



## IMPROVEMENT AND ASSURANCE BOARD

### MINUTES

Wednesday 26 September 2018, 13:00 – 16:19

Committee Room A, County Hall, Llandrindod Wells

#### Present

Jack Straw (Chair)	JS	Independent Chair
Bozena Allen	BA	Independent Member
Jaki Salisbury	JSa	Independent Member
Cllr Rosemarie Harris	RH	Executive Leader
Cllr Aled Davies	AD	Deputy Leader
Cllr James Gibson-Watt	JGW	Leader of the Liberal Democrat Group
Cllr Matthew Dorrance	MD	Leader of the Labour Group

#### In Attendance – PCC Representative

			Present for Item:
Alison Bulman	AB	Director of Social Services	All
Catrin Jones	CJ	Welsh Government	All
Cllr Stephen Hayes	StH	Portfolio Holder for Adult Services	All
Cllr. Rachel Powell	RP	Portfolio Holder for Young People	2 - 5
David Johnston	DJ	Interim Head of Children Services	5 - 11
David Powell	DP	Acting Deputy Chief Executive	All
Dylan Owen	DO	Head of Transformation for Adult Services	2 - 3
Emma Palmer	EP	Head of Strategic Policy and Performance	1-5
Felicity Llewellyn	FL	Minute Taker	All
Geoff Burrows	GB	WLGA Adviser	All
Ian Budd	IB	Director of Education	5 - 11
Jane Thomas	JT	Head of Financial Services	All
Jeremy Evans	JeE	Performance Audit Director, Wales Audit Office	All
John Byrne	JB	Union Convener, Unison	All
Louise Barry	LB	Head of Operations for Adult Services	2 - 3
Mohammed Mehmet	MM	Acting Chief Executive	All
Phil Hodgson	PH	WLGA Adviser	All

#### Apologies

Alistair Davey	AD	Welsh Government Social Services Division
Caroline Evans	CE	Corporate Policy, Assurance and Inspection Officer
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance
Denise Moultrie	DM	CIW
Rachel Thomas	RT	WLGA Adviser

<p><b>1.</b></p>	<p><b>Minutes from Last Meeting and Action Log</b></p> <p>The minutes of the last meeting, dated 05 September 2018, were agreed as an accurate record, noting that apologies for CJ were not recorded; <b>the minutes will be amended.</b></p> <p><b>Actions Outstanding:</b></p> <p><b><u>ACTION:</u> CE will schedule an update from AB for the next agenda re: “AB will bring draft plans to a future Board meeting, dealing with the reductions in agency workers and their impact. The service is reviewing these over the next 6 weeks.</b></p> <p><b><u>ACTION:</u> Board members will feedback comments to AB re: the governance model/process which was circulated today.</b></p> <p><b><u>ACTION:</u> CE to collate information on actions prior to the next meeting.</b></p>
<p><b>2.</b></p>	<p><b>Adult Services – Performance Report</b></p> <p>A monitoring visit is expected in December; <b><u>ACTION:</u> DO/LB/AB will provide an update to the November meeting regarding progress/preparation ahead of the monitoring visit.</b></p> <p>The implications of proposed changes to the overnight (8pm to 8am) A&amp;E services at Princes Royal Hospital are being monitored due to expected impacts.</p> <p>Technology enabled care is having a positive impact (234 people have been provided with assistive technology in Powys); <b><u>ACTION:</u> DO to ensure that this is further considered at tomorrow’s workshop and develop a model to capture the impact financially and outcome wise re: these changes.</b></p> <p>Domiciliary Care recruitment is still a challenge.</p> <p>Work is underway to identify delineation, and clarify the detail, between services being provided [in reference to 25a-26a – Undertake analysis to understand residential and nursing care provision and the net effect on the total system]. Some care homes are embargoed, and this impacts upon capacity; work is being undertaken with PTHB and Commissioning colleagues to mitigate this. The emotional and psychological needs of service users are important when identifying best outcomes and appropriate placements.</p> <p><b><u>RECOMMENDATION:</u> AB/EP to continue to develop the performance report to ensure that it is relevant and appropriate to the needs of the various audiences.</b></p> <p>In relation to the as yet unpopulated elements of the report, definitions of performance indicators are being agreed; significant advances will be visible in the next report. There will be a delay in reporting on items that will require changes to the reporting system, but work is ongoing. <b><u>ACTION:</u> EP will provide a realistic, broad timeline for developments and include in the next report.</b></p> <p><b><u>RECOMMENDATION:</u> To provide greater depth of finance information within future reports.</b> [Noting that commercially sensitive information will be shared directly with the</p>

	Board Independent Members and not included within reports.] In particular, differentiating between service types (e.g. Mental Health, Learning Disabilities etc.)
<b>3.</b>	<b>Adult Services – Progress Against CIW Recommendations</b>
	<p>Forecast items (for the current month) are noted as 'N/A' as such are not BRAG colour code.</p> <p><b><u>ACTION:</u> LB will ensure that the full set of recommendations (and progress against each) is brought to the Board for future meetings instead of reporting the priority items only.</b></p>
<b>4.</b>	<b>Corporate Leadership and Governance Highlight Report</b>
	<p>An updated format for the report was circulated to the Board; it is under development.</p> <p><b><u>ACTION:</u> JS/DP/BA/AB to meet on 30 October 2018 to agree the standardisation of reporting (outcome focused reporting and BRAG colour coding).</b></p> <p><b><u>ACTION:</u> MM/DP to reflect on cultural change and whether a discussion should be brought to a future Board meeting (aside from the transformative senior management change).</b></p> <p>MM provided an update on the Transformation paper previously circulated. The cultural changes that have occurred to date were not fully addressed within the paper. The discussion on the paper will close on 30 September 2018; feedback suggests that there is a desire within the Council for transformational change as outlined in the report.</p> <p>Scrutiny remains under discussion within the authority; the political conversations are ongoing with external assistance. An 18-month work programme is being produced by Cabinet, and this will be discussed with Scrutiny leads. MM noted that Cabinet reports will be limited to four sides of A4 in future.</p> <p><b><u>ACTION:</u> JT/DP will bring a finance update to the October meeting.</b> A series of workshops have been held around the budget; the settlement is expected in a fortnight. The Board need assurance that social care is adequately funded.</p> <p>WCCIS functionality continues to cause considerable [local and national] issues, and is affecting the ability to record items on the system in real-time; this leads to a lot of aborted entries which have to be restarted. <b><u>ACTION:</u> AB will consider whether the Board can support by making representations, and will discuss with JS.</b></p>
<b>5.</b>	<b>Children's Services – Performance Report</b>
	<p>AB advised that:</p> <p>The re-inspection starts on Monday, as does the new Head of Service.</p> <p>The method for reporting statutory visits is currently flawed and performance remains an issue.</p> <p>Cllr. Powell and AB have issued instructions to the service that all statutory visits are to be up-to-date by the end of September, and then maintained.</p> <p>The Implementation Plan for 'signs of safety' has now been agreed.</p>

All staff have attended the 2-day training and there is a rolling programme of continued training through 2018/19.

As part of the preparation for the inspection significant numbers of files have been audited. This has highlighted some good practice which is being acknowledged and recognised with the individual front-line workers; there are some areas for further improvement.

**ACTION:** AB/EP to urgently agree definitions re: statutory visits and amend accordingly.

**ACTION:** AB to advise future Board in relation to actual performance on statutory visits irrespective of the action above.

The safe reduction of Children looked after strategy has been shared with colleagues through the Corporate parenting group and was presented to scrutiny earlier today. This will then be reviewed following comments from colleagues and signed off with the service.

The service had a 'technical rehearsal' of the presentation for CiW this morning and this went well and the passion and commitment from front line & Senior Managers was evident.

It is clear there is more to do in the service to drive sustainable change and improvement but AB is confident the progress to date will be recognised by the inspectorate.

The national LAC standard for visiting children is within 6-weeks (statutory); The authority follows the national definitions.

PH shared some very positive comments about his engagement with Managers within the service, and noted the upcoming CiW inspection will provide a new baseline for the authority. The authority welcomed the positive feedback received.

Page 26 (Supervision) was discussed; the supervision queries are being addressed e.g. for situations where annual leave prevents colleagues meeting.

Page 8 (5. No. of Approaches referred to Team Around the Family (TAF)); it was clarified that the 30 in August were referred from PPD to TAF. **ACTION: DJ will provide TAF team workload data.** It was noted that advice and guidance being provided to members of the public may have been mistakenly recorded/reported as NFA; this is being addressed.

**ACTION: IB will provide a TAF report at the next meeting detailing performance and links to statutory services.**

**ACTION: IB will circulate a briefing highlighting how the 'voice of the child' commitment is being delivered for discussion at the next meeting.**

Staffing and workloads were considered; a strategic partner has been engaged to fill permanent vacancies.

**ACTION: DJ will ensure that staff details, vacancies, agency numbers, recruitment statistics etc. are in future performance reports.**

## 6. Children's Services – Progress Against CiW Recommendations

	<p>Item 15 was discussed; a draft workforce structure is currently being considered under internal governance processes.</p> <p>The narrative approach was discussed; the commentary needs to reflect the actual outcomes, and that the BRAG colour coding is appropriate and accurate.</p>
<b>7.</b>	<b>Output from LAC Strategic Framework Workshop</b>
	The actions were circulated with the agenda, and were noted.
<b>8.</b>	<b>Adoption Report</b>
	<p>The report was received by the Board.</p> <p>ACTION: AB to ensure that sufficiently skilled and competent staff are identified in the establishment as the new structure is identified in October.</p>
<b>9.</b>	<b>DRAFT LAC Strategic Framework</b>
	<p>EP provided attendees with an updated hardcopy draft strategic framework at the start of the meeting. It is aligned to Ministerial Advisory Group work. Action is being undertaken on an ongoing basis, whilst strategies are being written and implemented.</p> <p>Subject to the recommendations below, the Board supported the Council in adopting the framework.</p> <p><b><u>RECOMMENDATION:</u> AB/EP to urgently develop specific actions to drive implementation focused on prevention and creating permanence.</b></p> <p><b><u>RECOMMENDATION:</u> AB/EP to ensure the establishment being proposed in October contains dedicated resources in line with this strategy.</b></p>
<b>10.</b>	<b>External Advisers Updates</b>
	The updates had been circulated with the meeting agenda.
<b>11.</b>	<b>Any Other Business</b>
	<p>Ministers have received, read and understood the report submitted by JS, the Independent Chair.</p> <p>Geoff Burrows, WLGA Advisor, was thanked for his positive contribution to the I&amp;AB; this will be GB's last meeting.</p>