

**MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD  
HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS,  
POWYS ON TUESDAY, 22 OCTOBER 2019**

**Present**

Jack Straw (Chair)	JS	Independent Member
Cllr Rosemarie Harris	RH	Executive Leader
Cllr Aled Davies	AD	Deputy Leader
Cllr James Gibson-Watt	JGW	Leader of the Liberal Democrat Group

**In Attendance – PCC Representatives**

			Present for Item:
Alison Bulman	AB	Director of Social Services	All
Alistair Davey	AD	Welsh Government Social Services Division	All
Caroline Turner	CT	Chief Executive	All
Cllr Graham Breeze	JaE	Portfolio Holder for Corporate Governance	All
Cllr Myfanwy Alexander	MA	Portfolio Holder for Adult Services	All
Cllr Phyl Davies	PD	Portfolio Holder for Education	All
Cllr Rachel Powell	RP	Portfolio Holder for Young People	All
Dylan Owen	DO	Head of Commissioning (Children & Adults)	1-5
Emma Palmer	EP	Head of Transformation & Communications	All
Hannah Hope	HH	PA to Senior Leadership Team (secretariat)	All
Jackie Barnett	JB	Strategic Manager – Adult Services	4-5
Jan Coles	JC	Head of Childrens Services	4
Lisa Williams	LW	WAO	All
Michael Gray	MG	Head of Adult Services	1-5
Ness Young	NY	Corporate Director (Transformation)	All
Phil Hodgson	PH	WLGA Adviser	All
Sara Leahy	SL	WAO - observer	All

**Apologies**

Cllr Matthew Dorrance	MD	Leader of the Labour Group
Jane Thomas	JT	Head of Financial Services

**1. CHAIRS UPDATE**

Leader welcomed Cllr Graham Breeze, Portfolio Holder for Corporate Governance, and Cllr Myfanwy Alexander Portfolio Holder for Adult Social Care to their first meeting.

- Terms of Reference

Chair took the Board through the revised Terms of Reference approved by the Minister. The key changes are:-

Item 4:– includes “oversee, monitor and support the progress made by the Council’s Education Service in terms of addressing each of the recommendations made by Estyn in their inspection report of September 2019.”

Item 8:- Phil Hodgson now an Independent Member of the Board. An additional Independent Member with an education background/knowledge to be appointed by Welsh Government. Chair has been assured the additional member will be appointed prior to November meeting.

Item 9:- Estyn are added to the bodies who can nominate an officer to attend as an observer.

Board noted the November meeting for Education will focus on the information the Council will be tabling for the Estyn Improvement Conference on 28 November. Following the conference, consideration will be given to key areas for the Board to focus upon.

**ACTION: all to consider the Terms of Reference and feedback any issues/concerns directly to CT.**

<b>2.</b>	<b>MINUTES OF THE LAST MEETING</b>
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Page 5: "consideration of I&AB Members meeting with RPB colleagues." Noted workshop held in September on Partnerships and whether a meeting with RPB or PTHB colleagues would be beneficial. Discussion on the potential topics and how this could be progressed. **ACTION: AB to table a proposal at November meeting, following which next steps will be agreed.**

<b>3.</b>	<b>RESPONSE TO ACTIONS FROM THE LAST MEETING</b>
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Action 1: AD to follow up the sharing of the in-year data with AB asap.

Action 3: IPC Report: AB will follow up with IPC to ascertain timescales to receive their report.

Action 11: Workforce Matters: update report scheduled for February 2019. CT noted the action combines many elements, and in particular the package for social workers cannot proceed any quicker due to budget and processes to be followed. Board noted they would receive in February an update on workforce, with the main focus on Adult Services workforce and the close links with PTHB. Board noted the Strategic Framework for Workforce is due to be signed off by end of December 2019. **ACTION: AB general update on progress to date to be provided following this (January Board).**

JGW noted receipt of the Regional Safeguarding Annual Report. Board were advised that quarterly updates on Regional Safeguarding will be provided going forward.

<b>4.</b>	<b>DIRECTORS EXECUTIVE SUMMARY</b>
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### **Adult Services**

Supervision is an area of significant concern for Board, it remains at an unacceptable level. Communication has been issued by the Director to Senior and Team Managers to ensure the recording of this is undertaken, and was also raised at this weeks' Employee Representatives Meeting to feed that message back direct to the teams. Historically staff have been chased up to ensure recording of supervision, following the withdrawal of this the performance has dropped. Discussion on the performance

management framework which is in place across the authority. MG will be attending operational team meetings to ensure this message is relayed also. Noted Quality Assurance will be focussing on supervision as part of their forward working plan. AB provided assurance that improvements on supervision will be seen in next months' reporting.

Backlog of Reviews: the service are meeting next week to draw up a plan to ensure that by end of March 2020, all backlog and current reviews are completed. The Board requires that targets be set for each month to ensure that progress is being made. **ACTION: AB to provide targets to the I&AB, at the next meeting. ACTION: information to be tabled at Leaders monthly meeting at her request.** Chair noted a consultancy were previously employed to tackle this backlog, and wished to have assurance that when reducing the backlog this does not impact on the quality.

DTOC: this remains a priority for the Board. Pathway signed off with PTHB. Recent snapshot has shown reduction, but further work required to understand what is being recorded correctly. Improvements seen by joint working between pathways discharge officer and hospital discharge officer. Noted the DTOC Plan which is in place and is being refreshed with Winter planning. **AGREED an update on the plan to be scheduled at the next I&AB.**

**ACTION: A report on Adult Advocacy to be provided at future meeting – date tbc by DO.**

Glan Irfon: Leader noted occupancy rates have been low and requested update. Last week, 9 of the 12 beds were being used. MA has requested monthly occupancy rate reports. The governance of the Section 33 Agreement has been moved into a S33 Meeting which AB chairs. DO due to meet with local members, GPs and PTHB to discuss further. Noted the links with impending IPC report.

Technology: noted good increase in use and take up of this.

Strengths based form: CT noted not all staff are using this –the Board would like assurance this is being addressed and consistent use of this going forward. MG noted the services' transformation plan, and recent mentoring feedback session showed positive step forwards this. MG is working closely with Senior Managers to ensure those staff who need the additional support and mentoring receive this.

Workshop took place on eligibility criteria and early intervention, which was very positive. Staff attending understood Signs of Safety and strengths-based approach, but also realistic on the journey and current status, and would be excellent digi stories.

### **Childrens Services**

AB acknowledged performance improvement and remain positives following the services restructure. LAC performance is currently 236, and is 6 away from the services aspirational target by March 2020.

Cllr Powell commended the service on the improved performance.

SOS: positive, appreciative enquiries being undertaken within their teams.

Assessments: last month moved an experienced staff member into this area, and has provided analysis of the issues. Plan in place today to address this. A knock on impact

will appear on the stats going forward, but the service will be aware of the information behind this to understand the impact. Board asked how will the service build evidence base that shows savings for the service, and noted EP is working with the service, and will align outcomes to what is being done and will be able to show trends as more and more data is entered via PowerBI.

AB noted reduction of LAC and CP, however the budget pressures are increasing, and the service is not seeing the financial benefits, to which AB has requested a deep dive into the detail and reasons why this is the case. The independent members remain of the view that in year savings are highly unlikely.

NY noted the personal leadership and commitment of JC, and how this has driven forward the improvements over the last 12-18months.

Board recognised the complete difference from the here and now, and a year ago - due to a plan being in place, progress on SOS and stable leadership.

AD noted the recent positive secure placement within the council which the Minister is grateful to.

S47 assessments – JGW noted the data is not included in the monthly report, and the Board notes this had been requested last month. **ACTION: JC to include in November reports.** JC advised there was a drop in performance in September and provided an overview of the reasons for this which is a mixture of newly qualified staff appointed, duty system which wasn't in place but has now been implemented, completed assessments which hadn't been signed off by the manager and had not been triggered via the system which is also being addressed.

Targets: PH noted good to have stretched targets, and pleased to have the assurances from the CEO to keep this for the service to aim towards, and keep improving standards and outcomes.

Practice model, systems on early help and edge of case, caseloads.

Chair noted and recognised the positive comments, but also noted there still remains the workforce/recruitment issues which will impact on the services future and the sustainability of improvements. The level of risk remains high.

<b>BREAK 11.25- 11.41AM</b>
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December 2019, Adult Services completed an Older People's Assessment submitted to CIW. Last week a meeting with partners and CIW took place which was positive, and the Director is expecting a letter from CIW providing a summary on progress on this area which will be shared with the Board.

CIW Monitoring Visit on Childrens Services due to take place 4/5 November. The Board will receive an update on the outcome of this in due course.

4.1	<b>CHILDREN'S SERVICES PROGRESS AGAINST CIW RECOMMENDATIONS</b>
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Noted.

4.2	<b>ADULT SERVICES PROGRESS AGAINST CIW ACTIONS</b>
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Noted.

4.3	<b>CHILDREN'S &amp; ADULT SERVICES: QUALITY ASSURANCE QUARTERLY REPORT</b>
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Chair welcomed this first report which demonstrated that the strategic commitment is being taken forward.

PH noted small case sample, and seems to contradict what has been discussed in Directors Executive Summary, noting positive Strengths Based Approach recognised.

AB noted the good work and practice that is underway, and this is reflected in the recent CIW monitoring visit in Adult Services.

MA advised that more specific milestones are going to be added to larger projects within adult services moving forward, in order to demonstrate how much work is taking place.

5.	<b>ADULT SERVICES TRANSFORMATION AND DELIVERY PLAN</b>
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Chair noted updated version tabled and advised that this would not be considered until updated to reflect the IPC work and other developments. **ACTION: MG to table for November 2019.**

6.	<b>BUSINESS INTELLIGENCE AND TRANSFORMATION CAPACITY</b>
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NY provided the Board with a verbal update. A bid has been made to the Welsh Government for funding to increase capacity within the BI and Transformation Team, focussing on business change and development. An overview of the proposed work under this bid was provided by NY, **ACTION: paper will be presented to the Board on receipt of funding confirmation from WG.**

Automated report on children's services has now been rolled out. Corporate performance reporting has improved, with services submitting information electronically via SharePoint which is then uploaded in PowerBI, and links to outcomes are clear to see. Board noted this information will be shared quarterly with the Board, and is tabled for November 2019.

Analysis of trends and flows – the council are looking at the trends over 5 years, to help predict going forward on demands, geography and shift resources in focussed way, and will link directly to the Integrated Business Planning. Chair asked if the team were linking with others to help with the transition? NY advised the team are sharing their learning, systems and data with RCT, Caerphilly, and Social Care Wales. Contact has been made with Dagenham, who have outcomes focussed more advanced than Powys and to learn from this.

7.	<b>CORPORATE GOVERNANCE UPDATE</b>
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Recent internal appointment made to Interim Head of Digital Services post, for 9months, following which a review will be undertaken.

Chief Education Officer/Director of Education role has been advertised with a closing date of 3<sup>rd</sup> November.

8.	<b>ANY OTHER BUSINESS</b>
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AD noted National Safeguarding Week coming up, and AB confirmed Powys are fully engaged regionally and locally.

9.	<b>DATES OF FUTURE MEETINGS AND FORWARD WORK PROGRAMME</b>
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- 27 November 2019
- 19 December 2019 (informal meeting)

**2020 Meeting Dates:-**

- Wednesday 29<sup>th</sup> January, Education 11am, Social Care 1.30pm
- Wednesday 26<sup>th</sup> February, Education 11am, Social Care 1.30pm
- Thursday 26<sup>th</sup> March, Education 11am, Social Care 1.30pm
- Wednesday 29<sup>th</sup> April, Education 11am, Social Care 1.30pm
- Wednesday 27<sup>th</sup> May, Education 11am, Social Care 1.30pm
- Wednesday 24<sup>th</sup> June, Education 11am, Social Care 1.30pm
- Wednesday 29<sup>th</sup> July, Education 11am, Social Care 1.30pm
- Wednesday 26<sup>th</sup> August, Education 11am, Social Care 1.30pm
- Wednesday 30<sup>th</sup> September, Education 11am, Social Care 1.30pm
- Wednesday 28<sup>th</sup> October, Education 11am, Social Care 1.30pm
- Wednesday 25<sup>th</sup> November, Education 11am, Social Care 1.30pm

Forward Work Plan: added to future meetings. **ACTION:** Any observations/omissions to advise HH.

10.	<b>CLOSE OF MEETING</b>
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Meeting closed at 12.05pm

**Jack Straw, Chair**