

Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Friday, 3 November 2017

Notice of meeting / Hysbysiad o gyfarfod:

Special Children and Young People Select Committee

**Monday, 13th November, 2017 at 10.00 am,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

Please note that a pre meeting will be held 30 minutes prior to the start of the meeting for members of the committee.

AGENDA

Item No	Item	Pages
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Delivering Excellence in Children's Services'. The Next phase.....	
3.1.	Workforce - Meeting Increasing Service Demands	1 - 12
3.2.	Delivery Models for Family Support - Realignment of Team Around the Family (TAF)	13 - 34
3.3.	Recommendation arising from our review of Placement and Support Team	To Follow
4.	Safeguarding Evaluative Report	35 - 66
5.	To confirm the date and time of the next meeting as 7th December 2017	

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

M.Groucutt
L.Jones
L.Brown
L.Dymock
R. Edwards
R. Harris
S. Howarth
D. Jones
M.Lane
P.Pavia
M. Powell
J.Pratt
T.Thomas
J.Watkins
S. Woodhouse
Dr. A. Daly
Dr. A. Daly
Church)
M Fowler (Parent Governor Representative)
Vacancy (Catholic Church)
K Plow (Association of School Governors)

Added Members

**Members voting on Education Issues
Only**

Dr. A. Daly (Church in Wales)
M. Fowler (Parent Governor Representative)
Vacancy (Parent Governor Representative)
Vacancy (Catholic Church)

Added Members

Non Voting

K. Plow (Association of School Governors)
Vacancy (NAHT)
Vacancy (ASCL)
Vacancy (NUT)
Vacancy (Free Church Federal Council)
Vacancy (NASUWT)

Public Information

Access to paper copies of agendas and reports

A copy of this agenda and relevant reports can be made available to members of the public attending a meeting by requesting a copy from Democratic Services on 01633 644219. Please note that we must receive 24 hours notice prior to the meeting in order to provide you with a hard copy of this agenda.

Watch this meeting online

This meeting can be viewed online either live or following the meeting by visiting www.monmouthshire.gov.uk or by visiting our Youtube page by searching MonmouthshireCC.

Welsh Language

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

Aims and Values of Monmouthshire County Council

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

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

Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

Monmouthshire Scrutiny Committee Guide

Role of the Pre-meeting

1. Why is the Committee scrutinising this? (background, key issues)
2. What is the Committee's role?
3. What outcome do Members want to achieve?
4. Is there sufficient information to achieve this? If not, who could provide this?
5. Discuss the committee's approach:
 - Agree the order of questioning and which Members will lead
 - Agree questions for officers and questions for the Cabinet Member

Questions for the Meeting

Scrutinising Performance

1. How does performance compare with previous years? Is it better/worse? Why?
2. How does performance compare with other councils/other service providers? Is it better/worse? Why?
3. How does performance compare with set targets? Is it better/worse? Why?
4. How were performance targets set? Are they challenging enough/realistic?
5. How do service users/the public/partners view the performance of the service?
6. Have there been any recent audit and inspections? What were the findings?
7. How does the service contribute to the achievement of corporate objectives?
8. Is improvement/decline in performance linked to an increase/reduction in resource? What capacity is there to improve?

Scrutinising Policy

1. Who does the policy affect ~ directly and indirectly? Who will benefit most/least?
2. What is the view of service users/stakeholders? Do they believe it will achieve the desired outcome?
3. What is the view of the community as a whole - the 'taxpayer' perspective?
4. What methods were used to consult with stakeholders? Did the process enable all those with a stake to have their say?
5. What practice and options have been considered in developing/reviewing this policy? What evidence is there to inform what works?
6. Have all relevant sustainable development, equalities and safeguarding implications been taken into consideration? For example, what are the procedures that need to be in place to protect children?
7. How much will this cost to implement and what funding source has been identified?
8. How will performance of the policy be measured and the impact evaluated.

Questions for the Committee to conclude...

Do we have the necessary information to form conclusions/make recommendations to the executive, council, other partners? If not, do we need to:

- (i) Investigate the issue in more detail?
- (ii) Obtain further information from other witnesses – Executive Member, independent expert, members of the local community, service users, regulatory bodies...

(iii) Agree further actions to be undertaken within a timescale/future monitoring report...

Nodau a Gwerthoedd Cyngor Sir Fynwy

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

- Gall pobl hŷn fyw bywyd da
- Pobl â mynediad i dai addas a fforddiadwy
- Pobl â mynediad a symudedd da

Pobl yn hyderus, galluog ac yn cymryd rhan

- Camddefnyddio alcohol a chyffuriau ddim yn effeithio ar fywydau pobl
- Teuluoedd yn cael eu cefnogi
- Pobl yn teimlo'n ddiogel

Ein sir yn ffynnu

- Busnes a menter
- Pobl â mynediad i ddysgu ymarferol a hyblyg
- Pobl yn diogelu ac yn cyfoethogi'r amgylchedd

Ein blaenoriaethau

- Ysgolion
- Diogelu pobl agored i niwed
- Cefnogi busnes a chreu swyddi
- Cynnal gwasanaethau sy'n hygyrch yn lleol

Ein gwerthoedd

- **Bod yn agored:** anelwn fod yn agored ac onest i ddatblygu perthnasoedd ymddiriedus
- **Tegwch:** anelwn ddarparu dewis teg, cyfleoedd a phrofiadau a dod yn sefydliad a adeiladwyd ar barch un at y llall.
- **Hyblygrwydd:** anelwn fod yn hyblyg yn ein syniadau a'n gweithredoedd i ddod yn sefydliad effeithlon ac effeithiol.
- **Gwaith tîm:** anelwn gydweithio i rannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd i gyflawni ein nodau.

This page is intentionally left blank

SUBJECT:	Delivering Excellence in Children's Services - Workforce
MEETING:	Select - CYP
DATE:	13 th November 2017
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- To provide members of the Children's and Young People's Select Committee with a summary of the workforce proposals for the next phase of the 'Delivering Excellence in Children's Services' Programme.
- To allow pre-decision scrutiny of the evidence base and business cases to support the proposals as set out in this report.

2. RECOMMENDATIONS:

Select Members are requested to scrutinise and consider the key recommendations in this report as follows:

2.1 Early Help Duty and Assessment Team

- 2.1.1 To convert one Social Worker post into a Senior Practitioner post.
- 2.1.2 To make the temporary Support Worker post into a permanent role within the team.
- 2.1.3 To convert one temporary agency worker assignment into a permanent Social Work post (or 60 hours of Support Worker hours).

2.2 Family Support and Protection Team

- 2.2.1 To convert three temporary agency worker assignments into three permanent Social Worker posts.
- 2.2.2 To convert of one temporary agency worker assignment into one permanent Senior Practitioner post.

2.3 Placement and Support / Contact Team

- 2.3.1 To increase the contact team by one Contact Support Worker on a six month temporary contract. The purpose of this is to reduce the current costs of spot-purchasing contact worker sessions from independent provider (whilst the second phase of family support review work is undertaken).
- 2.3.2 To implement the full recommendations contained within the review of the Placement and Support Team including i) the formal consultation regarding the deletion of 2 assessing social worker posts from the establishment within the Placement & Support Team and ii) the transfer of resources released from 1 of these posts into the creation of a Social Worker post within the Family Support & Protection Team.

2.4 Business Support.

- 2.4.1 To amalgamate unutilised Business Support hours within the establishment into a permanent business support post.

2.4.2 To review and revise the Business Support Manager job description, to provide a key role of supporting the Children’s Services with all aspects of workforce planning including staff recruitment and retention.

3. KEY ISSUES:

Background

3.1 In January 2016 Council approved a reconfiguration in the way in which we deliver services within Children’s Services. As outlined in previous reports these changes were part of the overarching transformation programme ‘Delivering Excellence in Children’s Services’ designed to deliver the cultural and practice changes necessary to address problems within the service and realise the benefits enshrined within the legislative framework of the Social Services and Well-being (Wales) Act (2014).

3.2 This plan sets out the next phase of the transformation programme from an overarching workforce perspective and consolidates the workforce elements of four teams:-

- Early Help, Duty & Assessment Team
- Family Support & Protection Team
- Placement & Support Team
- Business Support Team.

3.3 There are no proposed changes within the proposals to the Long Term Support Team or the Children with Disability Team.

Service Demands

3.4 There continues to be an upward trend in the numbers of Looked After Children and Young People and children on the Child Protection Register (figure 1). The last year has seen a particularly significant increase in numbers (figure 2).

Figure 1

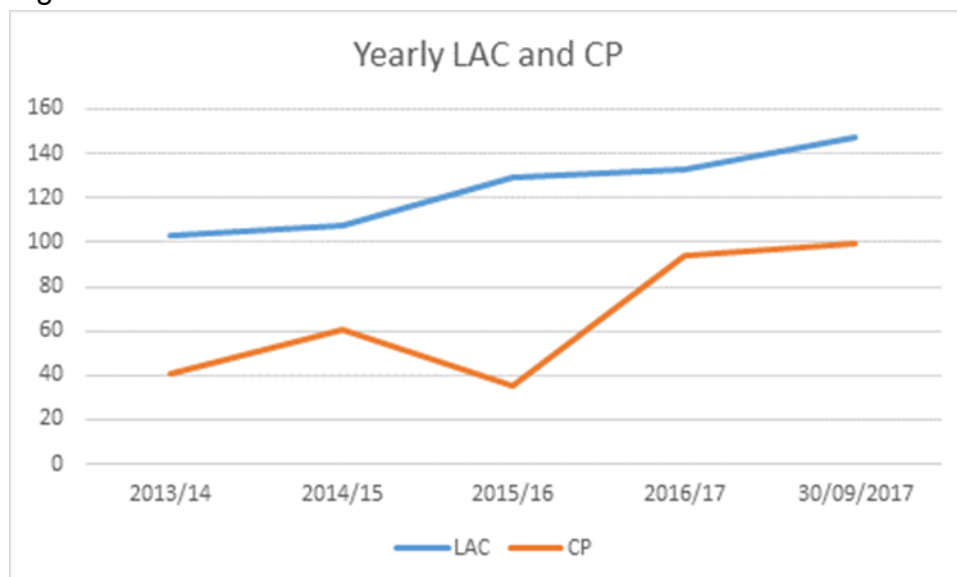
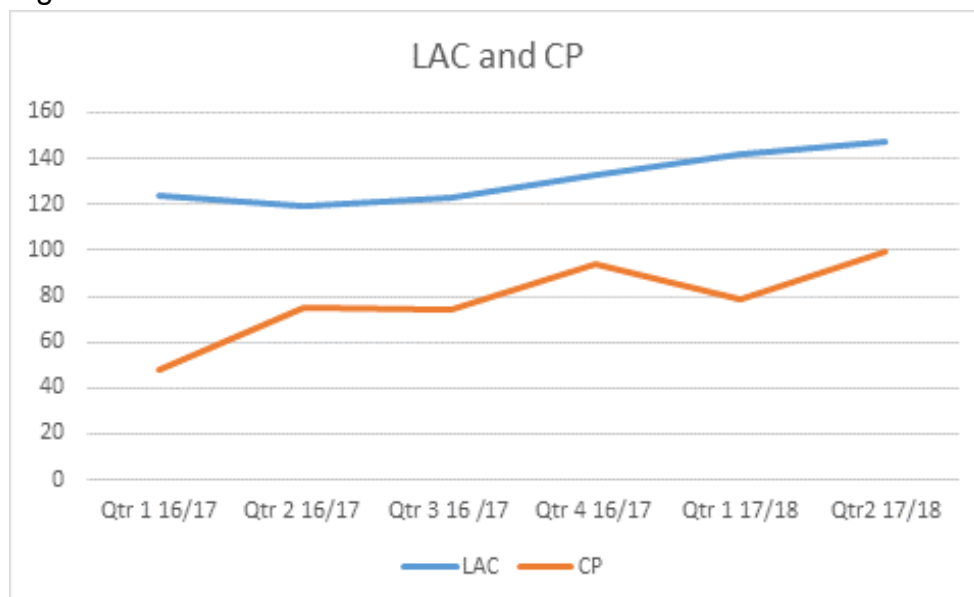
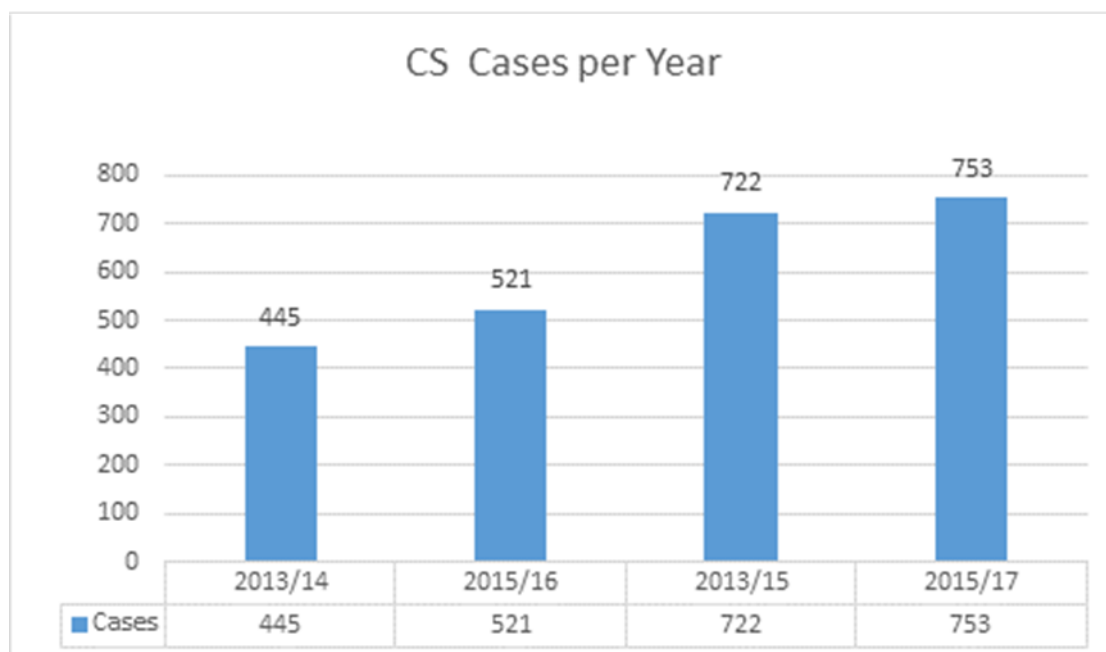


Figure 2



3.5 This has equated to a 69% increase in the number of cases held within the service since 2013/14 (figure 3).

Figure 3



3.6 Overall child care cases within the service have increased in terms of complexity with more children requiring to be Looked After, or who are subject to court interventions or formal child protection processes. This inevitably requires a more intensive resource response to both ensure the child’s safety and well-being and to meet our statutory requirements.

3.7 These increases within Monmouthshire are in line with regional and national trends as illustrated through the Cafcass figures at section 11.

3.8 The reasons behind the increasing demands for Children Services are complex and include:

- Impact of generational abuse and neglect
- Current social and economic environment – correlation between poverty and vulnerability
- Historic low service provision for MCC including early help and prevention services.
- Impact of judiciary
- Increased awareness and knowledge of child protection issues within professional and public
- Increased expectations of state intervention in the welfare of children.

3.9 These demand pressures have resulted in the need to recruit agency social workers to help meet our statutory requirements and to reduce and manage the risk of harm experienced by vulnerable children and young people. This reliance on agency workers creates additional budgetary pressure and does not accord with our stated intention to achieve a stable and permanent workforce.

Evidence Base and Case Load Data

- 3.10 Over the last six months the service has implemented an evidence based approach to tracking case load activity and complexity within the service via live dashboards. This provides an overview of the pressures and capacity across the whole service and has helped us to better understand the demand versus resource equation. Together with a range of service delivery changes and practice improvements the development of team dashboards is helping us to ensure that the allocation of workforce resources is optimised and that our work with each family is monitored, reviewed and remains outcome focused.
- 3.11 Our current analysis of service demand versus resources has highlighted that two teams are under particular pressure (the Early Help, Duty & Assessment and the Family Support & Protection Team); one team has some potential to release resource to address (Placement & Support Team), and 3 teams are resourced correctly including Business Support.
- 3.12 We have begun to use this information to inform our understanding of ‘safe’ case load standards.
- 3.13 There is certainly no magic number for a ‘safe’ caseload; numbers can only ever offer a starting point within the context of individual professional development coupled with a strong culture of positive (evidence based) performance management. However, from work undertaken by the Munro review of child protection; ‘A Child Centred System’ (crown copyright 2011), the concept of a manageable workload for Social Workers is proposed. This major report outlines how ‘.....high caseloads were a significant problem... and the time available for a case has a major impact on how well the work can be done’. In relation to what she describes as ‘the main obstacles to good practice’ (heavy caseloads and lack of supervision), Munro states that ‘.....the interplay between workers and the work environment is the most productive was of improving standards and reducing errors.’
- 3.14 Manageable caseloads are essential to achieving a more stable workforce and also ensure that children receive the best intervention where and when it is needed. The recommendations in this report are based on advocating average caseloads which reflect our understanding of what is right for Monmouthshire Children’s Services in respect of ‘good’ practice and correspondingly supports a stable, skilled and confident workforce.

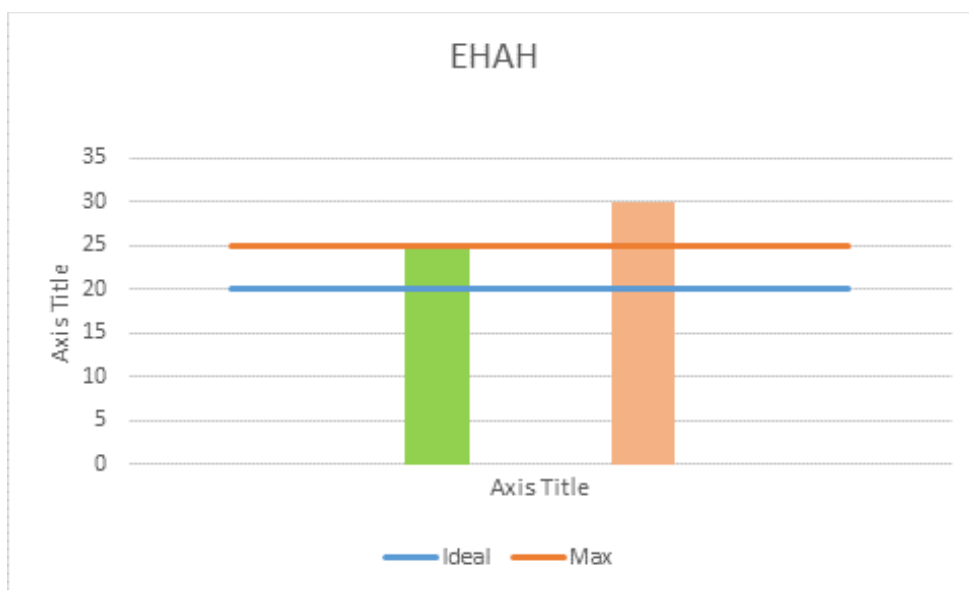
- 3.15 There is clear evidence nationally that the overwhelming reason why Social Workers leave employment strongly correlates to unmanageable workloads, lack of developmental opportunities and lack of management support. The converse is equally true; where social workers have reasonable caseloads and access to high quality, regular supervision, not only do they stay with the organisation, but the work they carry out is of higher quality.
- 3.16 Based on current analysis, in the Early Help, Duty and Assessment team the average caseload required to ensure safe practice would be between twenty and twenty five cases per worker.

In figure 4, the green bar demonstrates the current average case load per worker in the including the additional (agency) worker.

The pink bar is the average case load per worker if resourced by the establishment only without the additional (agency) worker.

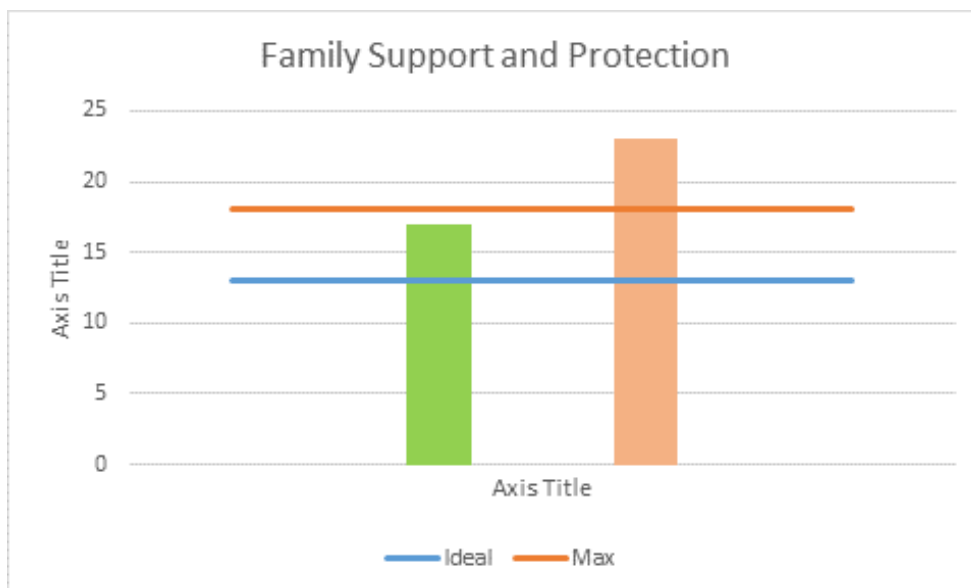
In summary the diagram below for Early Help, Duty and Assessment highlights each worker would have to be allocated an additional 5 cases (minimum) which would be deemed unsafe and unmanageable, particularly where these are newly qualified.

Figure 4



- 3.17 In the Family Support & Protection team Figure 5 describes the average case load numbers with and without the recommended additional posts within the establishment. As this team works with more complex cases (particularly those within court proceedings) workers require lower caseload parameters.

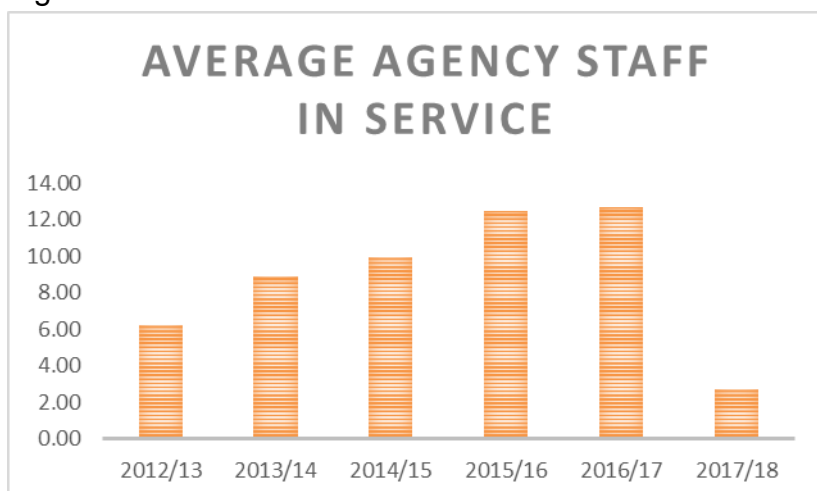
Figure 5



Case for establishment of permanent posts

- 3.18 As set out in previous reports a critical element of the improvement programme for Children’s Services has been the focus on recruiting permanent workers coupled with a strengthened practice management structure. Workforce stability and effective leadership at a practice level provides the foundations to building strong and sustainable services. A stable and consistent workforce allows for continuity of service to families, shared service knowledge and history, and ultimately better outcomes for children.
- 3.19 Over the last 18 months the service has delivered against this objective through external recruitments and through attracting agency workers to move onto the council’s ‘terms and conditions’. At the start of 16/17 there were 18 agency workers across Children’s Services. Currently there are 7, which demonstrates 38.3% reduction. Figure 6 demonstrates the average number of agency social workers working within the service (calculated on average yearly basis).

Figure 6



3.20 The current agency workers assignments within the service are:

- One covering a Social Worker post (to back-filling a temporary secondment into a Senior Practitioner role)
- One covering an establishment vacancy (currently being advertised)
- Five workers in non-establishment assignments (the subject of the current recommendations in this report).

3.21 Agency exit plans for these five non-establishment posts cannot be safely achieved within the current establishment because of service demands.

3.22 The cost differential between employing an agency social worker and a permanent worker on Monmouthshire Terms & Conditions is approximately £13,000 per annum, which over over five posts equates to £65,000.

3.23 There will be further challenge to reduce the reliance on agency staff if the recommendations in this report are agreed (as per option 2). Given, our recent track record in successfully attracting workers into Monmouthshire Children's Services we are confident that this is achievable.

Business Case for the recruitment of additional contact workers

3.24 There has been a sustained increase in the numbers of children looked after by the Local authority and currently the numbers stand at over 147. The staffing establishment for the contact team was based on the LAC population as of 2014 which was 103 children, a rise of over 40%. Consequently this rise in numbers, together with increased demand from courts, has resulted in the contact team being unable to keep meeting the increasing demand and consequently we have relied on the use of Independent providers.

3.25 This has resulted in an increasing number of contacts being commissioned from independent providers and currently the main independent provider is commissioned to cover contacts for 14 families, on behalf of the authority. The cost of commissioning these external providers for contact services has risen from £4,300 per month approximately during 2016-2017, to £7,100 per month for current year.

3.26 Whilst previously, we have tried to limit the use of independent providers to cover weekend contacts only, this is no longer the case and approximately 80% of contacts, now covered by the independent sector are inside normal working hours, which could be covered by Terms & Conditions for our in-house service, if we were sufficiently staffed.

3.27 By providing an additional full time support worker to the contact team on a temporary basis for 6 months, not only will we be able to cover staff sick leave more efficiently but also achieve a cost avoidance to the local authority by avoiding the additional costs of using independent providers.

Figure 7

Contact Hours	Annual Costs for External Spot purchase contract	In house Provision Cost	Diff/potential saving	Rational
37hrs temporary contract	£86,400 /2 = £43,200	£33,000/2=£16,500	£26,700.00	To directly reduce current use of external provider –cost saving

4 OPTIONS APPRAISAL

4.1. Option 1 – Do nothing

No increase the workforce establishment and remain with the current structure. The disadvantages with this will be:

- The continued use of agency resource,
- Inability to withdraw from the agency market
- Instability in the workforce undermines service and practice improvement, and fails to promote consistency and good practice
- Instability in the workforce leads to a poorer experience for the child and family with the risks associated with ‘starting again’ with a vulnerable family – local knowledge of families is not retained within the service
- Instability within the workforce increases the pressure for seniors and team managers in particular having to manage a transient workforce.

4.2 Option 2 – Move posts within the service in line with demand, increase staffing compliment through permanent recruitments and offset costs in first year against savings.

This will eliminate the risk to the Authority of having to use agency workers and allow for a structured programme of withdrawal from the agency market.

It will support the service to meet current demands and pressures.

Improvements in service data can identify if additional capacity is no longer required. Staff turnover rates within Children’s Services indicates that should the workforce need to be downsized in the future, this will be achievable through natural movement of staff.

Within this option it has to be recognised that required savings will not be achieved within the initial stages of the MTFP as savings will be used to fund the additional staff compliment required.

This option reduces resource within the Placement & Support Team whilst requiring this service area to progress with its targets through the Fostering Project and Medium Term Financial Plan.

4.3 Option 3 – **Increase compliment and require savings**

Same outcome as with option 2 however, the ability to also produce savings within the first three years of investment would be unachievable given the current trends in service demand and the current budget (overspend) position.

4.4 Option 4 – **Increase compliment in line with demand but do not move posts.**

This will result in a disproportionate alinement of the workforce according to current pressures and demands.

This would adversely affect the ability of Children’s Services to meet the targets within the medium term financial plan.

Teams would remain stable without the need for consultation regarding changes to individual posts.

5 **EVALUATION CRITERIA**

Early Help Duty & Assessment

- 5.1 The conversion of one Social Worker post into a Senior Practitioner post will enable the social workers to receive quality support, supervision and decision making by a Senior Practitioner. It will ensure adequate cover of the duty rota to ensure that targets regarding timescales on decision-making for multi-agency referrals and assessments, both critical to ensure safe and effective practice. It also ensures that cover can be maintained during periods of absence (annual leave, sickness, etc). Both Senior Practitioners will have the capacity to quality assure practice as well as coach, train and develop the team to raise standards and ensure consistency within decision making and thresholds and the provision of Information, Advice and Assistance. The conversion of one agency assignment to a permanent Social Work post will allow for safe case load management and support the team’s capacity to meet current service demand at the ‘front-door’.

Performance Data:

- Case loads
- Number of decisions made on contacts within 24 hours
- Numbers of assessments completed within statutory time-scales
- Numbers of families achieving desired outcomes
- Staff turnover

Family Support & Protection

- 5.2 The conversion of three temporary agency worker assignments into three permanent Social Worker posts will ensure safe case load levels in accordance with the complexity of case work. The conversion of one temporary agency worker assignment into one permanent Senior Practitioner post will enable the social workers to receive quality support, supervision and decision making by a Senior Practitioner. This is particularly important given the current pressures within the judiciary where the Social Workers benefit from experienced Senior Practitioners and Team Manager.

Performance Data:

- Number of cases progressing through court within statutory timescales
- Numbers of statutory child protection visits and core groups held within timescale
- Case loads
- Staff turnover

Placement & Support Team

- 5.3 By employing an additional contact worker this should reduce the numbers of spot purchased contact worker sessions from independent providers. The Placement and Support Team will be required to continue to meet service demands and work to the target set out with the fostering project and the medium term financial plan.

Performance data:

- Number of fostering and kinship carer assessments completed to timescale
- Numbers and costs of spot-purchased assessments
- Net number of Monmouthshire foster carers recruited and numbers of children placed
- Case loads
- Staff turnover

Business Support Team

- 5.4 The amalgamation of unutilised Business Support hours within the establishment into a permanent business support post will ensure full utilisation of the budget and will ensure the teams receive quality Business Support.

The review and revision of the Business Support Manager job description, identifying a key role of supporting the service with all aspects of staff recruitment including; attraction, advertising, safe recruitment, selection and workforce planning activities within children's services workforce will support the overall workforce plan and will assist the management team in delivering the workforce plan in the most productive manner and will ensure long term sustainability.

Performance Data:

- Numbers of staff recruited

6 REASONS:

- Ensure service demands are consistently met and that children are not exposed to further risk or harm.
- Reduce risk to the authority from external regulators, judicial review and human rights applications.
- Reinforce good practice and sustain positive progress within the service.
- Reduce the reliance on the use of agency staff and thereby further reduce costs.
- Assist with the retention of permanent staff, senior practitioners and team managers.
- Ensure there is a stable and consistent Social Work team to support children, young people and families.

7 RESOURCE IMPLICATIONS:

- 7.1 The cost of the five additional over-establishment posts is £244,653.
- 7.2 If recommendation 2.3.2 is accepted this will represent savings of £47,948 (deletion of 1 social work post from Placement and Support Team).
- 7.3 Children's Services have set out in the medium term financial plan a range of saving proposals for the first year including i) one child returning to an 'in-county' placement from a residential provision representing savings of £148,012, ii) the transfer of 5 independent fostering placements to Monmouthshire carers representing savings of £103,205 and iii) recuperation of £106,000 saving from Continuing Care funding.
- 7.4 The cost of a temporary contact support worker is met via the savings on spot-purchased sessions as at Figure 7.
- 7.5 The additional cost of converting one Social Work post to a Senior Practitioner is approximately £5,000 and will be met through the reduced regional costs of the Intensive Family Support Service.
- 7.6 Essentially this means that the cost of the proposals can be met within the financial planning and arrangements within the service. Noting additionally the likely overspend position for Children's Services, it has been highlighted within the authority's medium term financial plan that Children's Services will start to contribute to overall savings in year 2021/22.

8 RISK ASSESSMENT:

Risk	Uncontrolled Risk	Control	Controlled Risk
Inability to recruitment Social Workers with the relevant skills knowledge & experience to the vacant new establishment posts	High	Plan and carry out a targeted marketing campaign in a timely manner	Medium
Increase labour turnover of Social Workers if caseloads are too high.	High	Option 2 if adopted and agreed by cabinet will mitigate this and will result in stable workforce with reasonable and manageable caseloads	Low
Increase absence levels if caseloads are too high.	High	Option 2 if adopted and agreed by cabinet will mitigate this and will result in stable workforce with reasonable and manageable caseloads	Low
Reputational damage and inability to attract applicants longer term from the external market if caseloads are too high	High	Option 2 if adopted and agreed by cabinet will mitigate this and will result in stable workforce	Low

		with reasonable and manageable caseloads	
High caseloads could result in poor outcomes & decision making for children and young people	High	Option 2 if adopted and agreed by cabinet will mitigate this and will result in stable workforce with reasonable and manageable caseloads	Medium

8.1 In the event that the service is unable to fund redundancy costs we will look to call on the corporate reserve fund.

8.2 Full and through consultation will be carried out and included in final cabinet report on 6th December 2017. The end of the consultation period 16th November 2017

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

9.1 The new service delivery model has been developed to impact positively on all children any young people and the families the service work with. This will be regularly updated and reviewed as the model is implemented. The proposals in this report looks to align people's skills and competencies to increase organisational efficiency and effectiveness in line with the Social Services and Well Being (Wales) Act.

10 CONSULTEES:

The service is currently consulting the workforce on these proposals and will continue to listen, consider and reflect the views of the workforce in the final report.

Children's Services Management Group
 Directorate Management Group
 Senior Leadership Team
 Children's Services
 Unions: Unison & GMB
 CYP Select
 CYP Management Team

11 BACKGROUND PAPERS:



Notes of Care
 Applications p...

CAFCASS figures

12 AUTHOR: Jane Rodgers

6 CONTACT DETAILS:

Tel: 01633 644054 E-mail: janerodgers@monmouthshire.gov.uk



SUBJECT:	Multi-agency Early Support and Prevention Referral and Intervention Pathway Including the Realignment of the Team Around the Family service
DIRECTORATE:	Social and Housing Services
MEETING:	CYP Select
DATE:	13th November 2017
DIVISION/WARDS AFFECTED:	

1. PURPOSE:

The purpose of this report is to provide a case for the realignment of the Team Around the Family service within the wider structure of family support services to better meet the needs of the local population and to contribute to Monmouthshire's delivery of the Social Services and Well-being Wales Act (2014) (SSW-bWA).

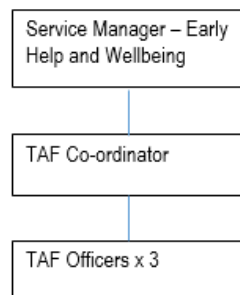
2. RECOMMENDATIONS:

The following recommendations are made:

- 1.1 To realign the activity of the existing TAF Team which currently facilitates the TAF process and undertakes only limited direct work, into a team that predominantly delivers programmes of early intervention family support and undertakes a smaller amount of facilitation of the TAF process.
- 1.2 To reconfigure the existing Co-ordinator post into a team-leader post using the anticipated cost saving to provide the necessary capacity to administrate an Early Intervention and Prevention Referral and Intervention Pathway (see Appendix 1).
- 1.3 To locate the service within the Face to Face Therapeutic Service (see below).

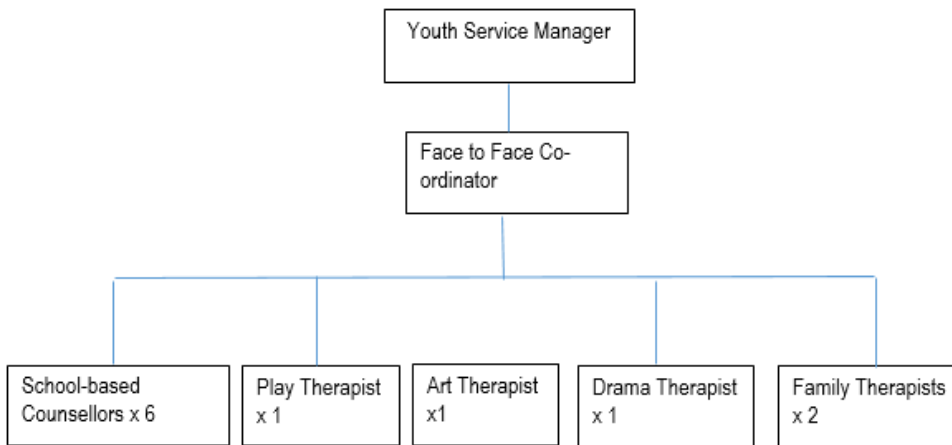
- 1.4 To move the Face to Face Therapeutic Service to within the Children's Services management structure to bring increased coherency to the 'windscreen' pathway of family support and intervention.
- 1.5 To create a multi-agency Early Intervention and Prevention Referral and Intervention Pathway to manage referral and allocation of children and families seeking pre-statutory services family support (see Appendix 1).
- 1.6 To develop a step-up/step-down protocol and referral pathway which enables vulnerable families accessing support at both a pre-statutory threshold level and a post--statutory threshold level to have their needs appropriately met and ultimately reduce the numbers of children requiring statutory support and in particular the need to be Looked After.¹

Previous Structure - TAF



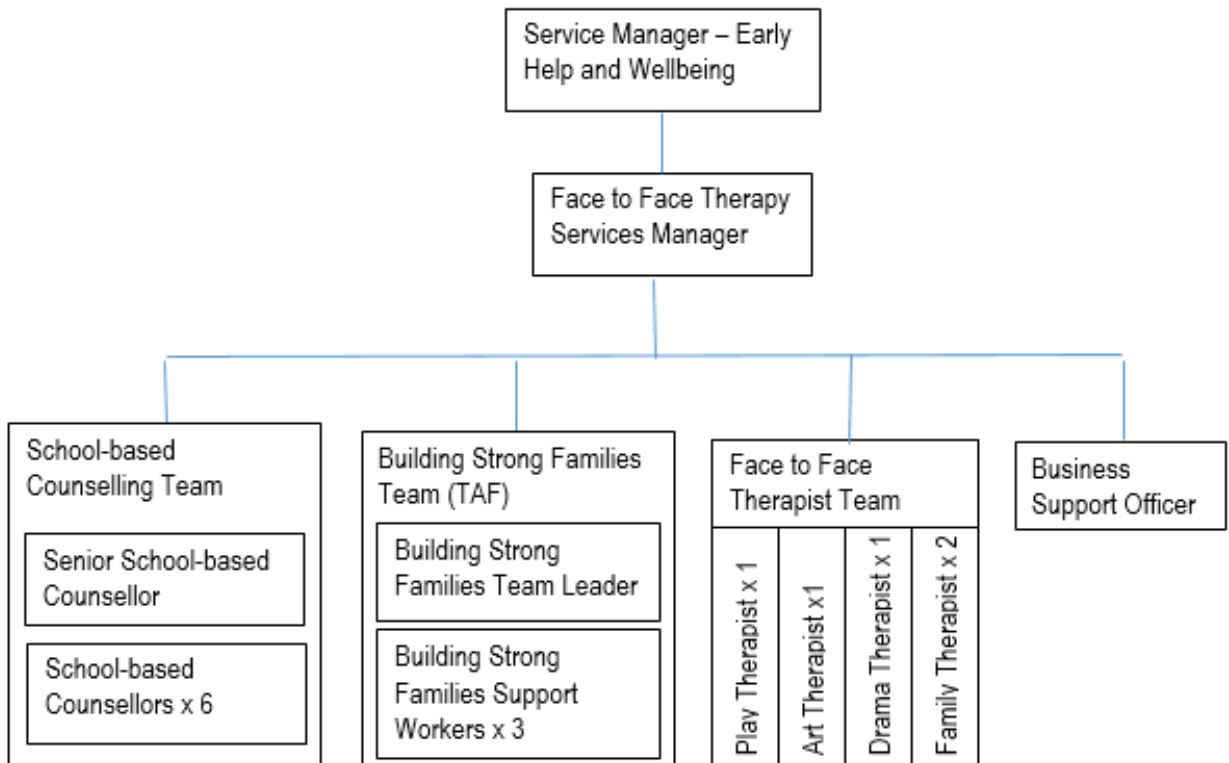
Previous Structure – Face to Face

¹ This last is part of a longer-term piece of work to develop an 'edge of care' service to reduce the numbers of Children Looked After in Monmouthshire. Subsequent papers will address this in more detail, however it is important to mention here that the pre-statutory threshold family support work will need to be aligned with and work in a coherent way with similar support offered to families where there are children at the edge of care.



Proposed structure

|



3. KEY ISSUES:

3.1 Rationale

3.1.1 Description of current model of service delivery

Currently the TAF team consists of a TAF Co-ordinator and three TAF Project Workers. The function of the team is predominantly one of care co-ordination, assessing families referred for a service, liaising with service providers and co-ordinating TAF meetings with service providers and families where a package of support is co-ordinated. The TAF team remain involved for between 6 and 12 months with each family, chairing meetings at which progress is reviewed. They currently work with approximately 60 families a year.

3.1.2 The TAF Team is funded through Families First. Monmouthshire County Council is a small authority from a population perspective, and although it has pockets of deep deprivation, it is generally an affluent community, this means that grant funding such as Families First, is relatively small, and it is essential that resources are focussed so as to achieve the greatest return on investment.

3.1.3 *Proposed Service realignment*

This paper is proposing that the focus of the team on TAF be retained, as per Welsh Government policy, but that the activity be re-aligned so that the work of the team focusses more on working directly with vulnerable families on the cusp of statutory intervention to prevent them requiring statutory support. The team will be tasked and supported to delivery brief interventions that are outcomes focussed around what matters to children and families in line with the Social Services and Well-Being Act (SSW-bWA). Working in this way should increase productivity from 60 families a year to 150 families a year.

3.2 Evidence base

3.2.1 *Early intervention*

The importance of preventive work and early intervention is well-recognised. It is a fundamental principal of the SSW-bWA. The intention of the Act is to create a legal framework which makes it clear what vulnerable children and their families can expect in terms of support and assistance, and which balances the need to safeguard with the importance of proportionate intervention that recognises that providing support at an early stage may well reduce the need for more intensive, and potentially invasive, intervention at a later stage. The Act clearly aligns itself

with the belief that the provision of early intervention and preventive services will ultimately contribute to the prevention, delay or reduction of people needing care and support, including children suffering abuse and neglect. It draws on the significant evidence that exists that shows that preventing the emergence of problems rather than tackling their consequences offers a ‘triple dividend’ in terms of improving social outcomes, reducing costs to the state, and strengthening prospects for growth.

3.2.2 *The value of intervention throughout childhood and adolescence*

The arguments for prevention are particularly associated with children and young people, especially under-fives. The social and emotional foundations established in the first three years of a child’s life, to a large extent attributable to the standard of parenting, are arguably the biggest determinants of positive outcomes throughout the life course. The benefits of promoting the Welsh Government’s aim of giving children a flying start in life are important for all generations. Older people who have experienced positive foundations (e.g. good education and health, strong social networks), are more likely to have a healthier transition into independent old age. However, recent research into adolescent neuroscience indicate that adolescence offers a unique window of opportunity to significantly ameliorate the impact of early trauma and poor parenting. Stein *et al*’s (2009)² research on adolescent neglect evidences that neglect is damaging irrespective of age. There is value therefore in providing intervention both early and late, relative to the child’s age.

3.2.3 *Adverse Childhood Experiences*

There is a growing body of evidence that shows how profoundly health throughout the life course is negatively affected by adverse childhood experiences (ACEs) such as verbal/emotional, physical or sexual abuse and neglect, parental separation, incarceration, mental illness, drug and alcohol use or domestic abuse. These stressors are cumulative, the more adverse experiences a child faces, the more likely they are to experience poor outcomes. They are less likely to perform

² Stein, M., Rees, G., Hicks, L. and Gorin, S. (2009) *Neglected Adolescents – Literature Review*, Department for Children, Schools and Families

well in school, more likely to be involved in crime and ultimately less likely to be a productive member of society. The recent research undertaken by Public Health Wales (2015)³ provides robust Welsh-based evidence that children experiencing these stressors, especially children experiencing four or more of these are more likely to adopt health-harming behaviours during adolescence which can themselves lead to mental health illnesses and diseases such as cancer, heart disease and diabetes later in life. This study cites evidence that shows that chronic traumatic stress in early life alters how a child's brain develops fundamentally altering nervous, hormonal and immunological system development. As adolescents and adults, these individuals become hair-triggered for stress, thus increasing the risk of premature ill health such as cancer, heart disease and mental illness. This hyper-vigilance can mean that as children these individuals are in a constantly anxious state and consequently frequently distracted, aggressive and confrontational. Furthermore, the psychological problems associated with exposure to ACEs can leave both adults and children with low self-esteem and with a propensity to engage in behaviours that will offer them short-term relief at the expense of their longer-term health, such as smoking, harmful alcohol consumption, poor diet, substance misuse and early sexual activity. Further there is significant evidence to suggest that whilst this is not necessarily the case, if the effects of exposure to ACEs are not mitigated then the children of those affected by ACEs are at increased risk of exposing their own children to ACEs. Consequently, preventing ACEs in a single generation or reducing their impact on children can benefit not only those individuals but also future generations across Wales. The ACE research clearly supports the case for intervention both to reduce the number of ACEs children experience and to offer support to mitigate the impact of ACEs on children.

3.2.4 *What Works?*

Empirical research provides evidence of the value of intervening early, before difficulties become entrenched and long-standing. If intervention is to be effective then families need first of all to be able to engage with professionals offering

³ Public Health Wales (2015) Adverse Childhood Experiences and their impact on health-harming behaviours in the Welsh adult population

support. Research into effective practice evidences that enabling opportunities to cultivate supportive relationships that develop self-worth and feelings of self-efficacy are significant in creating environments conducive to healing and to change (Ruch, 2012).⁴ There is an extensive evidence base around the importance of promoting attachment, not just in infants, but throughout childhood (Howe, 2005)⁵. In terms of what we know works, the academic discourse supports the idea that intervention that takes account of, and builds, individual and family strengths and resources helps build resilience and reduce risk (Daniel *et al.* 2011).⁶ McAuley *et al.* (2006)⁷ present evidence that suggests that providing isolated parents with opportunities for social support, as well as positive relationships with professionals, may also serve a protective function for parents.

3.2.5 Macdonald's (2005)⁸ research indicates that therapeutic interventions are more likely to be successful if they take account of the broad range of factors outside the family that also have an influence on family functioning. The 'ecological' model is widely used in helping understand child neglect in that it enables practitioners to consider the broad range of factors that affect parents in common and then to focus on the specific features that are of particular importance in a particular family. This model recognises that, just as individual family members interact and are influenced by each other, so they also interact and are influenced by the wider family, their local community and wider society. This view of family functioning is holistic and identifies that change occurs across a number of dimensions.

3.2.6 Whilst there is not an extensive literature on the effectiveness of specific interventions, the provision of services such as play therapy, educational support and speech and language therapy may help address specific deficits around social skills, education and learning and communication (Howe, 2005).

⁴ Ruch, G. (2013) Helping children is a human process: researching the challenges social workers face in communicating with children. *British Journal of Social Work* Vol. (44)8 pp.2145-2162

⁵ Howe, D. (2005) *Child Abuse and Neglect*

⁶ Daniel, B.; Taylor, J. and Scott, J. (2011) *Recognizing and Helping the Neglected Child: Evidence-Based Practice*. London: Jessica Kingsley Publishers.

⁷ McAuley, C., Pecora, P. and Rose, W. (2006) *Enhancing the well-being of children and families through effective interventions: International evidence for practice*, London, Jessica Kingsley.

⁸ Macdonald, G. (2005) Intervening with Neglect. In Taylor, J. and Daniel, B. (eds.) *Child Neglect: Practical Issues for Health and Social Care*. London: Jessica Kingsley.

Intervention through play, in particular, is important in helping children develop interpersonal and reflective skills to enable them to communicate what they have experienced and how they feel.

3.2.7 Although evidence suggests that it is the manner in which intervention is delivered (strengths-based, relational, theory-based etc.) rather than the specific model used that matters, there is an evidence base for certain interventions, such as Motivational Interviewing (MI), and Family Group Conferencing (FGC). There is also evidence that interventions such as MI can be used to scaffold the effectiveness of other interventions.

3.2.8 In summary, the following features are significant in terms of interventions that are effective and evidence suggests that these features of effective practice are more important than fidelity to a specific model.

- Early-intervention – before difficulties become long-standing
- Early-intervention - attachment-based
- Strengths based
- Relational
- Bespoke – designed around a families individual needs
- Fidelity to specific models where these are used
- Ecological/systemic models

3.3 The Case for Prioritisation

3.3.1 Whilst it is recognised that there are numerous interventions that would be of benefit to the children and families of Monmouthshire, it is essential that scarce and increasingly limited resources are prioritised to fund services that are judged to provide the greatest impact for the investment. In light of the pressures Monmouthshire faces, the policy and practice imperatives created by the SSW-bWA and Well-being of Future Generations (Wales) Act 2015, Monmouthshire has undertaken a review of children’s services. This paper draws on evidence from research and evaluation undertaken by Cordis Bright (2013) and IPC (2016 and 2017).

3.3.2 Welsh Government guidance on Families First and the continuum of support (see figure 1 below) recognises the importance of the whole network of services in supporting families, and in particular identifies a differentiation between services and support for children and families needing early intervention and those needing intensive intervention. The framework is based on research evidence which indicates that different forms of intervention require very different levels of support and skill on the part of those undertaking assessment, care and support. The IPC analysis identified that whilst there are services available to support families in Monmouthshire, they are fragmented, lacking in an underpinning practice approach or theoretical framework and therefore risk duplication and delay in families accessing the right support at the right time. In particular there are gaps at the edge of statutory intervention (insufficient services to reduce risk and scaffold those families who are not quite managing without support to prevent them coming into statutory services) and the edge of care (insufficient support to reduce risk to families who could, with some time-limited, intensive intervention be supported to enable them to parent safely to avoid their children coming into care).

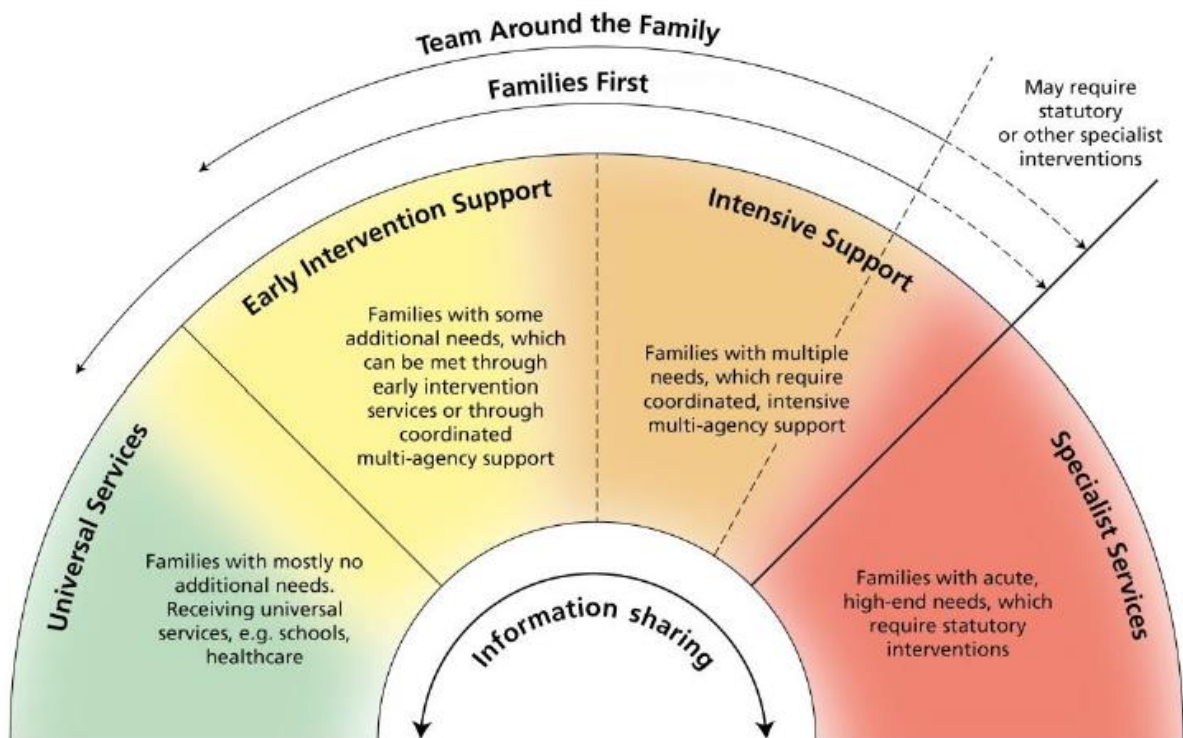


figure 1 Families First and the continuum of support

4. OPTIONS APPRAISAL

4.1 The options are set out in the table below:

	Description	Costs	Benefits	Disbenefits/risks
Option 1	Do nothing	Cost neutral	Retains a stable system that people who are currently involved understand.	Low productivity Current model does not address the gap in service provision
Option 2	Change the focus of the team but retain them as a separate unit within children's services outside of a wider service area	Cost neutral	Addresses the productivity issue and enables the team to focus on direct work with more complex cases which is where there is a gap in service provision currently	This could create problems in terms of line management. The two alternative options for line management are: the Early Help and Assessment Team Manager who does not have the capacity to take on an additional team and this would also risk mission creep putting pressure on the team to pick up case work that should be undertaken by social workers and therefore contravening the grant conditions; the Service Manager for Early Help and Well-being who is not sufficiently connected to practice nor sufficiently available on a day to day basis to provide the quality and intensity of support required for the team.
Option 3	Change the focus of the team and locate them within the Face to Face Therapeutic Service	Low cost	Addresses the productivity issue and enables the team to focus on direct work with more complex cases which is where there is a gap in service provision currently. Situates the team within a relevant setting of alongside other early intervention services and within a management structure which will enable them to develop their knowledge, skills and confidence.	This will require the regrading of the current TAF co-ordinator and current Face to Face co-ordinator. It is possible that this may require some limited additional resourcing that it is anticipated could be managed as part of the Families First grant review.

5. EVALUATION CRITERIA

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	
Date decision was made:	
Report Author:	

What will happen as a result of this decision being approved by Cabinet or Council?	
Page 24	<p>The proposed model is intended to achieve the following outcomes:</p> <ul style="list-style-type: none"> • Locating the team within the Face to Face Therapeutic Service, a large amount of which is already funded through Families First will enable an effective referral and intervention pathway. • Relocating the team within the Face-to-Face Therapeutic Service will provide them with a range of support and a high level of supervision for the more complex direct work they will be taking on. • Focussing the existing TAF resource into working directly with families in order to deliver change (rather than managing processes and co-ordinating activity) will focus the resource where it is most needed and should also significantly increase the productivity of the team from approximately 60 families a year to 150 families a year; • Building resources to develop services that sit just below threshold (edge of statutory and edge of care) should reduce those families requiring a higher tier of support; • Aligning services across the windscreen model should ensure they avoid duplication, create economies of scale, add value to each other and maximise the potential of the resources available. <p>The decision will impact the public/officers in the following ways:</p> <ul style="list-style-type: none"> • Members of the existing TAF team will have re-focussed job roles and activity and be deployed to better meet the needs of vulnerable families in Monmouthshire whilst there may be some natural anxiety around the changes, the team will be provided with training and support to enable them to deliver effectively and are keen and feeling excited at the prospect.

- Refocussed activity and increased productivity will enable more families to receive support

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 following outcome measures are proposed to evaluate whether the model is delivering effectively:

- Number of families worked with
- School attendance
- School exclusion rates
- Distance Travelled Data (a tool developed for measuring family progress based on the Framework for Assessment)
- Family Goals Data (the extent to which families identify they achieve the goals set for intervention)

Page 25

Supervision, monitoring of sickness and seeking feedback from the team in terms of implementation will be used to ensure that the well-being needs of the team are addressed and the team continues to be and feel supported through the change process.

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?

Jobs are currently being Job Evaluated, it is anticipated that the restructure of the current TAF team will be cost neutral within the existing budget, however there is the possibility that the reconfigured Face to Face manager's post will require additional resourcing and if so this may need to be taken into account within the Families First review.

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

6. REASONS

6.1 Work by the authority on Families First and IPC on Children's Services has identified direct work at the threshold of statutory intervention as a particular gap. This paper argues that there needs to be investment in resources at an early intervention level however it is recognised that in the absence of additional resources being available then a realignment of existing resources is required to ensure that what we have is concentrated at the point at which they realise maximum return and not spread so thinly that it limits the impact of services provided. It will be important to approach this from a whole systems perspective, understanding the relationship between the tiers of delivery and how ensuring the right provision at the Early Intervention phase and Intensive Intervention phase changes need at the Remedial Intervention phase. By refocussing the activity of the current TAF team from a service predominantly focussed on co-ordinating the activity of other services to one which delivers family intervention, situating this within a wider service which can scaffold and support the work and then aligning services that can work across phases (such as Face to Face therapeutic services) with those that are specifically designed to work at the remedial phase (such as B.A.S.E)⁹ it is hoped to develop a more cost effective model that will ensure that families get the right support at the right time and ultimately reduce the need for children to come into the child protection and looked after systems.

6.2 The proposed model is intended to achieve the following outcomes:

- Locating the team within the Face to Face Therapeutic Service, a large amount of which is already funded through Families First will enable an effective referral and intervention pathway.
- Relocating the team within the Face-to-Face Therapeutic Service will provide them with a range of support and a high level of supervision for the more complex direct work they will be taking on.
- Focussing the existing TAF resource into working directly with families in order to deliver change (rather than managing processes and co-ordinating

⁹ Building Attachments, Security and Emotional well-being, clinical psychological support service for Looked After Children

activity) will focus the resource where it is most needed and should also significantly increase the productivity of the team from approximately 60 families a year to 150 families a year;

- Building resources to develop services that sit just below threshold (edge of statutory and edge of care) should reduce those families requiring a higher tier of support;
- Aligning services across the windscreen model should ensure they avoid duplication, create economies of scale, add value to each other and maximise the potential of the resources available.

6.3 Proposed outcome measures

The following outcome measures are proposed to evaluate whether the model is delivering effectively:

- Number of families worked with
- School attendance
- School exclusion rates
- Distance Travelled Data (a tool developed for measuring family progress based on the Framework for Assessment)
- Family Goals Data (the extent to which families identify they achieve the goals set for intervention)

7. RESOURCE IMPLICATIONS

- 7.1 The realignment of the TAF Team itself should be cost neutral within existing resources currently funded through Families First grant funding. Job roles are currently being job evaluated and costs will be included to evidence this once they are available. It is anticipated that the envisaged Team Leader role will be graded at a lower grade than the existing TAF Co-ordinator role and it is not intended to require the post to possess a social work qualification. The council's protection of employment policy will be followed for any staff who are affected by the potential regrading. However, in order to provide as many opportunities as possible, there are ring-fenced posts being identified for any individual who is potentially affected. Other posts within the revised structure are also to be job evaluated to ensure that changes to the role and responsibilities of any positions are reflected. It is possible

that this may have some resource implications that may need to be taken into account within the overall Families First budget. Costings will be provided as soon as they are available.

- 7.2 Realigning the team will address a current lack of capacity in direct work with families on the cusp of statutory intervention and ultimately it is hoped that investment in early help at a pre-statutory threshold level will prevent some families from requiring statutory intervention at a later stage. It will also enable statutory teams within children's services to 'step-down' families in need of pre-statutory support and reduce the need to these families to remain within social services and reduce the numbers of families returning to statutory services through a 'revolving door'. This model should also greatly increase the productivity of the team from 60 families a year. 150 families a year is a realistic target based on similar models across creating a lower unit cost per family and thus improving efficiency.

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

- 8.1 By seeking to address ACEs (reducing the number and ameliorating the impact) in childhood, it is intended that this model of service delivery will contribute towards a healthier and more equal Wales.
- 8.2 The model seeks to build family resilience and facilitate children and families making maximum use of the resources that they possess themselves and that are available to them to ultimately reduce their future dependency on services.
- 8.3 In keeping with the principles of the UNCRC this model seeks to help children and young people fulfil their potential irrespective of their background or circumstances. The model integrates a range of family support and therapeutic services in order to help equip them participate effectively in education and training and participate effectively and responsibly in the life of their communities and ultimately to equip them to access opportunities for employment. Welsh

Government recognises that not all young people get the support they need from their home environment and so it is vital parents are able to receive the right services which can help them cope with the pressures of raising children and children and young people must have access to appropriate targeted services to help them reach their potential and improve their life chances. Realigning the TAF service in this way maximises the direct support that can be offered to families and increases the number of families that can be worked with.

- 8.4 It will be important to build in performance measures to monitor the impact (see 6.3).
- 8.5 There are robust child protection policies in place to ensure that safeguarding issues are appropriately addressed. There are no corporate parenting issues in relation to this paper.

9. Consultees

- 9.1 The TAF project workers have been fully involved in the service realignment and are keen to move the service forward in a way that better meets the needs of the authority and children and young people of Monmouthshire. In addition the following individuals and organisations have been included in the development of the model:

TAF Co-ordinator

TAF Project Officers

Face-to-Face Co-ordinator

Head of Children's Services

Principal Inclusion Behaviour Improvement Officer

Director, Children and Young People

LSB Development Manager, Governance, Engagement & Improvement

Children's and Sure Start Manager

- 9.2 The following organisations have been included in consultation on the model:
- HR
 - TAF
 - Face to Face Therapeutic Services

- Home Start
- Young Carers
- Acorn Family Centre
- Youth Service
- Primary Care Mental Health Services
- Housing
- Inspire
- Women's Aid
- Governance, Engagement and Improvement – ASB
- Strategic Partnerships Team
- Children's Services
- BASE
- YOS

9.3 The team has been fully involved in the proposed service development and are keen to transition into the revised model of delivery. They have come up with a new name for the team, the 'Building Strong Families Team'. The team has already accessed a wide range of training to support their move into an alternative model of delivery. A bespoke training programme has been delivered to address the gaps in their knowledge and ensure the existing team are confident in the revised model of service delivery.

9.4 A preliminary meeting has taken place with a range of service providers including Flying Start, Families First funded projects, Housing and Primary Care Mental Health Services and the proposed model has been well received.

9.5 The model has been shared at Children's Services Leadership Team and Senior Leadership Team and has been well received.

10. BACKGROUND PAPERS:

11. AUTHOR: Charlotte Drury

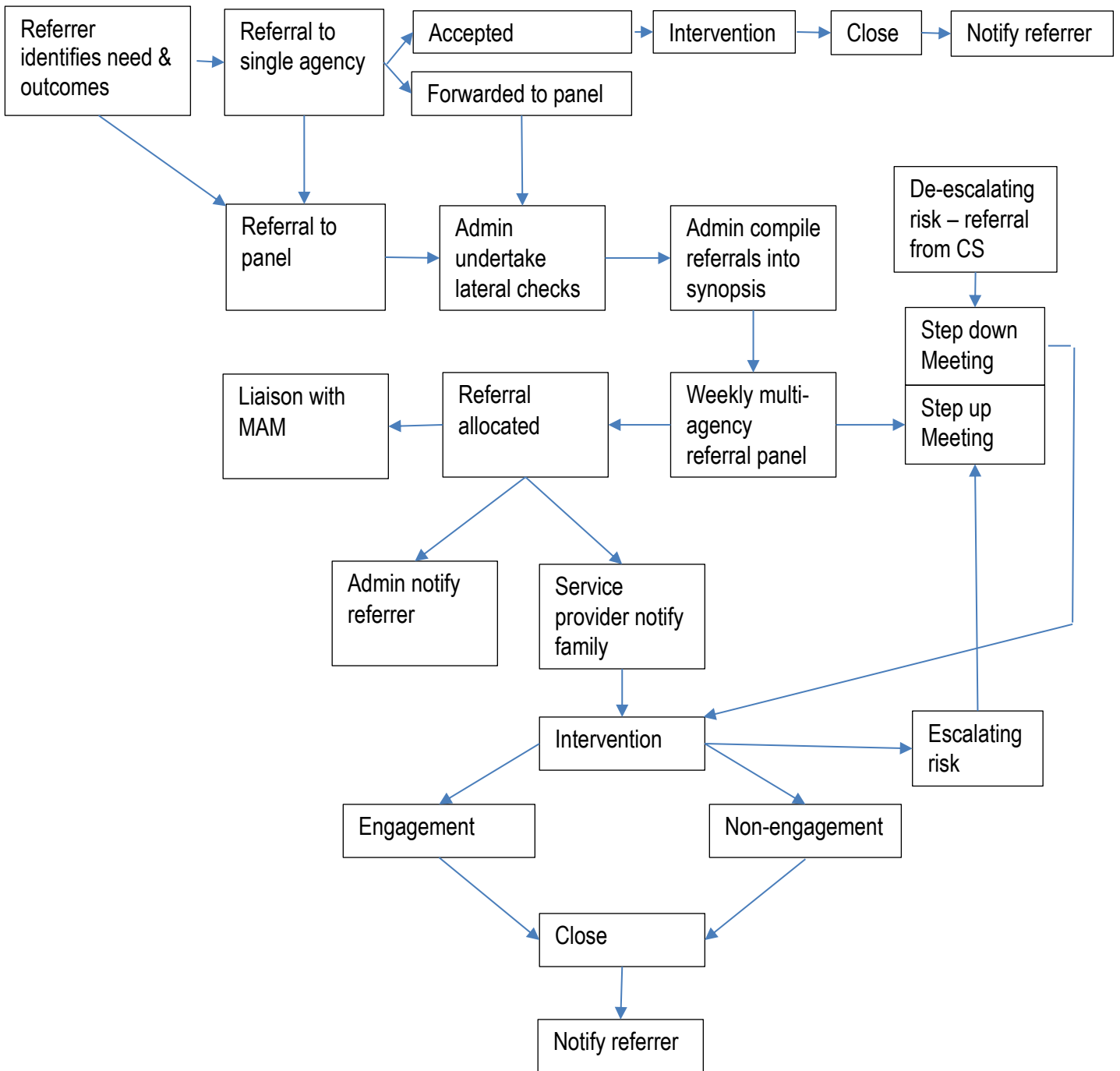
11. CONTACT DETAILS:

Tel: 07811 234244

E-mail: CharlotteDrury@monmouthshire.gov.uk

Appendix 1

Early Intervention and Prevention Referral and Intervention Pathway



This page is intentionally left blank

SUBJECT:	Safeguarding Evaluative Report April –Oct 17
MEETING:	Children and Young People’s Select Committee
DATE:	13th November 2017
DIVISION/WARDS AFFECTED:	

1. PURPOSE:

This report evaluates the progress of Monmouthshire’s key Safeguarding Priorities using identified measures to highlight progress, identify risks and confirm the direction of travel for improvements and further development. It is based on Monmouthshire’s safeguarding aim that both adults and children will be supported, and protected, from harm and abuse. It will be set against the safeguarding priorities, which are set within the Corporate Safeguarding policy 2017, with measures reflecting the previous WASG Performance Review March 2017 and has clear links to the Authority’s Safeguarding Service Improvement Plan.

2. RECOMMENDATIONS:

Within the Report each area of Corporate Safeguarding has an Action Plan to build on work undertaken, and to develop oversight, and service provision in relation to the Corporate Safeguarding Policy

3. KEY ISSUES:

The Evaluation of Safeguarding is relating to information between April 17 –October 17. This period of time saw the restructure and review of Monmouthshire’s Corporate Safeguarding Policy and therefore the expectation is that Performance Data collation in certain Safeguarding areas will be developed as identified for future evaluation. Much of the business of Safeguarding is an ongoing process and how we measure the effectiveness of Monmouthshire’s Safeguarding Practice will develop as Service Provision across the council develops.

3.1 Good Governance:

It is recognised that good progress has taken place in regard to previous recommendations made in regard to the Councils Senior and Directorate level. Changes at Regional Board level and within National Policy will required a continued planned response.

3.2 Safe Workforce

Whilst recognising that Safe Recruitment processes are well embedded, a new corporate roll out of the SAFE audit’s across the Authority has been completed. This has highlighted the significant

Safeguarding Training programme to ensure the authority is compliant with the Revised Corporate Policy. (See action plan)

3.3 Preventative Approach

The new focus on the development of a Preventative agenda has led to increased partnership working with developing within Community Hubs and within the Community itself. Changes and Ambiguity under the SSWA have changed the responsibility and accountability within early support services, and this developing work will need to link carefully within the authorities Statutory responsibility.

3.4 Robust Protection

The Safeguarding Processes have been embedded within Child and Vulnerable Adult protection for a long time. Within Children's Services the ongoing agenda of change has created a good time in which to review current CP processes and procedures, and to ensure staff understand the requirements and expectations of their role and task. Further to this, where pressures both internally and externally are identified safe practice must be supported by a clear infrastructure of Risk Management Frameworks, clear procedures, models and tools. The creation and development of the joint Adult and Children's Safeguarding teams/Unit allows opportunities to consider how best to identify opportunities for "joined up" work and models of working together prior to the revised All Wales guidance for both Vulnerable Children and Adults.

3.5 Safe Services

Whilst there has been an established approach to contract monitoring in commissioned services for some time, this is no doubt where future understanding of how we scrutinise and Quality Assure commissioned service's will develop most. There are internal and regional developments beginning to build on a framework of monitoring and compliance. The new Volunteer's Policy currently going through Scrutiny will also need a clear plan of implementation.

4. REASONS:

This report is an overview to be scrutinised to consider the distance travelled against in the Authorities Safeguarding Journey. It will be set against the safeguarding priorities, which are set within the Corporate Safeguarding policy 2017, with measures reflecting the previous WASG Performance Review March 2017.

5. RESOURCE IMPLICATIONS:

There are no resource implications to this report it simply provides information in regard to progress made in Monmouthshire's Safeguarding responsibilities.

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

The Future Generations Evaluation has been completed and no negative implications were identified –See attached

7. CONSULTEES:

Member of Whole Authority Safeguarding Group, Commissioning and Training Teams

8. BACKGROUND PAPERS:

None

9. AUTHOR:

Diane Corrister

10. CONTACT DETAILS:

Tel: 07970108675

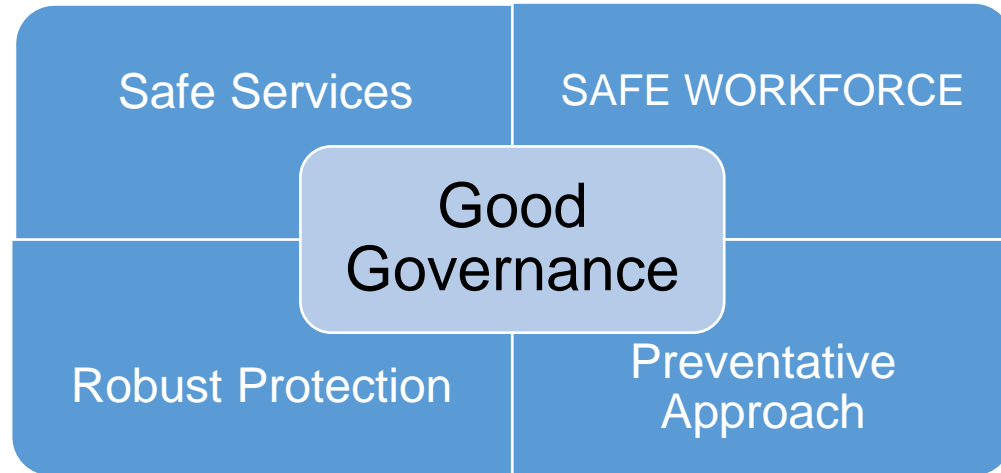
E-mail: DianeCorrister@Monmouthshire.gov.uk

This page is intentionally left blank

Evaluative Progress Report 2017

This report evaluates the progress of Monmouthshire's key Safeguarding Priorities using identified measures to highlight progress, identify risks and confirm the direction of travel for improvements and further development. It is based on Monmouthshire's safeguarding aim that both adults and children will be supported, and protected, from harm and abuse.

The Cornerstones of a safe service for Monmouthshire



Page 39

It will be set against the safeguarding priorities, which are set within the Corporate Safeguarding policy 2017, with measures reflecting the previous WASG Performance Review March 2017.

Good Governance:

In Monmouthshire we will ensure that safeguarding for children and for vulnerable adults is understood as “everyone’s responsibility” across all directorates and at a political level. This will be culturally embedded within the authority at a “hearts and minds” level. Safeguarding will be 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
There is a strategic steer for the whole authority via the revised Safeguarding Adults and Children Policy 2017.	Completed	The policy, reflecting legislative changes, has gone through the Cabinet and Scrutiny Committees. The new policy has been adopted by County Council in July 2017.
Is there senior manager representation on the WASG to ensure clear accountability lines for safeguarding?	Completed	<ul style="list-style-type: none"> • WASG continues to be held monthly and is chaired by the statutory Director of Social Services. • Membership of WASG is at a Senior level from each directorate.
Are all directorates monitoring and reporting on safeguarding using the SAFE process?	<ul style="list-style-type: none"> • Revised Adult and Children Safe distributed Authority wide (exception Early Years settings) - completion date 31st July 2017. • Initial SAFE audits in HSC/PH identified areas where a particular area of the service would benefit from a SAFE audit of their own. i.e Contact Team /Fostering Team <p>Initial SAFE Audits undertaken. As agreed – 28 Early Years settings in Education currently undertaking SAFE</p>	<ul style="list-style-type: none"> • 98% of responses received from initial cohort. • Safeguarding Unit Leads appointed to support Directorate Lead’s in ongoing completion and analysis of SAFE, and Directorate and wider authority Action Plans – ongoing work to be reported monthly at WASG. • CYP update to WASG (September 2017). • Operations update to WASG (October 2017).

	Audits. Submission dates December 2017	
Is safeguarding reported in all reports to cabinet and council?	Completed	As evidenced in minutes of meetings. It is a Standing Item on all agenda, as per Ellis Williams recommendations.
Is safeguarding reported in Chief Officer annual reports?	Completed	Evidenced in reports. Safeguarding is a Standing Item in Chief Officer annual reports - as per the Ellis Williams recommendations.
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?	Ongoing Process	<ul style="list-style-type: none"> • Head of Service, and Safeguarding Unit members are full members of all the Adult and Children's Board, subgroups, and Business Planning Groups, as well as at a strategic and operational Level for MASE (CSE) and VAWDASV. • Work undertaken by these groups is shared and devolved via the newly formed Local Safeguarding Network to all 3rd Sector and statutory partnership agencies. This is chaired by Monmouthshire's Safeguarding Service Manager.

Case Study: The Council's safeguarding policy was mainly focussed on safeguarding in education and, along with the introduction of the new legislation, there was a requirement to update the policy to incorporate the whole workforce including those engaged by the Council - permanent and temporary employees, students, volunteers, workers employed by employment agencies, contractors and consultants.

The policy is underpinned by the Council's vision to build sustainable and resilient communities and wellbeing objectives. The policy is intended to be enabling and ensures that all parts of the Council understand how to put effective safeguards in place. The policy is for a positive, preventative and proactive approach to safeguarding.

The Policy was scrutinised by both Adults and Children and Young People Select Committees, as well as Cabinet, prior to adoption by County Council in July 2017. The Policy will be disseminated via Senior Managers, DMT'S and will be available to all staff on the Hub.

Analysis

Good progress has been made to ensure that Safeguarding is a priority within the Council, and that it continues to be a key feature in the training and reporting mechanisms at Senior and Directorate Level. Changes in the subgroups of the Regional Safeguarding Boards underpin this and good representation at Board, Business Planning, and sub-groups ensures that Monmouthshire has input into regional policy and protocols, and is aware of changes and new guidance. However, a clear plan is required to ensure that potential change and pressures are identified and actioned in a systemic way.

Action Plan

- **The roll out, and embedding, of the new corporate Safeguarding Policy needs to continue via the SAFE review and monitoring programme;**
- **This needs to be supported via training programme - see Safe Workforce Action Plan;**
- **WASG to continue to be the driver for embedding Safeguarding across the authority;**
- **SAFE Action group to support directorates Action Plans and ensure all outstanding areas complete audit;**
- **Clarity and plan required for devolving national and regional policy and procedures.**

Self-Assessed Score Against Measures:

Safe Workforce:

We will ensure that safe recruitment and safe HR practices are operating effectively and embedded across the authority. We will ensure that staff and volunteers working with children and vulnerable adults are suitable, focused on service user outcomes and clear about their responsibilities to report concerns and to keep children and vulnerable adults safe. This will include a good understanding of the importance of information sharing and inter-agency working.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
<p>Safe recruitment practice is compliant with the Safeguarding policy in both paid, unpaid, and elected posts across the Authority.</p>	<p>Ongoing Process</p> <p>Volunteering Policy is going through the political scrutiny process at this time. To be in Council Nov 2017.</p>	<ul style="list-style-type: none"> • Safe recruitment processes are well embedded within the Local Authority and are part of the Corporate Policy; • Mandatory Safe Recruitment training for Managers in place. • 35 managers completed Safe Recruitment Training April -October 17 • Exceptional Circumstance Risk Assessment for Service Head/Safeguarding Lead sign off. • SBAR process triggered when breach of policy is notified. 1 current SBAR in place with Action Plans to address non-compliance issues April -Oct 17 • The Volunteering policy outlines safe recruitment procedures for different levels of volunteer’s roles and accountability. • Leading Volunteers training clearly outlines recruitment requirements for

		volunteers which is based around the volunteering toolkit.
Are staff supported in raising safeguarding concerns relating to the service provided by the Authority or to their colleagues.	Ongoing process via team meeting, staff updates, corporate induction, Level 1 training, Level 2 Safeguarding Training.	<ul style="list-style-type: none"> • Monmouthshire's Whistleblowing Policy was approved by cabinet June 2017. 0 incidence of Whistle Blowing Reported April- Oct 17 • It is also part of the Corporate Safeguarding Policy, and included in Safeguarding training. This to be confirmed in the Training Strategy 2017 and in the work of the Training Development Group 2017.
Safeguarding training is provided which is in line with Children and Adults Safeguarding Board recommended training and is quality assured.	<p>SAFE Audits have identified numbers of staff requiring safeguarding training in line with newly adopted Corporate Safeguarding Policy.</p> <p>In-depth identification of staff roles, and their appropriate training level ongoing as part of current Training Plan.</p> <p>Basic Safeguarding Awareness Video currently being planned and scripted.</p> <p>Amended Child and Adult Safeguarding Level 1 "Train the Trainer" trainers commenced October 2017.</p>	<ul style="list-style-type: none"> • Safeguarding training has been expanded to include both adults and children at risk and is part of all mandatory Corporate Induction days; • Safeguarding Unit members are part of Board's Training consortium to ensure compliance; • 34 trainers within the council are trained to deliver Level 1 Safeguarding within their service areas, it is being delivered to both paid staff and volunteers. • 2 Trainers offering Level 2 Safeguarding Training from the SGU – 89 DSLs trained this period; • "In house" Trainer's Forum developed, Quarterly Meeting to update and QA trainers and Training offered;

		<ul style="list-style-type: none"> • <i>Protection of Adult's at Risk</i> training ongoing on a rolling programme; • Safeguarding Training undertaken for newly elected council members July 2017.
Identification of Safeguarding training needs and monitoring of take-up is undertaken.	<p>Ongoing whilst SAFE process continues</p> <p>Authority wide training database currently under development.</p> <p>Safeguarding Training Strategy and Training Plan currently being devised.</p>	<ul style="list-style-type: none"> • SG Training Needs identified via SAFE process August 2017; • This remains part of a development plan in line with the Training Strategy due Nov 2017; • Safeguarding and VAWDASV Training Development Group commences 20/9/17 to include QA of inhouse training.
We are compliant with national guidance in maintaining a robust multi- agency system that identifies and addresses professional allegations and concerns.	Ongoing process	<p>Full compliance with National Policy regarding the management of Professional Allegations and concerns is well embedded in Monmouthshire. This is part of the Safeguarding training modules at both in-house and Board led Safeguarding Training.</p> <p>April to October 17 -20 Professional Concerns cases open to SG Unit -12 investigations currently open</p>

Case Study – Concerns were raised regarding the interaction between a teacher and a group of pupils via Social Media. An indecent image of a young person had been shared by that pupil to his peers in a Facebook group where the teacher had accepted membership. The image was considered “funny” by the group and the teacher had also made inappropriate comments. One of the children in the group informed a Teaching Assistant who spoke with their Head Teacher, who was the identified Designated Safeguarding Lead. Advice was sought via the Safeguarding Unit, and the teacher was suspended. A Professional Strategy Meeting under the All Wales Child Protection Procedures was convened and attended by SSD, Police, Education Dept., School, and H.R. and a Multiagency investigation took place. Whilst no criminal action was considered to have taken place, and the young person was supported in the process, it was agreed by

all members that the allegation raised concerns about the suitability of this person to be in a position of authority with vulnerable young people. The outcome was that the case was passed back to Education and H.R for internal disciplinary action and potential termination of contract.

Analysis

There has been a change to the “rolling programme” of SAFE Audits and these were due for completion 31st July 2017 to a varying standard. They, and current Welsh Government directives in regard to the roll out of VAWDASV, have identified significant training needs across the whole authority. There is a group of in-house trainers who are now supported by a Trainer’s Forum, however a review of their availability, and QA of their materials to ensure all training reflects both adult and children safeguarding needs is required. The recording and data collection which evidences what training, to who, and timescales in both employed and volunteer staff is kept at local levels and a digital management system will need to be developed

Action Plan

- **Initial meeting of the SG Training Development Group Sept 2017 to start to consider how to meet the identified need of SG training across the authority and to consider timescales;**
- **Quality Assurance of all training will be included within Training Strategy 2017;**
- **Review of how training needs are currently recorded and a Digital Management System for recording and monitoring training needs to be developed. An Interim approach needs to ensure ongoing training is recorded accurately.**

Self-Assessed Score Against Measures:

Preventative Approach:

In Monmouthshire we will be well-informed about the social issues that compromise the safety and welfare of children and vulnerable adults and /or potentially expose them to harm through abuse and neglect. We will be able to demonstrate how we are responding to these issues and reducing risks through strengths based and preventative approaches.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
<p>Information and training provided into local, regional, and national safeguarding concerns</p>	<p>Ongoing Process</p> <p>Development and roll out via schools/youth Services of “Sexting isn’t Sexy” training and CSE awareness raising ongoing</p> <p>Safeguarding Unit Staff represented at National review of CSE Policy and Procedure -current review of Local Procedures due Dec 17</p>	<ul style="list-style-type: none"> • 23 staff trained this period Further 4 days of PREVENT training available for staff during 2017; • VAWDASV – Ask and Act Pilot in Monmouthshire completed with Adult Services. 2 in-house trainers completing training Sept 17 to support the role out of Ask and Act training. • Regional Safeguarding Network events held quarterly for statutory, 3rd sector and partnership staff and volunteers - free to access each quarter. • Feedback from young people, trainers and school staff has been overwhelmingly positive in supporting open discussion in regard to difficult subjects and allowing young people to discuss concerns with adults in authority

	SG Unit Staff on Regional Strategic Development Boards for MASE (Police Led Preventative and Identification of location/perpetrator)	<ul style="list-style-type: none"> • 4 Multi Agency Child Sexual Exploitation (CSE) Training sessions 2016-2017. • Increase of Children identified as at risk of CSE with planned support from 6 in 2016 to 16 in October 2017.
Does Monmouthshire demonstrate clear and creative working together with other agencies?	Ongoing Process	<ul style="list-style-type: none"> • Full representation on the Children and Adult Safeguarding Boards ensure, via national and regional policy, that multi agency working is embedded in the work of the authority; • Training and support to schools to be able to safely access PLANT to share information re: vulnerable children; • Developing relationships between Social Care and Trading Standards, Environmental Health and Licencing have aided in identifying and addressing the exploitation of vulnerable people in our community.
The IAA approach at the front door of children's services ensures that families and concerned citizens can access information, advice and signposting easily and effectively.	Ongoing Process	<p>The Information/ Advice and Assistance facility at the front door of Children's and Adults (FISH) services are now in place with processes monitored and reviewed.</p> <p>745 Adults received IAA since April 2017 630 Children/families received IAA 2017</p>
The development of a Multi-Agency Early Support and Family Support Referral Pathway	Work commenced May 2017 -ongoing process	Joined up working has begun re: strategic partnership regarding the development and

		<p>realignment of Early Support for families outside statutory intervention and the development of an Early Support Referral Pathway.</p>
<p>Analysing and responding to risk and vulnerability in communities.</p>	<p>Ongoing process</p> <p>Development of CSE process and Multi Agency Information and Intelligence sharing meetings have identified locations and potential perpetrators, as well as identifying young people potentially at risk of CSE and Risk-Taking Behaviour.</p> <p>MASE (Multi Agency Sexual Exploitation) meetings led by Gwent Police, Vice Chaired by Monmouthshire Child Protection Co-ordinator commenced April 17 monthly. To co-ordinate information about children vulnerable to Child Sexual Exploitation and identify themes related to location, links between groups of children,</p>	<p>Development of the Community Hubs at Mardy Park, Monnow Vale, and Caldicot Library and the support of local people to access community based support opportunities;</p> <p>Community Wellbeing Development Officers based in the North and the South of the borough who help identify gaps in community provision, support the development of community based groups, and assist in the location of funding streams.</p> <p>Information from CSE Strategy Meetings, and ASB meetings have resulted in Police, Licencing, Waste Management Services successfully disrupting sites of potential CSE and ASB across the authority.</p> <p>April – Oct 17 Rise from 9 to 16 children in Monmouthshire identified at Significant risk of CSE and qualifying for Operation Quartz (Police Led/ joint support for vulnerable children).</p>

	and or perpetrators for a strategic and operational response	Currently figures as to no. of Referral's relating to Prevent, Domestic Abuse, CSE, Substance Misuse are not collated
--	--	---

Case Study – Health Visitor spoke with a mother of three children who was struggling to manage the behaviour of her children and home conditions. She was aware that her concerns related to support and did not meet the threshold of statutory intervention. With the consent of the mother she made a referral to Families First Acorns nursery provision for the Incredible Years Parenting support programme and for a Home Start volunteer support worker to address home conditions and mother's social isolation. Mother agreed to include the older children's school in this support network. Health Visitor remains involved regarding the health needs of the younger children and advises School Health Nurse who has responsibility for the health of the children.

Analysis – It is recognised that at a time when there are pressures at the interface of legislative wellbeing and Public Sector cuts, creative approaches have been required to prioritise and shift focus to the preventative agenda. The newly developed Local Safeguarding Network is evolving and is a good place in which to share and devolve across partner and 3rd Sector agencies Safeguarding concerns, policy changes, training, services, and 3 monthly Practitioner Events are well attended. The preventative agenda appears to be developing within Community Hubs, and local groups and communities are supported to create, maintain and fund activities where needs are identified within the community itself.

Changes and ambiguity under the SSWA have changed the face of responsibility and accountability within early support for vulnerable children and families. This made the new work in creating clear lines of management and a referral pathway to services outside Statutory Social Services a vital and emerging part of the early support of families and children in need. This also is in line with the findings of the IPC progress review.

Action Plan

- **Training Strategy to inform the work of the Training Development group regarding the breadth and roll out of Safeguarding Training (Oct 17);**

- **Safeguarding Unit to clarify a clear pathway for the devolving of policy/practice/information in an effective way within the authority;**
- **Completion of an Early Support strategy and review and evaluation of community based support programme;**
- **Statistics relating to recording levels of Domestic Abuse, PREVENT, CSE, and Substance misuse referrals to be added to Business Objects at point of Referral.**

Self-Assessed Score Against Measures:

4). Robust Protection:

We will operate best practice in protecting children and vulnerable adults 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
Referrals of concerns are assessed, and initial decisions taken within 24 hours (C/S)	Ongoing	100% of referrals within Children Services
Adult Protection Enquires are undertaken in a compliant and safe timescale	Ongoing	79.5% of Adult Protection enquires were completed within 7 days
There is a Quality Assurance Framework in place which supports practitioners and Managers in identifying and managing drift in case	Ongoing	<ul style="list-style-type: none"> • Managers monitor through live dashboards in Children’s Services; • PMOG (weekly Performance Management Oversight Group) • CSLT (Children’s Services Leadership Team) • QUIP (Senior Management Quality Improvement Program) • Oliver – Adults Weekly Meeting
There is a QA framework in place that demonstrates continual improvement within safeguarding and protection services.	Ongoing review and development	<p>The various groups are responsible for identifying cases to be audited – e.g. NFA in Children’s - we will randomly select 1 in 10 records to assure decision making. If there are any concerns the ratio can be increased and reviewed.</p> <p>8 SBAR processes commenced in this period – 8 continue with Action Plans.</p>

	SBAR process developed for the identification of breach of Policy and Action Plan to learn from the	
Analysis of trends, exceptions, pressures and practice standards undertaken in protective services.	Meeting commenced October 2017 to review FLO business objects and consider Adult at Risk Report to align with Children Service IRO Reports.	<ul style="list-style-type: none"> The Child Protection Co-ordinator and LAC IRO submit an overview report on compliance, practice, and identifying trends and pressures on services. This is fed up to senior management via CSLT and to team manager's via OTM. April to October 17 continues the increase seen in previous period of child registration on CPR. Current figure of 98 children against 95 children in March 17, and 67 children in September 16 The SAFE Audit and subsequent action Plan supports the identification of Safeguarding risks, strength and development needs across the authority -Whole Authority Role Out July 2017.
Care Planning is compliant with National Guidance and reflects clear multi-agency working to manage and reduce risk	<p>Risk Assessment Framework first draft submitted to Head of Service and CSLT October 2017.</p> <p>Intervention Threshold document within Children Service submitted to CSLT October 2017. To be reviewed and developed by Working Group.</p>	<ul style="list-style-type: none"> Within Children Services it is acknowledged that development work needs to be undertaken to share responsibility, accountability, and best outcomes for children and families.
Responding to partner agencies pressures	Ongoing - regular meetings between Service Leads in partnership agencies to	<ul style="list-style-type: none"> CP Process group formed June 2017 to address internal areas of practice

	consider pressures in all areas of service delivery.	where Police can no longer meet the requirements of AWCPP and ensure Safe Practice.
--	--	---

Case Study - Mr A was recently diagnosed with Parkinson disease, known to social services as previous concerns raised in regard manner towards wife and carers. Home carers visited to find Mrs A upset saying she was not coping with her husband's outbursts and she alleged he had hit her the night before. Mrs A said that things had calmed down this morning, and he was going out later.

The Homecarer advised she had a Duty to report the concerns to Social Services, to ensure the safety of both Mr and Mrs A. Mrs A advised that there were guns in the property. T/C to Chepstow FISH who took details and sent to Safeguarding Team. Strategy discussion took place and police advised they will visit, and search the property as they advised that the gun licence had ran out and there should be no guns in property. A DASH risk assessment form was completed, social worker visited to discuss situation and support.

Outcome, both aware that new diagnosis has caused added stress, guns safely removed, carers advised and continue to monitor situation.

Analysis

The Safeguarding Processes have been imbedded within Child and Vulnerable Adult protection for a long time. Within Children's Services the ongoing agenda of change has created a good time in which to review current CP processes and procedures, and to ensure staff understand the requirements and expectations of their role and task. Further to this, where pressures both internally and externally are identified safe practice must be supported by a clear infrastructure of Risk Management Frameworks, clear procedures, models and tools. The creation and development of the joint Adult and Children's Safeguarding teams/Unit allows opportunities to consider how best to identify opportunities for "joined up" work and models of working together prior to the revised All Wales guidance for both Vulnerable Children and Adults.

Action Plan:

- **Performance Management tools to continue to develop to support managers to identify trends, drift and management issues;**
- **QA groups to utilise performance data and qualitative reports to identify pressures within the service, to review and modify resources and structures;**
- **Audit model and programme to be developed and implemented to identified address action plans;**

- CP review group to complete review of processes and develop action plan by Jan 2018;
- Risk Management Framework and Assessment models and tools to be developed by Jan 2018;
- Children and Adult Safeguarding team to work together to develop effective working models and practice within the Safeguarding Unit.
- Adult Service's FLO business reports to continue to develop by March 2018.

Self-Assessed Score Against Measures:

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

We will 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 vulnerable adults.

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
<p>Do we ensure that commissioned services meet Monmouthshire’s Safeguarding services as laid down in our policy?</p>	<p>MCC Accreditation Process for Commissioned Services embedded in commissioning Services, however Internal Review highlighted need for consistent adherence to accreditation programme – Ongoing work by the Commissioning Service considering options of integrated accreditation support/process.</p> <p>Children’s Foster/Residential Placements are identified via Children’s Commissioning Consortium Cymru Framework - The providers are subject to a stringent framework of checks.</p> <p>Adult Services’ Contract Monitoring Officers providing full monitoring support within Children’s services when issues arise – Review Nov .17 to develop Contract Management and QA process across Adults and Children Services</p>	<p>The Corporate Safeguarding Policy 2017 clarifies the position regarding commissioned services meeting Monmouthshire’s safeguarding standards.</p> <p>No of Providers Accredited: Adult’s 19 8 currently completed their accreditation</p> <p>Adult Service Review Annual Visits programme monitors compliance to policy – reviews of Action Plans are Mandatory.</p> <p>Formal Contract Monitoring Visits: Adult’s 30 Children 2</p> <p>No. Escalating Concerns -initiated/closed 0</p>

	Potential development of a Gwent Wide Accreditation process for “off Framework” providers - scoping exercise to commence Nov 17 onwards to develop Contract Management.	<p>No. Provider Performance Issues (Stage 3) 0 No. Provider Performance Issues (Stage 2) 5 No of Provider issues ongoing (Stage 2) 2</p> <p>Sports clubs using council premises are meeting safeguarding standards.</p> <p>Safeguarding Training is now a pre- requisite in: Licenced Taxi /(Hackney and Private Hire)</p> <p>Every Leisure Centre has appropriately trained Safeguarding Leads.</p>
Do we ensure the safe recruitment, training, and management of volunteers both within the local authority and in commissioned services?	This is a newly developed policy framework and the progress is ongoing.	New policy framework will set out clear guidelines and expectations for volunteers in both Local Authority and commissioned services. This to be picked up by the Volunteering Strategy Action Plan.

Case Study – A retired bus driver seeks to volunteer driver to transport vulnerable adults to community facilities. He is given the volunteer role descriptions which sets out clear boundaries in relation to medication, personal care, physical handling, personal contact outside the service, and cash handling. The role description clarifies the desirable skills and benefits to the volunteer and the Local Authority’s responsibility to supervise, support and provide training via the Volunteer Co-ordinator. Prior to commencing, an enhanced DBS check is undertaken via Human Resources. A requirement of a full clean driving licence, two references, and must sign registration form, data security and confidentiality agreement, and undertake volunteer induction training.

Analysis

There has been an established approach to contract monitoring for some time across adult contracts which is centred on an annual monitoring visit. This is an opportunity for the Council to satisfy itself that providers are delivering quality services in line with service expectations, this includes checking on the application of safeguarding procedures, employment checks, DBS checks and training. The approach is less developed

in children services due to a lack of designated contracting resources over recent years. However, with the establishment of a combined adults and children's commissioning function there is the opportunity to implement cohesive and rigorous contract monitoring arrangement across both areas.

Work is underway to develop an approach which will ensure regular monitoring of contracts within Children's Services to gain a more comprehensive view of quality of care services, value for money, and contract compliance across all contracts which will ensure a robust approach across both the service areas.

As this work progresses Adult Services Contract Monitoring Officers have provided full monitoring support within Children's Services when issues or concerns have been raised about particular commissioned providers. A review is due to being within the Commissioning Team with a view to developing a robust and proportionate contract management and quality assurance process across Adult and Children Services commissioned providers.

Action Plan:

- **Links to be made between Safeguarding Service Plan and Volunteering Strategy Action Plan to ensure cohesion where applicable;**
- **Piece of work with Commissioning Service re: data measures for commissioning service measures.**
- **Commissioning Service to:**
 - ❖ **Continue exploration of options to develop an integrated accreditation process and support;**
 - ❖ **Cohesive and rigorous contract monitoring arrangement to develop across Adults and Children's service commissioning;**
 - ❖ **QA provision framework/processes to be developed across Adults and Children's commissioned providers.**

Self-Assessed Score Against Measures:



<p>Name of the Officer Diane Corrister</p> <p>Phone no:07970108675</p> <p>E-mail: DianeCorrister@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</p> <p>Safeguarding –Health and Social Care</p>	<p>Date Future Generations Evaluation form completed</p> <p>3/11/17</p>

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




Page 59



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?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</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>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>As Above</p>	
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</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 data-bbox="152 485 291 512">Prevention</p> <p data-bbox="344 245 506 528">Putting resources into preventing problems occurring or getting worse</p>	As Above	
 <p data-bbox="152 804 300 831">Integration</p> <p data-bbox="344 560 517 804">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		

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

Page 6 of 14

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
Submit to Scrutiny Process	November		

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
--	-----

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

This page is intentionally left blank