

**CABINET MEETING: 2 JULY 2015**

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**CORPORATE SAFEGUARDING GOVERNANCE**

**REPORT OF THE DIRECTOR OF SOCIAL SERVICES**

**AGENDA ITEM:5**

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**PORTFOLIO: DEPUTY LEADER & CABINET MEMBER FOR EARLY YEARS,  
CHILDREN & FAMILIES (COUNCILLOR LENT)**

**Reason for this Report**

1. The purpose of this report is to enable Cabinet to:
  - a) Consider proposed arrangements to strengthen Corporate governance in relation to safeguarding requirements.
  - b) Respond to the findings and recommendations of a Welsh Audit Office (WAO) report concerning the effectiveness of the City of Cardiff Council's corporate safeguarding governance arrangements.

**Background**

2. An established 'Corporate Safeguarding Group' had been operating up until March 2013. Until that time the group had been chaired by either of the Chief Officers in Adult Services or in Children's Services. These arrangements held good for some time but struggled to maintain continuity as the result of a number of changes to senior management in the social care Directorates during 2012-13. The last full meeting under those arrangements took place in March 2013.
3. In 2014 the Welsh Audit Office (WAO) commissioned an all Wales 'study' of the effectiveness of safeguarding governance arrangements in relation to children across all councils. This was undertaken in Cardiff during March to May 2014. The WAO is due to publish a national thematic report for public consumption but has already provided each council with a separate confidential report setting out the findings of the study in relation to the respective councils. A copy of the report concerning the City of Cardiff Council (October 2014) is attached at Appendix I.

**Welsh Audit Office (WAO) Study**

4. By the autumn of 2013 it had already been acknowledged by key internal stakeholders, including the Chief Officer for HR and the newly incumbent Statutory Director of Children's Services, that a review and re-energising

of arrangements to discharge effective Corporate Safeguarding and Scrutiny obligations was necessary.

5. This, and a significant shift throughout the Council towards a much more effective focus on key delivery and performance improvement requirements, was recognized by the WAO in their report concerning Cardiff's safeguarding assurance arrangements –

*"The Council's Corporate Plan sets a range of key actions for its Children's Social Services to continue to develop and strengthen the role and responsibilities of the Council's safeguarding and corporate parenting....."* (WAO Report, para 7, p 5) Also that *"...the Council was in the process of developing new systems for governance and scrutiny of safeguarding but these had not yet become fully embedded"* (WAO Report, para 12, p 6)

And

*"..at the time of our review, the Council was undergoing significant management change.....we are aware that the Council is planning to create a Designated Officer post in Education to comply with Welsh Government (WG) guidance on Safeguarding in Education."* (WAO Report, para 8, p 5)

And

*"...a significant role of the new operational manager safeguarding will focus on developing an independent Council-wide safeguarding function, designed to provide a source of advice, support and independent challenge to safeguarding practice. At the time of our assessment, however, these arrangements were not in place."* (WAO Report, para 12, p 6)

6. The report also noted that:

*"The Council has a local Child Protection Policy that outlines the key principles of child protection in the city."* (WAO Report, para 8, p 5). And that *"The Council has a comprehensive risk management approach to support how it meets its children safeguarding responsibilities."* (WAO Report, para 11, p 6). Also that *"The Council has systems for the safe recruitment of staff and volunteers."* (WAO Report, para 14, p 7)

7. Similarly, changes in the key external statutory body – the Local Safeguarding Children Board which were at that time very recent, were acknowledged in the report –

*"The recently created Cardiff and Vale of Glamorgan Local Safeguarding Children Board provides the overview for safeguarding in the city."* (WAO Report, para 7, p 5)

8. Although there is clearly a measure of encouragement and assurance to be derived from these findings both in terms of fundamental systems and

in terms of an overall improvement agenda, the study also identified some further areas for improvement.

9. The areas identified for improvement derive in the main from the outcome of a WAO survey issued to “..Elected Members, senior managers, education, schools and leisure staff”, in all Councils across Wales. The total number of Cardiff respondents to each of 11 questions was 41. In relation to the improvement areas identified, Cardiff responses contrasted unfavourably in percentage terms with the All Wales responses (based on 1996 individual respondents). Although the numbers in the Cardiff survey were somewhat low, the messages are not inconsistent with what we would have expected, given the need to re-energise governance arrangements.

10. The key improvement areas identified by the WAO study are largely concerned with performance monitoring; training and awareness; and overall governance as follows:-

*P1 Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.*

*P2 The Council should clarify who designated officers with responsibility for safeguarding are.*

*P3 Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.*

*P4 Improve the work of the Council’s scrutiny committees to ensure it is providing assurance on the effectiveness of the Council’s corporate safeguarding arrangements.*

*P5 Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council’s corporate policy on safeguarding.*

*P6 Identify and agree an appropriate internal audit programme of work for safeguarding across the Council (WAO Report, para 22, p 8)*

11. It is important to note finally that the WAO findings reflected an effective programme of ongoing training for staff in Health & Social Care, Children’s Services and Education Directorates. The report emphasised the need to broaden the exposure of a wider cohort of ‘customer-facing’ staff and of members to an appropriate level of awareness.

*“However, not all those who would benefit from this training have received it and the Council needs to ensure all those outside of education and social care who come into contact with children on a regular basis receive this training. A series of learning events for elected members on specific aspects of safeguarding children have been provided on a monthly basis since November 2013. To date, 37 attendances have been recorded at these evening briefing events. Because this training is not mandatory, attendance has been low” (WAO Report, para 17, p 7)*

### **Proposed Corporate Safeguarding Governance Arrangements**

12. A set of arrangements to take forward a more effective overall approach

to corporate safeguarding is set out in Appendix II (Corporate Safeguarding Governance Structure) and Appendix III (Corporate Safeguarding Board Terms of Reference). These are concerned principally with establishing a new internal governance function, strengthening awareness and training and securing stronger performance monitoring, audit and compliance.

13. These new arrangements will enable a comprehensive response to each of the areas for improvement identified by the WAO study.

14. It is important to note that:

- These proposed arrangements focus principally on corporate safeguarding governance. Aside from HR related processes, the proposals have no direct implications for the delivery of adult or children's social care practice. This is due to the fact that the governance arrangements for child protection arrangements and for the protection of vulnerable adults are provided for separately via the Director of Social Services - through the "Annual Council Reporting Framework" (i.e. Annual Report of the Director of Social Services); by the Local Safeguarding Children Board as the statutory body for children and by the Adult Safeguarding Board on a similar basis.
- The WAO study did not consider or identify proposals in relation to any of the operational practice referenced in i) above.
- Whilst the WAO report focused solely on corporate safeguarding arrangements in relation to the protection of children, the proposals set out in Appendix II and III also encompass vulnerable adults since it makes little sense to have separate corporate governance arrangements in respect of adults and children.

15. The diagrammatic summary of the arrangements are designed to provide an 'at a glance' view of the overall structure. This diagram also illustrates how the newly recommended structure will align with the WAO Proposals for Improvement. Amongst the main features of the recommended arrangements are:

- The establishment of a more formalised 'board' level function – the 'Corporate Safeguarding Board (CSB)'. The 'board' is currently operating on a shadow basis pending the consideration of this report by Cabinet.
- The submission by all Directors of an annual 'compliance' report/return to the CSB detailing compliance with HR related vetting requirements, staff induction and training programmes and the identification of in-year thematic concerns that may have arisen in a given Directorate.
- The production of an Annual Corporate Safeguarding Report subject to Scrutiny and consideration by Cabinet.
- The incorporation of that report into the Annual Report of the Director of Social Services, thereby subject to agreement in full Council.

- The development of a more comprehensive safeguarding training and development programme for members.
  - The development of a more comprehensive safeguarding training programme for staff other than those in education or social services.
  - The development of clear and effective corporate safeguarding performance measures, facilitated by the submission of annual Directorate compliance reports/returns, cited at ii above.
16. **Action Plan** – an Action Plan setting out how the newly recommended corporate safeguarding arrangements are being progressed and how each of the WAO Proposals are being addressed, is set out in Appendix 4.
17. It is to be noted that the WAO study also indicated that there was some level of concern that the Council should do more to ensure that parents are better informed about how their children are safeguarded when using services and schools. Although this is based on the perception of a very small cohort of survey respondents, this is an issue that the recently established joint management arrangements between Education and Children's Services will consider and action further, as appropriate, in collaboration with the LSCB.

### **Reasons for Recommendations**

18. To enable Cabinet to:
- a) Consider proposed arrangements to strengthen Corporate governance in relation to safeguarding requirements for vulnerable adults and children.
  - b) Respond to the findings and recommendations of a Welsh Audit Office (WAO) report concerning the effectiveness of the City of Cardiff Council's corporate safeguarding governance arrangements.

### **Legal Implications**

19. Section 28 of the Children Act 2004 places duties on local authorities in Wales amongst others to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.
20. The section also requires the authority to have regard to any guidance given for the purpose by the Welsh Ministers
21. Safeguarding Children: Working Together under the Children Act 2004 sets out guidance from the Welsh Ministers for this purpose
22. The recommendations reflect the need for the Authority to comply with such duties and requirements.

## **Financial Implications**

23. There are no direct financial implications arising from the report. It is assumed that any costs that may arise from the additional training in relation to safeguarding, referred to in the report, would be met from within existing service area budgets.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

1. agree the proposals to strengthen Corporate Safeguarding governance, including the establishment of a Corporate Safeguarding Board, including the terms of reference (*appendix 3*) as outlined in this report
2. agree the Action Plan (*appendix 4*) to support the implementation of the new governance arrangements and to respond to the WAO Proposals for Improvement.
3. agree the response to the WAO proposals for improvement as outlined in Appendix 5

## **TONY YOUNG**

Director

26 June 2015

*The following appendices are attached:*

Appendix 1 – Corporate Safeguarding Structure 2015-2016

Appendix 2 – Wales Audit Office Report

Appendix 3- Corporate Safeguarding Board - Terms Of Reference

Appendix 4- Corporate Safeguarding Action Plan

Appendix 5- Response to WAO Proposals

# CORPORATE SAFEGUARDING STRUCTURE 2015-2016

**CORPORATE SAFEGUARDING GOVERNANCE**

Corporate Safeguarding Board (CSB)

- Established January 2015
  - Terms of Reference
  - Annual Work Programme
  - Audit Programme
  - Annual Corporate Safeguarding Report

Children & Young People, Community Care & Adults Scrutiny Committees receive annual corporate safeguarding report

Statutory Director of Social Services (DSS)

- Director of DSS Protocol
  - Annual Report of Statutory Director of Social Services to include Annual Corporate Safeguarding Report

Corporate Parenting Advisory Committee (CPAC)

- Annual Work Programme
  - Children's Complaints
  - Inspection Reports
  - 6 Monthly Reports of Independent Reviewing Officers
  - Member Development

**SAFEGUARDING AWARENESS AND IDENTIFICATION**

Staff Training and Induction

- Audit of Safeguarding Staff Training
- Annual Corporate Induction Programme
- Annual Corporate Safeguarding Training programme

Member Training

- Annual Corporate Parenting and Safeguarding Programme

**PERFORMANCE MONITORING**

DBS Data

- On-going and quarterly monitoring of safeguarding measures and DBS compliance across Council

Annual Safeguarding Compliance Return by Directorates to CPB

Compliance Audit 2015-2016

- Pembrokeshire and other National Reports

Overall Annual Position Statement

- Including DBS data
- Suite of indicators

Directorate / Corporate Risk Register – Identified Safeguarding Risks

**WAO Proposal 2 and 5**

P2 The Council should clarify who designated officers with responsibility for safeguarding are.  
 P5 Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.

**WAO Proposal 4**

P4 Improve the work of the Council's scrutiny committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.

**WAO Proposal 1,3 and 6**

P1 Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.  
 P3 Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.  
 P6 Identify and agree an appropriate internal audit programme of work for safeguarding across the Council.

Council

Partnership

Local Safeguarding Adult's Board: Statutory Body for inter-agency governance of all agencies' safeguarding arrangements for adults in Cardiff and Vale of Glamorgan

Local Safeguarding Children's Board: Statutory Body for inter-agency governance of all agencies' safeguarding arrangements for children in Cardiff and Vale of Glamorgan



# Local Authority Arrangements to Support Safeguarding of Children

## **City of Cardiff Council**

**Audit year:** 2014-15

**Issued:** October 2014

**Document reference:** 330A2014



# Status of report

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The team who delivered the work comprised Steve Blundell.

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# Summary report

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## Background

1. The safeguarding of children is everyone's responsibility. Local authorities have a statutory duty to have in place safeguarding arrangements which include strategic planning, support and guidance for all providers of relevant services in its area, and the direct provision of some services itself. In particular, local authorities have a duty to work in partnership with others to secure the safeguarding and wellbeing of children in their area, including the Local Safeguarding Children Board.
2. Employees and volunteers who work with children have specific safeguarding duties and responsibilities. Local authorities and schools must ensure through their Human Resources and personnel arrangements that adequate checks are in place to ensure that employees and volunteers are of good character and that their working practices are managed and monitored. Local authorities must also ensure that there are processes in place to investigate and record safeguarding allegations made against staff, teachers and support staff, and volunteers.
3. Members, chief executives and senior managers need to ensure that they have proper oversight of the safeguarding arrangements that are in place across the authority. They should actively seek and gain assurance that arrangements are operating effectively, as without this they will be unable to demonstrate that they have discharged their statutory obligation in respect of safeguarding.
4. During the period March to May 2014, the Wales Audit Office completed a review of the City and County of Cardiff's (the Council) assurance and accountability arrangements for ensuring that safeguarding policies and procedures are in place and are being adhered to. The study examined what the Council itself has done to seek assurance that its arrangements to support safeguarding are effective by reviewing how the Council is discharging its safeguarding responsibilities at all levels: Cabinet, Senior Management Team, Scrutiny and individual officers.
5. The study focused on answering the following: **Does the Council's governance and management arrangements provide assurance that children are safeguarded?**  
The main questions that the review sought to answer were:
  - Are there clear governance, accountability and management arrangements for overseeing whether the Council is meeting its safeguarding responsibilities to children?
  - Is the Council monitoring and evaluating appropriate information, which provides assurance that it is meeting its safeguarding responsibilities to children?
  - Are assurance systems operating effectively?

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## Review findings and conclusions

6. We examined policies relevant to safeguarding; reports to Council, Cabinet and Scrutiny; and set out below our conclusions based on the extent to which the Council has put in place, and is operating, effective management and assurance processes and controls for safeguarding. As part of this study, we made available an online survey for elected members, senior managers, education, schools and leisure staff to test the Council's arrangements for safeguarding. Surveying is valuable because it provides an insight into the Council from the perspective of the people who make decisions and do the work. It also allows us to test the relative strengths or weaknesses of local safeguarding arrangements and identify where councils can make improvements. The detailed survey findings for the Council are set out in [Appendix 1](#), although we include headline conclusions where relevant in each of the following sections.

### The governance, accountability and management arrangements for overseeing whether the Council is meeting its safeguarding responsibilities to children have some weaknesses, which the Council must address

7. The recently created Cardiff and Vale of Glamorgan Local Safeguarding Children Board provides the overview for safeguarding in the city. The Council's Corporate Plan sets a range of key actions for its Children's Social Services to continue to develop and strengthen the role and responsibilities of the Council's safeguarding and corporate parenting. The Council has a local Child Protection Policy that outlines the key principals of child protection in the city. The Council takes account of the equalities act when developing its policies and procedures, for example, 'Cardiff What Matters' has equalities built into the process.
8. We found that at the time of our review, the Council was undergoing significant management change with 12 new senior managers recently taking up post, including a new chief executive, director of social services, director of education and monitoring officer. There is consequently a major change in management responsibilities, organisational structure and culture taking place.
9. Welsh Government guidance 'Safeguarding Children: Working together under the Children Act 2004' sets out that local authorities should identify a named senior officer with responsibility for promoting safeguarding throughout the organisation. At the time of our review, it was not clear who in the Council had been given this role. This lack of clarity is echoed by our survey, which found that a significantly lower proportion of respondents than the survey average stated they know who the Council's Designated Officer for child protection is: 29 per cent compared with 67 per cent. However, we are aware that the Council is planning to create a Designated Officer post in Education to comply with new Welsh Government guidance on 'Safeguarding in Education'.

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10. Similarly with regard to clarity of member roles, fewer respondents in Cardiff know who the Council's lead Councillor for child protection is as compared to the Wales average: 26 per cent compared with our survey average of 44 per cent. Clearly identifying who key officers and members are and promoting full awareness throughout the Council is key to ensuring a sustained focus on safeguarding. This highlights that the Council needs to undertake significant work to strengthen leadership and accountability for safeguarding.
  11. The Council has a comprehensive risk management approach to support how it meets its children safeguarding responsibilities. There is a risk management strategy and a corporate risk management group with responsibility for overseeing the Council's risk management work. However, awareness amongst managers on how risk management operates varied widely and some staff we interviewed were unclear how departmental and corporate risks were monitored and reviewed. The risk register identifies a 'Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them'. This does not, however, identify safeguarding children as a specific risk for the Council.

### The Council's arrangements for monitoring and evaluating its safeguarding responsibilities to children have some weaknesses which the Council is addressing

12. At the time of our review, the Council was in the process of developing new systems for governance and scrutiny of safeguarding but these had not yet become fully embedded. The Council's safeguarding arrangements are subject to planned work by Scrutiny, although this is related to the wider children services agenda rather than testing corporate safeguarding arrangements. We were informed that a significant role of the new operational manager safeguarding will focus on developing an independent Council-wide safeguarding function, designed to provide a source of advice, support and independent challenge to safeguarding practice. At the time of our assessment, however, these arrangements were not in place.
13. The Council has identified what information it needs to monitor and evaluate to determine if its children's safeguarding arrangements are working effectively and is in the process of creating new systems to monitor, evaluate and challenge information and performance. The Council has timeframes for monitoring and reviewing information and performance related to children's safeguarding. Most reporting is undertaken quarterly, although some specific information is reported weekly and high-profile information reported daily. The recent peer review identified a series of weaknesses in current performance management arrangements, which the Council is addressing.

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14. The Council has systems for the safe recruitment of staff and volunteers. The Recruitment and Selection Policy and Procedure sets out the key principles which the Council intends to follow in relation to all recruitment and selection activity, and outlines the responsibilities of elected members and officers. The policy applies to the recruitment and selection of all Council employees, and is commended to governing bodies for implementation in relation to recruitment of schools-based employees. Human Resources has a recruitment team, that undertakes the recruitment process from advert to contract and oversee the appointment, deployment, and management of the process with schools.
  15. However, we found that respondents in Cardiff were significantly less aware of how their role/job contributes to safeguarding and protecting children and young people than the survey average: 70 per cent compared with the Welsh survey average of 95 per cent. Likewise, fewer respondents strongly agreed or agreed that their responsibilities for safeguarding and protecting children and young people were explained when they started in their role than the survey average: 39 per cent in Cardiff compared with our survey average of 75 per cent.
  16. The Council is taking steps to assure itself that members and staff are appropriately trained in safeguarding. Children services staff receive relevant training and training is provided to schools on a rolling annual programme. During 2013-14, the Social Care Training Centre delivered 46 individual training events in relation to Safeguarding Children, including a comprehensive training programme delivered on behalf of the Local Safeguarding Children Board. Attendees primarily came from children's services – 78.93 per cent (341 attendees) – and Health and Social Care – 15.79 per cent (151 attendees) – and the rest from other Council services and partners.
  17. However, not all those who would benefit from this training have received it and the Council needs to ensure all those outside of education and social care who come into contact with children on a regular basis receive this training. A series of learning events for elected members on specific aspects of safeguarding children have been provided on a monthly basis since November 2013. To date, 37 attendances have been recorded at these evening briefing events. Because this training is not mandatory, attendance has been low.
  18. Our survey found that the Council is well below the survey average for the number of people who have received training on safeguarding in the last six months – 12 per cent compared with 32 per cent – and has significantly more people who have never received safeguarding training: 29 per cent in the Council compared with our all-Wales survey average of 10 per cent.

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## The Council's approach to identifying and acting on improvements in its safeguarding arrangements has some weaknesses which the Council is addressing

19. The Council has an internal audit plan, but has not identified and agreed how it will use this resource to provide assurance on its corporate safeguarding arrangements. Some specific audit work is undertaken within children services relating to child protection and whilst there is regular reporting to Scrutiny of children services performance that includes a section on safeguarding, this is limited to performance relating to child protection and assessment and does not address broader safeguarding issues or give an overall assurance on safeguarding arrangements.
20. The Council is in the process of establishing an enhanced scrutiny role with independent reviewing officers and independent chairs. The Council has taken steps to assure itself that it complies with data protection requirements in relation to children. For example, the Director of Children Services is Caldicott Guardian<sup>1</sup> for the Council.
21. Our survey found that far fewer respondents feel that the Council deals effectively with specific incidents concerning safeguarding and protecting children and young people: 51 per cent compared with a Welsh average of 82 per cent. Similarly, a significantly lower proportion than the survey average strongly agreed or agreed that the Council informs all parents how their children are safeguarded and protected when using Council services and schools: 32 per cent compared with 55 per cent.

## Proposals for improvement

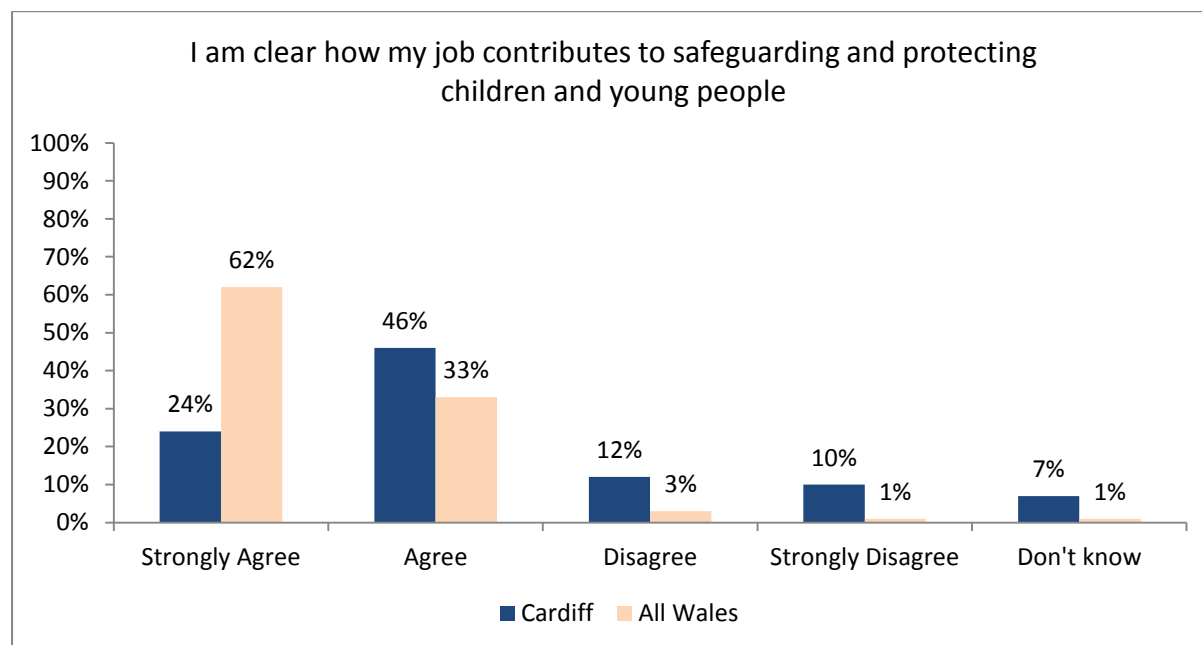
P1	Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.
P2	The Council should clarify who designated officers with responsibility for safeguarding are.
P3	Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.
P4	Improve the work of the Council's scrutiny committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.
P5	Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.
P6	Identify and agree an appropriate internal audit programme of work for safeguarding across the Council.

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<sup>1</sup> A Caldicott Guardian is a senior person responsible for protecting the confidentiality of patient and service-user information and enabling appropriate information-sharing.

# Appendix 1

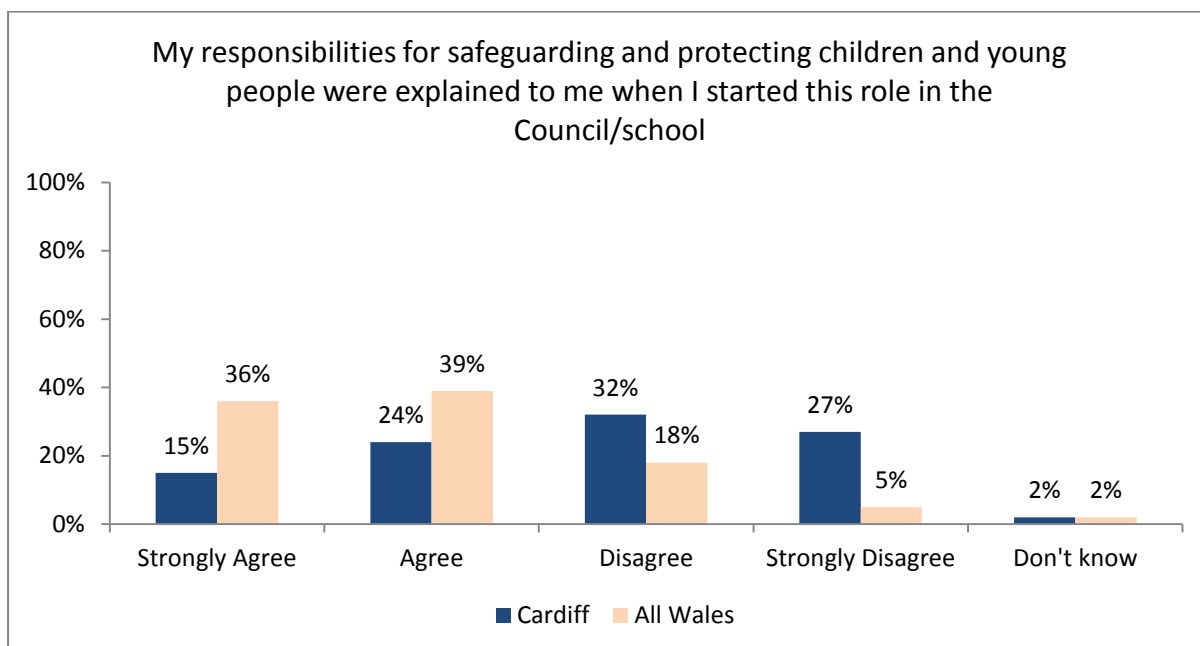
## Summary of survey findings



	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
<b>Cardiff</b>	41	-	-	10	19	5	4	3
<b>Expressed opinion*</b>				24%	46%	12%	10%	7%
<b>All Wales</b>	1,996	-	6	1,235	664	53	12	26
<b>Expressed opinion*</b>				62%	33%	3%	1%	1%

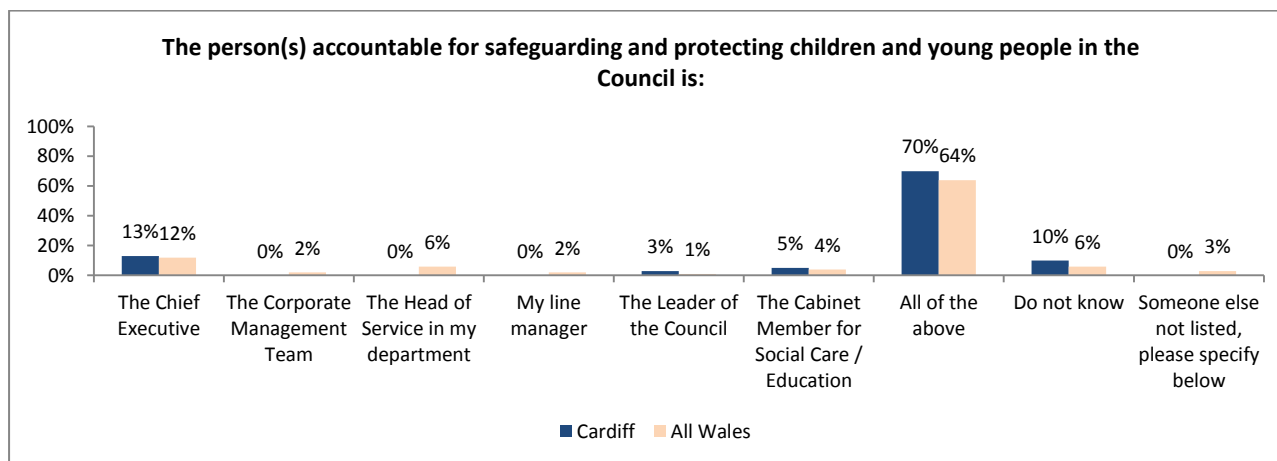
\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.





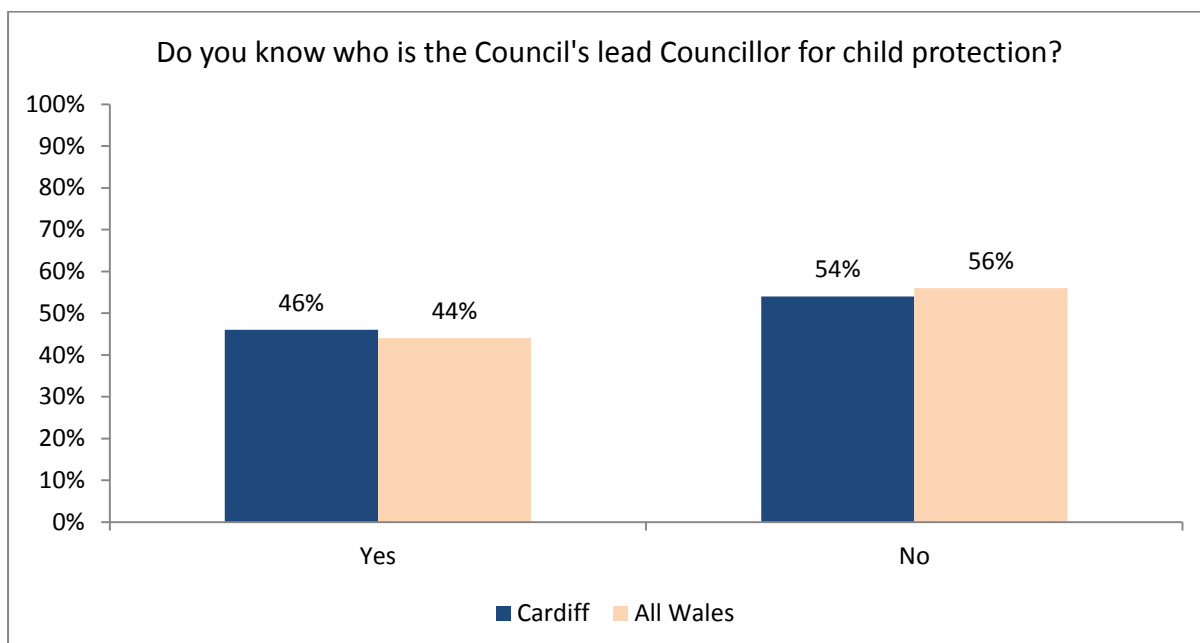
	Total	Not asked	No reply	Yes	No
<b>Cardiff</b>	41	-	-	12	29
<b>Expressed opinion*</b>				29%	71%
<b>All Wales</b>	1,996	-	13	1,337	646
<b>Expressed opinion*</b>				67%	33%

\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



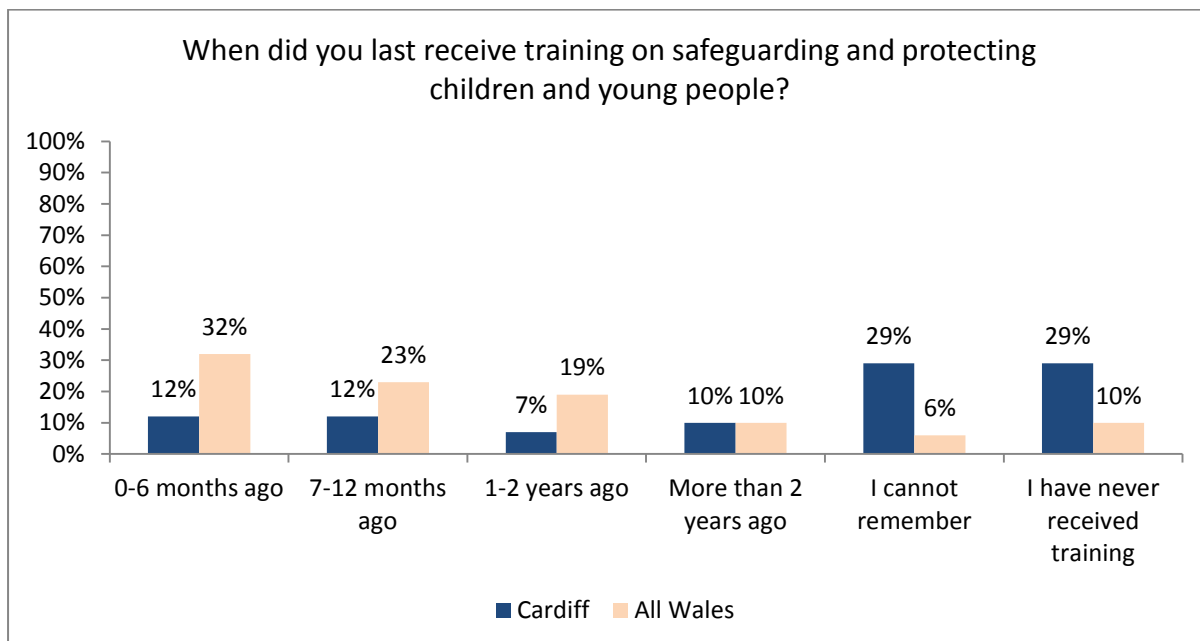
	Total	Not asked	No reply	The Chief Executive	The Corporate Management Team	The Head of Service in my department	My line manager	The Leader of the Council	The Cabinet Member for Social Care/ Education	All of the above	Do not know	Someone else not listed, please specify below
<b>Cardiff</b>	41	-	1	5	-	-	-	1	2	28	4	-
<b>Expressed opinion*</b>				13%				3%	5%	70%	10%	
<b>All Wales</b>	1,996	-	68	223	34	124	47	19	69	1,231	115	66
<b>Expressed opinion*</b>				12%	2%	6%	2%	1%	4%	64%	6%	3%

\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



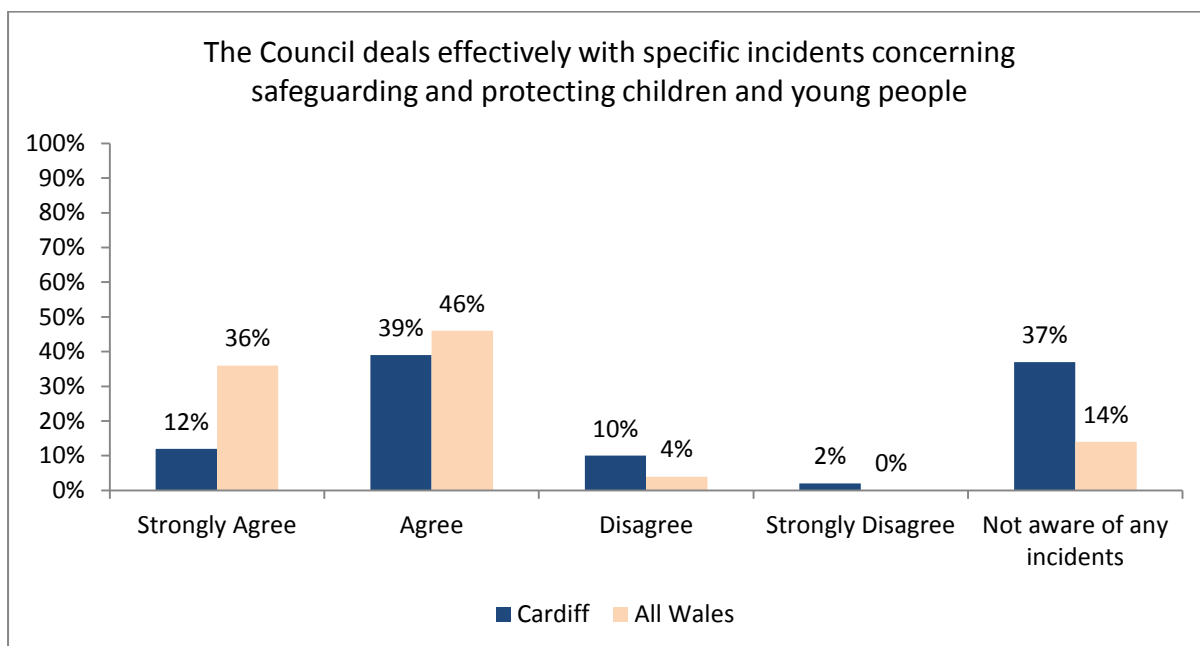
	Total	Not asked	No reply	Yes	No
<b>Cardiff</b>	41	-	-	19	22
<b>Expressed opinion*</b>				46%	54%
<b>All Wales</b>	1,996	-	13	881	1,102
<b>Expressed opinion*</b>				44%	56%

\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



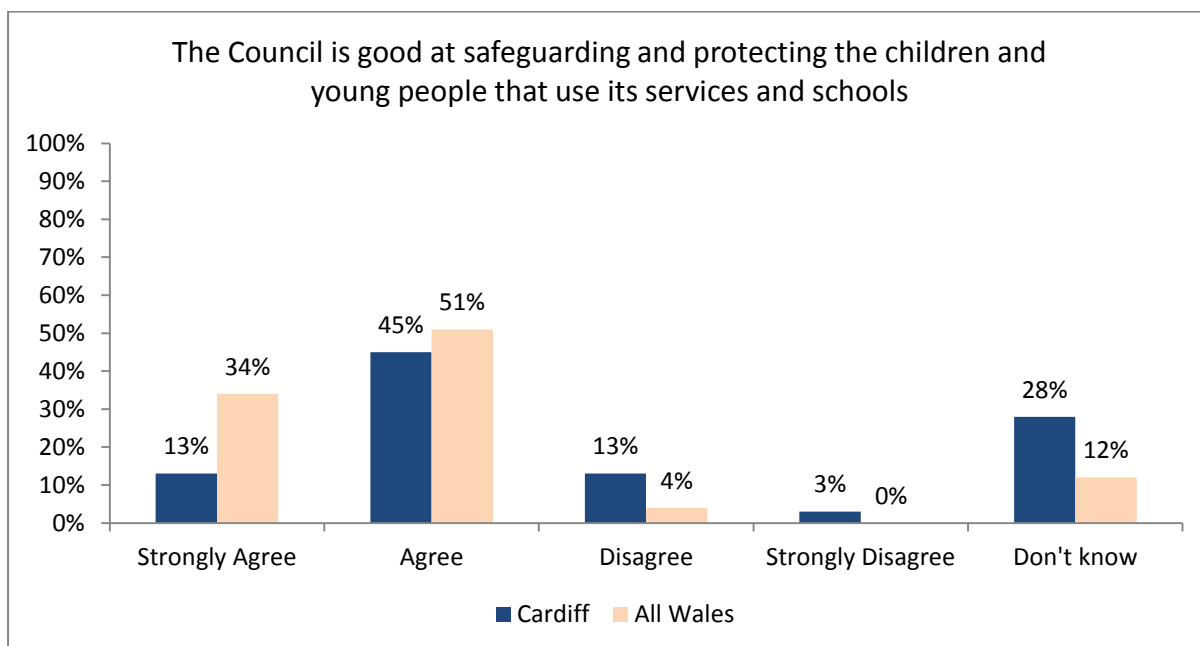
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
<b>Cardiff</b>	41	-	-	15	18	1	-	7
<b>Expressed opinion*</b>				37%	44%	2%		17%
<b>All Wales</b>	1,996	-	10	1,266	628	27	4	61
<b>Expressed opinion*</b>				64%	32%	1%	0%	3%

\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



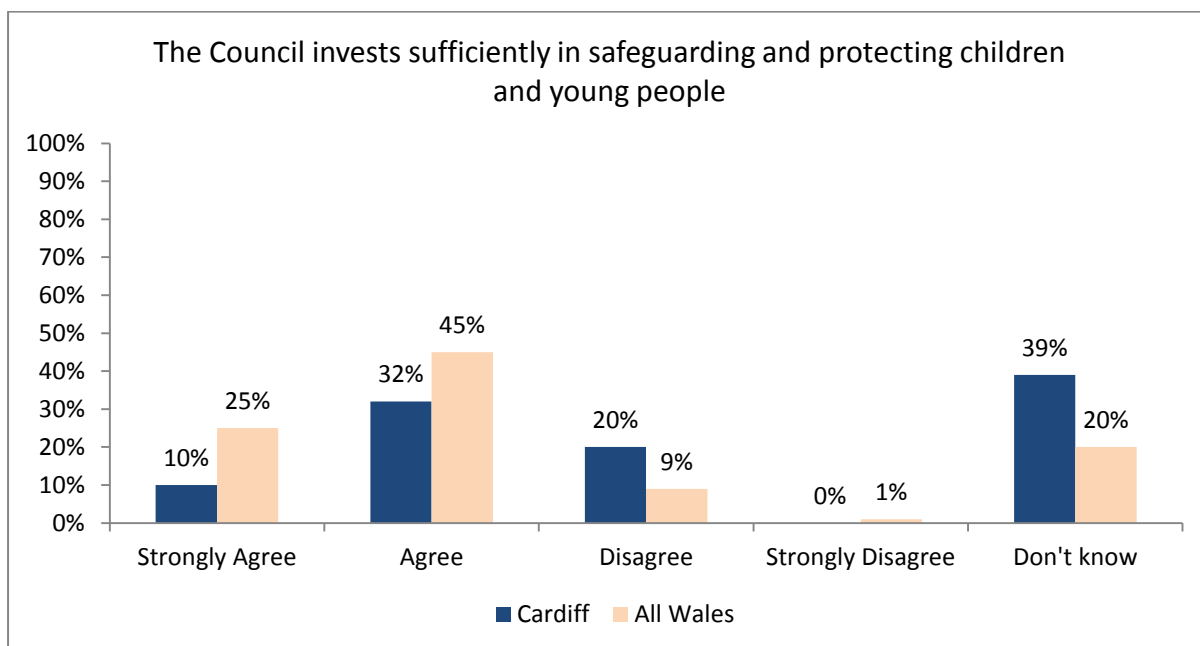
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Not aware of any incidents
<b>Cardiff</b>	41	-	-	5	16	4	1	15
<b>Expressed opinion*</b>				12%	39%	10%	2%	37%
<b>All Wales</b>	1,996	-	11	722	911	76	5	271
<b>Expressed opinion*</b>				36%	46%	4%	0%	14%

\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



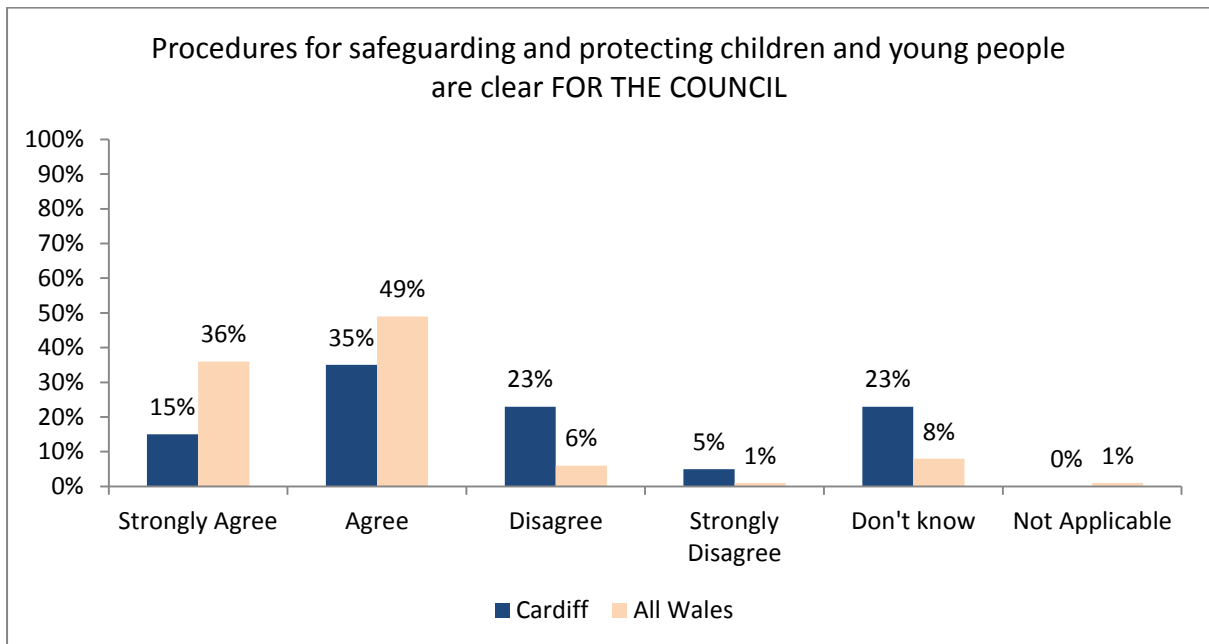
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
<b>Cardiff</b>	41	-	1	5	18	5	1	11
<b>Expressed opinion*</b>				13%	45%	13%	3%	28%
<b>All Wales</b>	1,996	-	20	665	1,000	74	3	234
<b>Expressed opinion*</b>				34%	51%	4%	0%	12%

\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
<b>Cardiff</b>	41	-	-	4	10	16	4	7
<b>Expressed opinion*</b>				10%	24%	39%	10%	17%
<b>All Wales</b>	1,996	-	20	344	794	339	79	420
<b>Expressed opinion*</b>				17%	40%	17%	4%	21%

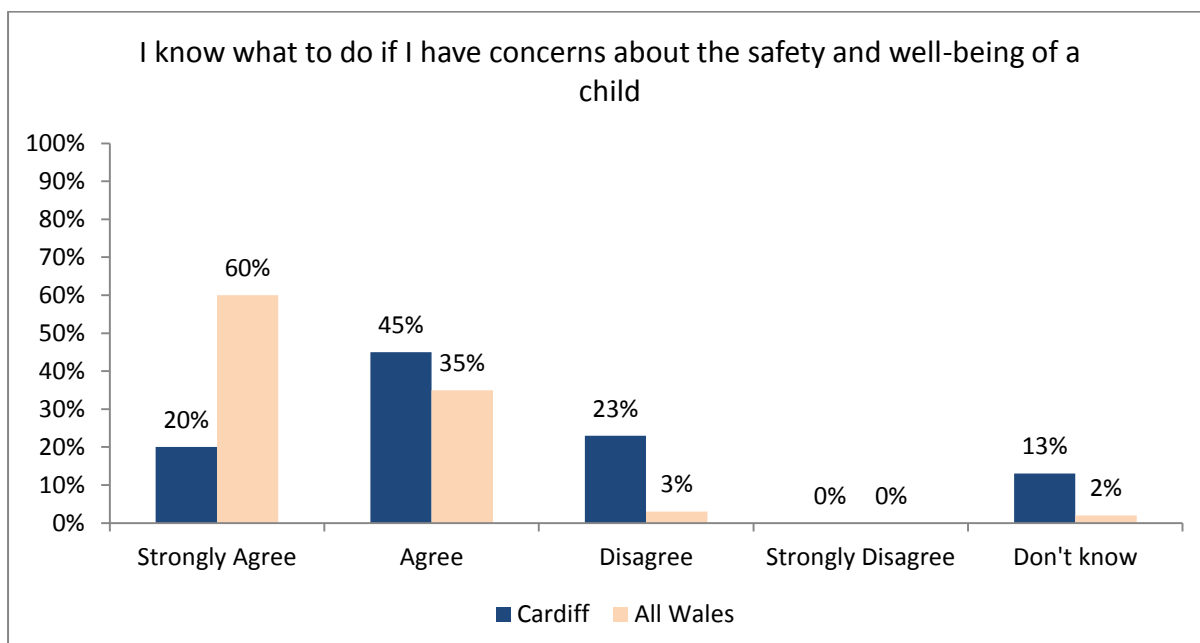
\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Not applicable
<b>Cardiff</b>	41	41	-	-	-	-	-	-	-
<b>Expressed opinion*</b>									
<b>All Wales</b>	1,996	1,399	34	435	92	3	-	5	28
<b>Expressed opinion*</b>				81%	17%	1%		1%	5%

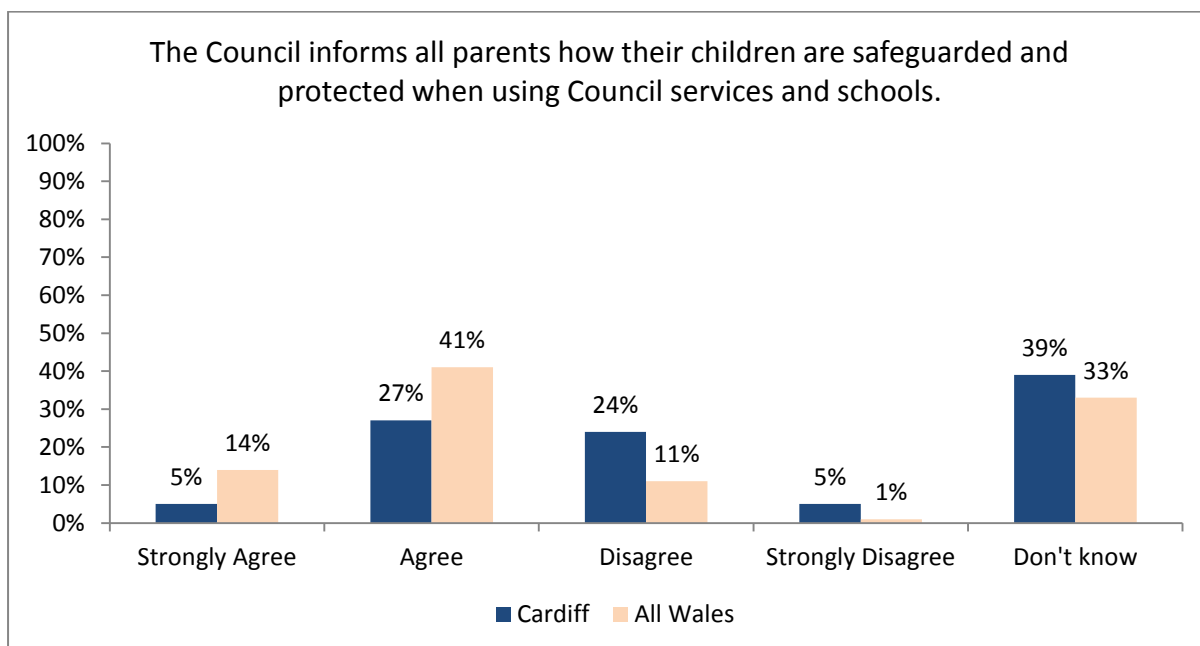
\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.





	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
<b>Cardiff</b>	41	-	1	8	18	9	-	5
<b>Expressed opinion*</b>				20%	45%	23%		13%
<b>All Wales</b>	1,996	-	29	1,174	683	64	8	38
<b>Expressed opinion*</b>				60%	35%	3%	0%	2%

\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
<b>Cardiff</b>	41	-	-	2	11	10	2	16
<b>Expressed opinion*</b>				5%	27%	24%	5%	39%
<b>All Wales</b>	1,996	-	27	269	816	213	29	642
<b>Expressed opinion*</b>				14%	41%	11%	1%	33%

\* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

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## **CORPORATE SAFEGUARDING BOARD - TERMS OF REFERENCE APRIL 2015**

### **OVERALL PURPOSE**

The Corporate Safeguarding Board (CSB) will:

1. Ensure the compliance of all Council Directorates with key safeguarding requirements in relation to children and vulnerable adults.
2. Support the Statutory Director of Social Services in the discharge of his/her wider safeguarding duties.
3. Support HR in the delivery of key vetting and barring requirements and workforce development.
4. Provide an Annual Corporate Safeguarding Report, setting out the performance of all Directorates, in relation to vetting and barring, staff safeguarding training, and the operation of front-line services in terms of their effectiveness in identifying and referring safeguarding concerns.
5. Review and develop relevant corporate safeguarding standards and policy.
6. Review and develop appropriate corporate safeguarding performance measures.
7. Advise the Head of the Paid Service and recommend relevant action in relation to corporate safeguarding standards and policy.
8. Promote effective cross Directorate safeguarding practice particularly in terms of information sharing and data collection, front-line operational awareness, staff training and wider partnership engagement.

### **MEMBERSHIP**

Members will include the Director of Social Services; the Monitoring Officer, or senior nominee; the Operational Manager for Safeguarding and Independent Review; a relevant Operational Manager for each Directorate; Operational Manager for Improvement and Information who will also represent the SIRO; a lead officer from ICT; a Senior Auditor.

### **CHAIRING**

The Board will be chaired by the Cabinet Member for Corporate Services and Performance.








### **FREQUENCY OF MEETINGS**

The Board will meet quarterly.

RED – High priority  
 AMBER – Medium Priority.  
 YELLOW – Medium Priority.  
 GREEN – Low priority.



		<b>ACTION</b>	<b>TARGET</b>	<b>LEAD OFFICER</b>	<b>RAG STATUS</b>
<b>1</b>		<b>CORPORATE SAFEGUARDING GOVERNANCE</b>			
	1.1	To establish the Corporate Safeguarding Board (CSB)	March 2015	TY	Completed Jan 2015 
	1.2	To determine the annual Work Programme	Initial Action Plan	AD	Agreed February 2015 
	1.3	To produce an annual Corporate Safeguarding Report and establish arrangements to present to relevant Scrutiny committees annually	July 2015 and annually	TY	
	1.4	To develop a tool for compiling annual safeguarding compliance returns from each directorate	September 2015	AD	
<b>2</b>		<b>SAFEGUARDING AWARENESS</b>			
	2.1	Revise / develop a Corporate Safeguarding Training and Development Programme for staff	June 2015	AD (JF)	
	2.2	Revise / develop a Corporate Safeguarding Training and Development Programme for members	June 2015	MR (JF)	

		<b>ACTION</b>	<b>TARGET</b>	<b>LEAD OFFICER</b>	<b>RAG STATUS</b>
	2.3	Finalise and publicise a Council Safeguarding Policy and Protocol for members and officers, identifying the Council's Lead Safeguarding Officer, key officer and members roles and responsibilities	July 2015	MR	
	2.4	To agree appropriate policy in relation to the appointment of school governors.	September 2015	MR / CJ	
<b>3</b>		<b>PERFORMANCE MONITORING</b>			
	3.1	Verification that all of those who work with Children within the Local Authority have an up to date DBS.	September 2015	AB	
	3.2	Undertake Compliance Audit against Pembrokeshire Report and other safeguarding requirements (e.g. DBS)	October 2015	AD / AB	
	3.3	Undertake an audit of professional strategy meetings processes	October 2015	AD	
	3.4	Agree an audit programme for 2016-17	March 2016	VP / AD	
	3.5	Develop a suite of Corporate Safeguarding indicators to promote transparent governance and accountability	December 2015	VP / AD	

Response to WAO Proposals

*P1 Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.*

***This improvement proposal is agreed. A Corporate Safeguarding Action plan has been developed to ensure effective monitoring, evaluation and challenge in relation to safeguarding performance. Strengthened governance arrangements are now in place and will support annual reporting to relevant Scrutiny Committees; this will be facilitated by a suite of specifically designed safeguarding indicators. (See Corporate Safeguarding Action Plan points 1.1, 1.3, 3.4).***

*P2 The Council should clarify who designated officers with responsibility for safeguarding are.*

***This improvement proposal is agreed. Corporate Safeguarding Action Plan priority 2.3. will ensure the production of a clear Safeguarding Policy and Protocol for members and officers and which will define, identify lead roles and responsibilities.(See Corporate Safeguarding Action Plan 2.3).***

*P3 Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.*

***This improvement proposal is agreed. A Corporate Safeguarding Action plan has been developed to ensure effective monitoring, evaluation and challenge in relation to safeguarding performance. (See Corporate Safeguarding Action Plan 3.5).***

*P4 Improve the work of the Council's scrutiny committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.*

***This improvement proposal is agreed. Strengthened governance arrangements are now in place and will support annual reporting to relevant Scrutiny Committees (see Corporate Safeguarding Action Plan point 1.3).***

*P5 Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.*

***This proposal agreed. Safeguarding awareness and reporting readiness will be significantly improved through the modernization and redevelopment of a more effective member and staff safeguarding training and development programme on a rolling basis. (See Corporate Safeguarding Action Plan points 2.1 and 2.2).***

*P6 Identify and agree an appropriate internal audit programme of work for safeguarding across the Council*

***This proposal agreed. The Corporate Safeguarding Action Plan sets out significant audit activity during 2015/16 and identifies the development of a future audit programme for 2016/17. (See Corporate Safeguarding Action Plan points 3.1, 3.2, 3.3 and 3.4).***