

## MTCBC SAFEGUARDING REVIEW COMBINED SELF ASSESSMENT – QUESTION 1

QUESTION 1: DOES THE COUNCIL TAKE STEPS TO ADDRESS PAST WEAKNESSES AND DOES IT HAVE THE CAPACITY TO DO SO?							
OUTCOME STATEMENT		LEVEL			REASONS FOR LEVEL IDENTIFIED	EVIDENCE	AREAS FOR DEVELOPMENT
		SLG	CAB	SF			
1.1	The Council has a clear vision which is shared and supported across all departments	2	3	2	<p>SLG - Whilst there is a Council vision it needs to be reinforced and plans are in place to do this.</p> <p>Lack of understanding by some members of staff.</p> <p>CAB - There is a clear vision that sets out the direction of travel for the local authority. Not sure if this has been shared across all departments.</p> <p>SF - There is a shared vision via the Corporate Plan and the SIP. Needs to be filtered down to all staff.</p> <p>Partnership work needs to be improved, too much restructuring taking place.</p>	<p>Council vision</p> <p>Staff surveys</p> <p>Corporate Plan</p> <p>Structure</p> <p>SIP</p>	<p>Reinforce the vision in line with the revised Corporate Strategy.</p> <p>Encourage managers to incorporate in daily activities</p> <p>Need to develop systems for performance measurement and monitoring</p> <p>Share vision with all staff</p> <p>Improve the partnership structure (e.g. Partnership Board, SAB)</p>
1.2	There is a consistent senior leadership team that takes responsibility for ensuring a good standard of performance across all Council services	2	3	2	<p>SLG - Some effective systems are in place. However, the approach to performance management is not consistent across the organization.</p> <p>CAB - Undergoing change. The new structure will need time to develop.</p> <p>The Council is working towards the Estyn recommendations and is setting</p>	<p>Self evaluations</p> <p>No consistent one-to-ones</p> <p>Management structure</p> <p>Estyn Report</p>	<p>Need consistent one to ones</p> <p>Good principles for performance management to be adopted across the organisation</p>

					<p>clear objectives</p> <p>SF - Restructuring has had an impact resulting in the momentum not being maintained.</p> <p>Scrutiny not challenging enough, need to challenge outcomes not just numbers. Need to consider the impact of new legislation e.g. SS&amp;WB Act.</p>		
1.3	The Council is aware of emerging safeguarding issues and effectively challenges both officers and external partners where appropriate	2	3	2	<p>SLG - The Jay Report has resulted in an action plan for review but we have yet not identified a 'flagging' mechanism in relation to safeguarding issues. This could then identify other areas for challenge.</p> <p>CAB - Recent cases have been brought to Cabinet. Unclear as to whether other members of the Council would have the same knowledge.</p> <p>There is good support from Children's Services.</p> <p>SF - Some pockets of good practice but there is a need to be more joined up.</p> <p>Contracts for commissioned services include safeguarding as do HR letters for new staff but this needs to be improved.</p> <p>Training for councillors but not for all staff.</p>	<p>CTSCB and MTCBC Action Plans</p> <p>Self Assessment Workshops</p> <p>Cabinet Reports</p> <p>Contracts</p> <p>HR letters</p> <p>Safeguarding training</p>	<p>Develop mechanism for flagging emerging issues</p> <p>Share action plans with others.</p> <p>Produce a report on the outcomes of the work of the MTCBC Task and Finish Group</p> <p>MTCBC Safeguarding Policy in development</p> <p>Develop intelligence gathering</p> <p>Improved processes for dealing with safeguarding issues with schools</p> <p>Staff roadshows to include awareness raising and information on how to report</p> <p>Ensure SCB action plans are shared with staff where appropriate</p> <p>Safeguarding training for staff to be part of induction process and reviewed</p>

1.4	Elected members effectively challenge and hold officers to account to ensure improvements in outcomes	2	3	2	<p>SLG - There are improvement plans and good practice in place but this isn't consistently applied across all service areas.</p> <p>CAB – as 1.3</p> <p>SF - Members are over-reliant on officers, questions are not challenging enough or focused on outcomes.</p>	<p>Annual Scrutiny Report</p> <p>Scrutiny Minutes and Agenda planning</p> <p>Cabinet reports</p>	<p>Improved ownership of strategies by portfolio members.</p> <p>Achieve consistency corporately</p>
1.5	Officer reports, including performance monitoring reports are robust and allow for effective challenge by elected members	2	3	1	<p>SLG - Some areas of good practice but no consistent approach across the Council</p> <p>Lack of awareness.</p> <p>CAB - Some challenge e.g. meetings with officers, challenge sessions. CLT – agenda setting and challenge reports prior to Cabinet.</p> <p>SF - Quality varies between departments.</p> <p>Some independent reviews and consultation reports are disagreed with and ignored. Not recognizing where we need to improve.</p> <p>Some members not reading reports/not being prepared</p> <p>Decommissioning is not challenged</p>	<p>Performance Reports. However, since Ffynnon has ceased being used there is limited performance data being presented to Scrutiny.</p> <p>CLT minutes</p> <p>Challenge sessions</p>	<p>Embed consistent performance reporting mechanisms into revised corporate strategy.</p> <p>Members need to be better informed and be aware of what questions to ask.</p>
1.6	The Council has clearly aligned plans and strategies which are deliverable and	2	2/3	2	<p>SLG - Work isn't sufficiently targeted, valued or understood across the organization. We are currently in the process of change but not rolled out</p>	<p>Developing strategies</p> <p>Minutes of meetings, Recovery</p>	

	are clearly connected to day-to-day operations and linked to staff performance appraisals				consistently to date  CAB - The Council's plans and strategies are in place (3)  Staff performance appraisals are not yet implemented consistently (2)  SF - Restructuring has had an impact on progress and staff appraisals are not yet filtered down. Still needs improvement	Board  Performance Management systems in place but outcomes not yet completed  Staff Forum work	
1.7	There is an effective Scrutiny structure in place which holds Cabinet Members and senior officers to account for their individual performance and decision-making	2	2	2	SLG - The Council has become more active and has put in place stronger challenge. Good practice in relation to Schools Scrutiny but still not consistent across the whole Council  CAB - This is beginning to improve, there are varying degrees of challenge  SF - As previous, not challenging enough or focused on outcomes	Review of Scrutiny  Scrutiny reports/minutes	Further development of Scrutiny  Achieve consistency across the Council
1.8	The Council uses inspection as a tool to drive improvement	3	4	3	SLG - We respond quickly to recommendations from inspections and spend a significant amount of time on this.  CAB - This Cabinet has taken on board recommendations from inspections e.g. Education  SF - Estyn inspection is a recent good example.  Could be used more widely, looking at best practice and research	Education meetings, plans, Recovery Board  Estyn inspection  Cabinet reports	Further development in relation to external challenge

1.9	There is an effective use of the auditing function within MTCBC which is used to support improvements	2	4	1	<p>SLG - Currently process driven and unclear as to whether it does drive improvement across the Council</p> <p>CAB - There is a robust internal system and an action plan that is being implemented.</p> <p>The Audit Committee is alerted when actions are not being carried out.</p> <p>SF - This varies, doesn't focus on quality and improved outcomes. Some areas are good e.g. HR DBS checks, but no clear focus on improvements</p>	Audit Reports	<p>Identify the capacity to support improvements in the audit function</p> <p>Use the audit function to focus on service improvements. Need to be more proactive</p>
1.10	The Council has a healthy culture and strong values that is reflected in the conduct of senior managers and Council members	2	3	1	<p>SLG - The Council has identified their values and behaviours.</p> <p>Need to be clear on what is meant by culture.</p> <p>Not yet developed accountability for performance management</p> <p>CAB - This Cabinet is familiar with the culture and knows the strategic direction of the Council. Efforts are still in place to develop a healthy culture. Managers and members display strong values but this is not always filtered downwards.</p> <p>SF - The recent restructure has had an impact on this.</p> <p>Fears relating to redundancies have made the culture worse.</p>	<p>Values and behaviours</p> <p>WAO Inspection (2014)</p> <p>Performance statements</p> <p>Corporate Plan</p> <p>Staff Survey</p>	<p>Need to define what constitutes a healthy culture</p> <p>Develop accountability in relation to performance management and practice</p> <p>Develop managers to effectively address inappropriate behavior and poor performance</p>