



IMPROVEMENT AND ASSURANCE BOARD

MINUTES

Wednesday 01 August 2018, 13:00 – 16:35

Committee Room A, County Hall, Llandrindod Wells

Present

Jack Straw (Chair)	JS	Independent Chair
Bozena Allen	BA	Independent Member
Jaki Salisbury	JSa	Independent Member
Cllr Rosemarie Harris	RH	Executive Leader (1-6)
Cllr Aled Davies	AD	Deputy Leader
Cllr James Gibson-Watt	JGW	Leader of the Liberal Democrat Group

In Attendance – PCC Representative

			Present for Item:
Dylan Owen	DO	Head of Transformation for Adult Services	3-6
Louise Barry	LB	Head of Operations for Adult Services	3-6
Geoff Burrows	GB	WLGA Adviser	All
Phil Hodgson	PH	WLGA Adviser	All
Rachel Thomas	RT	WLGA Adviser	All
Jeremy Evans	JeE	Performance Audit Director, Wales Audit Office	All
Cllr. Rachel Powell	RP	Portfolio Holder for Young People	All
Mohammed Mehmet	MM	Acting Chief Executive	All
David Powell	DP	Acting Deputy Chief Executive	All
Emma Palmer	EP	Head of Strategic Policy and Performance	All
Jane Thomas	JT	Head of Financial Services	All
Caroline Evans	CE	Secretariat, PCC	All
Felicity Llewellyn	FL	Minute Taker	All
Alison Bulman	AB	Director of Social Services	All
Catrin Jones	CJ	Welsh Government	All
Alistair Davey	AD	Welsh Government Social Services Division	All
Kellie Wood	KW	Wellbeing Officer – Children's	8 - 12
Jo Harris	JH	Strategic Programme Manager (Children's)	8 - 12
Shelley Davies	SD	Senior Partnership Manager	8 – 12
Cllr Stephen Hayes	StH	Portfolio Holder for Adult Services	All

Apologies

Ian Budd	IB	Director of Education
Cllr Matthew Dorrance	MD	Leader of the Labour Group
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance
David Johnston	DJ	Interim Head of Children Services

1.	Minutes from last meeting and Action Log
	<p>The minutes of the last meeting, dated 27 June 2018, were agreed as an accurate record.</p> <p>The actions were considered and addressed throughout the agenda.</p>
2.	Children’s Workforce
	<p>Emma Palmer presented a paper on Workforce in Children Services. This paper provided assurance that the current staff establishment in Powys Children Services is sufficient to deliver safe services to Children, young people and families. The paper covered both the front line Social Work Teams but also the provider and commissioning services within Children Services. The Board was interested in particular in staff who hold caseloads (Social Workers and Wellbeing Officers).</p> <p>The base establishment budget and improvement budget will be amalgamated in future to provide a base budget that would continue to accommodate the staffing costs; the establishment (248 people) is budgeted. The over-establishment is an additional 22.4 people; to date, the over-establishment has been funded and is included in the services forecast up until the end of September. This will need reprofiling.</p> <p>Page 10: Caseloads; if all current vacant posts were filled, and the Wellbeing Officers had a caseload it would be 16 per FTE (Social Workers and Wellbeing Officers only; Team Leaders and Assistant Team Leaders would then focus on their leadership roles).</p> <p>The Board was assured that the authority has a grip on the workforce needed to do the work as at today; a clear path forward (with timescales) has been identified to determine a more sustainable workforce.</p> <p>MM thanked colleagues and PH for their valuable contributions to this work.</p>
3.	Adult Services – Performance Report
	<p>The Service presented the performance report. Particular notice was made of the reduction in the waits for service after making contact with the Service. This is a new area for reporting on and shows significant improvement over the last 12 Months and especially since the inspection in January.</p> <p><u>ACTION:</u> JE will review the use of grant funding and the Brokerage Service.</p> <p>The performance report remains under development; the Board is far better informed than three months ago, and will need to be more informed in future. The Access Model will be available to the Board at the end of September 2018.</p>
4.	Adult Services – DRAFT Performance Report Content for Future Reporting
	<p>The draft report was received for information. <u>ACTION:</u> Board members to forward any comments to EP.</p>
5.	Adult Services – Progress Against CIW Recommendations

	<p>The BRAG status was clarified; in line with the authority’s Performance Management and Quality Assurance Framework, a green status reflects that the action is ‘on track’ (blue reflects full completion/robustness). Items that have been translated to ‘business-as-usual’ will be reflected in blue; all items will be reviewed (monthly) to ensure that the appropriate BRAG is allocated.</p> <p>It was discussed that the actions should translate into a risk register; a risk register was not provided with the papers.</p> <p><u>RECOMMENDATION:</u> Remove comments that appear to pre-empt outcomes of inspections.</p> <p>Scrutiny arrangements have changed, and are being developed and refined on an ongoing basis. <u>RECOMMENDATION:</u> Reflect on the language used around Scrutiny.</p> <p>LB provided a verbal update on key safeguarding items:</p> <ul style="list-style-type: none"> • Quality of recording (a significant audit was undertaken prior to the monitoring visit) • Consistent approach • Participation and feedback in the [safeguarding] process • Communication • Adults threshold tool (multi-agency training) • Feedback from partners to be addressed through the LOG • Working with Team Leaders to ensure that staff absence is covered • Mental Capacity Act – clarity on professional accountability <p><u>ACTION:</u> LB will circulate the full action plan (appended to the minutes) via CE.</p>
6.	<p>Adult Services – Report on BUPA Homes and Independent Sector</p>
	<p>The report was discussed and noted. The need for the Board to look at how Powys County Council is building sustainability as well as dealing with specific improvement recommendations was emphasised by the Chair.</p>
7.	<p>Corporate Leadership and Governance (CLGIP) Highlight Report</p>
	<p>The Board received the report and update from DP; the cultural change and development of financial strategy will be programmed into a future Board meeting.</p> <p>It was confirmed that in reference to H17, the plans are in place, and the team will reflect on why the action has a BRAG status of red.</p>
8.	<p>WCCIS Performance Issues</p>
	<p>The report was noted.</p>
9.	<p>Children’s Services – Performance Report</p>
	<p><u>ACTION:</u> AB will circulate the performance reports across the service.</p> <p>Page 16, No. of Initial Case Conferences as at 31/12/2017 was queried; the graph shows a percentage (rather than a number).</p>

	<p>There are proposals to work with staff to improve the areas detailed within the report (e.g. quality assurance and statutory requirements), and to provide clarity.</p> <p><u>ACTION:</u> AB and DJ will consider how working in a more agile manner, and flexing resources, will help to address business-critical issues.</p> <p>The workforce analysis included a number of new staff members; there is a twelve week turnaround to register new staff with the Care Council for Wales. <u>ACTION:</u> JS and MM will write to Sue Evans of CCfW to highlight the issues.</p> <p>Fostering training is not readily available in the south of the county, and AB is liaising with the team to provide the training in a more flexible manner.</p> <p><u>RECOMMENDATION:</u> To provide a breakdown of fostering recruitment targets split in terms of respite etc.</p> <p><u>ACTION:</u> SD will source further information on the TAF referrals and data to identify why TAF referrals are increasing.</p>
<p>10.</p>	<p>Children’s Services – Monitoring of Qualitative Issues in the Children’s Services Performance Report</p>
	<p>The Board welcomed the report as a first step in ensuring a focus on quality not just volumes activity</p>
<p>11.</p>	<p>Children’s Services – Progress Against CIW Recommendations</p>
	<p>Extract of item 3: Feedback from CIW Monitoring inspection July 2nd-4th 2018: “All supervision records we reviewed evidenced case discussions and often more general discussion of performance issues. Overall, we were satisfied with the quality of supervision from the sample selected.”</p> <p><u>ACTION:</u> AB/DJ will arrange for the BRAG status of item 6 to be changed from blue to green.</p> <p><u>ACTION:</u> AB/DJ will consider timelines in relation to item 11 [The local authority must implement an effective model of assessment to support its interventions with families, which is understood by all staff and partners, underpinned by robust training and development.] in further detail (structure and BRAG status) and will feedback to the Board at the next meeting following the SoS implementation day on the 14th August.</p> <p><u>ACTION:</u> AB/DJ will liaise with DP to amend the wording of item 5 to remove the reference to the Board.</p> <p><u>ACTION:</u> DJ will amend the wording of item 23 to ensure that it matches the corporate narrative.</p>
<p>12.</p>	<p>Children’s Services – Access to Resources Panel</p>

	<p>The paper was noted by the report; the establishment of the panel was welcomed. It was noted that it would be beneficial to record the alternatives that have been considered prior to accessing the panel.</p> <p>ACTION: DJ will arrange for a reference to the UNCRC, and how these principles will be reflected within the panel process, to be included within the document.</p>
13.	Start Well
	<p>The Start Well papers were welcomed but were not discussed as part of the meeting, as they were subject to a separate Board session.</p>
14.	Outcome of the Safeguarding Audit Undertaken in the Schools Service
	<p>The reports provided for reference were acknowledged but were not discussed. Highlights were provided to accompany the report:</p> <ul style="list-style-type: none"> • First time Powys have conducted an annual audit of schools; • Audit is designed to help schools fulfil their current duties as laid out in <i>Keeping Learners Safe</i> (i.e. to produce an annual report to governors); • Welsh Government are updating <i>Keeping Learners Safe</i> and intend to strengthen schools' duties to include the requirement to complete an annual audit, therefore getting ahead of the curve; • Audit is more comprehensive than Estyn's SER; • Used Welsh Government-commissioned exemplar audit tool – will be reviewing this and redrafting/improving it for next year; • Feedback from schools has been overwhelmingly positive about the audit process; • Some discrepancy between how schools RAG-rated each of the five sections compared to their responses to the individual questions in each section (i.e. green-rating all the individual questions but then amber-rating the section as a whole); • Overall, priority areas across schools/Schools Service as a whole are: <ul style="list-style-type: none"> ○ Improving site security and access; ○ Contributing to a menu of training and facilitating training opportunities for school staff and governors; ○ Supporting schools with the management of their websites; ○ Providing updated model policies and creating new policies that do not currently exist; ○ Supporting schools with the issue of physical intervention.
15.	Finance report
	<p>As at the end of June, Children's Services showed an overspend of £3.9million. Adults Services showed an underspend, but not all funds had been drawn down.</p> <p>ACTION: JT will provide a full, up-to-date, report for the overall council to the next Board.</p> <p>ACTION: MM and DP will schedule a detailed discussion of the financial strategy at an appropriate Board meeting.</p>

ACTION: CE will include a section in the next agenda to consider a Children's finance slide, which will be provided by JT and MM.

ACTION: JGW will liaise with CE to forward to the Board the FSP report that went to Cabinet this week.

ACTION: JT will provide details of the spend on children's advocacy.

ACTION: JT will include details of pressures on Social Care (e.g. winter pressure on Adults).

16. External Advisers Updates

The updates had been circulated with the meeting agenda; no matters arising.

17. Any Other Business

Focus of Future Meetings

It was confirmed that, acknowledging the large number of papers submitted to meetings, the focus of future meetings will be on the performance reports and the response to the actions.

CYPP

ACTION: AB will seek input from colleagues [at tomorrow's workshop] as to the focus of CYPP in the future, to allow consideration of whether there is sufficient alignment of CYPP and the overall agenda.

The Prevent Agenda

There was general discussion on the opportunity to report reporting on the authority's engagement with the St David's Fund, NEETS, intergenerational care, and care leavers.

September Board Meeting

It was queried whether the 05 September meeting would be best used as a focused session, due to the summer holiday period which may affect the ability of officers to provide / review / sign-off the performance reports. The Chair determined that the meeting should go ahead, and deal with performance issues, even if the information was in draft. **ACTION:** MM and DP will consider how finance and culture can be reviewed at this meeting.

[For clarity, specific items requested within these minutes will be included on the agenda regardless.]

It would be beneficial to include members of the wider workforce and corporate colleague within the culture item. **ACTION:** AB and MM to consider the attendance for this item.

The Chair's Report

The Chair's report is due to be submitted to Welsh Government and the Powys County Council Cabinet shortly.