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Improvement and Assurance Board - Social Care Wednesday, 27 November 2019

MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD - SOCIAL CARE HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON WEDNESDAY, 27 NOVEMBER 2019

Present

Jack Straw (Chair)	JS	Independent Member
Phil Hodgson	PH	Independent Member
Cllr Rosemarie Harris	RH	Executive Leader
Cllr Aled Davies	AD	Deputy Leader

In Attendance – PCC Representatives

			Present for Item:
Alistair Davey	AD	Welsh Government Social Services Division	All
Anna Hughes	AH	Strategic Programme Manager Childrens Services	All
Caroline Turner	CT	Chief Executive	All
Cllr Graham Breeze	GB	Portfolio Holder for Corporate Governance	All
Cllr Myfanwy Alexander	MA	Portfolio Holder for Adult Services	All
Cllr Rachel Powell	RP	Portfolio Holder for Young People	All
Dylan Owen	DO	Head of Commissioning (Children & Adults)	All
Emma Palmer	EP	Head of Transformation & Communications	1-6
Hannah Hope	HH	PA to Senior Leadership Team (secretariat)	All
Jane Thomas	JT	Head of Financial Services	7.1 onwards
Michael Gray	MG	Head of Adult Services	All
Ness Young	NY	Corporate Director (Resources & Transformation)	All
Stephen Pearce	SP	Senior Manager Intervention & Prevention, Childrens Services	All

Apologies received

Alison Bulman	AB	Director of Social Services
Dr Gwynne Jones	GJ	Independent Member
Cllr James Gibson-Watt	JGW	Leader of the Liberal Democrat Group
Cllr Matthew Dorrance	MD	Leader of the Labour Group
Cllr Phyl Davies	PD	Portfolio Holder for Education
Jan Coles	JC	Head of Childrens Services
Lisa Williams	LW	WAO

1. MINUTES OF THE LAST MEETING

Minutes of 22nd October 2019 agreed as a true and accurate record.

2. RESPONSE TO ACTIONS FROM THE LAST MEETING

Board noted the updates provided against the actions from the last meeting.

Action 2: Workshop with PTHB partners – Board were advised that the Director had made contact with PTHB and agreed workshop at end of January. Outline of the workshop is being finalised and **ACTION: will be shared in due course.**

Action 8: Board were advised that funding had now been confirmed following a successful Bid. Cabinet earlier today approved the Digital Strategy.

ACTION: NY to provide report to next Board meeting.

It was noted the Action Log had not picked up all actions from the minutes and the following were discussed with updates provided:-

Backlog of Reviews: Board noted an update report with action plan are tabled on the agenda.

IPC report: Board were advised that the service have been provided with a summary report, with recommendations that there will be a further analysis and report to follow. However, this position by IPC has now changed, and no further report is expected – the Board were disappointed to hear this. The service are looking to commission that work themselves which will then feed into the ASC Transformation Plan. PH expressed disappointment shared by others.

ACTION: Summary Report to be tabled at next Board.

ACTION: Further update on commissioned work to be tabled at future meeting.

CIW Monitoring Visit Childrens Nov 2019: Board were advised that the final letter was received Tuesday evening.

ACTION: AB to share via email with the Board, any questions can be raised at the next Board meeting.

Future Meeting Dates: Due to the Christmas period, Board meeting for December will take place during w/c 6th January 2020 for both Social Care and Education, with no workshop. **ACTION: HH to confirm date asap.**

2.1	BENCHMARKING DATA UPDATE FROM ALISTAIR DAVEY
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Top 5 Performance Data: noted some information had been provided via AD's office, however the comparators for social care Top 5 had not. **ACTION: AD to follow up further to bring this action to a close.** The Board noted it is a national issue of gaining access to Welsh Comparative Data in order to assess our own performance, and also learn from other LA's are performing better.

Board noted that once the information is received, discussion will take place on the comparators and may highlight specific areas that need further consideration by the Board and Officers. Board noted the marked improvements in performance reporting of the Authority which is helping the organisation make improvements, however other LA's are not as advanced in this area, and this has been noted during the recent WG Consultation.

3.	CHAIRS UPDATE
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Dr Gwynne Jones has recently been appointed by the Minister as the Independent Member (Education) to the Board and will attend future meetings.

Over the preceding few weeks the Chair has been aware of the activity of the Finance Panel via the media. Chair wished to specifically record his thanks to JT, NY and CT for the proportionate and appropriate response made to the Panel this week. Chair noted the importance to recognise the view of the independent members of the Board is that budget pressures are immense, they do not believe simply setting efficiency targets for social care is helpful. The services need to deliver against their improvement plan actions and changes to the service which is a prerequisite to delivering lower costs, but may not be as low as would want it to be. Chair wished to offer to the Leader and CEO, if helpful at any point for Independent Members to meet/engage with wider groups of members.

4.	DIRECTORS EXECUTIVE SUMMARY
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DO presented on behalf of AB, as Deputy.

Areas to highlight: LAC has reduced in Powys when seeing increases across Wales, which showcases the good work that is ongoing in the service. Statutory visits for LAC has seen a sustained improvement which is positive. Reduction in residential care, and an improvement in DTOC position over the last few months.

4.1	ADULT SERVICES PROGRESS AGAINST CIW ACTIONS
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Noted and discussed under Quarterly Performance Reports.

4.2	CHILDREN'S SERVICES PROGRESS AGAINST CIW RECOMMENDATIONS
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Noted and discussed under Quarterly Performance Reports.

4.3	ADULT SERVICES: EVALUATION OF OUTSTANDING REVIEWS - UPDATE REPORT
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MG present the report and the Action Plan which shows what is being tasked between now and end of March 2020 to address this. Board noted as at today there are 465 outstanding reviews, compared to 522 as at 19 November. Senior Managers and Team Managers have their own respective plans in place to address this, and each worker is aware of the number of reviews they are required to undertake and will be monitored via monthly supervisions.

Service continue to manage new demand coming in with assessments being undertaken timely. MG clarified that by 31 March, the backlog of 522 reviews will be cleared, however there will be reviews outstanding resulting from current caseloads.

Board questioned whether there are any particular issues in certain teams where the reductions are now decreasing and what can or is being done to address this? Board were advised of recruitment issues in the south of the county, which has affected reviews being allocated and completed. A new Senior Practitioner has been appointed and this should show the planned reduction over the next few months as set out in the action plan.

Board welcomed seeing the pace and action that was being applied to address this, and it was noted that when completing outstanding reviews, this may have a positive impact on the financial position where support may be reduced.

4.4	DELAYED TRANSFERS OF CARE PLAN UPDATE
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Board received the Highlight Report as at September 2019 for PCC and PTHB, noting the need for it to be seen in the context of recent Winter Resilience Funding via RPB.

The Board questioned whether the plan is having an impact on improved performance and being implemented.

DTOC Improvement Group meets monthly between PCC and PTHB to review the plan. Current DTOCs are 18, 11 of which are due to social care reason. This is a significant improvement from recent months. Development of clear discharge duties assists in improving this performance.

CT noted 1yr ago, the DTOC figures were even more concerning, and pleased to see a plan in place and being implemented. Concerns original raised by PTHB CEO have changed recently, now that there is an understanding of the plan and joint working that is underway which is providing assurances to both Chief Executives.

MG attended Brecon Patient Flow site last week and met with the Discharge Officer, where he saw the urgency in addressing case by case, and seeing the wider impact on the improved performance where matters are being addressed at a local level, without escalation to Chief Executives. The Board welcomed this assurance.

ACTION: live examples like above need to be reflected in the Directors Executive Summary to provide assurance (AB).

Winter Resilience Bids of £690k via the RPB will include: additional therapeutic support to discharge to assess; additional mental health beds; increased community connector capacity; community equipment for complex discharge; information management solution for quick access to care bed provision; temporary increase of inhouse domiciliary care capacity, pilot of a dedicated social work hospital team which goes live next month (1FTE to project manage as Team Manager with x3 Social Workers to attend the DSGs at specific/relevant times).

4.5	ADULT SERVICES TRANSFORMATION PLAN - UPDATE
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MA advised the Board that work is already well underway under the Plan with differing timescales applying. Recently shared the Plan with all Members who appreciated the update.

MG welcomed the Board's views on whether this Plan provides the assurances required, or any particular areas they would wish to undertake a "deep dive" that would be beneficial moving forward.

Chair noted the Board had received and noted the Plan at a previous meeting, which was comprehensive. However, the Board are still expecting the IPC work to input into this plan whether this is the full report or information extracted from the summary.

ACTION: End dates need to be reviewed and updated as some have expired but still work underway (MG).

Board agreed that future updates should be provided via a "Highlight Report", linking impact of performance on outcomes so clear to see what is/has been delivered to provide assurances. **ACTION: MG**

Telephony Service: NY has asked the new Interim Head of Digital Services to review this with the service and provide a solution as soon as possible.

MG noted that not all changes within the service are those within the Transformation Plan, and are undertaken day to day, but do need to be communicated back to the Board. **ACTION: MG**

5.	BREAK - (10 MINUTES)
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6.	QUARTERLY PERFORMANCE REPORTS (AS AT 30 SEPTEMBER 2019)
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a) Childrens Services

Board were advised that the restructure of the service was completed in September, and reflection has been undertaken within the service and teams on how far the service has come. Staff are motivated and enthusiastic around how the new teams are working, which is having a positive affect on performance.

Consistent performance on LAC Statutory visits over the last 2 months. Continue to strive to hit the target and above.

LAC has reduced to 234 (noting the services end of year aspiration of 230). Number of children becoming LAC is 30, which in comparison to a year ago was 19more, which shows how the new Edge of Care team are helping to support and keep children/young people at home. Step down has increased to 7, 4 of which returned home which the service are proud and pleased with.

Assessments continue to be an area of concern, however an enormous amount of work has been undertaken but the new Interim Team Manager which the service hopes will show in the November Performance Data. 67 new assessments in October, which does impact on completing those outstanding however a clear plan is in place to address this.

Joint CAFACSS training event held in October which brought together Social Workers, Team Managers, IROs, legal staff and CAFCASS Guardians. Very positive, participants felt barriers have been brought down and great positive event.

SOS: SP noted a recent Childrens Leadership Team meeting the challenge around assessments was raised, and the mode of SOS was used to address this which was really positive for the team. Recent Regional Safeguarding Board Conference attended where Powys presented on culture changing of SOS, which was positively received and noted as the highlight of the conference. **ACTION: Leader/Chief to consider arranging a workshop/session to experience SOS model via Cabinet/EMT.**

S47 Assessments: Board noted this was 64% in October and are seeking assurances on what is actively being done to address this. The service agree that the current position is not acceptable and it is an extremely complex area with the provision cutting across all different teams. This is a priority with weekly data meetings held between officers and Senior Managers. The service advise there will be an improvement going forward, but this may not show immediately in the performance reports. **ACTION: AH to check if targets are in place for teams/officers and feedback at next Board.**

Foster Care recruitment: positive update with 11 approvals, and 11 going through the system. The Board were advised that the retention of current foster carers is equally as important. Board noted there were local groups in place for Foster Carers to get together face to face, and would be good to promote this more. **ACTION: AH to take forward with Communications Team.**

Rate of New Borns coming into care is increasing, AD questioned how are the service dealing with this. **ACTION: future meeting agenda item (JC).** RP noted previous discussions around this with JC, and more direct support is available from the service.

Supervision: Chair noted the level of supervision is still a major concern. Previous assurances received that this was due to structural change and systems issues, but still remains low. **ACTION: AB/JC to advise what action is/will be taken to address this.**

Complaints received seems low, however the Board noted the **ACTION: HOS will re-look and check that these figures are correct.**

Length of time spend on CPR: CT advised the Board it was good to see this continually reducing and being sustained which is welcomed.

b) Adult Services

Supervision: MG advised that there is an improved position that previously advised, and issues with BI data has been resolved. Work underway to coach Senior Managers to use supervision positively and effectively via coaching, and if successful will be rolled out across the service.

Direct Payments: good progress being made. 1/3rd of care provision provided through Direct Payments. Almost exactly 1/3rd of cost care provision, increases on a monthly basis. Community Catalyst work now recruited in Powys, and will be developing small enterprises, and working with Wales Co-operative, and how it can assist in providing services in the medium of Welsh. Board will look to return to the work of Community Catalyst as it evolves. **ACTION: DO to advise timescales to add to work programme.**

Apprenticeships: currently recruiting 6 reablement apprenticeships, delighted to have funding in place to undertake this across the County.

Providers viability is a concern for the Board. DO provided overview which covers many areas, some are robust, however some are vulnerable, some benefits to re-tendering of providers. Due to the LA not providing a financial uplift, the service have a challenge from residential and care home providers and how to manage the top-ups. Service are reviewing all residential care and inhouse care options, with a report to

Cabinet in Spring 2020, and look at what plans we can put into place i.e sheltered schemes.

Supported Living – live tender now underway which equates to £10m. The service are radically changing the project to be outcome focussed and for providers to provide whatever it is that the person requires.

Shared Lives – service are looking to expand this area, in order to provide more within the County.

Period 7 overspend due to LD transitions: Service are hopeful this will be within budget, but dependent on the care assessments/requirements. Transitions Project Group in place which hopefully will address future planning, with the Board noting that this area should be included as a pressure in the budget for future planning. **ACTION: update on the work of this group at future Board (JC/MG).**

Reduction in capacity in the safeguarding team: Board were advised that capacity is stretched due to a long-standing performance management issue. Interviews to fill the post are due to take place in January 2020. Board noted that when looking at the performance data, this still remains good despite the capacity issue. All Wales Protection Procedures were launched in November, and the Senior Manager is currently reviewing roles and responsibilities to ensure compliance, and with dedicated input from the legal team when required. RP noted still not aware of the areas of safeguarding referrals in order to see whether the need is, and what action may be required. MG referenced discussion at recent Corporate Safeguarding Group regarding this and **ACTION will be added into future performance reports.**

7.	CORPORATE LEADERSHIP AND GOVERNANCE - QUARTERLY REPORT UPDATE
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The Board welcomed the second written report from the Chief Executive, noting the common theme in the report is Education, and how central this is to the focus of the council. The Board emphasised the need to continue strong focus on social care.

Review of corporate governance is tabled for this Board to consider and provide feedback/challenge.

7.1	ACTION PLAN TO DRIVE FURTHER IMPROVEMENT IN CORPORATE GOVERNANCE
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Board noted that the Council's Annual Governance Statement (AGS) response stated that the Chief Executive could only give "partial assurance", hence this review and action plan undertaken by NY.

Core principals by CIPFA used alongside the AGS to identify those areas the Council need to provide over and above what is already in place, in order that the 2020 response can provide full assurance.

Draft Action Plan has been discussed and endorsed by EMT, and will proceed through to Cabinet. Officers identified within the action plan comfortable with their actions and timescales identified.

Chair welcomed the comprehensive action plan, and assurances that the actions identified can be delivered. **ACTION: feedback from Board members welcomed at any point to feed into the plan.**

Board were advised that the "I&AB management arrangements and ensure co-ordinated and supported" element will be led by NY with support from HH and Francesca Sandwell.

Board were advised that EMT and Cabinet have spent time focussing on understanding social care and education, given the current position, the journey and the budget implications to support the recovery. But also noting and understanding the other statutory duties across the rest of the authority. Board were concerned as to whether all understand the need for time to be given for recovery and process and understanding the journey, but pleased to note the new IBP process looks at what the services require, how budget is allocated, and delivery outcomes. RP advised the Board there are risks on delivery of savings within Children's Services, and expectations, given the Director and HOS have only been in post for 1yr, and there are new Senior Manager and Team Managers in place, which requires time to deliver change and savings.

8.	WORKFORCE ISSUES IN CHILDREN'S SERVICES
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NY has assumed Chair of the Childrens Workforce Development Board, first meeting held, action plan has been updated with specific owners to the actions and reviewed timelines. Meet again on 12 December to maintain momentum to deliver actions presented to the Board in September.

Market supplements: discussion underway between the Heads of Service, and looking to implement from January 2020.

Discussions are underway on opportunities of working with all HE's.

Looking at meeting with schools to advise on career options for students, and options available.

Board noted that whilst agency workers are valued, the costs and impacts are unsustainable. Is there enough activity to address this point? Is there an argument for a market supplement? Have we explored all opportunities to employ? The Group are clear on the actions and will explore all opportunities. Tracking of the action plan will be undertaken monthly. Adverts are being repeated, however "word of mouth" has been effective with officers advising colleagues to come and work in Powys.

Grow our own social workers: this is already taking place with 11 over the last 3 years, and looking to increase that number to 15 a year in the longer term. This is for adults and children's services.

Currently have 40 social worker vacancies in Powys (children) out of 160 posts. Chair noted the positive work that is taking place, and the Board accepted this is work in progress and welcomed future updates.

ACTION: The option of foreign recruitment to be considered urgently (NY)

9. FINANCIAL OVERVIEW AND FORECAST

JT presented the report as at end of October 2018. Forecast shows improved outturn with an overspend of £2.7m, which is an improvement on £3.3m.

Adult Social Care are holding pressures i.e. Technology Enabled Care, but there is a risk with winter pressures.

Children's services pressures: agency staff and placements.

There are £5m of undelivered savings at the end of this financial year (forecast). Discussions with Cabinet for next year's budget proposal, includes both the £5m undelivered savings and the financial pressures in children's services. These issues will be resolved before the beginning of the next financial year.

Additional grant funding from Welsh Government may be received before the end of this year, but the Council are not reliant upon it.

Board were advised that this month shows a marginal improvement on children's services spend.

ACTION: information at the next meeting on how savings are going to be achieved and how to deal with pressures going forward. Consideration of the Impact Assessments also (JT)

Board were advised that EMT and Cabinet are trying to understand why some savings have not been achieved, whether the impact assessments were effective and did they consider the issues that are now halting the savings.

10. DATES OF FUTURE MEETINGS AND FORWARD WORK PROGRAMME
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19 December 2019 (informal meeting)

2020 Meeting Dates:-

w/c 06th January - TBC

Wednesday 29th January

Wednesday 26th February

Thursday 26th March

Wednesday 29th April

Wednesday 27th May

Wednesday 24th June

Wednesday 29th July

Wednesday 26th August

Wednesday 30th September

Wednesday 28th October

Wednesday 25th November

11. CLOSE OF MEETING

Meeting closed at 16:49

Jack Straw, Chair

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