

**Monmouthshire County Council: Strategic Overview Report for Safeguarding
Mid-Point September 2015**

INTRODUCTION

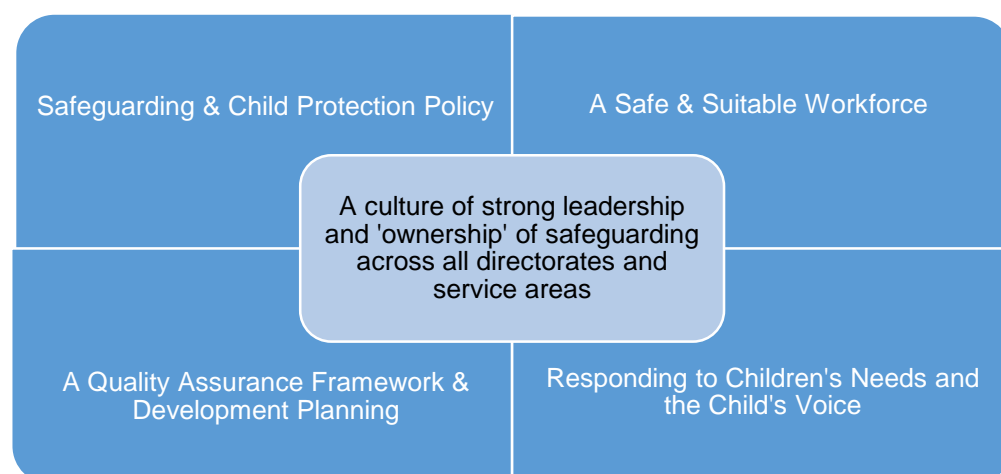
This report evaluates key areas of safeguarding activity to highlight progress, identify potential risks and set / confirm the direction of travel for improvements and further development.

SAFEGUARDING AIM: Children and Young People in Monmouthshire are safe and are protected from harm and abuse

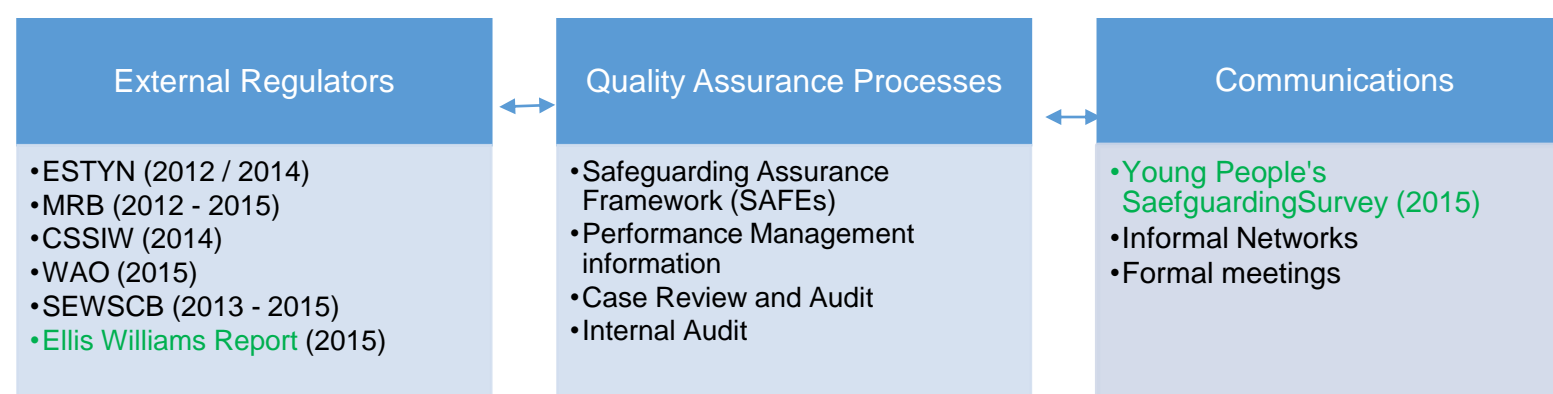
RISK IN A SAFEGUARDING CONTEXT

- That a child in need of protection won't be referred to child protection services
- That a child referred to child protection services won't be adequately safeguarded
- That a child will be abused or harmed by someone working with them or in a position of trust

THE CORNERSTONES OF A SAFE SERVICE FOR MONMOUTHSHIRE



SOURCES OF INFORMATION TO INFORM OUR SELF-EVALUATION and DEVELOPMENT PLANING



<u>KEY MESSAGES</u>		
AREAS FOR IMPROVEMENT AND LEARNING	WHAT HAVE WE DONE	NEXT STEPS
Safeguarding policy (Estyn)	Implemented Monmouthshire Safeguarding and Child Protection Policy	Policy Review
Knowledge of safeguarding activity within the authority and within individual services (Estyn)	Implemented a quality assurance framework (SAFE - Self-assessment framework for evaluation)	Implement 2 nd phase of the SAFE and identify areas for development
Using information to evaluate the impact of activity at a strategic level (Estyn / WAO)	Increased reporting arrangements and arrangements and line of sight for senior leaders	Refine arrangements for reporting the right information to the right people
Improvements for responding to children at direct risk of harm (CSSIW)	Invested in children's services Worked with partners to improve referrals	Implement the children's services improvement plan
Improvements for responding to vulnerable groups of children and young people (neglect / adolescents / on-line safety) (SEWSCB)	Worker to improve services and practice for vulnerable groups	Continue to understand and respond to population needs through joint service planning and practice improvement
Weaknesses in the corporate arrangements for safeguarding (WAO)	Identified safeguarding leads in all directorates and established whole authority safeguarding group. Internal audit of safeguarding.	On-going clarification of roles, responsibilities and monitoring of arrangements. Respond to findings of internal audit.
Strengthen link with SEWSCB (EW)	Covered all operational aspects of the Boards work	Confirm statutory arrangements and receive annual report
Support to children with staying safe on-line (YP's Survey)	Implemented YPs workshops Developed staff training	Continue to work with settings about e-safety Implement training programme

Leaders can be assured that children and young people in Monmouthshire are protected from harm and abuse because:

- There is increased [cross directorate and political involvement](#) with safeguarding supported by strong leadership. This means that safeguarding is increasingly understood as 'everybody's responsibility'.
- There is an overarching [Monmouthshire Safeguarding and Child Protection Policy](#) in place that gives clear guidance for all settings detailing roles and responsibilities in safeguarding and child protection.
- There is an [audit programme in place](#) to ensure that individual settings adhere to the requirements of the policy and provide information regarding how they meet their child protection and safeguarding responsibilities in practice. This has led to increased challenge and development of safeguarding practices at a service unit level; as a result, individual children and young people are kept safer.
- There is a system in place whereby the Local Authority maintains [central oversight of safe recruitment and an increased focus on developing safe work force practices](#). New employees understand, right from the start, that safeguarding children is integral to the authority's values and ethos and part and parcel of their work.
- There is a [robust system in place within the authority to respond to any concerns arising from professional allegations or organised abuse](#). This ensures that the individuals working with children and young people are suitable and do not pose a risk.
- [Staff within Monmouthshire are informed regarding their individual responsibilities to report any concerns and are trained in how to recognise basic signs and symptoms of abuse](#).
- The recent CSSIW inspection confirmed that child protection processes safeguard children.
- We are gaining [confidence in self-evaluation using a wide range of sources to assist with on-going improvement](#) in safeguarding at a whole authority level. There is a comprehensive action plan within the Children's Services Improvement Plan that responds to the deficits identified in the CSSIW report and through our own analysis.
- We have been able to use self-evaluation and our analysis of operational and higher level information [to identify aspects of family need and vulnerability and have used this to identify areas for improvement in services and practice](#).

The key areas requiring development over 2015 – 16 to further ensure the safety and well-being of children are:

- Further develop self-evaluation and critical challenge in respect of the impact of safeguarding activity across the authority ([in progress](#)).
- Use the external validation review of safeguarding as an opportunity for further learning and to help us in setting direction, prioritising and improvement planning ([achieved](#)).
- Listen and respond to the outcomes from the Young People's Safeguarding Survey 2015 ([partially achieved](#)).
- Implement the 2nd phase of the SAFE and analyse outcomes ([implementation commenced March 2015](#)).
- Develop the training programme for Monmouthshire to ensure that all staff have access to safeguarding / child protection training at a suitable level ([in progress](#)).
- Support the development of the Well-Being group under the partnership including cross authority work around anti-bullying, self-harm and mental health pathways ([work plan in place](#)).
- Use a range of sources to analyse and report on the issues that compromise the safety and welfare of children and /or potentially expose them to harm through abuse and neglect. Work with others to respond to / reduce areas of need particularly regarding domestic abuse, parental substance misuse, child neglect and young people with complex risk taking behaviours ([on-going](#)).
- Prioritise key areas of safeguarding practice where it has been identified that practice can be improved particularly regarding the thresholds and interface between services areas; section 47 investigations and working with risk ([on-going](#)).
- Ensure that performance management and quality assurance arrangements are effectively embedded within all operational safeguarding processes ([in progress - see children's services SIP](#)).
- Increase the line of sight between senior leaders and front-line practice of child protection services ([in progress - see children's services SIP](#)).

KEY AREAS OF ACTIVITY AND SCORE TABLE

Key Priority Area	POINT OF EVALUTION			
	April 2014	Sept 2014	April 2015	Sept 2015
1. Safeguarding children and young people is understood as 'everyone's responsibility	N/A	4	5	5
2. Monmouthshire's Safeguarding and Child Protection Policy is embedded across all settings and services	4	4	4	4
3. Through our Audit Framework we are assured that all settings and services meet their roles and responsibilities in safeguarding /child protection	3-4	4	4	4
4. Safe recruitment and safe work force practices are operating effectively and embedded across the authority.	2	3	4	4
5. All workers and volunteers in contact with children and families are trained at the appropriate level	5	5	5	5
6. There is a system in place that identifies and addresses any professional allegations or concerns about individuals who may pose a risk.	4	5	5	5
7. We are well-informed about the issues that compromise the safety and welfare of children and /or potentially expose them to harm through abuse and neglect and can demonstrate how we respond to and reduce areas of need.	3	3	4	4
8. We operate best safeguarding practices and can demonstrate how we identify and address areas where improvement is needed.	3	3	3	3
9. Engagement with children and young people is at the heart of our safeguarding and child protection activity.	3	3	4	4

The Corporate Evaluation Framework

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

CASE STUDIES

1.

<p><u>MANAGING PROFESSIONAL CONCERNS:</u> A young person with special needs was upset because her college tutor was making her feel uncomfortable. She told her teacher at school who reported it to the Designated Officer. A referral was made to children's services and the case was managed under the regional protocol for managing professional concerns. The tutor was subsequently dismissed and referred to the DBS.</p>	
<p><u>IMPACT</u></p> <ul style="list-style-type: none"> • Individual child is listened to and protected • Children in Monmouthshire (and wider) are protected from an unsuitable individual 	<p><u>WHAT DOES THIS TELL US</u></p> <ul style="list-style-type: none"> • Suspected harm / abuse was recognised and the correct referral process followed • The concern about the individual was managed through the correct inter-agency procedure and the wider risks were addressed
<p><u>NEXT STEPS:</u></p> <ul style="list-style-type: none"> • Continue to develop safe and suitable workforce through on-going monitoring and tracking of individual cases within and across agencies 	

2.

<p><u>SAFE RECRUITMENT:</u> A head-teacher informed safeguarding and people's services about a disclosure that had been returned on a DBS certificate for a school support worker. We undertook a joint risk assessment process and after careful consideration withdrew the offer of employment.</p>	
<p><u>IMPACT</u></p> <ul style="list-style-type: none"> • The school does not employ an individual who is potentially unsuitable and maintains clear standards • The applicant is supported through a transparent process 	<p><u>WHAT DOES THIS TELL US</u></p> <ul style="list-style-type: none"> • Good practice in safe recruitment being followed making use of a range of information • Designated leads using advice and support in safeguarding
<p><u>NEXT STEPS:</u></p> <ul style="list-style-type: none"> • Continue to work with schools and other settings, through training and the provision of consultation and support around good practice in safe recruitment practice 	

3.

<p><u>WORKING WITH VOLUNTEERS:</u> A staff member from Highways sought safeguarding advice about working with volunteers. We implemented a review of the particular service area together with corrective actions and then looked into this from a whole authority perspective.</p>	
<p><u>IMPACT</u></p> <ul style="list-style-type: none"> • Proper checks were undertaken on the volunteers • The authority ensures that volunteers are suitable and safe to undertake specific roles with children 	<p><u>WHAT DOES THIS TELL US</u></p> <ul style="list-style-type: none"> • Networking and awareness raising (formal and informal) allow problems to surface • The authority responds and learns through case studies
<p><u>NEXT STEPS:</u></p> <ul style="list-style-type: none"> • Further development of roles and responsibilities for using volunteers as part of a safe and suitable workforce through the implementation of the volunteer handbook, training and consultation. 	

4.

<p><u>YOUNG PEOPLE WITH COMPLEX RISKS:</u> Local and regional case reviews told us that we did not always follow CP processes for young people who are 16 and 17 years old, and that we needed to do more to raise awareness around the risks associated with Child Sexual Exploitation. We integrated this learning within practice, disseminated key messages and looked specifically at the progress of some individual cases.</p>	
<p><u>IMPACT</u></p> <ul style="list-style-type: none"> • The needs / risks of individual young people were responded to • Older young people are kept safer through increased use of formal child protection and risk management processes 	<p><u>WHAT DOES THIS TELL US</u></p> <ul style="list-style-type: none"> • The authority understands its safeguarding responsibilities for all vulnerable children regardless of age • There are multi-agency engagement in place to review practice and learn both locally and regionally
<p><u>NEXT STEPS:</u></p> <ul style="list-style-type: none"> • Continue training, raising awareness and improving multi-agency practice in key areas of need for this age group including child sexual exploitation and self-harm. 	

5.

<p><u>CHILDREN AT RISK OF NEGLECT:</u> In partnership with the SEWSCB we had a strategic focus on working with neglect and participated in the regional review and analysis of cases. We learned that in Monmouthshire children were more at risk of 'drift' than other categories of abuse. We commissioned some specific multi-agency training in child protection planning; increased the oversight of children on the register and implemented opportunities for multi-agency supervision.</p>	
<p><u>IMPACT:</u></p> <ul style="list-style-type: none"> • Significant reduction in numbers of children on the register for longer than 15 months (from over half in 2012 to just over 10% in 2015) • Increase in referral / registration patterns for neglect 	<p><u>WHAT DOES THIS TELL US:</u></p> <ul style="list-style-type: none"> • Children at risk of neglect continue to be one of our most vulnerable groups • More information is required to ensure we are understanding and responding to parental need across Monmouthshire
<p><u>NEXT STEPS:</u></p> <ul style="list-style-type: none"> • Focus on children subject to re-registration • Address potential for 'drift' in early intervention and assessment of risk • Continue to practice improvements for child protection planning in neglect work 	

6.

<p><u>MANAGING PROFESSIONAL CONCERNS / RESPONDING TO THEMES:</u> Our local / regional analysis of data regarding professional concerns alerted us to proportionately high numbers of referrals received regarding drivers and escorts. We implemented some bespoke training reflecting the needs of drivers, and have developed a safeguarding leaflet for drivers.</p>	
<p><u>IMPACT:</u></p> <ul style="list-style-type: none"> • We have had referrals directly from drivers alerting us to a concern about a child • This year to date 3 drivers have been investigated in respect of their suitability to work with children 	<p><u>WHAT DOES THIS TELL US:</u></p> <ul style="list-style-type: none"> • Data is used to address particular risks and issues within services • There are effective working relationships between safeguarding and passenger transport
<p><u>NEXT STEPS:</u></p> <ul style="list-style-type: none"> • Implement training for trainers programme for passenger transport • Strengthen training requirement within licensing arrangements 	

OUR OVER-RIDING GOAL - Children and young people in Monmouthshire are as safe as can be and are protected from harm and abuse

Operationally this will be achieved through:

- Creating and maintenance safe practices, systems and networks across all learning, leisure & play services and settings across the authority
- Ensuring that any safeguarding risks to children and young people are recognised and addressed;
- Ensuring that concerns about possible abuse or neglect are recognised and responded to appropriately and in accordance with procedures;
- Ensuring that risks and needs for vulnerable children, including those at risk of significant harm, are reduced through multi-agency plans and interventions.

This is an on-going objective which is continually assessed to identify where improvements are required

NOTES:

Areas of key development are highlighted in GREEN.

Future actions identified in column 6 will broadly correlate with operational activity set out in the Service Improvement Plan

What is our final destination / Where do we want to be & by when?	What have we done so far to get there / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know? (Data and Information-Evidence)	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation)	What are the barriers / risks?	Our score between 1-6) (Impact judgement)
<p>1. In Monmouthshire we will ensure that safeguarding children and young people is understood as 'everyone's responsibility' across all directorates and at a political level. We want this to be culturally embedded within the authority at a 'hearts and minds' level.</p> <p>Previously the concept of safeguarding was not well understood across the whole authority (ESTYN and WAO).</p> <p>CSSIW has highlighted the need for increased 'line of sight' in child protection services.</p>	<p>Whole Authority Safeguarding is embedded and provides a framework for evaluation and challenge across directorates. This has enabled shared analysis and planning across directorates.</p> <p>Level 1 training for cabinet members has been implemented and elected members are better informed about safeguarding.</p> <p>Safeguarding reports are produced 6-monthly to keep leaders informed.</p> <p>An impact assessment of Safeguarding / Corporate parenting is now included on all reports for council.</p>	<p>There is active engagement with safeguarding across every directorate within the authority.</p> <p>Leaders and elected members are knowledgeable and enabled to provide oversight and challenge.</p>	<p>Returned safeguarding audits and action plans.</p> <p>Safe Recruitment work through People's Services.</p> <p>Take up of level 1 and 2 safeguarding training from outside education and social care.</p> <p>Evidence from WAO: when questioned 76% individuals understood that safeguarding was 'everyone's responsibility' 12% higher than the Welsh average response.</p> <p>External Validation review confirmed our aims around roles and relationships.</p>	<p>This widening of safeguarding, together with the opportunity for internal challenge and accountability permeating out from strong leadership, will keep children in Monmouthshire safer.</p>	<p>Increase clarity in roles and responsibilities for all directorates and service areas.</p> <p>Increase knowledge base for all leaders regarding Monmouthshire's arrangements for safeguarding and the link with the SEWSCB.</p> <p>See also Children's Services SIP response to Rec 10 CSSIW</p> <p>Implement staff level 1 safeguarding survey.</p>	<p>Competing agendas and differing priorities can affect how much time is given to child protection and safeguarding at a strategic level.</p>	5

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<p>2. Monmouthshire's Safeguarding and Child Protection Policy will be embedded across all settings and services operating within Monmouthshire or providing services to Monmouthshire children.</p> <p>The policy will be reviewed on a regular basis (biennially) to ensure that it is up to date with any changes in legislation and/ or any developments in safeguarding practice.</p> <p>Prior to November 2012 there was no over-arching safeguarding policy in place in Monmouthshire.</p>	<p>An over-arching safeguarding policy was implemented for all settings and services in November 2012.</p> <p>We undertook a first review of the policy in Autumn 2013 to broaden its scope and make it more applicable across all areas of the authority (WAO recommendation).</p> <p>At April 2015 all schools, early years, leisure, community and youth services within Monmouthshire have adopted the revised policy.</p>	<p>Having this policy in place helps us keep children safe by:</p> <ul style="list-style-type: none"> - Being clear about everyone's roles and responsibilities to listen to children and how to report concerns; - Ensuring that all settings have the appropriate safeguarding policies and operational procedures in place; - Ensuring all staff and settings are accountable for their safeguarding practices; - Providing a benchmark for good practice in individual settings and for governing bodies. 	<p>Information about policy implementation is collated within the safeguarding unit and is addressed as part of the audits.</p> <p>The safeguarding unit maintains a central record of when the policy has been adopted by services in the local authority and by relevant governing bodies.</p>	<p>Having a high-profile over-arching safeguarding policy establishes standards and expectations across all learning, leisure, play, housing and social care services within Monmouthshire.</p>	<p>Work in partnership with services and regulators to review the policy on a biennial basis and ensure that it remains fit for purpose – next review due by end Sept 2015.</p> <p>Use the whole authority safeguarding group to monitor implementation of the requirements of the policy across all directorates.</p> <p>Raise awareness of the Monmouthshire policy within the third sector.</p>		4
<p>3. Through a robust audit framework we will be assured that all settings and services meet their roles and responsibilities in safeguarding /child protection, and settings are held to account where there are any failings.</p> <p>Prior to the Estyn inspection the LA had little detailed knowledge or understanding of how individual settings and</p>	<p>We have commenced the 2nd phase of implementation (2015 – 2017) using a revised audit tool (the SAFE).</p> <p>The revised version is providing increased focus on impact and outcomes from a child perspective.</p> <p>Progress through the second year of the 1st phase was limited (see score card). There is</p>	<p>The information gathered from the audit provided us with base-line information about the strengths and weaknesses within individual settings.</p> <p>We have used this information as a starting point for strengthening practice for example by:</p> <ul style="list-style-type: none"> - Increasing training and learning 	<p>The safeguarding unit holds records of individual audits and improvement plans.</p> <p>Records in the safeguarding unit demonstrate that there is an increase in advice and professional support being provided regarding individual children and potential referrals.</p>	<p>This activity aims to ensure that all settings and services continually develop their child protection practices to ensure that we are all working together to keep children safe. This is now in place but has the potential to get more detailed and focused over time.</p> <p>The SAFE identifies potential areas where development work is required to strengthen safeguarding arrangements, and creates a</p>	<p>Work in partnership with others to implement the audit programme in grant funded and commissioned services, and undertake a further analysis of the outcomes from the first phase.</p> <p>Work with others to promote better engagement with voluntary sector organisations.</p> <p>Implement the revised the audit framework for the second round commencing in 2015. The second round of implementation to include follow up to the original</p>	<p>For the process of on-going improvement to be as effective as possible there needs to 'buy-in' throughout settings (governors / leaders / staff etc) which could be difficult to achieve.</p> <p>Accountability and audit process is less clear cut for third sector.</p>	4

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<p>services met their child protection and safeguarding responsibilities in practice.</p> <p>Corporate safeguarding was not included in the internal audit programme (WAO).</p>	<p>further work to be done to ensure the council discharges its responsibility regarding contracted and commissioned services.</p> <p>We have recognised that a different approach may be required to engage with voluntary organisations effectively.</p> <p>Internal audit have included safeguarding within their work programme for 2015</p>	<p>opportunities;</p> <ul style="list-style-type: none"> - Developing improvement plans; - Providing advice / consultation to individual services where required regarding individual child protection situations and potential referrals. 		<p>pathway for open communication about individual children of concern.</p> <p>We know from national and local serious case reviews that open challenge and the sharing of information - 'putting the pieces of the jigsaw together' – is a vital component in keeping children safe and ensuring that 'no child slips through the net'.</p>	<p>action plans.</p> <p>Develop the audit process so that it is better embedded within the overall monitoring, review and appraisal processes for schools and other settings beginning by using school secure.</p> <p>Respond to the findings of internal audit to address identified areas of weakness.</p>		
<p>4. We will ensure that safe recruitment and safe HR practices are operating effectively and embedded across the authority.</p> <p>We will ensure that in Monmouthshire staff and volunteers working with children are suitable, child-focused and clear about their responsibilities to report concerns and keep children safe.</p> <p>Previously there was insufficient central oversight or accountability to the LA regarding safe recruitment and work-force practices.</p>	<p>In September 2014 the authority implemented a change of policy with a consequent re-focus onto safe recruitment rather than re-checks.</p> <p>Training is now in place across all the directorates regarding safe recruitment and HR practices and there is a monitoring system established to ensure that all appropriate checks are undertaken prior to employment.</p> <p>Feedback from staff has highlighted a need to build consistency across the LA in the use of volunteers.</p>	<p>We now have better information systems for monitoring safe recruitment and HR practices.</p> <p>People management leads are able to follow up / address issues in a more targeted way.</p>	<p>The revised DSB policy issued Sept 2014.</p> <p>People's Services audit reports and numbers of individuals trained in safe recruitment.</p> <p>Information about HR practices obtained from the SAFE and through training.</p>	<p>Our aim is to ensure that HR practices are such that all staff members and volunteers are suitable and do not pose a risk to children.</p> <p>DBS checking at the pre-employment stage will remain central to this.</p>	<p>Refine and develop our central monitoring and reporting system for DBS checks, references and professional registration.</p> <p>Deliver safe recruitment across all directorates to support development of good safeguarding practice within workforce management.</p> <p>We will maintain close links between safeguarding unit and People's Services in respect of any conduct issues that potentially cross into safeguarding.</p> <p>We will work to ensure that volunteers are supported to operate safely across the LA.</p>	<p>We need to ensure that we are open to developments around the impact of our change in policy direction regarding 3 yearly re-checks.</p>	4

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<p>5. We will ensure that in Monmouthshire all workers and volunteers in contact with children and families are trained at the appropriate level and are confident in understanding their roles and responsibilities in respect of safeguarding including a good understanding of the importance of information sharing and inter-agency working.</p> <p>The first year of our SAFE audit highlighted that not all staff were trained at the appropriate level for their role, and that there was inconsistency in respect of the training being accessed.</p> <p>Safeguarding training is not always commensurate with the level of staff receiving the training (Estyn 2012)</p>	<p>We have significantly increased opportunities in child protection and safeguarding training and learning for workers in Monmouthshire at all levels.</p> <p>We have trained over 2000 individuals at level 1 to date.</p> <p>34 designated officers are trained to deliver their own level 1, and most schools are 'self-sufficient' in ensuring level 1 is implemented on a rolling programme.</p> <p>Links with SEWSCB regional training are well established for level 2 & 3 training opportunities, although data indicates that take up of levels 2 & 3 is relatively low.</p> <p>Additional resources have been utilised to respond to additional training needs where these have been identified.</p>	<p>More staff, governors and volunteers are trained to recognise the signs and symptoms of abuse and know what to do if they have a concern (level 1).</p> <p>More designated officers have been trained in their decision making and inter-agency roles (level 2).</p> <p>We have worked within individual settings to offer training / learning opportunities relevant to their needs (e.g. passenger transport unit, individual schools, private residential establishments).</p>	<p>Local and regional training records.</p> <p>Learning objectives from training material.</p> <p>Composite evaluation reports that consistently report learning outcomes being achieved. Evidence of training courses directly influencing Safeguarding and Child Protection practice.</p>	<p>Continuing to develop, monitor and deliver training across the LA will ensure that all workers recognise and respond to concerns, feel confident in their CP roles at whatever level, and further develop multi-agency understanding and cooperation.</p>	<p>Analyse the outcomes from the SAFE to identify future training needs and respond to training needs by developing / implementing local programmes.</p> <p>Work with SEWSCB business unit to increase Monmouthshire access to level 2 & 3 regional courses.</p> <p>Increase reporting arrangements for level 1 training across all directorates so that future resources can be planned.</p> <p>Implement staff level 1 safeguarding survey to increase our understanding of the impact of level 1 training in terms of worker confidence and knowledge around basic awareness.</p> <p>Work with the SEWSCB and GAVO to respond to the need for voluntary organisations to access a range of level 1 training opportunities (including on-line).</p>	<p>Currently training places a heavy demand on a small number of key individuals.</p> <p>Reliance on the SEWSCB for providing training</p>	5
<p>6. In Monmouthshire we will maintain a robust multi-agency system that identifies and addresses any professional allegations or concerns about individuals who may pose a risk. We will ensure that any themes, trends or issues that</p>	<p>In 2013 we implemented the regional practice guidance within Monmouthshire.</p> <p>This has strengthened processes for the management of professional allegations</p>	<p>Our activity in this area has ensured that we have responded to allegations effectively so that children and young people are protected from individuals who may pose a risk.</p>	<p>Monitoring compliance with regional guidance for allegation management.</p> <p>Minutes of liaison meetings between employee services and safeguarding.</p> <p>Minutes / recordings of</p>	<p>A robust system for managing professional allegations is an essential aspect of keeping children safe. This system needs to be monitored and reviewed in the longer term.</p>	<p>We will analyse performance information about PSMs and ensure that wider themes and issues are addressed.</p> <p>We will report this within the wider authority so that information regarding professional issues inform the overall monitoring, review and appraisal processes</p>	<p>Any failure within the system for recognising and responding to professional issues will pose a risk both within Monmouthshire and in a wider sense.</p>	5

What is our final destination / Where do we want to be & by when?	What have we done so far to get there / is this where we expected to be?	What difference have our actions made so far? (impact - evaluative judgement)	How do we know? (<i>Data and Information-Evidence</i>)	What difference should our activities make in the long term	What next / Future actions? (Consequence of evaluation)	What are the barriers / risks?	Our score between 1-6) (Impact judgement)
<p>might compromise the safety of children at an organisational level are recognised and responded to.</p> <p>A safeguarding unit review of the allegations management process (2013) indicated that improvements were required.</p> <p>WAO recommended that a local protocol is developed to support the regional implementation at a regional level.</p>	<p>and the system for tracking cases through to conclusion (see report card).</p> <p>In 2014 we have continued to raise awareness of the role of the Safeguarding Unit in respect of providing advice and support regarding any conduct issues where there is an element of safeguarding even if this does not reach the statutory threshold.</p> <p>Under the SEWSCB we work with partners across the region to benchmark our practices against others and identify regional themes.</p> <p>Our oversight of individual cases together with our safeguarding audits have indicated that further work is required to raise awareness of statutory process.</p>	<p>We monitor professional concerns and allegations so that any broader safeguarding / child protection themes or issues can be recognised and resolved (e.g. awareness raising work with taxi drivers regarding CSE).</p> <p>We have developed a multi-agency training programme to increase awareness of roles and responsibilities in this area of practice.</p>	<p>PSM meetings and discussions.</p> <p>Case tracking information within Safeguarding Unit.</p> <p>Performance information including nature, numbers and outcomes of PSMs undertaken (see report card).</p>		<p>for schools and other settings. This will form part of the audit framework for 2015.</p> <p>We will ensure Monmouthshire has a lead role in the SEWSCB's work regarding PSMs, and develop a protocol that supports local implementation.</p> <p>We will implement multi-agency training for all settings / service areas responsible for referring cases of professional concerns.</p>		
<p>7. In Monmouthshire we will be well-informed about the social issues that compromise the safety and welfare of children and /or potentially expose them to harm through abuse and neglect and can demonstrate how we respond to and reduce areas of need.</p>	<p>We have strengthened our collation and analysis of information from a range of sources regarding vulnerability and need. This has helped us understand more about the issues affecting children and families including domestic abuse; parental substance misuse; mental ill-</p>	<p>Services have worked together to identify and address the needs of individual young people, particularly young people at risk of CSE.</p> <p>There is a preventative programme in place within schools regarding domestic</p>	<p>Performance information from a wide range of children's services including early intervention.</p> <p>Minutes from domestic abuse forum and action plan.</p>	<p>In Monmouthshire we want to ensure that limited resources are well-aligned to needs so that vulnerability is reduced. We want to ensure that the right services are in place to help and support children at risk and their families.</p>	<p>We will review and ensure that necessary resources are allocated to preventative and response services for children at risk of harm because of domestic abuse and parental substance misuse.</p> <p>We will continue to analyse and report on local needs at a strategic level so that it builds our shared understanding of where we need to target resources.</p>	<p>The arrangements for domestic abuse coordinators have changed to a regional configuration.</p> <p>Undertaking strategic assessment of needs and jointly planning services is a complex process.</p>	4

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	<p>health (parents and children); older children with complex risky behaviours.</p> <p>We have started to review how our commissioned services meet needs.</p> <p>We have developed a young people's well-being group under the partnership and are developing a self-harm 'app' for Monmouthshire.</p> <p>We have worked with our regional partners to ensure that there is a CSE action plan in place that is implemented at a local level through CSE lead officers.</p>	<p>abuse and developing healthy relationships.</p> <p>We have developed additional play-therapy provision for children who have been exposed to domestic abuse.</p> <p>We have begun to develop more coordinated approaches to responding to need and risk management for older children.</p> <p>We have identified additional resources for recruiting specialist foster carers.</p>			<p>We will ensure that resources align with needs and engage with wider partners to achieve this.</p> <p>We will ensure that services commissioned by the local authority align with identified needs.</p>		
<p>8. We will operate best safeguarding practices across all services areas.</p> <p>We will use a range of sources, including messages from our regulators, to identify and address areas where practice / service improvements are required, so that:</p> <p>i) All concerns about possible abuse or neglect are recognised and responded to appropriately and</p> <p>ii) Multi-agency plans and interventions reduce risks and</p>	<p>We have strengthened our collation and analysis of performance information to help us understand more about safeguarding / child protection practice. This includes both quantitative and qualitative data.</p> <p>We have used case reviews / audits to generate qualitative data. Reviews to date have included: children on the register for neglect; inter-agency practice in section 47 inquiries; inter-agency working for serious self-harm; inter-agency</p>	<p>The impact of our work to date has included:</p> <ul style="list-style-type: none"> Additional monitoring and oversight of children registered for over 15 months has maintained good management of children on the register. Implemented multi-agency supervision to help prevent of drift in neglect cases. Implemented training in section 47 work 	<p>Case review reports and recommendations</p> <p>Joint learning events</p> <p>Minutes from Monmouthshire Learning and Review Group</p> <p>Key performance information from children's services.</p> <p>Performance management reports.</p>	<p>Both currently and in the longer-term we want ensure that those children who need to be referred within a child protection framework are referred; and that once referred the subsequent response effectively protects children and reduces risk.</p>	<p>Develop good practice across services in respect of working with young people with complex risk taking behaviours.</p> <p>Promote good practice around early recognition and referral for neglect cases.</p> <p>Implement multi-agency training in section 47 process, child protection planning and working with neglect.</p> <p>Support the implementation of multi-agency consultation for complex cases.</p> <p>Support development and understanding of thresholds between preventative and statutory services.</p>	<p>Serious case reviews alert us to the notion that there is no fail-safe system and that good practice within child protection is never a 'done-deal'.</p> <p>Children's services depend on partnership working with other key statutory agencies particularly health and police. Developing shared priorities around practice improvement is complex.</p> <p>Difficulties within front-line children's services regarding practice / service development and staffing issues are hampering the implementation of the children's services SIP.</p>	3

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<p>needs for all vulnerable children including those at risk of significant harm.</p> <p>CCSIW inspection (2014) identified improvements for responding to children at direct risk of harm</p>	<p>working with children at risk of CSE.</p> <p>We have a better understanding of some of the barriers to multi-agency working within Monmouthshire.</p> <p>There is a Children's Services improvement plan in place to address areas of identified weakness</p>	<ul style="list-style-type: none"> Working with others to increase the level of inter-agency involvement. Working directly with partners in education and the police to increase the quality of referrals and the response to cases that do not progress within children's services. 					
<p>9. In Monmouthshire we want engagement with children and young people to be at the heart of our safeguarding and child protection activity.</p>	<p>We have listened to what children and young people are saying about their perceptions of safety and well-being.</p> <p>A young people's safeguarding survey is undertaken within Monmouthshire every 18 months to 2 years.</p> <p>The 2015 survey was completed with 1200 respondents. Outcomes confirm that young people are worried about bullying and keeping safe on line.</p> <p>Outcomes confirm a trend in young people accessing adult material on-line,</p>	<p>The survey confirmed that the numbers of YP citing bullying as an issue for them does not correspond with reported figures.</p> <p>We are continuing to increase YP's access to learning opportunities for keeping safe on-line.</p> <p>We have developed a well-being group to support anti-bullying work for young people at a cross directorate level.</p>	<p>The safeguarding survey report.</p> <p>Records of activities within Monmouthshire Youth Service.</p> <p>Minutes of the Well-being group.</p>	<p>We want to continue to listen and engage with young people in respect of safeguarding to ensure that what we do is in keeping with what young people think and feel, and is relevant to the issues they face.</p>	<p>Further develop anti-bullying work in Monmouthshire through the Well-being group.</p> <p>Increase foster carer training to support them in keeping Looked After Children safe on-line.</p> <p>In partnership with the SEWSCB and others we will continue to increase young people's participation in safeguarding.</p> <p>We will report on outcomes from the Safeguarding survey in 2015 across a range of for and ensure that actions are taken forward.</p> <p>We will ensure that young people are given feedback about the survey.</p> <p>We will use additional sources of information to gather young people's perspectives.</p>	<p>Asking for the views of YP can become tokenistic. Monmouthshire needs to build on the survey work to increase opportunities in participation. This takes time and a pooling of resources across service areas that can be difficult to achieve.</p>	4

