

# Public Document Pack

Improvement and Assurance Board Tuesday, 26 March 2019

## MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 26 MARCH 2019

### Present

Jack Straw (Chair)	JS	Independent Chair
Cllr Rosemarie Harris	RH	Executive Leader
Bozena Allen	BA	Independent Member
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
Jaki Salisbury	JSa	Independent Member
Phil Hodgson	PH	WLGA Adviser

### In Attendance – PCC Representatives

			Present for Item:
Alistair Davey	AD	Welsh Government Social Services Division	All
Caroline Turner	CT	Chief Executive	All
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance	All
Cllr Rachel Powell	RP	Portfolio Holder for Young People	All
Cllr Stephen Hayes	SH	Portfolio Holder for Adult Services	
Dylan Owen	DO	Head of Transformation for Adult Services	
Emma Palmer	EP	Head of Strategic Policy and Performance	All
Hayley Morris	HM	Minute Taker	All
Jan Coles	JC	Head of Childrens Services	
Jane Thomas	JT	Head of Financial Services	All
Jen Jeffreys	JJ	Interim Head of Operations for Adult Services	
Ness Young	NY	Corporate Director - Transformation	All
John Byrne	JB	Unison	All

### Present Via Teleconference / Skype

Alison Bulman	AB	Director of Social Services	All
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### Apologies

Jaki Salisbury	JSa	Independent Member	
Jeremy Evans	JE	WAO	
Catrin Jones	CJ	Welsh Government	

The Board formally welcomed NY to the meeting and to her new role in Powys.

#### 1. MINUTES OF THE LAST MEETING - (5 MINUTES)

The minutes were agreed as an accurate record.

Page 5 – the Director and Heads of Service have started work on considering the structure to achieve better outcomes.

**ACTION: a workshop will be scheduled for April 2019 to look at this in more detail.**

Page 5 – no formal notification has been received from CIW regarding a monitoring visit in May for Adult Services. AB will advise when this has been received.

Page 5 – supporting adoption through ICF; all ICF applications have been submitted, this is now awaiting a response from Welsh Government as to whether they have been approved or not.

Page 6 – the vacant post in the Senior Leadership Team is the Head of Digital and Communications. The authority is currently working through the applications.

<b>2.</b>	<b>RESPONSE TO ACTIONS FROM THE LAST MEETING - (10 MINUTES)</b>
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Item 3 – a meeting has been scheduled and taking place following the Board meeting.

Item 4 – dates for the workshops have been circulated.

Item 5 – firstly this will be discussed through the Corporate Safeguarding Group.

Item 6 – report has been circulated.

Item 7 – report has been circulated.

<b>3.</b>	<b>ADULT SERVICES - (30 MINUTES)</b>
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3.1. Adult Services Performance Report

The areas working well continue to do so. The real challenge continues to be domiciliary care. On positive note there are 3 new providers coming into the Powys market and they are taking on work in rural areas. However, there are still a number of hours that remain uncovered. 2 providers have handed work back over the last few weeks due to financial reasons.

AD noted that the DToC figures continue to rise and asked what mitigation actions were in place. It was reported that as of today's meeting there were 17 delays for social care reasons. The mitigation actions continue as described in the paper presented at the last meeting, this includes step down beds, reviewing Reablement, using technology. The service is working with the health board with Operasee and there is also some work being done around coding and the sign off of delays. There are approx. 700 hours of dom care which the service is unable to provide. However, only a small number is for those who have little or no support.

It was noted that the focus since the implementation of the SSWB Act has been to manage demand into social care. This is not something that only ASC can achieve. A lot of decisions are made by others who may not have immediate buy in to early intervention and prevention e.g. GP's tend to admit as a precaution. The service is yet not at that advanced stage of conversations with partners in how to address this. Although they are beginning to recognise this.

It was noted that mitigating actions are in place, but what the Board requires is assurance that this is making a difference.

**ACTION: to have a dedicated session / discussion on domiciliary care and delayed transfers of care at the Board following the workshop. DO to advise on timing of when this can take place.**

EP noted that some work has been done to track individuals through the system, looking at PPD and signposting and there is evidence that demonstrates the shift where things have changed. It was asked if this would be helpful for the Board to see the evidence of what is being achieved. The Board were in agreement that this would be helpful.

**ACTION: EP to provide this information to the Board.**

It was noted that ASSIST went live on 25 March 2019. It was also noted that the full impact of the benefits of ASSIST will not come into fruition until phase 2 has been completed. Through the QA work the service are seeing good examples of outcomes based care planning. The challenge will be to ensure this is consistent across all teams.

With regards to the outstanding reviews, it was agreed that an additional table be added to identify the starting number and the numbers for each month following to identify if this is reducing and progress being made.

**ACTION: JJ to add an additional column to the paper which will be updated by the service moving forward.**

<b>4.</b>	<b>ADULT SERVICES PROGRESS AGAINST CIW ACTIONS</b>
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It was acknowledged that the information provided is a summary and there is more detailed information which sits behind this.

It was requested that when the document is being updated that there is some reflection on recording outcome dates.

**ACTION: ASC Heads of Service to provide outcome dates on future updates.**

<b>5.</b>	<b>ADULTS DELAYED TRANSFERS OF CARE BRIEFING_08.03.19</b>
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For information.

It was noted that when the report was written that was the number of delays at that time. The number as of today is 17.

BA advised that in England there has been a piece of work done around the top 10 ASC organisations. It was asked if there may be areas of that work that could benefit Powys.

JJ noted that the service has been working with the health board on a strategic approach to winter pressures and delays for example timeframes and a joint workforce in order to avoid the situation that was faced this year.

<b>6.</b>	<b>COMPLIMENTS</b>
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For information and noting. AB suggested that for balance a sample of complaints is provided for a future meeting. A discussion was held as to whether this was required. The Chair noted this but felt that this was not necessary.

The Board took the opportunity to thank JJ and wished her well for the future.

<b>7.</b>	<b>BREAK - (10 MINUTES)</b>
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<b>8.</b>	<b>CHILDREN'S SERVICES - (30 MINUTES)</b>
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#### 8.1. Children's Services Performance Report

It was acknowledged that the performance this month is not where the service would want it to be. However, this is the position where it can be reasonable to expect this given that the process of restructuring is underway. It was felt that the next level of improvement will be seen once the restructure has concluded and is embedded, this may take 3 months.

The area of most concern is child protection visits. There is a clear expectation that those targets are achieved. However, the service is not resilient and still fragile so they are unable to cope and maintain the high levels of performance. It was noted that whilst the team did not perform as the service would want, the visits not undertaken in the timescale were within 1 to 2 days of the timescale lapsing; some reviews were done well beyond this as detailed in the performance report.

The restructure is moving forward, despite some setbacks. By early April the preferencing exercise will be completed and staff will be in their identified roles. Teams are being updated on a weekly basis. This week JC is undertaking roadshows and communicating with the teams. In terms of vacancies and recruitment as it is identified posts are vacant they are being advertised immediately.

PH noted that he attended a roadshow earlier in the day and also the children's SMT. From that there was a clear view on the understanding of the direction of travel and there was optimism about the future. That said there are clearly issues identified within the performance report which require improvement in particular LAC numbers and child protection.

On a positive note of 22 children with plans for adoption, 8 of those are now placed.

It was acknowledged that there is a lot of work still required in terms of planning for 16-17 year olds for when they leave care. When the teams are in place this can be driven forward.

It was felt that the position around performance is what can be expected when teams are going through a restructure. When the structure is in place it was felt that improvements should be seen within a 3 month period.

<b>9.</b>	<b>CHILDREN'S SERVICES PROGRESS AGAINST CIW RECOMMENDATIONS</b>
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BA noted that she was unable to see the correlation between the findings from the monitoring visit letter and the action plan.

**ACTION: JC and BA to discuss this further outside of the meeting.**

<b>10.</b>	<b>CORPORATE LEADERSHIP AND GOVERNANCE - (30 MINUTES)</b>
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All Corporate Directors are now in place. With the Heads of Service, the Head of Adult Services will be joining the authority on 23<sup>rd</sup> April 2019 and there is one vacancy, the Head of Digital and Communication.

The new senior team have started to meet and are working to the new operating model. Staff engagement meetings have started and the team are meeting staff in different parts of the county.

The priority now is for NY and JT to work closely to bring all elements together in terms of the MTFP the Vision and ensuring they are aligned to ensure there are clear priorities to drive improvements as well as delivering on budget savings.

Some of the new Scrutiny committees have begun to meet, the main, this will support Scrutiny to become more effective and to be involved in issues at an earlier stage.

<b>11.</b>	<b>QUARTER 3 PERFORMANCE</b>
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For Information. It was noted that this is the first time the Corporate report has been presented. This report is also in the public domain and open to Scrutiny. The report identifies the top 20 indicators; these indicators are the ones that Cabinet / Management Team felt needed to be focused on. The Strategic Equality Plan has been integrated into this along with Quality Assurance which continues to be developed.

Exception reporting has been provided within this with remedial actions and an identified lead and timescale for completion. It was acknowledged that there is still work to do to improve but this is a good step forward.

The Board welcomed this and it was felt that this is a big step forward in providing assurance that the Council has the appropriate mechanisms in place.

<b>12.</b>	<b>TRANSFORMATION PRESENTATION</b>
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The first meeting of the Transformation Delivery Board was held on 5 March 2019 and the next meeting is scheduled for May 2019. A Members Session is scheduled for next week and will be a live interactive session on Transformation.

EP provided an update to the Board on the key areas of work and a progress update on those projects

On a positive note EP has been attending wider groups across Wales in terms of reporting and helping operational services deliver. Powys is ahead compared to some

areas and have been asked to share their expertise. It was agreed that this is a really positive step forward and shows the journey that the authority has been on.

JS noted that it is clear that there has been a lot of progress and it was pleasing to see a framework in place.

<b>13. FINANCIAL OVERVIEW AND FORECAST - (15 MINUTES)</b>
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The position at the end of February was a forecast of £2.5m overspend. An improvement was seen in February due to grant funding coming in to the authority and there was a reduction in the average cost of placements in children's services.

Savings delivery is an area which needs to be focused on and there is work going on with the services to ensure the plans being presented are robust.

In terms of financial planning, the budget was approved with a degree of challenge. Mainly around the setting of the reserve. Planning for next year has already commenced. It was noted that incremental budgeting has served its purpose and a new different approach is required and a report is being developed for EMT and Cabinet on this.

There is a need to improve the engagement with the wider membership of the Council to make this process more effective as well as engagement with the public to ensure the authority has a better plan in terms of financial resilience.

<b>14. DATES OF FUTURE MEETINGS</b>
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1<sup>st</sup> May 2019, 1pm, Committee Room A, County Hall

**Jack Straw, Independent Chair**