

# Public Document Pack

Joint Chairs and Vice-Chairs Steering Group – 22<sup>nd</sup> January, 2016

## MINUTES OF A MEETING OF THE JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON FRIDAY, 22 JANUARY 2016

**PRESENT:** County Councillor J.G. Morris (Chair)  
County Councillors S.C. Davies, G. M. Jones and Mr J. Brautigam (Independent Lay Member).

**Officers:** D. Powell (Strategic Director – Resources), J. Lewis (Head of Professional Services and Commissioning), N. Philpott (Interim Director PCC / PtHB Integration Development), P. Jones (Professional Lead – Strategic Planning and Performance), L. Richards (Scrutiny Officer), W. Richards (Scrutiny Manager and Head of Democratic Services).

1.	<b>APOLOGIES</b>	<b>JCSG1 - 2016</b>
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**Members:** County Councillors D.R. Jones, L.V. Corfield, M.J. Dorrance, E.M. Jones.

**Officers:** P. Griffiths (Strategic Director – Place), L. Patterson (Scrutiny Officer), C. Pinney (Solicitor to the Council).

The Chair commented that it was important that there was good attendance at meetings of the Steering Group, which would mean that at least one of the representatives from each Committee was present.

2.	<b>DRAFT NOTES - FOR CONSIDERATION</b>	<b>JCSG2 - 2016</b>
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**Documents Considered:**

- Draft Notes – meeting held on 20<sup>th</sup> November, 2015.

**Issues Discussed:**

- None

**Outcomes:**

- **Noted.**

3.	<b>DISCUSSION WITH THE CHIEF EXECUTIVE, STRATEGIC DIRECTOR / DIRECTOR REGARDING POTENTIAL SCRUTINY ITEMS.</b>	<b>JCSG3 - 2016</b>
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**Documents Considered:**

- None.

**Issues Discussed:**

- The Chief Executive had asked that the following matters be raised with the Steering Group:
- **Corporate Assessment.** Scrutiny has a role to consider how prepared is the Council for the Corporate Assessment which will take place in the Autumn of 2016. Part of the review will also look at scrutiny and therefore how prepared is scrutiny for the review.
- The Steering Group was advised that the Solicitor to the Council was holding monthly meetings with the scrutiny team in preparation for the assessment. The Scrutiny Manager was currently looking through

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corporate assessment review reports from other Councils in Wales to try to identify common themes as well as issues for scrutiny in Powys. Once this was completed the action plan which had been started following the Wales Audit Office review of scrutiny in Wales some years ago (which the Steering Group considered to be too complicated at the time), would be revisited and rewritten to identify those issues which could be addressed prior to the assessment, and those issues which would need to be addressed following the assessment. The action plan would also need to consider the implications of the Draft Local Government (Wales) Bill as this might become statutory by the end of 2016.

- It was suggested that examples of good practice in England should be considered as well as looking at Councils in Wales. The level of staffing resources across authorities should also be considered.
- **Commissioning.** The Council still has a long way to go with commissioning. The question was asked as to whether there is enough in service work plans in relation to commissioning e.g. Residential Care, Highways. It was suggested that the Steering Group should look at the work of the Commissioning and Procurement Board and the governance of commissioning within the Council.
- It was noted that the Adult Social Care Group was undertaking some work on elements within Social Care. However concern was expressed that there were forthcoming commissioning events e.g. the BUPA contract, and scrutiny needed to seek clarity as to where the Council was with the re-commissioning of these services.
- In relation to the Commissioning and Procurement Board it was suggested that information on the activities of this Board should be considered at the next meeting of the Steering Group following which elements of work could be distributed to working groups for consideration.

**Outcomes:**

Action	Completion Date	Action By
Information on the role and activity of the Commissioning and Procurement Board in the governance of commissioning be considered at the next meeting of the Steering Group	18 <sup>th</sup> March, 2016	WR
Scrutiny Action Plan to be presented to next meeting for consideration	18 <sup>th</sup> March, 2016	WR

4.	<b>ASSESSING THE POTENTIAL IMPACT OF SCRUTINY</b>	<b>JCSG4 - 2016</b>
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**Documents Considered:**

- Draft template for the assessment of the potential impact of scrutiny.

**Issues Discussed:**

- The template had been drawn together using the Council's new SIIA (Single Integrated Impact Assessment) as a basis. The template would need to be tested but it was a starting point to try and assess, when a review was being started, as to what the potential impact of the review could be. It was acknowledged that in reality the evaluation of the impact of a review would happen some time after the review had concluded.

- The SIIA should be included as part of scrutiny’s assessment of risk and should also contribute towards the programming of the scrutiny work programme.
- The important element would be to capture what value scrutiny brings to the consideration of an item. It was suggested that the following could be added to the template to show the impact of scrutiny:
  - Has scrutiny identified an issue before the regulator identifies it?
  - Has scrutiny caused a change to activities e.g. by means of corporate learning?
  - Has scrutiny addressed an identified risk in the risk assessment?
  - Has scrutiny improved the reputational position of the Council?

**Outcomes:**

Action	Completion Date	Action By
Document agreed but should be amended to include the additional items above.	February, 2016	WR

<b>5.</b>	<b>CORPORATE ASSESSMENT</b>	<b>JCSG5 - 2016</b>
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**Documents Considered:**

- None

**Issues Discussed:**

- Presentation by Jason Lewis, Head of Professional Services and Commissioning. The corporate assessment is expected to take place in the 3<sup>rd</sup> quarter of 2016. KPMG have been commissioned to assist the Council in preparing for the assessment by identifying where the gaps are. The feedback from the Wales Audit Office (WAO) over the last few years has been good. The Strategic Director – Resources is speaking to colleagues in other Councils to assist in informing the Council’s approach to the assessment. A co-ordination group has been established to draw together the Council’s plan.
- There is no guide from the WAO as yet as to what is required. Detailed briefings will be provided at a later date, including to Members. There are some common elements to most assessments including governance and scrutiny, future changes, self awareness and learning. The Steering Group asked if scrutiny would be involved in the co-ordination group and it was confirmed that it would. It was also confirmed that the Council were working with the Local teaching Health Board in relation to strategic workforce planning as the Council needed to assess what resources it would need once the transformational changes had been completed.

**Outcomes:**

- **Noted.**

<b>6.</b>	<b>NEW CORPORATE PLAN</b>	<b>JCSG6 - 2016</b>
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**Documents Considered:**

- None

**Issues Discussed:**

- Tony Garthwaite was assisting the Council on planning for change. Although the Council is doing much which is right such as including improvement objectives in the Corporate Plan, there is a need for the Corporate Plan to show what the Council is intending to do itself rather than what the Council is going to do in conjunction with its partners. The new plan will come into force from 1<sup>st</sup> April, 2016 – a new corporate improvement plan which will include the Council's key objectives.
- The commitments in the current One Powys Plan, the 3 year Medium Term Financial Plan (MTFP) and Service Improvement Plans (SIPs) need to be pulled together in one place with a tracking mechanism to oversee what is happening. The new plan will therefore not be a new document but a drawing together of objectives included elsewhere. There will also need to be a scrutiny input into this process. The Strategic Director – Resources confirmed that he had met with the Local teaching Health Board to discuss how to bring together corporate planning between the two organisations.
- The Steering Group asked if the One Powys Plan was still achievable based on the financial cuts the Council was facing? The plan is a 3 year plan with an annual review. There is a need to be realistic about the changes, the objectives and what can be achieved, as well as what is the evidence for such changes. The Programme Boards have a responsibility to review their individual objectives and amend them as necessary.

**Outcomes:**

- **Noted.**

7.	<b>INTEGRATION WITH THE HEALTH BOARD</b>	<b>JCSG7 - 2016</b>
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**Documents Considered:**

- None.

**Issues Discussed:**

- The question was asked as to who should be scrutinising the integration process. It was acknowledged that the joint Local Service Board / Public Service Board (LSB / PSB) scrutiny group was slow in getting organised. Funding from Welsh Government was being received to assist the integration process. However much work was going on in the background, although there was little in the way of a policy steer from Welsh Government in terms of integration. It was also acknowledged that change does take time.
- It was suggested that Welsh Government direction to health boards is less clear than the direction provided to County Councils, with Welsh Government planning for health still based on Wales NHS objectives. The recent appointments to the Social Care management team ( in respect of integration and the service itself) will assist the current position. It was felt that there may be stronger direction from the Welsh Government following the National Assembly election. There has also been a greater pace for integration in England and Scotland than seen in Wales to date, with service and budget benefits arising from integration. The Council is currently involved in testing prototype initiatives e.g. integrated teams and changed processes. However good examples of integration are where there is a single organisation where people work for a separate single organisation rather than 2 organisations as currently as this changes the culture of those individuals. The Steering Group stressed that any change

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 needs to ensure that there will be an improvement in services. It was further suggested that the Steering Group should be advised as to where the Council was in terms of integration so that scrutiny was therefore in a position to comment on the pace of the integration process.

**Outcomes:**

<b>Action</b>	<b>Completion Date</b>	<b>Action By</b>
<b>That the Strategic Director – People and the Chief Executive, PtHB provide an update to the Steering Group at its next meeting on the progress of the integration project.</b>	<b>18 March, 2016</b>	<b>AL / CS</b>

<b>8.</b>	<b>PERFORMANCE REPORTS</b>	<b>JCSG8 - 2016</b>
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**Documents Considered:**

- None

**Issues Discussed:**

- The issue arose at a meeting of the Audit Committee – Finance and Performance Working Group on 16<sup>th</sup> October, 2015 and a number of issues were raised in relation to current performance reports.
- Performance Management recognise the points made by the Working Group. Over the last couple of years the Council has moved ownership of performance to Heads of Service, Directors and service leads. There is a need for services to self evaluate themselves rather than scrutiny having to do this for them. There is a question as to whether the Council continues to push the self evaluation agenda and ownership more to services or whether a harder approach is needed which would have an impact on the Council's central resource. Currently what the central resource is responsible for is undertaking an overview of the process. There is also a need for more honesty in some of the self assessments by services.
- The Strategic Director – Resources commented that what is lacking presently is the challenge process. Ceredigion Council has a different process of challenge where scrutiny acts as observers. Powys has asked if it can view the arrangements in Ceredigion (which will include scrutiny officers) to see if it is a model which can be used in Powys. The Council needs to focus more on the quality of the process rather than change the process itself. The quality and consistency of the objectives being set is also important. Whilst the system currently allows people to ask questions, there seems to be a cultural problem in Powys with few questions being asked.
- The corporate assessment will be interested in the governance process around performance reports. There is a need to feed back the concerns of the Working Group to the Cabinet. It was also suggested that there is a need to restart the Executive Programme Board. The issues raised also need to be considered when Service Improvement Plans (SIPs) are being agreed to ensure that SMART objectives are being set.

**Outcomes:**

<b>Action</b>	<b>Completion Date</b>	<b>Action By</b>
<b>That the concerns of the Working Group and the Steering Group be forwarded to the</b>	<b>February, 2016</b>	<b>WR</b>

<b>Cabinet for consideration, especially when the SIPs are being agreed.</b>		
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<b>9. WORK PROGRAMME</b>	<b>JCSG9 - 2016</b>
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**Documents Considered:**

- Steering Group Work Programme.

**Issues Discussed:**

- The One Powys Plan and the Annual Improvement Report are being undertaken slightly differently this year and therefore there needs to be a discussion between the Scrutiny Manager and the Professional Lead – Strategic Planning and Performance regarding the timescales in the work programme. It was suggested that the Cabinet’s work programme should also be used to inform the scrutiny process and work programmes, and concern was expressed regarding how up to date was the Cabinet work programme.

**Outcomes:**

<b>Action</b>	<b>Completion Date</b>	<b>Action By</b>
<b>The Scrutiny Manager and the Professional Lead – Strategic Planning and Performance to discuss the timescales in the work programme.</b>	<b>18 March, 2016</b>	<b>PJ / WR</b>
<b>The Chair to discuss the issues regarding the Cabinet work programme with the Leader of the Council</b>	<b>18 March, 2016</b>	<b>JM</b>

<b>10. LOCAL SERVICE BOARD</b>	<b>JCSG10 - 2016</b>
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10.1. Draft Notes of Previous Meeting(s)

**Documents Considered:**

- Draft Notes – meeting held on 3<sup>rd</sup> December, 2015.

**Issues Discussed:**

- None.

**Outcomes:**

- **Noted.**
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10.2. LSB Dates - For Information

- 10 March, 2016
- 9 June, 2016
- 22 September, 2016
- 1 December, 2016

**Issues Discussed:**

- None.

**Outcomes:**

- **Noted.**

<b>11.</b>	<b>DATES OF NEXT MEETINGS - FOR INFORMATION</b>	<b>JCSG11 - 2016</b>
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- 18 March, 2016
- 13 May, 2016
- 15 July, 2016
- 16 September, 2016
- 25 November, 2016

**Issues Discussed:**

- None.

**Outcomes:**

- **Noted.**

**County Councillor J.G. Morris (Chair)**

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