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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, 5 JUNE 2019

Present

Jaki Salisbury (Acting Chair)	JSa	Independent Member
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
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 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	1 - 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	5
Jane Thomas	JT	Head of Financial Services	6
Lisa Williams	LW	WAO	All
Michael Gray	MG	Head of Adults Services	1 - 3
Ness Young	NY	Corporate Director (Transformation)	All

Apologies

Jack Straw (Chair)	JS	Independent Chair
Alistair Davey	AD	Welsh Government Social Services Division
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance
Cllr Matthew Dorrance	MD	Leader of the Labour Group

1. MINUTES OF THE LAST MEETING

The minutes of the last meeting were agreed as a true record.

2. UPDATE ON ACTIONS FROM THE LAST MEETING

Page 5 - re: unallocated cases, AB and BA had already had a brief discussion; but this is still being pursued and a further meeting will be held at the end of June.

Page 5 – The Action from the last meeting requesting a report back on a number of indicators will be covered under item 3.1 - Adult Services Performance report.

Page 5 - [Referring to the action of the previous meeting] **ACTION: CJ will liaise with Natalie Avery and Albert Heaney re request for updated national benchmarking data.**

Page 6 - re The Signs of Safety event (Children's Services) – this was very well attended, and there was a positive 'buzz' from all involved. JC reported that Staff engagement was phenomenal, with fantastic comments regarding the change in culture. A further event for both Children's and Adults Services is scheduled for July; PH will be attending the staff event, and a broader schedule of events (with Members and Board Members etc. being invited) will be considered as part of the future programme. The staff-led rugby song parody was incredibly well received, and the day ended on a high note. The Board welcomed the extremely positive feedback.

Page 7 – Recommendation ref Children Services Performance report dealt with at item 6.1

Page 7 re: Legal Support [Referring to the action of an earlier meeting] An interim update on the Legal Support matter was provided at the last meeting, and a full response will be presented to the Board on 26 June 2019 by Clive Pinney, Head of Legal and Democratic Services.

NOTE: This paragraph was discussed under item 6.1 but is included in item 2 for ease of reference.

Page 7 4.3 (which was discussed as part of the Children's Services Performance item 6.1): National LAC project – PH noted that the First Minister has set a priority for reducing LAC, and there is a programme of visits for local authorities across Wales; Powys was visited in late May 2019. PH highlighted that the visit to Powys included very impressive presentations to the WG team, which clearly demonstrated the change in practice e.g. Signs of Safety (the video with an energetic, engaging Social Worker, and a Team Manager working with a high-risk case). The information was extremely dynamic, and PH suggested that a similar approach may be beneficial for the Board. CT thanked PH for the positive feedback, which was very welcome. AB expressed her thanks to JC and her team; JC will feedback to her team. RP highlighted the great assurance and demonstration of strategy that the visit had provided, and thanked PH and the WG team for their feedback. JGW requested sight of the videos and suggested that some reflective examples of the team's approach to challenging / unsuccessful results also be included; JC agreed that it is important to acknowledge when situations do not go as hoped. ACTION: JC will provide the Board with access to the videos.

Page 9 - ACTION: CT will bring a paper re: Member development and scrutiny matters to the Board in August/September.

Page 9 - NY had discussed with CJ the options for Member development re: the digital programme.

3. ADULT SERVICES

3.1. Adult Services Performance Report

- DO stated that 100% of statutory safeguarding enquiries are being met.
- DO noted the end of year financial situation is positive the £2million "underspend" was achieved on the adjusted budget, however this is after an additional £6.5million investment last year).
- DO noted that Delayed Transfers of Care remain a concern.

- DO update re domiciliary Care within the market and county; the service has recently met with John Bolton who has a model for the flow through the hospital system and how many people – in a normal service – end up receiving domiciliary care etc. PCC will be working with Powys Teaching Health Board to populate that model. **ACTION: MG/DO confirmed that the service will link to the model within the transformation section of the next Board meeting.**

BA noted that Quality Assurance has reduced, except for performance management oversight, which has increased. MG highlighted the robust Quality Assurance process in place, and good practice is being used as exemplar practice which is resulting in greater buy-in from staff. **RECOMMENDATION: Reflect on KPIs relating to the care pathway.** Re: page 21, vacancies, there are difficulties in recruiting to the vacancies in the Older People South Team, and these are being addressed in conjunction with the HR and Communications Teams. **ACTION: As part of the Performance Report, an update on the vacancies situation will be provided by MG in future reports.**

BA and AB met regarding Safeguarding and ASSIST, and a further discussion will take place at the end of June.

SH stated that the transfer of residential care homes took place in May, and it was a smooth transition.

SH noted that he has requested that the service identify a clear policy of choice and top up for the service and that he expects the service to design an Adult service fit for the future.

CT provided a verbal update on the current DTOC situation, and AB highlighted the encouragement of creative approaches to support service users to take up the appropriate available places.

In response to the action agreed at the previous meeting, MG provided a verbal update to the Board regarding strength-based practices, outcomes, care planning, and management oversight (a paper will be circulated following the meeting). What PCC is trying to do (ongoing) is shifting the culture from 'what can we do for you' to 'what would you like to be able to do, and what resources would help you do that?' and then identify the gaps which the authority can help to provide. This includes developing staff skills and reflective practice; strength-based training is being provided to staff; 30 places have been provided on mentoring training which is taking place in the summer. The dedicated quality assurance manager has liaised closely with the trainer to ensure it is bespoke to the needs of Powys. Care planning; qualified social workers are signing off their own assessments, monitored via internal processes. Management oversight is a continuous piece of work, prioritising cases and preventing delays. Monthly Quality Assurance takes place (including auditing by the Head of Service), and themes of improvement are generated through the auditing.

3.2. Adult Services Progress Against CIW Actions

The CIW recommendations summary (which is presented to the Board monthly in lieu of the full detailed plan) will be refreshed after next month's transformation discussion and the revised plan will be presented to the Board in an upcoming meeting.

3.3. Adult Services CIW Monitoring Visit

The monitoring report assisted in identifying what works well, and what can be improved. The feedback between the perceived service gaps and how that feeds into future commissioning plans will continue to be developed to encourage co-design. Some key partners engaged with the process were not approached by CIW, and there is a need to ensure that partners are involved at all appropriate levels. The referral form was felt to be very good (person-centric).

AB and DO have met with Denise Moultrie of CIW to discuss the feedback.

3.4. For information: Sample of Compliments

The Board welcomed the sample.

3.5. For information: Domiciliary Care and Dynamic Purchasing Systems Presentation

The Board welcomed the presentation, which follows the earlier workshop.

4. CORPORATE LEADERSHIP AND GOVERNANCE

CT provided a verbal update.

Senior Management Structure – Clint Middleton will join the authority on 01 July 2019 (Head of Digital and Communications) and the full senior team will then be in place. There will be a reflection over the summer as to whether the new model is working effectively in practice e.g. the strategic focus, and whether the links between Executive Management Team and Senior Leadership Team are working well.

Member interface – the three new scrutiny committees have met, and working groups are being established to enable background information to be developed to support in depth understanding and briefing of key issues to facilitate more effective scrutiny. Quarterly Portfolio Holder Meetings are taking place.

Director of Social Services Role – AB is in the process of finishing the annual report (Scrutiny, Cabinet and full Council).

Performance Management and Culture across the organisation – this is being emphasised throughout the organisation. Corporately, the top 5 indicators and risk profile are being regularly considered. Service meetings and quarterly meetings with portfolio holders are becoming more effective. Individual members of staff are appraised annually (and reviewed six-monthly), but it is acknowledged that this process needs to be strengthened further.

Estyn will be inspecting the schools service week commencing 17 June 2019, with the formal inspection week commencing 01 July 2019. The citizens survey has been launched by Estyn.

Vision 2025 links to financial planning and budget decisions, and there will be a review of priorities and outcomes.

The Transformation Programme is developing; the Transformation Board has met several times. A presentation will be provided to the Board on 26 June 2019.

5. CHILDREN'S SERVICES

5.1 Children's Services Performance Report

- AB thanked JC for her leadership throughout the challenging structural transition.
- JC said that there is a time lag in reporting, which the Board acknowledged.
- JC stated slightly delayed but high-quality assessments are being prioritised over poor assessments within timelines.
- JC stated Statutory visits are not good enough; it is expected that within three months of the completion of the restructure (which is taking place by the end of June) performance will improve. JC also outlined the 38% supervision PI is incorrect due to the restructure and HR system issues. It was agreed that in instances such as this it may be better just to give a verbal explanation.
- JC said that the 80/20 front door split is being achieved, and the source of referrals will be refined in future windscreen reports.
- JC confirmed the numbers of children on the child protection register are slowly reducing.
- JC said issues are generally moving forward in a positive direction throughout the report.
- JC explained the '10 children without a care plan' figure was a snapshot in time and not reflective of the current situation (which today is 1 child without a care plan).

PH acknowledged that KPIs are work in progress, but noted the progress made; PH and JC have been liaising over the last week.

2 out of 3 vacant Senior Manager posts have been appointed in this round in addition to those appointed previously; Senior Manager for Early Help and Assessment is in post; Senior Manager for Care and Support was an internal candidate who was promoted; the Senior Manager for Corporate Parenting is in the process of agreeing a start date; Senior Manager for Intervention and Prevention was an internal candidate who has been promoted. The Senior Manager for Quality Performance is filled in an interim capacity by an existing post holder.

JC provided a verbal update on the workforce, including: 49 Social Workers (26 permanent), plus 17 Senior Social Workers (12 permanent), 17 Principal social workers (14 permanent), 16 Team Managers (13 permanent) and 6 IRO's (5 permanent). BA highlighted that a similar situation exists within England also, in terms of a lack of Social Workers and JC stated that there needs to be a different approach taken to deal with the issue.

PH requested an update on the 'safe' transfer of cases when people are moving around the system during the restructure; JC advised that children will remain with their 'current' staff member until the end of June whilst the staff transfer to their new teams (at which point the new structure will be fully implemented) and as from 01 July the children will then be transferred to the appropriate colleague in the new structure – this had been an idea developed and agreed between Senior Managers.

PH requested that the 'measures still in development' section of the Performance Report is completed, and JC explained that the Leaving Care Dashboard has been prioritised. **ACTION: JC will ensure that the implementation timelines are included within each section of the report.**

BA requested an update on the sickness levels of staff; JC, her leadership team and HR colleagues will be discussing the service sickness in detail next week; the increased sickness is fully acknowledged by the service.

BA requested an update on the partnership between the legal support team and the services. PH acknowledged the positive development in legal services and children's services working together and noted the lawyer in attendance at the recent LAC reduction meeting was well informed about the case histories, practice framework and early intervention.

RECOMMENDATION: That a 12-month cumulative flow of referrals detailed on page 13 is produced. It was noted that the school holidays affect the number of referrals, and RP suggested that healthcare partners may be able to provide a view.

RH requested an update on the out of hours support, and whether there is an opportunity to work collaboratively with partners in the broader region; JC explained that further work is being undertaken; AB advised that a meeting had been due to take place with Shropshire Council to discuss the potential to 'share' Social Care workers in the short term, but the meeting has not yet taken place and revised dates have not yet been received from Shropshire Council.

JSa queried that since the report format has been updated, the 'what are we worried about' section has been removed and the request last month had been to strengthen this section of the report so that the what, when, who and how elements are addressed ; CT suggested that the detail be re-introduced for each section. **ACTION: JC to request the amendment to the format of the Performance Report.**

5.2 Children's Services Progress Against CIW Recommendations

JSa queried the format of the report, as it no longer states the CIW recommendation number etc. JC advised that the format had been changed as a result of earlier feedback from the Board, and that reverting to presenting the full plan would be more appropriate and clear for the Board and also less time-intensive for the service.

ACTION: JC to arrange to submit the full plan to the Board in future. CT stated that the monthly document for the Children's Services Leadership Team includes all of the relevant information, including the actions from the Board, and how the actions have been completed i.e. confirming assurance.

Included in the July Board meeting will be the review of progress since the last CIW monitoring visit report (January 19), which at that point would have been received six months prior.

5.3 For information: Participation and Voice Strategy

The Board welcomed the final strategy following the earlier workshop.

5.4 For information: Leaving Care Service Improvement

The Board welcomed the clear report. RP noted that this is a really good starting point, with opportunities for further learning and information. JSa said that there are many ways that PCC and its partners could provide Corporate Parenting input and this had been discussed at a previous workshop on leaving care, including apprenticeships, work experience, etc. It is hoped that this opportunity would be taken up by every department within the Council as well as by partners and businesses.

For information, CIW will be on site on 19 and 21 June 2019.

6. FINANCIAL OVERVIEW AND FORECAST

The report for the year to 31 March 2019 was circulated immediately prior to the meeting, following consideration by PCC Cabinet yesterday.

JT provided a verbal overview of the report. The final outturn position was an overspend of £713k, which was an improvement to the February 2019 forecast. Action was taken in Autumn 2018 to hold budgets, spend and vacancies. The Capital budget was underspent, and there was a benefit from some Welsh Government Capital grant, and these both contributed to the improved position. It is planned that Capital reporting will be amended in future to undertake a whole review each quarter in order to improve the accuracy of in-year reporting. The overall report supports the decision-making that has been made throughout the year. There is a significant level of risk in the current year's budget. Significant savings are required across the board, with the reserves providing only a little mitigation of the risk. The Children's Services spend increased due to the number of LAC, agency workers etc. Corporately, £12m efficiency savings were expected, with £6.5m achieved. £1.8m of savings from 2018/19 must be achieved in 2019/20. Financial reports are being considered by Cabinet more frequently, including the outturn report and savings reports (which will challenge non-delivery and consider alternative ways to achieve the savings if appropriate and necessary). Financial planning for future years has started in earnest and has developed considerably over the last few weeks; services are each exploring the options for delivering on outcomes within budget envelopes.

JSa highlighted the importance of services developing their use and knowledge of data to inform options and this would take some time to develop. CT explained the need to ensure long-term planning, and to provide clarity and explanations of the financial challenges to Members, Staff, Partners and the community.

PH noted that austerity and legislation provide a basis for explaining to communities why change is required; AB noted that better outcomes are the key driver for Social Services. AD noted that the information needs to be clear, concise and demonstrate why the changes being proposed/made are the right thing to do. Plans for early corporate planning workshops for all Council Members were welcomed.

7. DATES OF FUTURE MEETINGS

CT noted that due to clashes, room availability etc., JS had agreed that future meeting dates may not be set to Wednesday afternoon but will instead be scheduled to best suit all those who attend.

- 26 June 2019
- 31 July 2019
- 28 August 2019
- 25 September 2019
- 30 October 2019
- 27 November 2019

Jaki Salisbury, Acting Chair

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