

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

**Present**

Jack Straw (Chair)	JS	Independent Chair
Bozena Allen	BA	Independent Member
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
Cllr Aled Davies	AD	Deputy Leader	All
Cllr James Gibson Watt	JGW	Leader of the Liberal Democrat Group	All
Cllr Matthew Dorrance	MD	County Council	All
Cllr Stephen Hayes	SH	Portfolio Holder for Adult Services	All except 5
Dylan Owen	DO	Head of Transformation for Adult Services	4
Felicity Llewellyn	FL	PA to Executive Office	All
Jan Coles	JC	Head of Childrens Services	5
Jane Thomas	JT	Head of Financial Services	All
Jen Jeffreys	JJ	Interim Head of Operations for Adult Services	4
Jeremy Evans	JE	WAO	All

**Apologies**

Alistair Davey	AD	Welsh Government Social Services Division
Catrin Jones	CJ	Welsh Government
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance
Cllr Rachel Powell	RP	Portfolio Holder for Young People
Cllr Rosemarie Harris	RH	Executive Leader
David Powell	DP	Acting Deputy Chief Executive
Emma Palmer	EP	Head of Strategic Policy and Performance

The Chair thanked Mohammed Mehmet, former Acting Chief Executive, who has now left the authority.

Yesterday's workshop regarding workforce issues was productive, helpful and challenging. **ACTION: AB will ensure that a note will be circulated to I&AB members following each future workshop and specifically report back at the next board on the effectiveness of the proposals outlined at yesterday's workshop.**

<b>1. APOLOGIES</b>
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Apologies were received and noted above.

<b>2.</b>	<b>MINUTES OF THE LAST MEETING - (5 MINUTES)</b>
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Comment re: Page 5: "MM noted that 'good KPIs' can hide poor practice..." PH noted that they can also help improve performance.

Amendment requested for Page 7: "JS was happy with the approach..."; **ACTION: FL will amend the minutes to state "stressed" rather than "acknowledged".**

<b>3.</b>	<b>RESPONSE TO ACTIONS FROM THE LAST MEETING - (10 MINUTES)</b>
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Re: item 6.1. relating to potential changes to the Children's Performance Report; **ACTION: AB/JC to meet with the independent members prior to presenting a revised report at the next Board meeting to discuss in detail rationale for proposed changes.**

**ACTION: AB will circulate the list of deep dive workshop sessions (the second schedule, as agreed by MM and JS) with the draft minutes of today's meeting.** [Attached to these minutes as Appendix 1.]

**ACTION: The Legal Support for Children's Services will be brought back to the meeting of 05 June 2019 by AB.** AB confirmed that there is no further update regarding legal support for Adults Services, and the authority has not raised any concerns; there is no specialist adults social care solicitor. **ACTION: JS requested assurance that where staff and managers need support it is available; JS requested a dual report to cover children's and adults services.**

<b>4.</b>	<b>ADULT SERVICES - (1 HOUR)</b>
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#### **4.1. Adult Services Performance Report and Progress Against CIW Actions**

Additional information about savings has been included in the summary.

Page 2 of the performance report: The list of savings has been identified. An impact statement is available and the risk and impact on the service has been considered. The presentation on these plans has been delivered to full Council, noting that the risks are high. DO acknowledged that there are challenges within the plan. **RECOMMENDATION: BO suggested a monthly report on the OT service pressure points, deliverability and future funding. ACTION: JJ will provide the Board with an OT report.**

AB highlighted two main risks for Adult Social Care: the deliverability of the plans, and that the plans don't cover the forecast pressure.

BO requested clarity on page 4 re: what needs to happen (working with the Health Board re: robust reporting practices), and DO provided an update on the system; AB noted that the codes on the system must be updated accordingly when required. AB highlighted the work being undertaken with out of county hospitals in influencing the discharge planning for Powys residents.

**ACTION: JJ will provide the next Board meeting with reports on, and timelines for completing, the reviews that are outstanding.**

The Board welcomed AB's comments that the authority will be commencing work to consider how the Adult Services teams can develop/restructure to achieve better outcomes for the people of Powys but wished to understand what this means in practice. AB needs to cover this in transformation deep dive.

**ACTION: DO will arrange to include on the schedule a workshop around the Regional Partnership Board.**

BO noted the shift in culture in accountability and performance etc.

**ACTION: JJ will provide the Board with further information on the actions detailed in "What do we need to do next?".**

Re: "What are we worried about?": The new finance system is commencing on 01 April; plans are in place to ensure business as usual. A significant number of commitments will need to be actioned promptly for Adult Services, and this has been prioritised by the Finance Team, along with training for the service staff.

The Chair recognised the compliments that had been received and presented.

SH confirmed that the contract for the management of central care homes has been awarded, and acknowledged officers' work in progressing this.

CIW are likely to undertake a monitoring visit in May; this reduces from a quarterly monitoring visit to a five-month visit.

<b>5. CHILDREN'S SERVICES - (1 HOUR)</b>
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**5.1. Children's Services Performance Report Children's Services Progress Against CIW Recommendations**

Benchmarking was discussed; PH noted that if the Powys data was benchmarked against other authorities it would not be 'poor'. Benchmarking is not currently available. CT highlighted the success that Powys has had with good practice the reporting systems.

Page 3 notes the regulatory requirement that "...children with disabilities are receiving more than 100 nights of respite per year and so must be considered as children who are looked after.". **RECOMMENDATION: AB will highlight this to Welsh Government when they visit the authority, and will challenge this requirement.**

Page 4: PH positively noted the SGO approach.

Page 16: The cost of placements was discussed.

Page 18: JC explained that the funds available for supporting adoption will be routed through the ICF and the authority will need to bid for a portion. There are currently 26 children awaiting (adoption) placements.

**5.2. External Placements for Children Looked After**

The Board noted that the work is currently underway, and positive results are evident.

### 5.3. Audit Activity Report

The number of children on the child protection register suffering emotional abuse and neglect was highlighted.

### 5.4. CIW Monitoring Visit

The visit that took place a fortnight ago was a relatively positive visit, recognising some good and excellent work. There are still areas for improvement. The monitoring letter has been received; **ACTION: AB will circulate the letter to the Board immediately and ensure that the board is notified in advance of any further planned visits. AB to place letter on next board agenda along with any specific actions planned.**

6.	<b>CORPORATE LEADERSHIP AND GOVERNANCE - (15 MINUTES)</b>
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**RECOMMENDATION:** that Ness Young (the incoming Corporate Director – Transformation) report to the Board in in-service and cross-service transformation plans across the authority.

The new Senior Management Structure is effective as from Friday 01 March 2019; the first meeting of the new Executive team was held today, and Ness Young joined the meeting. There is one Head of Service post being re-advertised.

CT highlighted the new arrangements for Scrutiny Committees, which will be: Economy, Residents, Communities; Health and Care; Learning and Skills. Arrangements for audit committee have also changed to align with the all-Wales approach. A co-ordinating committee is now in place to focus the committees, and to set up a number of working groups.

SH commended the exceptional officers working within Social Services.

7.	<b>FINANCE (15 MINUTES)</b>
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#### 7.1. Financial Overview and Forecast

The forecast outturn is shown as a £3.1m overspend. JT advised that the January 2019 position shows an improvement around Children's Services as the cost of placements has reduced. Adult Services have delivered all of their savings.

#### 7.2. S151 Officer 2019/20 Budget Sign-Off

JT provided a verbal overview of the report, and advised that she was of the opinion that there is a robust plan going forward. JSa noted that she had worked closely with DP and JT over the last few months, and was pleased that the information had been clearly raised with Members via various workshops etc. **RECOMMENDATION: Consider a move towards future planning and ensure that there is a lead-in time, and moving away from a yearly plan to longer term planning.**

Included within the savings figure is £3.9m of historical savings that not deliverable; these will be removed from next year's budget requirement. JT noted that if these savings were disregarded from the current year, the authority has already achieved 73% of savings.

JGW highlighted the lines within the savings reports that are detailed as income generating activities. It was noted that Adult Social Care contributes towards the authority's income, but its ability to do this reduces annually.

The Board received the level of assurance that they required.

<b>8.</b>	<b>EXTERNAL ADVISOR / INDEPENDENT MEMBER UPDATES</b>
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Updates were not provided for this meeting.

<b>9.</b>	<b>DATES OF FUTURE MEETINGS</b>
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**ACTION: PCC to liaise with JS to propose dates for August to December 2019 at the next meeting.**

Further information will be provided, but the Board were asked to note that there may be a change of date to the next meeting, due to take place on 27 March, to bring it forward to Tuesday 26 March 2019 instead.

**Jack Straw, Independent Chair**

**Actions from Improvement and Assurance Board held on 27 February 2019**

	<u>Item Number</u>	<u>Page Number</u>	<u>Owner</u>	<u>Action</u>
1.	N/A	1	AB	Ensure that a note will be circulated to I&AB members following each future workshop and specifically report back at the next board on the effectiveness of the proposals outlined at yesterday's workshop.
2.	2	2	FL	Amend the minutes to state "stressed" rather than "acknowledged". <b>[completed]</b>
3.	3	2	AB / JC	Meet with the independent members prior to presenting a revised report at the next Board meeting to discuss in detail rationale for proposed changes.
4.	3	2	AB	Circulate the list of deep dive workshop sessions (the second schedule, as agreed by MM and JS) with the draft minutes of today's meeting. <b>[completed – please note that the Board dates for August – December are under discussion and will be confirmed a.s.a.p.]</b>
5.	3	2	AB	The Legal Support for Children's Services will be brought back to the meeting of 05 June 2019 by AB; JS requested assurance that where staff and managers need support it is available; JS requested a dual report to cover children's and adults services. <b>[Added to agenda for 05/06/2019]</b>
6.	4.1.	2	JJ	Provide the Board with an OT report.
7.	4.1.	2	JJ	JJ will provide the next Board meeting with reports on, and timelines for completing, the reviews that are outstanding.
8.	4.1.	3	DO	DO will arrange to include on the [deep dive] schedule a workshop around the Regional Partnership Board.
9.	4.1.	3	JJ	Provide the Board with further information on the actions detailed in "What do we need to do next?" [of the Performance Report.]
10.	5.4	4	AB	Circulate the letter to the Board immediately and ensure that the board is notified in advance of any further planned visits. AB to place letter on next board agenda along with any specific actions planned.
11.	9	6	PCC (secretariat)	PCC to liaise with JS to propose dates for August to December 2019 at the next meeting.

**APPENDIX A: Workshop Schedule (Note that dates for August to December are currently under consideration and may change.)**

Improvement and Assurance Board Wednesday, 27 February 2019

Date of Workshop	Workshop Focus	Time allocation	Lead Officer	Officers in attendance	Apologies Received
Tuesday 26/02/2019	Workforce	3.00pm - 5.00pm	Ali Bulman	Alison Bulman	
				Dylan Owen	
				Jen Jeffreys	
				Jan Coles	
				Sadie Hughes (HR)	
				Joanna Harris	
				Jackie Barnett	
				Louise Richards	
Thursday 28/02/2019	Commissioning and High Quality Care Placements (as originally scheduled)	9.30am - 11.30am	Anne Marie Davies	Anne Marie Davies	Cllr Rachel Powell
				Jan Coles	
				Jo Harris	
				Barry Kirwaun	
Tuesday 26.03.2019	Service Transformation - Adults and Childrens	3.00pm - 5.00pm	Alison Bulman	Alison Bulman	
				Dylan Owen	
				Jen Jeffreys	
				Jan Coles	
Thursday 28/03/2019	Participation and Voice (as originally scheduled)	9.00am - 11.30am	Daniel Harper	Alison Bulman - standing invite	
				Jan Coles	
				Jo Harris	
				Kellie Wood	
				Emma Palmer	
				Barry Kirwaun	
				Cllr Rachel Powell	
				Anne Marie Davies	

				Sharon Powell	
<b>Tuesday 30/04/2019</b>	Budget (Children's and Adults)	3pm - 5pm		Alison Bulman	
				Dylan Owen	
				Michael Gray & Jen Jeffreys	
				Jan Coles	
				Jane Thomas	
				Jackie Pugh	
<b>Thursday 02/05/2019</b>	Dynamic Purchasing System for Domiciliary Care	9.00am - 11.30am	Martin / Sally	Dylan Owen	
				Martin Heuter / Lee Anderson	
				Sally Beech	
				Vincent Hanly	
				Angela Williams	
<b>Tuesday 04/06/2019</b>	Fostering (1hr) / Shared Lives (1hr)	3pm - 5pm	Jan Coles / Dylan Owen	Alison Bulman	
				Dylan Owen	
				Michael Gray	
				David Moody - TBC	
				SM for Fostering	
				Comms Officer for Fostering	
				Jan Coles	
<b>Thursday 06/06/2019</b>	Independent Reviewing, Quality Assurance and <b>Complaints</b> (Children's and Adults)	9.00am - 11.30am	Ali Bulman	Alison Bulman	
				Dylan Owen	
				Michael Gray	
				Jan Coles	
				Complaint Officers	
<b>Tuesday 25/06/2019</b>	Safeguarding and Good Core Social Work Practice - Children's and Adults	3pm - 5pm	Jan and Michael	Alison Bulman	
				Dylan Owen	
				Michael Gray	
				Jan Coles	



	and Adults			Sharon Powell	
				Karen Arthur	
Thursday 27/06/2019	Market Shaping for Adult Social Care	9.00am - 11.30am	Dylan Owen	Alison Bulman	
				Dylan Owen	
				Michael Gray	
Tuesday 30/07/19	Independent Reviewing, Quality Assurance and Complaints - Adults and Childrens	3pm - 5pm	Jan / Michael	Alison Bulman	
				Dylan Owen	
				Michael Gray	
				Jan Coles	
				QA Officers - Adults & Childrens	
Thursday 01/08/2019	Delayed Transfers of Care	9.00am - 11.30am		Alison Bulman	
				Dylan Owen	
				Michael Gray	
				Adam Greenow	
Tuesday 27/08/19	Eligibility criteria (thresholds) and Early Help / Early Intervention and Prevention	3pm - 5pm		Alison Bulman	
				Dylan Owen	
				Michael Gray	
				Jan Coles	
Thursday 29/08/2019	Partnership Working (Regional Partnership Board)	9.00am - 11.30am		Alison Bulman	
				Dylan Owen	
				Michael Gray	

			Jan Coles	
			Dominique Jones	
<b>Tuesday 24/09/19</b>	Infrastructure and Support Services	3pm - 5pm	Alison Bulman	
			Dylan Owen	
			Michael Gray	
			Jan Coles	
			Emma Palmer	
<b>Thursday 26/09/2019</b>	TBC	9.00am - 11.30am	Alison Bulman	
			Dylan Owen	
			Michael Gray	
			Jan Coles	
<b>Tuesday 29/10/19</b>	TBC	3pm - 5pm	Alison Bulman	
			Dylan Owen	
			Michael Gray	
			Jan Coles	
<b>Thursday 31/10/2019</b>	TBC	9.00am - 11.30am	Alison Bulman	
			Dylan Owen	
			Michael Gray	
			Jan Coles	
<b>Tuesday 26/11/19</b>	TBC	3pm - 5pm	Alison Bulman	
			Dylan Owen	
			Michael Gray	
			Jan Coles	

Thursday 28/11/2019	TBC	9.00am - 11.30am		Alison Bulman	
				Dylan Owen	
				Michael Gray	
				Jan Coles	

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