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## MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON WEDNESDAY, 1 MAY 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:
Alison Bulman	AB	Director of Social Services	All
Caroline Turner	CT	Chief Executive	All
Catrin Jones	CJ	Welsh Government	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	All
Dylan Owen	DO	Head of Transformation for Adult Services	3
Emma Palmer	EP	Head of Strategy, Performance and Transformation Programmes	All
Felicity Llewellyn	FL	Minute Taker	All
Jan Coles	JC	Head of Childrens Services	3, 4
Jane Thomas	JT	Head of Financial Services	All
Lisa Williams	LW	WAO	All
Michael Gray	MG	Head of Adults Services	3
Natalie Avery	NA	For Alistair Davey, Welsh Government	All

### Apologies

Alistair Davey	AD	Welsh Government Social Services Division
Jeremy Evans	JE	WAO

Following the report to Cabinet and the Minister in January and discussions with the Minister (Julie James, AM), JS will produce a report after every second meeting from now on focussing on the priorities in this report.

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

The minutes of the last meeting, dated 26 March 2019, were agreed as a true record, noting the amendments below:

Regarding item 8: *“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.*”; this is inaccurate, as some reviews were done well beyond this as detailed in the performance report.

In relation to page 5, the work programme will be updated to schedule a report in July explaining the position in relation to OT and outstanding reviews generally. **ACTION: FL to update the forward work programme.**

<b>2.</b>	<b>RESPONSE TO ACTIONS FROM THE LAST MEETING - (10 MINUTES)</b>
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The Board received the updates on actions, which are all now completed.

<b>3.</b>	<b>ADULT SERVICES - (45 MINUTES)</b>
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**a. Adult Services Performance Report**

**The Director reported that:**

- Improved ability to respond to safeguarding enquiries in a timely manner.
- Quality Assurance Policy and adherence.
- DTOC (Delayed Transfer of Care) has increased; AB stated that the performance is unacceptable, and a very detailed improvement plan is available. **ACTION: AB will share this plan with Board members via email.**
- Some new providers have entered the market.

BA has liaised with MG, and PCC is investigating different ways of providing services within communities (rather than traditional provision).

Good working relationships exist being PCC and PTHB teams; a community group is being set up. Daily calls are taking place between colleagues, with weekly CEO to CEO phone calls. Pace in this area of performance is increasing.

Councillor Hayes highlighted that professionals (e.g. GPs) may be advising patients/service users of an expectation of the level of care provision available; work is ongoing to influence a change in expectation by liaising with colleagues and professionals; this includes shifting from the historic practice to practices that meets needs at appropriate/sufficient levels. There has been an historic over-provision of services (risk adverse), but better linkages with hospital colleagues - and the discharge process - is helping to optimise the capacity, particularly in domiciliary care, while providing a sufficient service. Service-users' expectations are also being managed; it was suggested that the packages being offered should be formalised in writing. The provision in Powys is influenced by the provision in neighbouring counties.

The Director went on to report that a technology catalogue is available for carers and service users, but further work is ongoing to continue to develop technology enabled care.

Early intervention is key; the transformation report will focus on the up-streams, and controlling demand, as well as working with the culture shift. Targets, forecasts and outcomes for changing the profiles will also be included.

The number of agency staff has reduced; the ultimate aspiration is to negate the need for agency staff, though AB highlighted that the current nine agency staff

includes front line care provision and OT staff and, as such, felt that nine was an appropriate level. SH stated that the current structure of Adult Services is providing stability, which supports an appropriate environment to address the important matters raised by the Board; it will be a fine balance to maintain this stability while considering the structure of the service.

BA and AB will liaise outside of the meeting to discuss queries BA has about unallocated cases.

JGW requested more up-to-date figures for the block graphs showing comparative figures with other authorities; EP explained that it is not possible to provide this information, as national statistics are not available. EP has written to Albert Heaney to request updated data. **ACTION: NA will liaise with Albert to follow-up on this request.**

**ACTION: Given concerns expressed by the Board MG/DO will report to the next Board meeting on the performance of the following indicators: strength based practices, outcomes, care planning, and management oversight with a view to driving improvement.**

BA requested sight of the CIW Outcome Report on the ASSIST service; SH confirmed that this report will be circulated to the Board as a matter of course.

It was clarified that when the monitoring report/letter was received, a number of the recommendations were a repetition of items already in existence on the action plan and, as such, the recommendations may not be separately highlighted/numbered in alignment to the letter.

The figure of 10 people relates to those individuals who had no care provision in place. The remaining figures is the total number of care requirements that PCC was unable to provide (i.e. people already receiving care, deemed safe, who are awaiting additional care).

**ACTION: AB to bring a detailed action plan to the 26 June Board in relation to transforming the whole of adult services.**

The reablement position work is ongoing, and **an update will be provided to the Board in June as part of the transformation report**; Health Board colleagues are engaged in the work, including DTOCs, domiciliary care, targeting the right people and supporting them to become independent.

Discussion took place about Direct Payments in relation to the quality, standard of care, and appropriateness of the provision; JGW declared a personal interest. SH and AB confirmed that Direct Payments are subject to the same rigorous reviews (and legal requirements) as other packages (e.g. direct service provision). DO noted that monitoring includes financial review, needs reviews, and the People Plus Scheme – Direct Payments are the first consideration when maximising independence. **ACTION: DO/MG will bring report back to the Board about how the authority provide assurance around Direct Payments.**

**b. Adult Services Progress Against CIW Actions**

No items arising over and above matters discussed in 3.1.

**c. Adults Day Services Care Plan Review**

The Board received the example, and understood, recognised and welcomed the good work. It was clarified that this paper was an example, and not a review.

**d. Adults Compliments**

The Board received the paper, and understood, recognised and welcomed the good work.

**e. Adults Technology Enabled Care**

The Board received the paper, and understood, recognised and welcomed the good work.

<b>4. CHILDREN'S SERVICES - (1 HOUR)</b>
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**a. Children's Performance Report**

**JC reported that :**

- Four of the five performance indicators had improved.
- Wellbeing assessments completed in timescale were 90%
- Children in placements are improving and providing LAC with stability.
- The LAC visits figure has been revised for March 2019 to 90%
- Child protection visits require improvement, which is being addressed.
- Supervisions concerns (e.g. sickness) are being addressed.
- The number of children open to Children's Services are reducing.
- Front door decision making has improved, as has the data informing decision.
- The South Powys Assessment Team work was subsumed into other teams.
- The number of children on the Child Protection Register; a full review of all cases will be completed in May by a specified Manager.
- Some revisions to the presentation of data is in process, following discussion between JC, PH and BA.
- The impact of a breakdown of two specific foster placements will be subjected to a deep dive to enable better understanding and practice improvement.
- 8 of the 22 children on placement orders are in the process of adoption.
- The input of data into WCCIS is being actively improved.
- A massive recruitment campaign is currently underway; Senior Managers have been shortlisted, with interviews taking place next week. This is the second round of interviews, as not all posts were appointed during the first round. Children and Partner Panels will be included as part of the process.
- Over 200 applications were received for the Support Worker posts; RH requested that further discussion take place at the monthly Children's and Adults meeting (Leader's Meeting) to identify whether foster carers are included within these applications, and how to take positive action.
- 84 posts are vacant in the new structure; 34 are new Support Worker posts.
- Staff wellbeing and retention will be addressed by ensuring the correct mentoring/support is available for individuals, particularly newly appointed staff.
- JC undertakes staff roadshows and visits throughout North, Mid and South Powys.
- A service celebration event is taking place in May, with a joint event between Adults and Children's Services due to take place in July.

**RECOMMENDATION: JC to provide a detailed update on the new structure and workforce as part of the future written report to the Board, rather than verbally and in particular at the end June meeting.**

RP emphasised the magnitude of work that has been, and is being, undertaken by JC and her service teams; staff are feeling the benefit of the changes. The year to date percentages for section 47 assessments, LAC visits and CP statutory visits were highlighted by PH as a core business concern; PH noted he was somewhat reassured by verbal updates.

**RECOMMENDATION: AB/JC improve the clarity throughout the report, specifically the ‘what are we worried about’ section, so that the “what, when, how and who” elements are addressed, so that each action can be monitored.**

The team structure changes are due to conclude in June 2019. **ACTION: JC will circulate a structure overview to the Board at the meeting on 26 June 2019. The Board seeks assurance that enough supportive resource is available to deliver signs of safety and JC will include this detail within the report.**

EP confirmed that the business support restructure has concluded; the resource is currently moving back to the services (throughout the Council, including Children’s and Adults Services).

In relation to the suspension of the South team JC explained that it was impractical to make interim post arrangements for the few weeks that some posts may have been vacant prior to the new structure being implemented; the Board acknowledged this appropriate approach.

**ACTION: JC will circulate the revised performance report to the Board members, with implementation on Monday 06 May, subject to any comments from the Board.**

**b. Children’s Services Progress Against CIW Recommendations**

No items arising over and above matters discussed in 4.1.

The update on the legal service support to Children’s and Adults Services is due to be tabled at the 26 June 2019 Board meeting. **ACTION: NY will circulate an interim update on this item.**

**c. The Sufficient Supply of High Quality Care Placements Strategy**

The Board received the paper, and understood, recognised and welcomed the good work. **RECOMMENDATION: PH noted (on page 48) the numbers placed with parents, kinship and family, are highlighted; this area could be targeted as part of the safe reduction of LAC.**

**RECOMMENDATION: Discuss with colleagues [in other authorities] their strategy document (approach and planned outcomes), and their inclusion of forecast aspirations, aims and targets in preparation for the visit of the ministerial advisory group.**

NA thanked colleagues for confirming that the meeting between Welsh Government and PCC will take place on 17 May. Internal areas that affect LAC are: entry to the system, LAC profile (static or not), and exit routes. External areas that affect LAC are: Judiciary (PLO, 16/26 weeks), Cafcass guardians (risk averse), Health (responsibility of Health colleagues).

**d. The Participation Strategy**

The Board received the paper, and understood, recognised and welcomed the good work.

<b>5. CORPORATE LEADERSHIP AND GOVERNANCE - (15 MINUTES)</b>
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CT advised that MG had started as Head of Adult Services.

Clint Middleton will be joining PCC on 01 July 2019 as Head of Digital and Communication.

CT has formally advised all relevant parties, including this Board, that she will undertake the Director of Education function with immediate effect, for the immediate future; Alec Clark (Head of Education) will report directly to CT during this period, and additional professional resources will be implemented to ensure a support structure is in place.

Member/Officer interface update: AB and CT update Portfolio Holders, the Leader, Cabinet and Full Council. The intention is to increase the support provided to those Members who are not part of the Cabinet, to include Member Briefings and Member Development Sessions.

Driving and embedding the performance management culture: NY and EP are leading on this activity. The data available to the authority is 'good' and will continue to be refined to focus on key aspects; this will be continue to be actioned across the authority.

The Senior Leadership Team (SLT) (Heads of Service, Corporate Directors and Chief Executive) meet fortnightly for a half-day session. SLT have freedom in how they manage their services, along with significant responsibility for the service provision.

JT has been developing a new approach to budget planning (please see item 6), focusing on what should be delivered rather than what should be reduced, and long term planning and forecasting for future years. This approach is being disseminated throughout the Council, and a briefing session for Members is planned for next week (as the Portfolio Holder, Cabinet Members, and Senior Leadership Team have already actively engaged).

NY is leading on transformation; the Transformation Board has been established; two meetings have taken place to date. The next meeting will review long-term resources and activities.

Estyn will be inspecting the Education Service in July; a small Corporate Project Board has been established which (including CT, EP and JT) and has met three times to date, with weekly meetings planned going forward. Lynette Lovell is the PCC nominated officer. The six key focuses follow.

How well does the LEA / How effective is:

1. Challenge the performance of schools and support to improve
2. Promote strong leadership in schools
3. Strategies meet the needs of more able pupils
4. The provision for pupils with ALN
5. The provision for behaviour support
6. Address school reorganisation issues, including Post-16

CJ noted that GDS sessions are being planned for Elected Members. This will support digital decision-making; CJ will discuss with NY the potential for PCC to participate in some piloting projects.

**Action: CT to update Board at each meeting and in particular report back regarding the work to develop scrutiny and broader member input.**

<b>7.</b>	<b>FINANCIAL OVERVIEW AND FORECAST - (15 MINUTES)</b>
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The March Outturn Report will be provided at the next meeting.

JT presented the “Financial Planning and Budgeting, 2020/21 and Beyond”:

- Developing the Financial Strategy (
  - Where we are now; Where we would like to be; How we will get there
- New Approach to Budgeting
- Smarter Budgeting
- Challenges of Smarter Budgeting
- Next Steps

The Board welcomed the approach, and the clarity of the presentation.

The process has a whole-organisation approach and ownership. Future focuses include public engagement, Capital planning, and using the well-being goals to underpin decision-making.

<b>8.</b>	<b>DATES OF FUTURE MEETINGS</b>
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JS noted his apologies for the next meeting (05 June 2019); JSa will Chair. JS will be meeting the Leader, Chief Executive and Director on 30<sup>th</sup> May. The meeting of 26 June 2019 will focus on Transformation; the standard reports will be included for information and exception reporting.

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| <ul style="list-style-type: none"> <li>• 05 June 2019</li> <li>• 26 June 2019</li> <li>• 31 July 2019</li> <li>• 28 August 2019</li> </ul> | <ul style="list-style-type: none"> <li>• 25 September 2019</li> <li>• 30 October 2019</li> <li>• 27 November 2019</li> </ul> |
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**Jack Straw, Independent Chair**

**Actions from Improvement and Assurance Board held on 01 May 2019**

	<b><u>Item Number</u></b>	<b><u>Page Number</u></b>	<b><u>Owner</u></b>	<b><u>Action</u></b>
1.	3.1	2	AB	Share the DTOC improvement plan with the Board.
2.	3.1	3	NA	Liaise with Albert Heaney re: EP's request for updated national data/comparative figures.
3.	3.1	3	MG/DO	Report to the Board meeting on 05 June on the performance of the following indicators: strength based practices, outcomes, care planning, and management oversight with a view to driving improvement.
4.	3.1	3	AB	Bring a detailed action plan to the 26 June Board in relation to transforming the whole of adult services.
5.	3.1	3	DO / MG	Bring report back to the Board about how the authority provide assurance around Direct Payments.
6.	4.1	5	JC	Circulate a structure overview to the Board at the meeting on 26 June 2019. The Board seeks assurance that enough supportive resource is available to deliver signs of safety and JC will include this detail within the report.
7.	4.1	5	JC	Circulate the revised performance report to the Board members, with implementation on Monday 06 May, subject to any comments from the Board.
8.	4.2	5	NY	Circulate an update on the legal service support with the draft minutes [complete].
9.	5	7	CT	Update the Board at each meeting [re: Corporate Leadership and Governance] and in particular report back regarding the work to develop scrutiny and broader member input.

## **APPENDIX 1: Legal Support for Social Services**

### **Children's Services**

Since the CIVV inspection, legal services have had difficulty in recruiting child care lawyers and have had to rely on the engagement of locums. Fortunately we have been able to secure the services of 2 locums for substantial periods of time which has given a degree of stability. Recently one of the long standing locums left to undertake a similar job in Orkney and the replacement locum has fitted in very well and is prepared to accept a permanent post as a PCC employee. Her arrival as a permanent employee will bring the team to 3 employees dealing with 24 cases in proceedings. In addition we have the ability to utilise the services of one of the locums that have been in Powys for some time on an as and when required basis '

In addition, we are in the process of recruiting a paralegal to further support the child care team,

### **Adult Social Care**

Until recently, one of our longstanding social care lawyers dealt with all adult social care matters in addition to undertaking her child care work. This locum has recently left and we had originally had an indication from Bridgend CBC that they had spare capacity to undertake the such work on our behalf. Unfortunately, circumstances in Bridgend have changed and they are no longer able to assist. As such we will now have to utilise external legal advice to support ASC but it is important to note that there are currently only 6 matters that will require such support.

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