which is not just a local issue, but typical across Wales and England. Progress has been made in latter months with the reduction in agency workers. There was an underspend of £959,000. The healthy outturn position has been due to the continuation of the practice change agenda that has produced savings for a number of years, additional investment from Welsh Government to support the Winter Pressures Grant, property sales and increased income from client contributions.

The Challenge of Financial Sustainability

The challenge to Monmouthshire County Council, and indeed all councils across the UK, is meeting the costs of social care services against the backdrop of reducing budgets and increasing demand for care and support. Demographic changes, increasing levels of age-related disability and the need to invest in the care sector is very well documented. Monmouthshire's demographics are particularly challenging in that both numbers of older people and their proportion in the overall population are projected to increase significantly.

The latest independent analysis from the Institute for Fiscal Studies⁷ is that adult social care spending needs to increase by 3.9% to meet the needs of an ageing population and increasing number of younger adults living with disabilities. Financial pressures in children's social services are being experienced even more acutely now across the UK. The Care Crisis Review⁸ published in June 2018 accepts the call from the Association of Directors of Children's Services and the Local Government Association in England and similar pleas from the Welsh Local Government Association and the All Wales Heads of Children's Services to make up the shortfall in children's services budgets stating '*money and resources for families and services matter*'.

What does this mean in Monmouthshire?

The financial pressures facing Monmouthshire County Council are hugely challenging over the next 4 years. It has consistently supported pressures in adult and children's social care to the tune of £5 million over the last 4 years. Over the same period adult social services has delivered savings of £2.3 million. 2016/17 was the first year that adult social care was not able to deliver on mandated budget savings (£600,000). Overall, adult social care services have successfully managed the impact of increasing numbers of older people by transforming the way we support wellbeing, care and support.

Children's services have required significant investment to safeguard children as LAC numbers and child protection registrations have increased. In agreeing budget saving priorities for 2018/19, there are a number of important considerations linked to the service issues set out in this report. Critically, it is imperative that the focus of the service continues to be improving practice and outcomes for children. In so doing, improvements such as recruiting more local foster carers, supporting children to remain with their own families and new models of residential provision will need corporate focus and attention.

In adult services, the Health Foundation work illustrates the overall pressures meeting the needs of an ageing population across the UK. Monmouthshire has the highest percentage of people aged over 85 in Wales, so these pressures are compounded. In Monmouthshire, commissioning domiciliary care in a different way will, in time, prove more cost effective. We have already invested with providers in meeting the national living wage. We recognise that to support the standards of our future domiciliary care workforce, that we will need to understand the true costs of delivering quality care in a rural county with limited available workforce.

In both adults and children's services doing the right thing for people has proved, and will continue to prove, more cost effective and it is crucial this principle informs the incredibly difficult budget decisions.

Our partnership working, political and corporate leadership, governance and accountability

What we said we would do (*Priority for Improvement*)

To effectively communicate with people, partners, elected members and council colleagues the important changes as a consequence of the SSWBA.

To realise the benefits for people from the statutory partnership arrangements and priorities for integration.

What have we done?

The Greater Gwent Health, Social Care and Well-being Partnership Board is a key partnership body; established to lead and guide the implementation of the Social Services and Well Being (Wales) Act 2014 in the Greater Gwent area (covering the areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen), sitting within the footprint of the Aneurin Bevan University Health Board area.

Following on from review of the integrated arrangements under the RPB, a review of the RPB terms of reference is expected in mid-2018 to ensure that objectives are updated and there is clear oversight of the Area Plan.

The long-term priorities of the RPB are:

- To improve health and wellbeing outcomes and reduce inequalities in the region
- To improve care, treatment and support, ensuring people have more say and greater control
- To provide information and advice, to help people sustain good health and wellbeing
- To provide co-ordinated, person-centred care, treatment and support
- To make more effective use of resources, skills and expertise
- To align or integrate functions and resources, where integration adds value to citizens

Governance structure and partnership arrangements

Significant work has been undertaken with Board members to establish a robust governance framework to direct work and translate it into effective operational delivery at a locality level. A new model of governance has been established to provide shared leadership, and the Area Plan is appropriately aligned with both local authority and health board corporate plans, and with the wellbeing objectives of the Public Service Board Plans.

A delivery framework has been developed, to underpin the area plan and ensure change is achieved in line with the agreed outcomes measures set out in the plan. The Area Plan, will be delivered through the five thematic partnerships, and translated into local operational delivery by the Integrated Partnership Boards and NCN model.

Significant emphasis has been placed on developing a delivery framework, which is predicated on shared leadership from health and social services, and enables regional consistency alongside local flexibility, in recognising the uniqueness of the five local authorities in Gwent.

The population needs assessment and area plan have been developed. The Gwent Area Plan sets out the vision for an integrated system of health, care and wellbeing across Gwent. Collaborative leadership from health, local government, and third sector colleagues has driven the development of the plan. It is ambitious, and it sets a clear route map for the delivery of an integrated model of health care and wellbeing across Gwent. The Regional Partnership Board will provide leadership and oversight on the delivery of the plan, supported by appropriate governance and performance management systems.

The Plan is structured around the statutory core themes and priority population groups, where a step change in the pace of transformation is required, these are older adults, children and young people, carers; and people with mental health and learning disabilities. Underpinning these strategic groups are work streams on housing, workforce, finance and assistive technology. The plan will be delivered through a new structure comprised of regional activity (strategic partnerships) local delivery (through integrating primary, community health and social care and wellbeing in localities (Neighbourhood Care Networks)). The Gwent Area Plan sets out the intention to remodel services to reduce unnecessary complexity and deliver a more integrated, inter-professional way of working across health and social care.

The plan has been co-produced with citizens through substantive engagement and communication process, with the Gwent Citizen's Panel, specific issue groups, patients, families and carers. By working together collectively we intend to transform services providing more care closer to home. We will put people at the centre of everything we do, co-producing their care and support packages, and making patients and their families feel supported, listened to and safe in our care.

The Regional Partnership Board has reviewed existing partnerships and integrated arrangements across health and social services and has agreed the following partnerships under the board:

- Children and Families Partnership
- Adult Strategic Partnership
- Mental Health and Learning Disability Partnership
- Carers Partnership
- Health, Social Care and Housing Forum

All integrated work will come under one or other of these partnerships and Monmouthshire is well represented on all partnerships, leading the Children and Families Partnership.

At a local level, the Monmouthshire Integrated Services Partnership Board is well established and provides leadership to integrated working between primary, community health, social care and wellbeing services. The board also provides governance to the formal partnership agreements and pooled budgets between the health board and Monmouthshire County Council. Arrangements have been reviewed in the last year to ensure they are fit for the future and meet the aspirations for further integrated working supported by effective professional, financial and operational governance going forward.

Our Priorities for Improving

What are the priorities for next year and why?

The 2015/16 annual report set out a comprehensive set of improvement priorities which were designed to be delivered over a 3 year period. We will be continuing to progress those priorities, and progress against them all has been noted in this report. The priorities and supporting actions are aligned with the SSWBA and the reporting framework within this report.

Overarching this priority, we will continue work with people, communities and partners to develop a strategic vision for wellbeing, social care and health in Monmouthshire.

The priorities are:

1. Involving people in everything we do – ‘nothing about me without me’.
2. Advancing social justice and wellbeing through an asset-based community development approach, building everything we do around the communities in which people live their lives.
3. Early intervention and prevention, supporting people at the earliest opportunity to live the lives they want to live; preventing or delaying the need for intensive care and support.
4. Strengthening practice, developing our practice in adult and children’s services to understand ‘what matters’, what are the risks to them and the barriers that need to be overcome, We can then focus care and support where it is needed on what people can do, and what they aspire to do, to overcome barriers to living the lives they want to live.
5. Delivering excellence in children’s services, with a programme to deliver practice-led transformation that leads to improved outcomes for children in Monmouthshire. We will move from an improvement programme to working in partnership to deliver the whole system transformational change needed to deliver the best possible outcomes for children and young people in Monmouthshire.
6. Improving Outcomes by supporting the delivery of personal outcomes so people can live the lives they want to live.
7. Effective safeguarding with the very highest standards, and understanding how we can prevent abuse and protect those who are experiencing, or at risk of experiencing, abuse or neglect.
8. Improving outcomes through positive, productive partnerships which deliver: to people and communities, across Monmouthshire and the Gwent region.

9. Being passionate about the quality of care; care which is based on relationships and deep exploration over time of what matters to the people we work; developing our quality assurance mechanisms to really understand the impact and outcomes from practice and service delivery
10. Workforce development - Developing our workforce, in the Council and across the social care sector, to have the capability and capacity to achieve the standards we set ourselves.
11. Establishing a programme of work within the council and with all providers to effectively implement the requirements of the Regulation and Inspection of Care Act in respect of regulated services and workforce.
12. Service and financial sustainability which plan for the whole of social care and health
13. Intelligent commissioning which - Using data and evidence to inform decisions about how we commission and develop the service officers to deliver outcomes

Appendix 1 - The Public Service Board well-being objectives and the Monmouthshire County Council goals

Building Sustainable and Resilient Communities

PUBLIC SERVICE BOARD WELL-BEING OBJECTIVES

MONMOUTHSHIRE COUNTY COUNCIL GOALS

Provide children and young people with the best start in life



The best possible start in life

Respond to the challenges associated with demographic change



Lifelong well-being

Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change



Maximise the potential of the natural and built environment

Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county

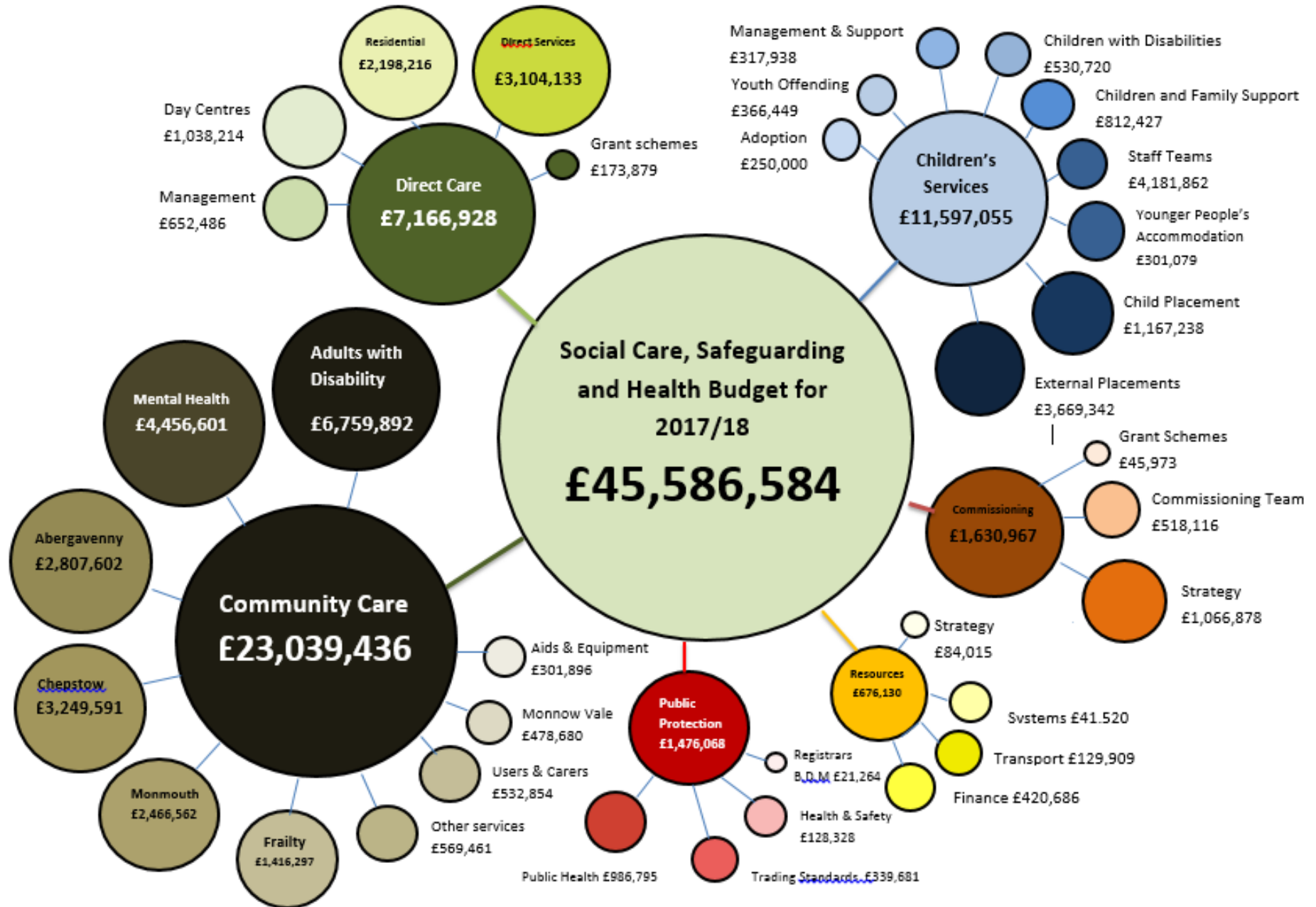


Thriving and well-connected county



Future focused council

Appendix 2 - visual representation overall social care and health budget (including public protection)



Appendix 3 – National Performance measures

Quantitative Performance Measures - Adult Services:

Performance Indicators	2016/17 Actual	2017/18 Actual	2017/18 Target	Performance Against Target	Performance Trend	2016/17 Wales Av	2016/17 Quartile
18: The percentage of adult protection enquiries completed within 7 days	88.67%	84.73%					
<i>Numerator: The number of adult protection enquiries completed within seven working days</i>	274	455	90%	x	↓	80.06%	Middle
<i>Denominator: Total number of adult protection enquiries completed in the year</i>	309	537					
19: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.24	4.28					
<i>Numerator: The number of delayed transfers of care for social care reasons</i>	22	43	2.19	x	↓	2.85	Middle
<i>Denominator: Monmouthshire population aged 75 or over</i>	9,821	10,050					
20: The percentage of adults (existing service users) who completed a period of reablement	21.43%	23.08%					
a) and have a reduced package of care and support 6 months later							
<i>Numerator: The number of existing service users completing reablement who had a reduced package of care and support 6 months later</i>	*	6	25%	✓	↑	27.99%	Middle
<i>Denominator: The number of existing service users completing reablement</i>	*	26					
20: The percentage of adults who completed a period of reablement	73.33%	71.26%					
b) have no package of care and support 6 months later							
<i>Numerator: The total number of people completing reablement who had no package of care and support 6 months later</i>	187	243	50%	✓	↓	72.34%	Middle
<i>Denominator: The total number of people completing reablement</i>	255	341					

Performance Indicators	2016/17 Actual	2017/18 Actual	2017/18 Target	Performance Against Target	Performance Trend	2016/17 Wales Av	2016/17 Quartile
21: The average length of time adults (aged 65 or over) are supported in residential care homes	833.55	807.85					
<i>Numerator: The total number of days from the admission date to a residential care home, to the end of the period</i>	122,532	131,680	N/A	N/A	N/A	800.79	N/A
<i>Denominator: The number of people who were placed in a residential care home on or after their 65th birthday</i>	147	163					
22: Average age of adults entering residential care homes	79.21	83.78					
<i>Numerator: The sum of the ages of each adult entering a residential care home during the year</i>	8,238	7,792	N/A	N/A	↑	82.83	Bottom
<i>Denominator: The total number of adults entering residential care homes during the year</i>	104	93					
23: The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months	76.60%	78.29%					
<i>Numerator: Number of adults who received advice and assistance from the information, advice and assistance service and did not contact the service again for 6 months</i>	419	1,388	77%	✓	↑	67.67%	N/A
<i>Denominator: Number of adults who received advice and assistance from the information, advice and assistance service</i>	547	1,773					

Qualitative Measures – Adults and Carers

2017/18 adults responses are based on 595/1922 questionnaire responses (31% response rate):

Adults Questionnaire	2016/17 Actual	2017/18 Year End	Trend	2016/17 Wales Av	2016/17 Quartile
I live in a home that best supports my well-being	87.4%	86.4%	↓	86.9%	Upper middle
I can do the things that are important to me	52.8%	54.1%	↑	51.4%	Upper middle
I feel I am part of my community	52.7%	52.8%	↑	58.3%	Lower middle
I am happy with the support from my family, friends and neighbours	84.4%	88.3%	↑	85.2%	Lower middle
I feel safe	77.1%	79.1%	↑	78.1%	Lower middle
I know who to contact about my care and support	86.0%	84.4%	↓	83.2%	Top
I have had the right information or advice when I needed it	81.7%	84.0%	↑	80.2%	Top
I have been actively involved in decisions about how my care and support was provided	78.6%	81.4%	↑	79.7%	Lower middle
I was able to communicate in my preferred language	96.9%	97.5%	↑	95.9%	Top
I was treated with dignity and respect	93.6%	93.0%	↓	93.3%	Upper middle
I am happy with the care and support I have had	85.4%	85.7%	↑	85.2%	Lower middle
<i>If you live in a residential care home : It was my choice to live in a residential care home</i>	61.5%	66.7%	↑	71.8%	Bottom

2017/18 carers responses are based on 43/82 responses (52% response rate):

Carers Questionnaire	2016/17 Actual	2017/18 Year End	Trend	2016/17 Wales Av	2016/17 Quartile
I live in a home that best supports my well-being	83.7%	82.5%	↓	82.5%	Upper middle
I can do the things that are important to me	36.4%	35.7%	↓	44.6%	Bottom
I feel I am part of my community	38.6%	41.5%	↑	53.8%	Bottom
I am happy with the support from my family, friends and neighbours	61.4%	68.4%	↑	70.5%	Bottom
I feel safe	86.0%	90%	↑	81.2%	Upper middle
I know who to contact about my care and support	79.5%	87.8%	↑	74.6%	Upper middle
I have had the right information or advice when I needed it	75.0%	75.6%	↑	66.1%	Upper middle
I have been actively involved in decisions about how my care and support was provided	86.0%	78.6%	↓	76.7%	Upper middle
I have been actively involved in decisions about how the care and support was provided for the person I care for	86.0%	78.6%	↓	80.4%	Top
I was able to communicate in my preferred language	97.7%	100%	↑	97.2%	Upper middle
I was treated with dignity and respect	93.0%	100%	↑	90.8%	Upper middle
I feel supported to continue in my caring role	63.6%	76.9%	↑	67.8%	Lower middle
I am happy with the care and support I have had	68.2%	73.2%	↑	68.9%	Lower middle

Quantitative Performance Measures – Children’s Services:

Performance Indicators	2016/17 Actual	2017/18 Actual	2017/18 Target	Performance Against Target	Performance Trend from 2016/17	2016/17 Wales Av	2016/17 Quartile
24: The percentage of assessments completed for children within statutory timescales	74.69%	87.31%					
<i>Numerator: Number of assessments for children completed within statutory timescales</i>	611	688	90%	✘	↑	90.76%	Bottom
<i>Denominator: Number of assessments for children completed during the year</i>	818	788					
25: The percentage of children supported to remain living within their family	61.56%	63.80%					
<i>Numerator: The number of children supported to remain living within their family</i>	213	245	70%	✘	↑	69.24%	Bottom
<i>Denominator: The number of children supported at 31 March</i>	346	384					
26: The percentage of looked after children returned home from care during the year	14.44%						
<i>Numerator: Number of looked after children who return home from care during the year</i>	26	Not Available	Not applicable	Not applicable	Not available	13.56%	Middle
<i>Denominator: Number of looked after children during the year</i>	180						
27: The percentage of re-registrations of children on local authority Child Protection Registers (CPR)	2.38%	5.26%					
<i>Numerator: Number of re-registrations of children on the CPR during the year</i>	*	6	<10%	✓	↓	6%	Top
<i>Denominator: Total number of registrations on CPR during the year</i>	*	114					
28: The average length of time for all children who were on the CPR during the year	230	227					
<i>Numerator: The total number of days each child had been on the CPR if they were removed from the CPR during the year</i>	15,660	29,946	<365 days	✓	↑	245	Middle
<i>Denominator: Number of children who were removed from the CPR during the year</i>	68	132					

Performance Indicators	2016/17 Actual	2017/18 Actual	2017/18 Target	Performance Against Target	Performance Trend from 2016/17	2016/17 Wales Av	2016/17 Quartile
29a: Percentage of children achieving the core subject indicator at key stage 2	68.75%	68.75%	Not applicable	Not applicable	-	56.48%	Top
<i>Numerator: The number of children who achieved the core subject indicator at key stage 2</i>	11	11					
<i>Denominator: The number of children who need care and support and are in the final year of key stage 2</i>	16	16					
29b: Percentage of children achieving the core subject indicator at key stage 4	29.41%	6.67%	Not applicable	Not applicable	↓	14.21%	Top
<i>Numerator: The number of children who achieved the core subject indicator at key stage 4</i>	5	*					
<i>Denominator: The number of children who need care and support and are in the final year of key stage 4</i>	17	*					
30: The percentage of children seen by a registered dentist within 3 months of becoming looked after	56.52%	75.86%	60%	✓	↑	59.45%	Middle
<i>Numerator: The number of children who became looked after during the year who have been seen by a dentist within 3 months</i>	13	22					
<i>Denominator: The number of children who became looked after during the year who should have been seen by a dentist within 3 months</i>	23	29					
31: The percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement	98.33%	100%	100%	✓	↑	91.66%	Middle
<i>Numerator: Number of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement</i>	59	56					
<i>Denominator: Number of looked after children at 31 March who had a placement start during the year</i>	60	56					

Performance Indicators	2016/17 Actual	2017/18 Actual	2017/18 Target	Performance Against Target	Performan ce Trend from 2016/17	2016/17 Wales Av	2016/17 Quartile
32: The percentage of looked after children who have experienced 1 or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March	8.14%	9.47%					
<i>Numerator: The number of children of compulsory school age looked after at 31 March who have had one or more changes of school, which were not due to transitional arrangements</i>	7	9	14%	✓	↓	12.70%	Top
<i>Denominator: The number of children of compulsory school age looked after at 31 March</i>	86	95					
33: The percentage of looked after children on 31 March who have had three or more placements during the year	5.26%						
<i>Numerator: The number of children looked after at 31 March who had three or more separate placements during the year</i>	7	Not Available	6.5%	Not available	Not available	9.80%	Top
<i>Denominator: The total number of children who were looked after at 31 March</i>	133						
34: The percentage of all care leavers who are in education, training or employment at: a)12 months after leaving care	63.64%	69.2%					
<i>Numerator: Number of care leavers who were engaged in education, training or employment 12 months after they left care</i>	7	9	75%	✗	↑	52.42%	Top
<i>Denominator: The number of young people who became care leavers during 2016-17</i>	11	13					
34: The percentage of all care leavers who are in education, training or employment at: b)24 months after leaving care	50.00%	72.73%					
<i>Number of care leavers who were engaged in education, training or employment 24 months after they left care</i>	*	8	75%	✗	↑	47.12%	Middle
<i>Denominator: The number of young people who became care leavers during 2015-16</i>	*	11					

Performance Indicators	2016/17 Actual	2017/18 Actual	2017/18 Target	Performance Against Target	Performance Trend from 2016/17	2016/17 Wales Av	2016/17 Quartile
35: The percentage of care leavers who have experienced homelessness during the year	5.45%	9.4%					
<i>Numerator: The number of care leavers who have experienced homelessness during the year</i>	*	5	0%	x	↓	10.59%	Top
<i>Denominator: The number of care leavers aged 16 to 24 on 31 March</i>	*	53					

Qualitative Measures – Children and Parents

2017/18 children's responses are based on 67/237 questionnaire responses (29% response rate)

Children's Questionnaire	2016/17 Actual	2017/18 Year End	Trend	2016/17 Wales Av	2016/17 Quartile
I live in a home where I am happy	80.4%	77.3%	↓	81.3%	Bottom
I am happy with the people that I live with	80.0%	79.4%	↓	87.9%	Bottom
I can do the things I like to do	60.0%	59.7%	↓	67.7%	Bottom
I feel I belong in the area where I live	71.4%	69.4%	↓	82.2%	Bottom
I am happy with my family, friends and neighbours	79.6%	83.6%	↑	87.1%	Bottom
I feel safe	90.2%	87.7%	↓	90.4%	Upper Middle
I know who to contact about my care and support	89.4%	75%	↓	90.3%	Lower Middle
I have had the right information or advice when I needed it	77.3%	77.6%	↑	81.2%	Lower Middle
My views about my care and support have been listened to	69.6%	62.1%	↓	79.2%	Bottom
I have been able to use my everyday language	98.0%	93.8%	↓	95.5%	Upper Middle
I was treated with respect	87.8%	79.4%	↓	89.2%	Lower Middle
I am happy with the care and support I have had	79.2%	84.1%	↑	87.8%	Bottom
If you are aged 16 or 17 years old: I have had advice, help and support that will prepare me for adulthood	61.5%	62.5%	↑	N/A	

2017/18 parent's responses are based on 41/204 responses (20% response rate).

Parents Questionnaire	2016/17 Actual	2017/18 Year End	Trend	2016/17 Wales Av	2016/17 Quartile
I have been actively involved in all decisions about how my child's/children's care and support was provided	63.9%	75%	↑	66.0%	Lower middle

Further Information and Supporting Documents

¹ Monmouthshire County Council, *Strategy for Social Justice*, May 2018

² Monmouthshire County Council, *Corporate Parenting Strategy 2018 – 2021*, June 2021

³ Institute of Public Care, *Analysis of practice and improvement in the long-term childcare team*, 2018.

⁴ Monmouthshire County Council, *A Monmouthshire that works for everyone*, March 2018

⁵ Monmouthshire County Council, 'Where I am safe',

⁶ Independent Reviewing Officer 6 monthly review, September – April 2017/18

⁷ Institute for Fiscal Studies, '*Securing the future: funding health and social care to the 2030s*' May 2018

⁸ Family Rights Group '*Care Crisis Review: options for change*', 2018

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Building Sustainable and Resilient Communities

PUBLIC SERVICE BOARD WELL-BEING OBJECTIVES

MONMOUTHSHIRE COUNTY COUNCIL GOALS

Provide children and young people with the best start in life



The best possible start in life

Respond to the challenges associated with demographic change



Lifelong well-being

Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change



Maximise the potential of the natural and built environment

Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county



Thriving and well-connected county



Future focused council

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Quantitative Performance Measures - Adult Services:

Performance Indicators	2016/17 Actual	2017/18 Year End	2017/18 Target	Performance Against Target	Performance Trend	2016/17 Wales Av	2016/17 Quartile
18: The percentage of adult protection enquiries completed within 7 days	88.67% 274/309	84.73% 455/537	90%	x	↓	80.06%	Middle
19: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.24 22/9,821	4.28 43/10,050	2.19	x	↓	2.85	Middle
20: The percentage of adults (existing service users) who completed a period of reablement a) and have a reduced package of care and support 6 months later	21.43% 3/14	23.08% 6/26	25%	✓	↑	27.99%	Middle
20: The percentage of adults who completed a period of reablement b) have no package of care and support 6 months later	73.33% 187/255	71.26% 243/341	50%	✓	↓	72.34%	Middle
21: The average length of time adults (aged 65 or over) are supported in residential care homes	833.55 122,532/ 147	807.85 131,680/163	N/A	N/A	N/A	800.79	N/A
22: Average age of adults entering residential care homes	79.21 8,238/104	83.78 7,792/93	N/A	N/A	↑	82.83	Bottom
23: The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months	76.60% 419/547	78.29% 1,388/1,773	77%	✓	↑	67.67%	N/A

Qualitative Measures – Adults and Carers

2017/18 adults responses are based on 595/1922 questionnaire responses (31% response rate):

Adults Questionnaire	2016/17 Actual	2017/18 Year End	Trend	2016/17 Wales Av	2016/17 Quartile
I live in a home that best supports my well-being	87.4%	86.4%	↓	86.9%	Upper middle
I can do the things that are important to me	52.8%	54.1%	↑	51.4%	Upper middle
I feel I am part of my community	52.7%	52.8%	↑	58.3%	Lower middle
I am happy with the support from my family, friends and neighbours	84.4%	88.3%	↑	85.2%	Lower middle
I feel safe	77.1%	79.1%	↑	78.1%	Lower middle
I know who to contact about my care and support	86.0%	84.4%	↓	83.2%	Top
I have had the right information or advice when I needed it	87.1%	84.0%	↓	80.2%	Top
I have been actively involved in decisions about how my care and support was provided	78.6%	81.4%	↑	79.7%	Lower middle
I was able to communicate in my preferred language	96.9%	97.5%	↑	95.9%	Top
I was treated with dignity and respect	93.6%	93.0%	↓	93.3%	Upper middle
I am happy with the care and support I have had	85.4%	85.7%	↑	85.2%	Lower middle
<i>If you live in a residential care home : It was my choice to live in a residential care home</i>	61.5%	66.7%	↑	71.8%	Bottom

2017/18 carers responses are based on 43/82 responses (52% response rate):

Carers Questionnaire	2016/17 Actual	2017/18 Year End	Trend	2016/17 Wales Av	2016/17 Quartile
I live in a home that best supports my well-being	83.7%	82.5%	↓	82.5%	Upper middle
I can do the things that are important to me	36.4%	35.7%	↓	44.6%	Bottom
I feel I am part of my community	38.6%	41.5%	↑	53.8%	Bottom
I am happy with the support from my family, friends and neighbours	61.4%	68.4%	↑	70.5%	Bottom
I feel safe	86.0%	90%	↑	81.2%	Upper middle

I know who to contact about my care and support	79.5%	87.8%	↑	74.6%	Upper middle
I have had the right information or advice when I needed it	75.0%	75.6%	↑	66.1%	Upper middle
I have been actively involved in decisions about how my care and support was provided	86.0%	78.6%	↓	76.7%	Upper middle
I have been actively involved in decisions about how the care and support was provided for the person I care for	86.0%	78.6%	↓	80.4%	Top
I was able to communicate in my preferred language	97.7%	100%	↑	97.2%	Upper middle
I was treated with dignity and respect	93.0%	100%	↑	90.8%	Upper middle
I feel supported to continue in my caring role	63.6%	76.9%	↑	67.8%	Lower middle
I am happy with the care and support I have had	68.2%	73.2%	↑	68.9%	Lower middle

Provisional

Quantitative Performance Measures – Children’s Services:

Performance Indicators	2016/17 Actual	2017/18 Year End	2017/18 Target	Performance Against Target	Performance Trend from 2016/17	2016/17 Wales Av	2016/17 Quartile
Number of Looked After Children	133	139	Not applicable	Not applicable	↑	Not applicable	Not applicable
Number of Children on the Child Protection Register	91	73	Not applicable	Not applicable	↓	Not applicable	Not applicable
24: The percentage of assessments completed for children within statutory timescales	74.69% 611/818	87.31% 688/788	90%	✘	↑	90.76%	Bottom
25: The percentage of children supported to remain living within their family	61.56% 213/346	63.80% 245/384	70%	✘	↑	69.24%	Bottom
26: The percentage of looked after children returned home from care during the year	14.44% 26/180	Not Available	Not applicable	Not applicable	Not available	13.56%	Middle
27: The percentage of re-registrations of children on local authority Child Protection Registers (CPR)	2.38% *	5.26% 6/114	<10%	✓	↓	6%	Top
28: The average length of time for all children who were on the CPR during the year	230 15,660/68	227 29,946/132	<365 days	✓	↑	245	Middle
29a: Percentage of children achieving the core subject indicator at key stage 2	68.75% 11/16	68.75% 11/16	Not applicable	Not applicable	-	56.48%	Top
29b: Percentage of children achieving the core subject indicator at key stage 4	29.41% 5/17	6.67% 1/15	Not applicable	Not applicable	↓	14.21%	Top
30: The percentage of children seen by a registered dentist within 3 months of becoming looked after	56.52% 13/23	75.86% 22/29	60%	✓	↑	59.45%	Middle

Performance Indicators	2016/17 Actual	2017/18 Year End	2017/18 Target	Performance Against Target	Performance Trend	2016/17 Wales Av	2016/17 Quartile
31: The percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement	98.33% 59/60	100% 56/56	100%	✓	↑	91.66%	Middle
32: The percentage of looked after children who have experienced 1 or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March	8.14% 7/86	9.47% 9/95	14%	✓	↓	12.70%	Top
33: The percentage of looked after children on 31 March who have had three or more placements during the year	5.26% 7/133	Not available	Not Available	Not available	Not available	9.80%	Top
34: The percentage of all care leavers who are in education, training or employment at: a) 12 months after leaving care	63.64% 7/11	69.2% 9/13	75%	✗	↑	52.42%	Top
34: The percentage of all care leavers who are in education, training or employment at: b) 24 months after leaving care	50.00% *	72.73 8/11	75%	✗	↑	47.12%	Middle
35: The percentage of care leavers who have experienced homelessness during the year	5.45%	9.4% 5/53	0%	✗	↓	10.59%	Top

Qualitative Measures – Children and Parents

2017/18 children's responses are based on 67/237 questionnaire responses (29% response rate)

Children's Questionnaire	2016/17 Actual	2017/18 Year End	Trend	2016/17 Wales Av	2016/17 Quartile
I live in a home where I am happy	80.4%	77.3%	↓	81.3%	Bottom
I am happy with the people that I live with	80.0%	79.4%	↓	87.9%	Bottom
I can do the things I like to do	60.0%	59.7%	↓	67.7%	Bottom
I feel I belong in the area where I live	71.4%	69.4%	↓	82.2%	Bottom
I am happy with my family, friends and neighbours	79.6%	83.6%	↑	87.1%	Bottom
I feel safe	90.2%	87.7%	↓	90.4%	Upper Middle
I know who to contact about my care and support	89.4%	75%	↓	90.3%	Lower Middle
I have had the right information or advice when I needed it	77.3%	77.6%	↑	81.2%	Lower Middle
My views about my care and support have been listened to	69.6%	62.1%	↓	79.2%	Bottom
I have been able to use my everyday language	98.0%	93.8%	↓	95.5%	Upper Middle
I was treated with respect	87.8%	79.4%	↓	89.2%	Lower Middle
I am happy with the care and support I have had	79.2%	84.1%	↑	87.8%	Bottom
If you are aged 16 or 17 years old: I have had advice, help and support that will prepare me for adulthood	57.0%	62.5%	↑	N/A	

2017/18 parent's responses are based on 41/204 responses (20% response rate).

Parents Questionnaire	2016/17 Actual	2017/18 Year End	Trend	2016/17 Wales Av	2016/17 Quartile
I have been actively involved in all decisions about how my child's/children's care and support was provided	63.9%	75%	↑	66.0%	Lower middle

Social Care, Safeguarding and Health Budget for 2017/18
£45,586,584

Direct Care
£7,166,928

- Day Centres £1,038,214
- Management £652,486
- Residential £2,198,216
- Direct Services £3,104,133
- Grant schemes £173,879

Children's Services
£11,597,055

- Management & Support £317,938
- Youth Offending £366,449
- Adoption £250,000
- Children with Disabilities £530,720
- Children and Family Support £812,427
- Staff Teams £4,181,862
- Younger People's Accommodation £301,079
- Child Placement £1,167,238
- External Placements £3,669,342

Community Care
£23,039,436

- Mental Health £4,456,601
- Adults with Disability £6,759,892
- Abergavenny £2,807,602
- £ Chepstow £3,249,591
- Monmouth £2,466,562
- Frailty £1,416,297
- Other services £569,461
- Aids & Equipment £301,896
- Monnow Vale £478,680
- Users & Carers £532,854

Commissioning
£1,630,967

- Grant Schemes £45,973
- Commissioning Team £518,116
- Strategy £1,066,878

Public Protection
£1,476,068

- Public Health £986,795
- Trading Standards £339,681
- Health & Safety £128,328
- Registrars B,D,M £21,264

Resources
£676,130

- Strategy £84,015
- Systems £41,520
- Transport £129,909
- Finance £420,686

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<p>Name of the Officer</p> <p>Claire Marchant</p>	<p>Improving Outcomes, Improving Lives – Director of Social Services Annual Report 2017/18</p> <p>It is a statutory requirement for every local authority in Wales to report annually on performance and outcome in the previous year. This report also highlights the direction and action for the ahead.</p>
<p>Name of Service</p> <p>Social Services – Monmouthshire County Council</p>	<p>Date Future Generations Evaluation form completed July 2018</p>



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




<p>Well Being Goal</p>	<p>Does the proposal contribute to this goal? Describe the positive and negative impacts.</p>	<p>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The on-going work within Social Services will have a positive impact as it articulates the direction of travel which will ensure that we</p>	<p>The priorities set out in this report for the coming years are, focused on service and financial sustainability – doing what matters and doing it right. We need to continue to develop our wellbeing offers to prevent and</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	are meeting the requirements of the Social Services and Wellbeing (Wales) Act (2014).	reduce the need for care and support, we need to bring together transformation of adult and children’s services and we need to deliver a transformed care sector.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Within Social Services we seek to continue to maximise our resources in respect of addressing the needs of the most vulnerable within Monmouthshire.	
A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood	The Social Services and Wellbeing (Wales) Act 2014, requires local authorities to review the care and support they provide, while providing a range of services designed to promote wellbeing and prevent the need for care and support. This report supports this ‘people focused’ approach.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The report supports the need to work with colleagues across the council and with our partners and with communities to embed the principles that well-being and prevention is everyone’s business and every service area can make a considerable contribution to well-being, all of which promote cohesive communities.	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local	This reports promotes and supports the corporate plan, <i>A Monmouthshire that Works for Everyone</i> . Setting out its goals for 2022 in	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
social, economic and environmental wellbeing	March 2018. The corporate plan re-states the council's intentions for building sustainable and resilient communities. Priorities include vulnerable people, families and communities and improving outcomes and opportunity for everyone. This purpose is about linking social and economic regeneration, maximising the contribution and well-being of the people and our communities.	
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The report describes that we are actively working with people in their language of choice.</p> <p>The purpose of well-being, social care and health in Monmouthshire are well aligned to the vision for the county: 'to maximise opportunities for all people to live the lives they want to live and the positive outcomes they identify.</p>	<p>There is a three year plan to support the Welsh Language via the – More than Words Strategy.</p> <p>This is a focus for the directorate service plans across the council.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	The report supports Equal Opportunities by ensuring that we will find safe and appropriate ways to work within our communities in order to help people meet their needs, including their need to be protected from harm.	

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? Describe how.	If not, what has been done to better meet this principle?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The 2015/16 annual report set out a comprehensive set of improvement priorities which were designed to be delivered over a 3 years period. We will be continuing to progress those priorities, and progress against them all has been noted in this report. The priorities and supporting action are aligned with the SSWBA and the reporting framework within this report. The 3 year service and financial plans set out a sustainable services and financial plan across all of Social Services, combining improvements in social work practice, workforce development and commissioning. It reflects the need to strengthen the capacity within the services to meet demands both in the short medium and long term.</p>	<p>N/A</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Social Services and Wellbeing (Wales) Act 2014, which came into force on the 6th of April 2016, is the legislative underpinning for changes in the way that local authorities and their partners work with individual families. We will continue to develop working arrangements with partners to ensure that we are achieving the best outcomes for the people and families of Monmouthshire. This is well evidenced throughout the report.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>One of our priorities is :-</p> <p>Involving people in everything we do – <i>‘nothing about me without me’</i>.</p> <p>This is a key priority for Social Services and will underpin our work with the people, families and communities.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The report supports the continued and evolving shift away from service led solutions to well-being, early intervention and prevention.</p>	<p>We will continue to review how we manage our resources across Social Services to ensure we have a flexible structures that can adapt to the changes required in order to deliver our services with the resources available.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The purpose of well-being, social care and health in Monmouthshire are well aligned to the vision for our county: <i>‘to maximise opportunities for all people to live the lives they want to live and the positive outcomes they identify.’</i></p>	<p>N/A</p>

- 3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this

link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	We continue to ensure that the services that we provide impact positively on the people and families we work with. This will assist in reviewing, identifying and commissioning / developing the right services to support the needs of people and families in within Monmouthshire.	N/A	In line with our systems, process, policies and procedures we will continue to look to mitigate any potential future impact ongoing.
Disability	As above	N/A	As above
Gender reassignment	As Above	N/A	As Above
Marriage or civil partnership	As Above	N/A	As Above
Pregnancy or maternity	As Above	N/A	As Above
Race	As Above	N/A	As Above
Religion or Belief		N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	As Above	N/A	As Above
Sexual Orientation	As Above	N/A	As Above
Welsh Language	As Above	N/A	As Above

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	Safeguarding children and adults at risk is our very highest priority.	N/A	The report clearly articulates what we have done and what we will continue to do to ensure this remains as our very highest priority.
Corporate Parenting	Fulfilment of our corporate parenting responsibilities are well understood by officers across the Council. Considerable progress has been made in the last year in the areas of participation and engagement, employment and training opportunities and housing and accommodation by colleagues across the Council working with partners to support our looked after children.	N/A	A new corporate parenting strategy ⁱ is in place which sets out how the whole Council (officers and members) will work together to fulfil our role as parents to our looked after children (LAC and care leavers).

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

The evidence and data that has informed this report is:

- Monmouthshire County Council, *Strategy for Social Justice*, May 2018
- Monmouthshire County Council, *Corporate Parenting Strategy 2018 – 2021*, June 2021
- Institute of Public Care, *Analysis of practice and improvement in the long-term childcare team*, 2018.
- Monmouthshire County Council, *A Monmouthshire that works for everyone*, March 2018
- Monmouthshire County Council, 'Where I am safe',
- Independent Reviewing Officer 6 monthly review, September – April 2017/18
- Institute for Fiscal Studies, '*Securing the future: funding health and social care to the 2030s*' May 2018
- Family Rights Group '*Care Crisis Review: options for change*', 2018

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The Future Generations Evaluations Form has helped the Council understand the positive and negative impacts of the report and has evidenced that the Council has paid due regard to equality and sustainable development issues within the report.

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
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A

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

The impacts of this proposal will be evaluated on:	n/a
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	N/A		
2			

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