

## Evaluative Progress Report April – September 2017

This report evaluates the progress of Monmouthshire County Council’s against its safeguarding priorities. The priorities reflect the cornerstones for keeping people safe in Monmouthshire set out in the Council’s Corporate Safeguarding Policy approved by Council in July 2016. The evaluative report uses quantitative and qualitative measures, and case studies where appropriate, to highlight progress, areas for improvement and further development. It is based on our commitment that adults at risk and children will be supported, and protected from harm and abuse. The report acknowledges that safeguarding is always ‘work in progress’. Constant vigilance is needed at all levels of leadership and operational delivery to ensure the right culture, policy, practice and measurement systems are in place to keep people safe.

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

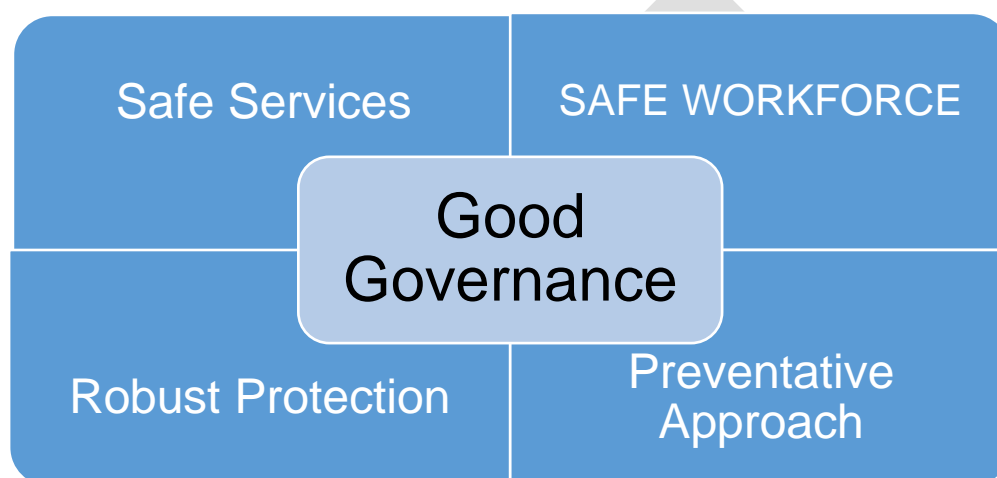


Figure 1

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

**Table 1**

External Regulatory Reports	Quality Assurance & Internal Audit Reports	Engagement and Stakeholder Feedback
<ul style="list-style-type: none"> <li>*CSSIW - Review of Front Door of Children’s Services (2016)</li> <li>* CSSIW Annual Performance Letter (2017)</li> <li>* Estyn Monitoring Visits (Quarterly)</li> <li>* Estyn Inspections of Individual Schools</li> </ul>	<ul style="list-style-type: none"> <li>*Safeguarding Assurance Framework Evaluations (SAFEs)</li> <li>*Performance Management Information</li> <li>*Case Review and Audit Reports undertaken in accordance with the Social Services Quality Improvement and Performance Framework</li> </ul>	<ul style="list-style-type: none"> <li>*Young People’s Safeguarding Survey (2016)</li> <li>* Regional Safeguarding Board meetings and sub-groups</li> <li>*Monmouthshire safeguarding network</li> <li>* Complaints and compliments</li> <li>* Formal and informal feedback from people who experience</li> </ul>

External Regulatory Reports	Quality Assurance & Internal Audit Reports	Engagement and Stakeholder Feedback
<p>* Wales Audit Office Review of Corporate Safeguarding in Monmouthshire (2015)</p> <p>* Wales Audit Office Review of Safeguarding Arrangements in the Kerbcraft Scheme (2017)</p>	<p>*Internal Audit Reports of Safeguarding (2016) Volunteering (2017) and Children’s Service Placements (2017)</p> <p>* Institute of Public Care reports into Children’s Social Services Improvement Programme (2016 and 2017)</p>	<p>Monmouthshire’s safeguarding services</p> <p>*Stakeholder events into Children’s Service Improvement Programmes</p>

### **1). Good Governance**

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

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Is there a strategic steer for the whole authority Safeguarding Adults and Children Policy?	Policy approved by Council in July 2017	The policy, reflecting legislative changes, and reflecting the statutory basis of safeguarding adults at risk and children, was approved by Council in July 2017. The policy is reviewed on a 3 year basis unless there is a significant change required or changes to legislation.
Is there clarity of roles and responsibility for safeguarding?	Policy approved by Council in July 2017  Role profiles for key positions such as Statutory Director for Social Services (Chief Officer for Social Care & Health), Lead Officer for Children and Young People (Chief Officer for Children,	The policy approved by Council sets out the responsibilities for key officers and Members. It also articulates the roles of Designated Lead Managers, all Managers for safeguarding within each directorate. The policy also clarifies the relationship between the Safeguarding and Quality Assurance Unit (policy, advice, guidance, supporting self-evaluation) and internal audit (independent review and specific investigations when indicated).

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	<p>Young People and Education)</p> <p>Portfolio responsibilities for Cabinet Member for Social Care, Safeguarding and Health</p>	
<p>Is there senior management representation on the Whole Authority Safeguarding Group (WASG) to ensure clear accountability lines for safeguarding?</p>	<p>The role of WASG is set out in the Council's Safeguarding Policy</p>	<p>WASG is held monthly and is chaired by the Statutory Director of Social Services.</p> <p>Membership of WASG is at a senior level from each directorate.</p> <p>Each directorate representative is required to ensure effective reporting lines with their Directorate Management Team.</p>
<p>Are the risks associated with safeguarding considered at a corporate and service level in developing and agreeing risk management plans across the Council?</p>	<p>Safeguarding is reflected in the Corporate Risk Management Policy</p>	<p>Safeguarding is a whole authority risk reflected in the Corporate Risk Management Plan. Individual Service Improvement Plans (SIPs) reflect</p> <p>The last period has seen the roll out of the Safeguarding Assessment Framework for Evaluation (SAFE) and significant event analyses (see below) which mean significant risks are now overseen at WASG.</p> <p><b>Appendix 1</b> shows pictorially the relationship between different levels of risk management for safeguarding in Monmouthshire County Council.</p> <p>Strengthening alignment of risk management systems is a priority for improvement in the next reporting period with a view to testing out effectiveness in the 2018/19 internal audit programme.</p>
<p>Are all directorates monitoring and reporting on safeguarding using the SAFE process?</p>	<p>A revised SAFE which reflects the cornerstones within the policy is being implemented. The deadline for completion of SAFEs across all Council services was 31<sup>st</sup> July 2017.</p>	<p>Within the timescale set, SAFE returns are as follows:</p> <p>100% returns from schools and CYP</p> <p>100% returns from Social Care and Health</p> <p>7/8 in Operations – 100% compliant by December 17</p> <p>16 /17 Enterprise - 100% compliant by December 17</p> <p>4 /5 Resources - 100% compliant by December 17</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	<p>The deadline for early years settings submission is 31<sup>st</sup> December 2017.</p>	<p>Safeguarding and Quality Assurance Unit leads have been identified to support Directorate Lead's in completion of SAFEs, analysis and action planning.</p> <p>A programme of SAFE analysis reporting to WASG has commenced-</p> <ul style="list-style-type: none"> <li>• CYP update to WASG - September 2017</li> <li>• Operations update to WASG - November 2017</li> <li>• Social Care and Health – December 2017</li> <li>• Enterprise – January 2017</li> <li>• Resources – February 2017</li> </ul> <p>A priority for improvement is to quality assure the SAFEs and each directorate to ensure the action plans identified within SAFEs are appropriately reflected in Service Improvement Plans (SIPs).</p>
<p>Is there an effective system of significant event analysis to ensure there is management and mitigation of risks and learning and review arising from breaches in compliance with safeguarding policy and procedure?</p>	<p>A system of significant event analysis using the SBAR (Situation Background Analysis Review) has been introduced and is being overseen by WASG.</p>	<p>8 SBARs have been completed since the introduction of the system</p> <p>WASG will only close down its monitoring of an SBAR action plan once the loop has been closed and there is assurance that risks have been managed in a sustainable way.</p> <p>A priority for improvement is to ensure that the SBAR system is understood and being used positively across the Council.</p>
<p>Are safeguarding implications set out in all reports to Cabinet and Council?</p>	<p>Continuous Progress</p>	<p>Safeguarding implications is a standard consideration in all reports.</p>
<p>Is safeguarding reported in Chief Officer annual reports?</p>	<p>Continuous Progress</p>	<p>Safeguarding is a key element in the annual report of the Chief Officer for Social Care and Health and the Chief Officer for Children, Young People and Education.</p>
<p>Is Monmouthshire effectively contributing to regional partnerships to promote robust safeguarding practices and drive forward regional work streams,</p>	<p>Continuous Progress</p>	<p>Heads of Adult and Children's Services, Housing Services Manager and Safeguarding Unit members are full members of all the South East Wales Adult and Children's Safeguarding Boards, subgroups, and business planning groups. At a strategic and operational level there is also strong engagement in Multi-Agency Sexual Exploitation meeting (MASE) Child Sex Exploitation (CSE), Violence</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
particularly the South East Wales Safeguarding Children Board and the Gwent Wide Adult Safeguarding Board?		<p>Against Women Domestic Abuse and Sexual Violence (VAWDASV) and Contest (PREVENT anti radicalisation).</p> <p>The regional safeguarding structure is included as <b>Appendix 2</b>.</p> <p>Work undertaken by regional structures is shared and devolved locally via the Local Safeguarding Network to 3<sup>rd</sup> Sector and statutory partners. This is chaired by Monmouthshire’s Safeguarding Service Manager</p> <p>A priority for improvement is to strengthen the governance between national, regional and local safeguarding arrangements. Reporting of the regional boards’ annual reports as part of this report is an important step in strengthening these connections.</p>

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

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

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

### Analysis

The last 6 months has seen good progress to ensure that safeguarding is a priority within the Council, and is a fundamental feature in the governance arrangements for officers and Members. The new safeguarding policy has been approved by Council and sets out clearly roles, responsibilities and governance arrangements. The Whole Authority Safeguarding Group (WASG) has an important role,

bringing together Chief Officers/ Heads of Service from each directorate to lead safeguarding activity in the Council. To reflect the need to improve systems for identification, management and mitigation of risk, a new system of SBARs (Situation Background Analysis Review) has been introduced to support WASG in identifying risks, overseeing action plans arising from significant event analyses in respect of compliance with the Council's safeguarding policy. There is further work needed to really embed risk management for safeguarding through strengthening the relationships between risk registers at every level and priority improvements.

There are arrangements in place for self-evaluation in all directorates via the SAFE process. Self-evaluation is triangulated in a number of ways including via an internal audit programme. Further activity is needed to ensure that the SAFE process is quality assured and embedded operationally and supports a programme of continual improvement within every directorate. This further work recognises that in the reporting period the SAFE process, which was originally developed as a tool in childcare settings, and related to safeguarding children, has now been rolled out across all parts of the Council and covers adults at risk as well as children.

At a regional level, the South East Wales Safeguarding Children and Safeguarding Adults Boards fulfil the statutory responsibilities set out in the Social Services and Wellbeing (Wales) Act. Monmouthshire County Council is fully represented on both the Children and Adult Safeguarding Boards, and their subgroups. It is acknowledged that more work is required to strengthen the links between national, regional and local safeguarding activity and ensure the learning from through the regional boards and sub-groups is embedded in practice and operations in Monmouthshire.

#### **Priority Actions**

- Strengthen and evidence links between the work of the national and regional Safeguarding Boards and practice within Monmouthshire.
- Strengthen alignment of safeguarding risk management systems at every level of the organisation through:
  - reviewing the quality of SAFE self- evaluation across all directorates to ensure that resulting action plans address the critical safeguarding issues for each service area and priority actions are reflected in SIPs;
  - ensuring the SBAR system of significant event analysis is understood, being used positively and risks highlighted are reflected in risk registers at directorate level as well as whole authority and WASG
  - testing out the effectiveness of arrangements in the 2018/19 internal audit work programme.

**Self-Assessed Score Against Measures:**

4
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## **2). Safe Workforce:**

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

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Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
<p>Is the workforce safely recruited?</p>	<p>Safe recruitment standards are set out in the Council's Safeguarding Policy 2017.</p> <p>The safe recruitment standards are supported by a safe recruitment process on which recruiting managers are trained.</p> <p>The Council's Volunteering Policy approved by Cabinet in November 2017 sets out standards for safe recruitment of the volunteer workforce.</p> <p>Leading volunteering training clearly outlines safe recruitment requirements for volunteers.</p>	<p>35 managers completed Safe Recruitment Training April - October 17</p> <p>DBS reports are circulated by Employee Services periodically to Directorate DBS Champions. 100% compliance with safe recruitment for employees is the standard that we work to. Any breaches in compliance with safe recruitment processes are reviewed as significant events and associated action plans are overseen by the WASG.</p> <p>Following the findings of the Wales Audit Office report into the Kerbcraft Service, which highlighted serious deficits in volunteer management in that service, and an internal audit report which evidenced gaps in a number of services across the Council, a full review of compliance with statutory guidance (Keeping Learners Safe) and local policy has been undertaken. 70 HR Business Partner school visits have been undertaken to check safe recruitment compliance. These are reporting 100% compliance. All information from schools (via SAFEs, the Lead Officer for Safeguarding in Education and HR business partner visits) will be triangulated by internal audit reviews of individual schools.</p> <p>Any gaps in information around the volunteer workforce are managed via the SBAR system.</p> <p>A volunteer management information system is being implemented to provide a central repository for volunteer information is being implemented.</p> <p>In terms of level of compliance in priority areas:</p> <ul style="list-style-type: none"> <li>- 70 HR Business Partner school visits have been undertaken to check safe recruitment compliance. These are reporting 100% compliance</li> <li>- Every Leisure Centre has appropriately trained Safeguarding Leads - 100% Compliance</li> <li>• The Passenger Transport Unit reports 100% workforce compliant with safeguarding induction and 100% of those who require level 1 training are up to date with that training.</li> <li>• Safeguarding Training L1 100%.</li> </ul> <p>Priorities for improvement in managing the volunteer workforce are:</p> <ul style="list-style-type: none"> <li>• Implementation of the Volunteer Policy</li> </ul>



		<ul style="list-style-type: none"> <li>• Delivery of the internal audit volunteering action plan (there will be a re-audit in 2018/19)</li> <li>• Implementation of the single volunteer management system.</li> <li>• Test understanding of the whole workforce of their safeguarding responsibilities</li> </ul>
Is the whole workforce aware of their duty to report safeguarding concerns and trained to the appropriate level for their post?	<p>To meet the standards within the 2017 Corporate Safeguarding Policy, in-depth work has been undertaken to identify the level of training required for all staff roles to inform the development of a comprehensive training plan which includes both adults at risk and children.</p> <p>Safeguarding basic awareness training has been expanded to include both adults and children at risk and is part of all corporate induction days.</p>	<p>A revised training plan has been developed to reflect the Corporate Policy. This incorporates combined training for adults at risk and children were indicated.</p> <p>Recording of safeguarding training has been dependent on individual service level record keeping</p> <p>A central information system to record training status via the Council's My View system is being piloted with a full implementation date of January 2018.</p> <p>The roll out of basic awareness for the whole workforce covering safeguarding adults at risk and children is underway (previously awareness of adult safeguarding had been through a leaflet; this is not sufficient to reflect the duty for report in the Social Services and Wellbeing (Wales) Act).</p> <p>34 trainers within the council are trained to deliver Level 1 Safeguarding within their service areas.</p> <p>89 Designated Safeguarding Leads at Level 2 have been trained in this reporting period.</p> <p>Combined adult at risk and children's safeguarding training was undertaken for Council Members in July 2017. Further training for Members is planned in December 2017.</p> <p>100% of schools have up to date whole school Safeguarding training in place</p> <p>Governor specific safeguarding training is delivered each term as necessary</p> <p>Delivery of the training plan and full implementation of My View as the information system are priorities for improvement. Understanding across the workforce of their responsibilities will also be tested out</p>
Are we working to national guidance in managing addresses professional allegations and concerns?	National and Regional Policy is followed in managing Professional Concerns	<p>The Safeguarding and Quality Assurance Unit has managed the following professional allegations between April and October 2017:</p> <ul style="list-style-type: none"> <li>• 20 new referrals for Professional Strategy Meeting (PSM).</li> <li>• 6 of these are ongoing</li> </ul>

		<ul style="list-style-type: none"> <li>• 18 cases were concluded in this period with 2 cases having more than one conclusion.</li> <li>• 13 were substantiated</li> <li>• 5 unsubstantiated</li> <li>• 3 were unfounded</li> </ul> <p>33 meetings were held in total</p> <p>A priority for improvement is the full alignment of the management of professional concerns for children and adults at risk through the Safeguarding and Quality Assurance Unit.</p>
Is there a Whistle Blowing Policy in Monmouthshire which is understood?	<p>A revised Monmouthshire County Council Whistleblowing Policy was approved by Cabinet June 2017</p> <p>Reference to the Whistleblowing Policy is also included in the Council's Corporate Safeguarding Policy, and is included in Safeguarding training.</p>	<p>There have been 3 incidents reported under the "Whistle Blowing" Policy during the reporting period.</p> <p>A priority for improvement is to provide further guidance to senior managers on the implementation of the whistleblowing policy and to test awareness across the wider workforce.</p>

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

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

Discussion takes place with the child's social worker, the residential home, employee services and any relevant partner agency's to ensure the child's welfare had been secured and any medical assistance had been given. Further to this the worker is advised by their employer that a concern has been raised and a risk assessment undertaken to determine whether they should be placed on suspension without prejudice by their employer. A strategy discussion takes place between Monmouthshire Children's Services and the police to share information, to agree the need for a child protection investigation and to arrange a professional strategy meeting.

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

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

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

### **Analysis**

Safe recruitment of the whole workforce is a fundamental test of safeguarding in a local authority. Regular reporting over a number of years shows a very high level of compliance with safe recruitment of the employed workforce and the small number of cases where the safe recruitment process has not been followed an analysis using the SBAR process has been undertaken to ensure risks are immediately managed and lessons learned. Safe recruitment, and effective management, of the volunteer workforce has been a major focus in the last reporting period supported by the leading volunteer training and extensive involvement of volunteers and managers in the development of the Volunteering Policy approved by Cabinet in November 2014. Following the Wales Audit Office report into the Kerbcraft scheme, and an internal audit report which highlighted deficiencies in a number of parts of the Council a full review of compliance of volunteers has taken place with to achieve 100% compliance with all aspects of the standards for a safe workforce in advance of the implementation of the central volunteer information management system.

Strengthening policy, systems and process in the safety of the workforce has been a major focus during the last reporting period. There are considerable strengths in the levels of training within schools and child care settings which were the standards set within the previous safeguarding policy. The training standards set in the July 2016 Corporate Safeguarding Policy cover the whole Council workforce duty to report and safeguard children and adults at risk in line with the Social Services and Wellbeing (Wales) Act. This means that significant training needs have been identified across the whole authority. Basic awareness training covering adults and children is now available and each area of the Council has undertaken an in-depth review, team by team, to understand training needs and gaps. Plans are in place to co-ordinate training resources to ensure training needs are being met. Digital whole authority systems are also being implemented to enable reporting on training compliance across the paid and volunteer workforce. Plans to test out whole workforce understanding of their responsibilities are in place. Other improvements have been made, including the development of trainer's forum. Training will remain a significant priority for the next period.

There is a well-established process for managing professional allegations within Children's Services. We are working in context of regional and national developments to ensure there is alignment across children and adults in respect the management of professional allegations.

## Priority Actions

- Implementation of safeguarding training plan to address the gaps in safeguarding training for children and adults at risk
- Full implementation of volunteering policy
- Implementation of information systems to support accurate monitoring of whole workforce training status
- Test out understanding of duty to report across the workforce
- Alignment of professional allegations processes to align across adult and children’s services.

Self-Assessed Score Against Measures:

3

### 3). Preventative Approach:

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

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Do our workforce understand emerging practice issues?	<p>Training plans are in place to ensure the right levels of training in VAWDASV and PREVENT</p> <p>Raising awareness of the risks of Child Sexual Exploitation (CSE) is an area that has been prioritised in 2017/18.</p>	<p>23 staff received PREVENT training during this period. A Further 4 days of PREVENT training is scheduled for staff during 2017.</p> <p>PREVENT awareness raising has been delivered in all Monmouthshire Schools</p> <p>VAWDASV – Ask and Act Pilot in Monmouthshire completed with Adult Social Services. 2 in-house trainers completed training Sept 17. Plans in place to improve level of training across the workforce.</p> <p>Regional Safeguarding Network events held quarterly for statutory, 3<sup>rd</sup> sector, partnership staff and volunteers.</p> <p>Development and roll out via schools/youth services of “Sexting isn’t Sexy” training and CSE awareness raising is ongoing.</p> <p>Feedback from young people, trainers and school staff has been overwhelmingly positive in</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	<p>The Safeguarding Unit have actively participated in the national review of CSE Policy and Procedure.</p> <p>CSE multi agency information and Intelligence sharing meetings (vice chaired by Monmouthshire Child Protection Co-ordinator) have identified locations and potential perpetrators, as well as identifying young people potentially at risk of CSE and risk-taking behaviour.</p>	<p>supporting open discussion in regard to difficult subjects and allowing young people to discuss concerns with adults in authority.</p> <p>There has been an increase in numbers of children identified as at risk of CSE with planned support from 6 in 2016 to 16 in October 2017.</p>
<p>Does Monmouthshire demonstrate clear and creative working together with other agencies to intervene early?</p>	<p>Integrated and creative working between public protection and safeguarding is embedded and a real strength in preventing abuse and harm.</p> <p>Partnership working is well developed between key partners through community well-being networks which align resources to safeguard and prevent the need for statutory interventions.</p>	<p>Child Protection Co-ordinator attends monthly meetings with licencing to discuss arising regulation and community safeguarding issues.</p> <p>Information from CSE strategy meetings, and Anti-Social Behaviour (ASB) meetings have resulted in the police, licencing and waste management services successfully disrupting sites of potential CSE and ASB across the authority.</p> <p>Monmouthshire licensing team are undertaking training with police for Operation Makesafe (identification of CSE within hospitality) with Public Houses, Clubs and Licenced Taxis.</p> <p>The Collaborative “Place Based Working” approach is integrating public, voluntary third sectors and communities by the development of integrated “Place based wellbeing teams”. An Information Sharing Protocol for Place Based Well-Being Support in Monmouthshire - accredited by Wales Accord for the Sharing of Personal Information (WASPI). An approach to measuring progress called ‘most significant change’ has been developed which enables partners to collectively identify the interventions which have prevented escalation of need for protection.</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
Does the Information Advice and Assistance (IAA) approach at the front door of adult and children’s social services ensure that families and concerned citizens can access information and advice easily and effectively?	Continuous progress	<p>The Information/ Advice and Assistance (IAA) 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>
Is there a Multi-Agency Early Support and Family Support Referral Pathway to support vulnerable families?	A first review of early intervention and prevention services in Children’s Services in 2016 has resulted in a new service offer recommended to Cabinet in December 2017.	<p>Coordinated working is improving to realign early support for families outside statutory intervention and the development of an Early Support Referral Pathway. This is a response to quality assurance around children on the Child Protection (CP) register which evidences that there in some cases earlier intervention <u>may</u> have negated the need for registration by working with the family in a different way.</p> <p>Implementation of the realigned early support offer is a priority for improvement in the next period.</p>
Are we analysing and responding to risk and vulnerability in communities?	There has been a significant focus on individual and community well-being over a number of years. The focus on locality and place based approaches which develop resilience in individuals, families and communities.	<p>Development of the Community Wellbeing Hubs at Mardy Park, Monnow Vale, and Caldicot Library and the support of people to access community based support opportunities</p> <p>Families’ First services provide a range of preventative interventions for children and families.</p> <p>Community Wellbeing Development Officers based in the North and the South of the County who help identify gaps in community provision, support the development of community based groups, and assist in the location of funding streams.</p> <p>The Community Development and Partnership Team will be working across the County using the asset based community development methodology to understand the strengths of communities and work with communities and partners to address those strengths.</p>

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

**Analysis** – Understanding the issues which cumulatively mean people are at risk of requiring protection is at the heart of a preventative approach to safeguarding. The preventative agenda is developing within community well-being hubs, and local groups and communities are supported to create, maintain and sustain activities where needs are identified within the community itself. The WASG challenges all parts of the Council to consider how they contribute to preventative activities. In some areas this is well developed – the examples in public protection cited above are clear examples of how safeguarding is at the heart of the work that is undertaken. The WASG provides a more joined up approach to some of the targeted work taking place within the Council around areas such as CSE, development of dementia friendly communities and PREVENT.

As a priority action, the WASG is considering how it can better develop effective ways of measuring and evaluating the impact of preventative activity to ensure that activity leads to better safeguards being in place for both children and adults at risk, and makes the best use of limited council resources to target vulnerability.

### **Priority Actions**

- Implement fully the early support and referral pathway
- Continue to build on the strengths of place based working by increasing the connections and partners who are working together to support individual and community well-being.
- Develop evaluative measures that enable better reporting of the impact of preventative work.

**Self-Assessed Score Against Measures:**

3
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### **4). Robust Protection:**

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

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

<b>Contributing Areas of Activity and Questions for Self – Assessment</b>	<b>Progress</b>	<b>Evidence</b>
Are referrals or concerns assessed and initial decisions taken within 24 hours of referral to children’s social services?	Continuous Progress	100% of referrals within Children Services meet this standard
Are Adult Protection enquires undertaken in a compliant and safe timescale?	Continuous Progress	80.0% of Adult Protection enquires were completed within 7 days in the first 2 quarters of 2017/18. This compares with an all Wales average of 80.1% in 2016/17. This is a dip in performance compared with 2016/17 (88.7%) and will be addressed by the service in the last 2 quarters of the 2017/18year.
Are assessments in children’s services completed within statutory timescales (42 days)?	This is a priority for improvement which is being addressed within the children’s services improvement plan.	83.3% of assessments in children’s services were completed within statutory timescales. This compares with 74.4% in 2017/18 but is still not meeting the local target 90%. Further intensive work is underway from both a process and a qualitative perspective to drive actions to deliver sustained improvement in assessment timescales.
Is there is a Quality Assurance Framework in place which practice improvement?	Social Care and Health Quality Performance Framework is in place. Service managers report into a DMT level group on the quality assurance undertaken in their service area.	<p>A range of mechanisms exist to drive improvement through quality assurance processes. These include:</p> <ul style="list-style-type: none"> <li>• Managers monitor through live dashboards in Children’s Services;</li> <li>• In children services 1 in 10 case records are randomly selected to assure decision making. If there are any concerns the ratio can be increased and reviewed.</li> <li>• Weekly Performance Management Oversight Group in Children’s Services (PMOG)</li> <li>• Children’s Services Leadership Team (CSLT)</li> <li>• Senior Management Quality Improvement Program (QUIP)</li> <li>• Adult Social Services practice improvement meeting (Oliver)</li> </ul> <p>There have been 2 independent reviews of the quality of practice in children’s services in the last 2 years by the Institute of Public Care. The second</p>



Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
		<p>review (which considered 50 cases files) identified clear progress in the quality of practice and decision making with further areas for improvement in really developing the preventative offer - “Overall positive progress and improvements in both process and practice at various stages of the care and support pathway” (IPC July 2017).</p> <p>This accords with service level quality assurance work undertaken by the Child Protection Coordinator.</p> <p>CSSIW considered adult safeguarding in their 2016/17 site visits to Monmouthshire. They noted the need for We would encourage planned work to further develop quality assurance and refining thresholds.</p> <p>A priority for improvement for the Safeguarding and Quality Assurance Unit is to develop appropriate quality assurance mechanisms for all aspects of safeguarding.</p>
<p>Is an analysis of trends, exceptions, pressures and practice standards undertaken in protective services?</p>	<p>The Children’s Services Improvement Programme is driven by analysis of the data and trends which inform the operational and strategic improvement actions.</p> <p>In adult services more work is needed More work is required in data analysis to identify trends and emerging themes around areas of concern (CSSIW, June 2017).</p>	<p>The Number of Looked After Children (147) and number of children on the CP register have continued to rise in the first 2 quarters on 2017/18. The figures for 2016/17 were 91 and 133. The rate of CP registrations in Monmouthshire is higher than the all Wales rate.</p> <p>The Child Protection Co-ordinator and Independent Reviewing Officer submit a 6 monthly overview report on compliance, practice, and identifying trends and pressures on services. This identifies that thresholds are being applied appropriately but that there is an opportunity to support with more preventative services to reduce the need for registration in some cases.</p> <p>A revised early intervention and prevention service offer will be presented to Cabinet for approval in December 2017 and a priority for improvement is implementation of this new model. A related priority is the implementation of a workforce plan for children’s services which reflects the current levels of CP registrations and</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
		<p>LAC numbers which will be presented to Cabinet at the same time.</p> <p>A further priority for improvement is to analyse data better in adult protection to drive improvement.</p>
<p>Is Care Planning compliant with all-Wales procedures and does it reflect clear multi-agency working to manage and reduce risk?</p>	<p>Adult and child protection practitioners work to all-Wales guidance and are participating actively in the reviews of national guidance.</p> <p>Children’s services risk assessment framework was approved by the Children’s Services Leadership Team in September 2017.</p> <p>Children’s Services commenced tracking Child Protection Conference attendance of professionals November in 2017.</p> <p>Practitioners in adult and children’s services work with multi-agency partners in domestic abuse.</p>	<p>CSSIW noted ‘good interagency practice’ in adult services (June 2017).</p> <p>Quality assurance and independent reviews test out compliance with All Wales Children’s Services.</p> <p>Quality assurance work in the next reporting period with focus on risk assessments in children’s services.</p> <p>Child Protection Coordinator attends fortnightly Multi Agency Risk Assessment Conference (MARAC) meetings to consider high risk Domestic Abuse cases, consider plans to minimise immediate risk and make referrals where appropriate</p> <p>April - October 22 women, and 19 children in Monmouthshire were the subject of Multi Agency Risk Assessment Conference (MARAC) risk reduction plans.</p>

**Case Study - Case Study** – This is a model case study which highlights multi-agency work in the area of domestic abuse. A Duty to Report form is received by adult safeguarding with regard to a woman who has been subject to a serious domestic assault. Initial enquiries indicated that the woman is not known to adult services, does not have children, and does not have a specific care and support need. It is clear, however, from the information received that the woman has been a victim of domestic abuse in the past and that the risks to her seem significant. Police make a referral for a MARAC. An adult safeguarding co-ordinator attends the MARAC meeting with the police, representatives from Women’s Aid, housing, tenancy support and health. The meeting determines the risks posed to the woman and a multi-agency plan is agreed which addresses risks identified by a number of possible options which include: support from the police, marking the property for urgent response; home

security and alarms where necessary, community policing aware of perpetrator, independent domestic violence advocate support, refuge accommodation, housing and tenancy support, health assessment support, and referral to other support agencies as appropriate is made available. The information from is stored on the MARAC SharePoint system so that tracking can take place, information can be analysed as to trends and numbers of cases, and outcomes checked.

## **Analysis**

Working to All-Wales protection procedures is embedded in the work of adult and child protection practitioners. The Children's Services Improvement Programme has created a drive to improve the quality child protection practice, application processes and procedures, and ensure staff understand the requirements and expectations of their role and task. Critical to this has been recruitment of a permanent workforce. Safe practice is now supported by a clear infrastructure of risk management frameworks, clear procedures, models and tools.

The creation and development of the Adult and Children's Safeguarding Unit presents opportunities to consider how best to identify opportunities for "joined up" work and joint implementation of the revised All Wales guidance for children and adults at risk. Effective quality assurance is a prerequisite in ensuring that the quality of safeguarding practice is understood and to drive improvement actions. This is better developed in children's than adult services, but again the development of the joint unit provides the basis for aligning practice and systems.

## **Priority Actions:**

- Children and adult Safeguarding and Quality Assurance Unit to develop an operating model which builds on strengths in both parts of the service
- Continue to improve outcomes in children's services through the children's services improvement programme, including improving systems, processes and practice which contribute to timescales for completion of assessments.
- Implementation, and quality assurance of, risk framework in children's services.
- Further develop quality assurance mechanisms, and data analysis, in adult protection, to support improvement.

**Self-Assessed Score Against Measures:**

4

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

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

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
<p>Do we ensure that commissioned services meet Monmouthshire’s safeguarding services standards as laid down in the Corporate Safeguarding Policy?</p>	<p>MCC Accreditation Process for commissioned social care services is the responsibility of embedded in Social Care and Health Commissioning Team. The service manager had responsibility for adult and children’s services from January 2017 and has been developing the operating model to ensure it covers all social care services.</p> <p>An Internal Audit report (issued 31.10.17) highlighted need for consistent adherence to an accreditation programme and process for children’s service placements. An action plan is in place to address the issues identified in the report,</p> <p>The majority of children’s independent foster agency (IFA) and residential placements are identified via the Children’s Commissioning Consortium Cymru Framework (the 4Cs) - The</p>	<p>The Corporate Safeguarding Policy 2017 clarifies the position regarding commissioned services meeting Monmouthshire’s safeguarding standards.</p> <p>Service Review Annual Visits programme undertaken by monitoring officers ensures compliance to policy. A new contracts officer has been in place since August 2017 and has developed a programme to cover all providers</p> <p>Formal contract monitoring visits in the reporting period:  Adult’s 30  Children 2</p> <p>No. Escalating Concerns - initiated/closed 0  No. Provider Performance Issues (Stage 3) 0  No. Provider Performance Issues (Stage 2) 5  No of Provider issues ongoing (Stage 2) 2</p> <p>Children’s placements and welfare are mandatorily reviewed by social workers in line with national and regional policy. Between April – October 2017 206 reviews were held in this period. 100% held within statutory timescale.</p>

Contributing Areas of Activity and Questions for Self – Assessment	Progress	Evidence
	<p>providers are subject to a stringent framework of checks.</p> <p>Contracts tendered by other Directorates for example CYP /schools and PTU for services for children and adults at risk appropriately reflect safeguarding requirements.</p>	<p>Extract from Cleaning Contract Awarded by MCC School.</p>
<p>Do we ensure that parts of the Council have robust arrangements in place for services they commission/licence?</p>	<p>There are well developed arrangements in public protection:</p> <ul style="list-style-type: none"> <li>- safeguarding training is a requirement for licenced taxi /hackney and private hire.</li> <li>- Voluntary safeguarding training offered to alcohol/ entertainment and late night refreshment licensees.</li> </ul>	<p>Monmouthshire Letting and Hiring process requires evidence of the hirer's Safeguarding processes as mandatory prior to letting council property. This is set out in the Taxi and Private Hire Policy &amp; Conditions 2016. During the reporting period we saw:</p> <ul style="list-style-type: none"> <li>- 100% compliance new licences</li> <li>- 100% previous licences</li> <li>- 100% renewed licence</li> </ul>
<p>Do we ensure the safe recruitment, training, and management of volunteers in commissioned services?</p>	<p>The Corporate Safeguarding Policy and Volunteering Policy set out clear guidelines and expectations for volunteers in commissioned services. This is reflected in individual service contracts.</p>	<p>Corporate Safeguarding Policy</p> <p>Volunteering Policy</p>

#### Case Study –

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

4.3.37	<p>The Supplier shall ensure all staff are trained as appropriate to provide the standards of service required. In addition contractor's staff may be required to attend any Council provided training as and where appropriate. If such a request is made by the Council, the Contractor must make available the relevant staff member(s).</p>
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The PTU have since revised the terms and conditions in readiness for the contract retender (with effect from September 2018), now reflecting the requirement for staff to undertake Safeguarding (L1) training.

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

### Analysis

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

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

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### Priority Actions

- **Internal audit to undertake review to baseline position across the authority in terms of commissioning and partnership**
- **Social Care and Health Commissioning Service to implement operating model covering adult and children's services**
- **Implement internal audit action plans for children's services placements.**

**Self-Assessed Score Against Measures:**

2

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## Regional Strategic Safeguarding Structure

