

## Service Plan 2015/18 - Q2 Review

Service:	SAFEGUARDING
Service Manager:	Jane Rodgers
Directorate:	Social Care and Health
Head of service	Tracy Jelfs
MCC Priority: Please choose as appropriate	Protecting Vulnerable People
MCC and Single Integrated Plan (SIP) Outcome: Please choose as appropriate	People feel safe

## **Our Purpose**

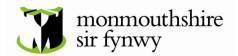
Complete this from the end users' perspective (Customers may be internal or external / Citizens)

Our purpose in Safeguarding is to ensure that children in Monmouthshire are as safe as they can be and are protected from harm. We want all children within Monmouthshire to live free from the damaging impact of abuse or neglect.

We will achieve this through responding to local need and through addressing aspects of safeguarding practice that can be further improved. We will continue to implement and review safe systems, processes and practices for safeguarding and child protection across all settings and service areas. The foundation for this is the on-gong implementation of our comprehensive safeguarding and child protection policy which sets out clear lines of accountability, good systems for support, advice and consultation and effective operational procedures. Alongside of this, we will continue to ensure that workers are suitable, trained and confident in undertaking their safeguarding responsibilities including a good understanding of the importance of inter-agency working. Within this broader framework, we will aim to ensure that where individual children are at risk the system reacts appropriately to refer, investigate and respond to concerns as they arise. We want to ensure that the child's experience remains central to this and that our safeguarding and child protection activity and interventions promote positive outcomes for children.

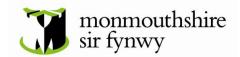
Within Monmouthshire we recognise that safeguarding is something that needs to run through the whole organisation from the top down and the bottom up. Keeping children safe depends on a joined-up, partnership approach across directorates and service areas where everyone knows the part they play and the importance of recognising and raising concerns. There is now a whole authority safeguarding leadership group in place to drive the safeguarding agenda across the council and provide additional internal challenge. Embedding safeguarding at a 'hearts and minds' level within the authority is something that we will continue to invest energy in during the year ahead.

As a Safeguarding Unit we will support the local authority and its partners in achieving best safeguarding practice. The unit was established in Autumn 2012 and has a stable work-team comprising of the Safguarding Manager, Lead Officer for Safeguarding In Education (LOSIE), Child

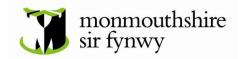


Protection Coordinator, Independent Reviewing Officer, Senior Practitioner for Court and 2 Child Protection Administrators. There is a 0.5 vacany in the unit for a Safeguarding Officer, and we will be seeking to fill this post by September 2015. Safeguarding is strongly aligned with children's services at both an operational and strategic level. This alignment ensures that as we implement service improvement plans these complement each other, with safeguarding taking the lead around multi-agency arrangements and where there is a connection to the work of the South East Wales Regional Safeguarding Board. Many of the actions within the safeguarding SIP dovetail into the children's services SIP which carries them forward at a more operational 'social work' level.

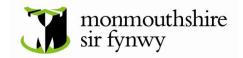
The development of the current Safeguarding SIP rests on two sister reports namely the Safeugarding Report Card (April 2015) and the Safeguarding Strategic Report (April 2015). The operational priorities and activities set out in the Service Improvement Plan broadly correlate with the future actions identified through the Safeguarding Strategic Report.



Evaluation of last years performance												
What did we want to achieve?  (Aspiration)	What have we done so far?	What difference has this made? (Impact)	What is your evidence?									
We wanted to ensure that safeguarding was culturally embedded within the whole authority	Developed an whole authority safeguarding group.  Developed a 6-monthly reporting framework for safeguarding.	Increased connections to safeguarding across all directorates.	Minutes Training numbers Referral Patterns Safeguarding reports									
We wanted to ensure that all settings and services operating in Monmouthshire understood their roles and responsibilities in keeping children safe.	Safeguarding and Child Policy in place and disseminated.  Implemented an audit framework via 2 year rolling programme.	We have been able to identify strengths and weaknesses across a range of services.  We have been able to address gaps in knowledge / training needs and provided consultation and advice regarding safgeguarding practice.  We have extended the reach of safeguarding into the 3 <sup>rd</sup> sector – and identified areas that we have not yet covered.	Outcomes from the audit framework in the safeguarding report card.									
We wanted to ensure that in Monmouthshire staff and volunteers working with children are suitable, child-focused and do not pose a risk to children.	Continued to coordinate and provide oversight in instances where there have been professional concerns or allegations.  Commenced implementation of a multi-agency training programme.  Worked with People's Services to implement safe recruitment training	We have ensured that individual issues of professional concern have been responded to and that risks have been appropriately managed vis statutory and inter-agency processes.	Minutes from HR liaison meetings  Safeguarding report card around professional allegations  Training numbers for indiviudals trained in Safe Recruitment.									



We wanted to ensure that in	and develop good practice safe workforce management.  We have continued to extend	We have ensured that staff have	Training numbers (safeguarding report
Monmouthshire all workers and volunteers in contact with children	safeguarding training programme at all levels (1, 2 & 3).	access to appropriate training relevant to their roles to help them to fulfil	card).
and families were trained at the appropriate level and were confident in understanding their roles and responsibilities in respect of safeguarding	Developed a better understanding of safeguarding training needs across the authority.  Responded to identified training	their safeguarding responsibilities.	Evaluations from participants.
	needs in individual service areas.		
We wanted to promote good safeguarding practice particularly in neglect, undertaking section 47 investigations and for adolesncents with compex risks.	We have shared outcomes from the neglect audit via a practitioner forum. We have implemented a process for multi-agency supervision. We have maintained an active oversight of the child protection register and reduced the average length of time children are exposed to risk. We have implemented practice development sessions in child protection processes.	Individual children have been safeguarded through adherence to good practice.	Child protection reports  Performance information from children's services.  SEWSCB strategic plan  Evidence from CSSIW inspections.
We wanted to ensure that services to minimise the impact of domestic abuse within the authority were in place.	Supported the local domestic abuse forum in the development and implementation of its local action plan.  Identified potential service gaps and started to work with others about how these can be addressed.	The local authority is tackling domestic abuse at a range of levels from preventative to response.	Domestic abuse action plan.

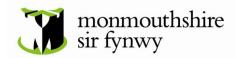


We wanted to ensure that we listened directly to young people regarding safeguarding and that their concerns were responded to.	We have begun to implement the Safeugarding Survey 2015. We have developed a well-being group to take forward an anti-bullying agenda; assist with mapping mental health pathways; and developing an 'app' to support young people affected by self-harm.	We are listening to and responded to the concerns of young people about their safety and well-being.	Safeugarding Survey

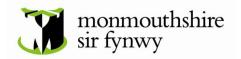
## What does this tell us we need to do for the next three years?

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

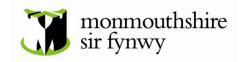
- To develop self-evaluation and critical challenge in respect of the impact of safeguarding activity across the authority.
- Use the external validation review of safeguarding as an opportunity for further learning and to help us in setting direction, prioritising and improvement planning.
- Listen and respond to the outcomes from the Young People's Safeguarding Survey 2015.
- Promote increased engagement with voluntary organisations.
- Implement the 2nd phase of the SAFE and analyse outcomes.
- 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 (Well-being group in early stage of development).
- Use of 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 (In progress).
- Prioritise key areas of safeguarding practice where it has been identified that practice can be improvied particularly regarding the thresholds and interface between services areas; section 47 investigations and working with complex risk (in progress).



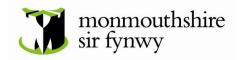
Action	Expected impact of this action	Strategic Plan it	Outcome it	Timescale	Funding	Officer	Q1 Performance	Q2 Performance	Q3 Performance	Q4 Performance
		aligns to (If directly applicable)	contributes to (If directly applicable)			responsible	appraisal (Include progress and impact made)	appraisal (Include progress and impact made)	appraisal (Include progress and impact made)	appraisal (Include progress and impact made)
<ol> <li>Review the Monmouthshire Safeguarding and Child Protection Policy on an biennial basis.</li> </ol>	developments in safeguarding practice particularly Keeping	Single Integrated Plan	People feel safe	By Sept 2015	Core	LOSIE / Safeguarding Manager		Work plan for the Whole Authority Safeguarding Group (WASG)		
Ensure that the Policy is implemented across the LA through the SAFE (see below).	Children Safe in Education and the Social Care and Well-Being Act.  There is clear guidance in place across the authority regarding safeguarding and child protection practices, roles and responsibilities.						On Target	Behind Target	Select Progress	Select Progress
2. Support the development of the Whole Authority Safeguarding Group.  Use the external validation review of safeguarding as an opportunity for further learning and to help us in setting direction, prioritising and improvement planning.	Strong leadership and cross directorate owenership of safeguarding, together with the opportunity for internal challenge will help to keep children in Monmouthshire safer.	Single Integrated Plan	People feel safe	On-going  External  Validation  to  complete  end of July  2015	Core	Safeguarding Manager	External review by EW received.  WASG meeting dates set for the year.  On Target	Further clarify work plan and priorities for WASG  Strengthen knowledge of and link with SEWSCB  On Target		
Review chair arrangements for the WASG in consideration of statutory duties of Director of SS (Rec 1 EW)  Corporate roles and responsibilities safeguarding to be clearly articulated and understood (Rec 3 EW)							On Target	On Target	Select Progress	Select Progress
3. Implement Phase 2 of the Safeguarding Assessment Framework for Evaluation (SAFE):  Year 1 all settings and service areas operating directly within the LA  Year 2 all grant funded and commissioned services	Gain further information about how individual settings and service meet their child protection and safeguarding responsibilities in practice.  Our aim is to embed a developmental and continuous approach to improving child protection practice and to ensure that all agencies are working	Single Integrated Plan	People feel safe	Year 1 by end of March 2016 Year 2 by end of March 2017	Core	LOSIE		Phase 2 (Year 1) commenced through schools and early years.  Planning for LA ensuring QA process for SG in contracted and commissioned services (year 2) to		
Analyse the outcomes from the audits and address any issues / themes that arise either within individual settings or at a wider whole authority level. (This to include completing the analysis and mapping from the Phase 1 / year 2). (Rec 7 EW)	together effectively to keep children safe.						On Target	commence via WASG On Target	Select Progress	Select Progress



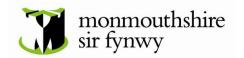
4. Work with others to prmote a better engagement with voluntary sector oraganisations operating within Monmouthshire including promoting the implementation of a safeguarding audit framework for all voluntary organisations.	Ensuring that voluntary sector organisations fully understand and are supported to meet their safeguarding responsibilities.	Single Integrated Plan	People feel safe	On-going	Core	LOSIE / Safeguarding Manager		GAVO represented at Local Group of the SEWSCB; Safeguarding link with 3 <sup>rd</sup> sector through Youth Offer Group established. Task now to establish joint needs analysis and SG priorities for vol sector.		
							Behind Target	Behind Target	Select Progress	Select Progress
5. Deliver and develop safeguarding and child protection learning and training opportunities across the authority for all workers and volunteers.  Increase the numbers of MCC staff accessing level 3 regional training.  Identify training needs from a whole authority approach and develop of a core programme for safeguarding training. (Rec 8 EW)	Children will be safeguarded because workers and volunteers are trained to recognise and respond to concerns and feel confident in their CP roles at whatever level.	Single Integrated Plan SEWSCB strategic plan	People feel safe	On-going Staff Survey by end of Sept 2015	Core / SEWSCB resource	LOSIE / Safeguarding Manager	Level 1 training needs analysis initiated with the WASG.	Complete Level 1 training needs analysis across all directorates. Safeguarding now integrated into corporate induction. Develop individual directorate record keeping and monitoring. Implement staff survey.	J	
Further work to develop the network of good quality level 1 trainers across the local authority.  Implement a staff survey to guage the impact of level 1 learning and on-going mapping of training needs.							On Target	On Target	Select Progress	Select Progress
6. Work in partnership with Employee Services to ensure that safe recruitment and HR practices are embedded within the authority through training, appropriate policy and guidance and monitoring / audit.  Build consistency across the LA in the	All staff members and volunteers are suitable and do not pose a risk to children or youing people	Single Integrated Plan	People feel safe	On-going	Core	People Management Leads / Safeguarding manager  Volunteer Coordinator	Volunteer management tool kit in development with strong s/g component.	Safe recruitment training programme in place. Good practice examples of risk assessing re DBS. Increased level of audit and follow up		
use of <b>volunteers</b> particularly in respect of HR practices and training.								of exception reporting in place through directorate leads.		



7. Lead and co-ordinate the statutory response to any professional allegations.  Analyse and report on performance information regarding professional allegations.  Raise awareness of the management of	Professional allegations are responded to effectively so that children and young people are protected from individuals who may pose a risk.	Single Integrated Plan SEWSCB strategic plan	People feel safe	On-going  Training programm e implement ed by Sept 2015	Core	Child Protection Coordinator / Safeguarding Manager	Training programme has been signed off by the SEWSCB and is ready for local delivery.  On Target	On Target	Select Progress	Select Progress
professional allegations through through training and learning opportunities.										
8. Develop our monitoring, review and anlysis of safeguarding and child protection using a range of information sources including: - Extrenal validation of	Ensure that information is used effectively to continually identify and respond to aspects of local need and set target areas for service / practice improvement.	Single Integrated Plan	People feel safe	6-montly reports	core	Safeguarding Manager	On target	Sept reports produced  On target		
safeguarding - Inspection reports - Young people's safeguarding survey (2015) - Published case reviews from within the region and nationally - Local performance management information - Local case review and audit							Select Progress	Select Progress	Select Progress	Select Progress
Further refine 6-monthly safeguarding reports so that strategic priorities are clearly articulated (Rec 6 EW).  Report on the activity of the SEWSCB to senior leaders and elected members (Rec 2 EW)										
9. Work with others to review and ensure that necessary resources are allocated to preventative and response services for children at risk of harm because of domestic abuse and	Children's vulnerability is reduced by aligning services and resources to needs in key areas.	Single Integrated Plan Children's Services SIP (9)	People feel safe	Targets not set yet	Core	Head of Children's Services / Safeguarding Manager	Links made to regional VAWDASV. Local action plan in development.  On Target	Need to check direct prevention within CYP		
parental substance misuse.  Ensure that where services are commissioned these align with local needs.  Continue to support local implementation of domestic abuse work following the regional restructure.		VAWSASV regional and local plans.  Strategic Priority 3 SEWSCB					On Target	On Target	Select Progress	Select Progress



<ul> <li>10. Support and develop work across the LA in addressing and responding to the needs of adolescents with complex risks including: <ul> <li>Completion of self-harm app</li> <li>Mapping for mental health pathways;</li> <li>Further awareness raising and training for responding to child sexual exploitation</li> <li>Strengthening risk assessment and management processes within single agencies and through partnership approaches.</li> </ul> </li> </ul>	That vulnerable teenagers within Monmouthshire are safeguarded and protected and that services are responsive to their needs as children in their own right.	Single Integrated Plan  Children's Services SIP (5)  Youth Offer Group  SEWSCB Strategic Priority 2	People feel safe	On-going / Targets not yet set	Core	Partnership manager / Safeguarding Manager	Self harm app due for launch Sept 2015.  Mapping exercise commenced.  CSE staff training in schools implented  On Target	Well-being group established.  Planning in place for preventative CSE work in schools.  On Target	Select Progress	Select Progress
11. Support the implementation of the anti-bullying action plan via the Well-being group through development of good practice, better use of information and reporting systems and training.  (Young people's survey)	Risks to children and young people caused through the impact of bullying are reduced.	Single Integrated Plan	People feel safe	Cross Ref anti- bullying plan / Well-being group	Core	Partnership manager / Safeguarding Manager / Inclusions Manager	On Target	Bullying action plan in place and being monitored through Well-being group On Target	Select Progress	Select Progress
12. Work in partnership with  Monmoutshire Youth Service and education servicesto promote on-line safety for all children and young people in Monmouthshire through provision of general and targeting information and training. (Young People's Survey)	Children feel safer on-line and parents and professionals are enabled to promote on-line safety and minimise risks.	Single Integrated Plan	People feel safe	Targets not set yet	core	Youth service / safeguarding manager	Regional training for professionals in development  On Target	Establish work plan through response planning following YP's SG survey (see12) On Target	Select Progress	Select Progress
13. Report on the outcomes from the young people's Safeguarding Survey 2015  Work with others to develop an Engagement Strategy for C&YP (Rec 5 EW)	There is cross directorate awareness and action planning in response to the issues that concern young people.	Single Integrated Plan Children's Services SIP (12)	People feel safe	By end July 2015	Core	Youth service / safeguarding manager	YP survey completed and confirms more work to do be done on bullying, keeling safe on line and access to adult material on line  On Target  On Target	Action plan to map out response and next steps following survey.  On Target	Select Progress	Select Progress
14. Promote good practice regarding working with children at risk of neglect including:	Good understanding and interagency working around threholds and referrals will ensure that risk and need is responded to at the appropriate level.	Single Integrated Plan SEWSCB strategic Priority 1	People feel safe	On-going	Core	Safeguarding Manager	On Turget	Increase Neglect training attendance. Awareness raising. Further audit.	Jeicet Flogress	Scient Flugiess



<ul> <li>Working with preventative services regarding early recognition and making good quality referrals;</li> <li>Promoting the alignment of preventative services to parental needs;</li> <li>Continued implementation of 'Neglect' and 'Child protection planning' training within Monmouthshire.</li> </ul>		Children's Sercvices SIP					On Target	On Target	Select Progress	Select Progress
15. Implement multi-agency training in section 47 process and to support multi-agency involvement and joint working during Section 47 inquiries.  Consider MASH as an alternative 'front- door' model (Rec 9 EW)  Provide oversight to children on the child protection register and to support the implementation of multi-agency	Best outcomes for children are achieved through the development of good practice when undertaking child abuse investigations.  Best outcomes for children are achieved through active, interagency child protection planning.	Single Integrated Plan  SEWSCB strategic plan  Children's Services SIP (4)	People feel safe	Further 2 training sessions by end July 2015	Core	Head of Children's Services / Safeguarding Manager	On Target	Some delays around development of S47 – identification of ABE training; impact of service delivery issues in 'front-door' services  Behind Target	Select Progress	Select Progress
consultation for complex cases.  16. Improve understanding of thresholds between preventative and statutory services.	Good understanding and interagency working around threholds and referrals will ensure that risk and need is responded to at the appropriate level.	Single Integrated Plan	People feel safe			Head of Children's Services / Safeguarding Manager / Partnerships	On Target	Joint Eucation and Children's Services Workshop held.  Monitor implications and guidance around the new act	Select Progress	Select Progress
							On Target	On Target	Select Progress	Select Progress
							Select Progress	Select Progress	Select Progress	Select Progress

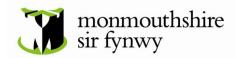


A balanced scorecard to measure service performance / impact (Some standard measures of performance on staff, finance and customers have been included that all services must report)

Staff (Key infrastructure)												
Indicator	Actual 2012/13	Actual 2013/14	Actual 2014/15	latest Wales Av	Target 2015/16	Actual 2015/16 Q1	Actual 2015/16 Q2	Actual 2015/16 Q3	Actual 2015/16 Q4	Context/ Comment		
The percentage of open cases of children on the Child Protection Register who have an allocated social worker (SCC/013ia)	100%	100%	100%	99.9%	100%		100%					
Average days lost to sickness absence per FTE employee					11.06		0.33					
Percentage of employees who leave the department			0	-	0		0					

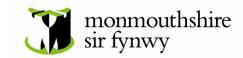
	Budget (Key infrastructure)												
Indicator         Actual 2012/13         Actual 2013/14         Actual 2014/15         Idees Av Values Av V													
Forecase overspend or underspend on budget													

Processes (How Much and How Well?)													
Indicator	Actual	Actual	Actual	latest	Target	Actual	Actual	Actual	Actual	Context/ Comment			
	2012/13	2013/14	2014/15	Wales Av	2015/16	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4				
Number of referrals created as % of contacts			12.4%	-	-		8.8%						
received into children's services			(482/3885)				(163/1843)						
Number of section 47 investigations					-		60.1%			NB Initial Strategy Discussions NOT S47 investgations			
undertaken as % of referrals							(98/163)						
Number of children on the child protection	55	37	51	-	-	59	41			De-registration of some large sibling groups during the			
register at the end of the period										period			
Number (%) of children on the child	56%	14%	16%	-	-		10%			2 families			
protection register for 1 year of more at the	(31/55)	(5/37)	(8/51)				(4/41)						
end of the period													
Percentage of initial child protection	84.8%	93.4%	75.0%	89.9%	93.2%		90.5%						
conferences within timescales (SCC/014)	(56/66)	(57/61)	(57/76)										
Percentage of initial core groups held on time	34.0%	96.2%	87.1%	90%	91.5%		97.4%						
(SCC/015)	(16/47)	(51/53)	(54/62)										
Number of child protection review	90.5%	93.9%	95.4%	98.1%	100%		91.1%						
conferences hold on time (SCC/034)													
Number of professional strategy meetings		27	28	-	-		20			Counted as # of initial meetings (23 individuals)			
held													



Numbers of Monouthshire workers trained at	818	730	-		406		
level 1							
Numbers of workers trained at level 2		105	-		-		SEWSCB provide year end figures
Numbers of workers trained at level 3		N/K	-		-		SEWSCB provide year end figures
Numbers of young people surveyed in 2015		-	-	1500	1231		

Customers (Outcome / Is anyone better off?)										
Indicator	Actual 2012/13	Actual 2013/14	Actual 2014/15	latest Wales Av	Target 2015/16	Actual 2015/16 Q1	Actual 2015/16 Q2	Actual 2015/16 Q3	Actual 2015/16 Q4	Context/ Comment
Number of de-registrations from the child protection register during the period	87	78	60	-	-		47			
Number of de-registrations entering the looked after system during the period	29	23	8	-	-		9			
Number (%) of children added to the register during the period who had been previously	12.7% (8/63)	20% (12/60)	6.8% <i>(5/74)</i>	-	-		17.9% (7/39)			
re-registered The % of referrals that are re-referrals within	16.2%	13.3%	13.5%	22.2%	12 – 30%		17.2%			
12 months (SCC/010)  Average length of time (months) that children spend on the register	(69/425) 11.8	(55/415) 7.7	(65/482) 6.5	-	-		(28/163) 5.7			
Number (%) of PSMs where concerns are substantiated			8/26	-	-		10/16			
Number of staff trained who can demonstrate that level 1 learning aims are achieved (survey)				-	-		-			Data not available



## Risk Register 2015-18

Risk	Strategic Operation al	Reason why identified (evidence)	Risk Level (See corporate <u>risk matrix</u> to complete)				Respon - sible Officer	Actions proposed to mitigate the risk	Progress & impact of actions 2015/16 Q1	Progress & impact of actions 2015/16 Q2	Progress & impact of actions 2015/16 Q3	Progress & impact of actions 2015/16 Q4
			Year	Impact	Proba- bility	Level						
There is an on-going risk that an individual child or children will be significantly harmed through abuse and / or neglect	operatio nal	<ul> <li>In 2014 – 2015 3885         contacts received by         children's services</li> <li>Evidence from         national reviews         and research         indicates that not all         children who are at         risk of significant         harm come to the         attention of         statutory child         protection services.</li> </ul>	2015/16 2016/17 2017/18									
			2015/16 2016/17 2017/18									
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