

IMPROVEMENT AND ASSURANCE BOARD

MINUTES

Wednesday 27 June 2018, 13:00 – 17:40

Committee Room A, County Hall, Llandrindod Wells

Present

Jack Straw (Chair)	JS	Independent Chair
Bozena Allen	BA	Independent Adviser
Jaki Salisbury	JSa	Independent Adviser
Cllr Rosemarie Harris	RH	Executive Leader (1-6)
Cllr Aled Davies	AD	Deputy Leader
Cllr James Evans	JE	Portfolio Holder for Corporate Governance (1-6)
Cllr James Gibson-Watt	JGW	Leader of the Liberal Democrat Group
Cllr Matthew Dorrance	MD	Leader of the Labour Group

In Attendance – PCC Representative

			Present for Item: -
Ian Budd	IB	Director of Education	2, 3, 4, 5, 6,
David Johnston	DJ	Interim Head of Children Services	2, 3, 4, 5, 6
Dylan Owen	DO	Head of Transformation for Adult Services	9, 10
Louise Barry	LB	Head of Operations for Adult Services	9, 10
Geoff Burrows	GB	WLGA Adviser	All
Phil Hodgson	PH	WLGA Adviser	All
Rachel Thomas	RT	WLGA Adviser	All
Huw Rees (for Jeremy Evans)	HR	Performance Audit Director, Wales Audit Office	1, 2, 3, 4, 5, 6, 8
Cllr. Rachel Powell	RP	Portfolio Holder for Young People	All
Mohammed Mehmet	MM	Acting Chief Executive	All
David Powell	DP	Acting Deputy Chief Executive	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
Emma Palmer	EP	Head of Strategic Policy and Performance	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
Jane Thomas	JT	Head of Financial Services	All
Caroline Evans	CE	Secretariat, PCC	All
Felicity Llewellyn	FL	Minute Taker	All

Apologies

Alison Bulman	AB	Director of Social Services
Jeremy Evans	JE	Performance Audit Manager, Wales Audit Office
Cllr Stephen Hayes	StH	Portfolio Holder for Adult Services

1. Minutes from last meeting and Action Log

The minutes of the last meeting, dated 30 May 2018, were agreed, with the following amendments requested:

- Item 3: “ACTION: EP will amend the wording of A10...” this item was allocated to DO, not EP.
- Item 13, Bozena Allen’s update, point 1 will be amended to read “Has been meeting with some staff of the authority.”

Actions completed

- JS continues to circulate all-staff communications following each Board meeting.
- JS has written to CIW and Social Services of WG to invite them to join this meeting; no formal response has yet been received.
- DO amended the improvement plan (item 3); the Plan response has been submitted.
- DO has provided the meeting with a single page update of the five sentinel indicators.
- DJ and MM reviewed and amended the Workforce Report, which will be considered under item 6.
- EP has arranged an Executive Management Team session [re: Transformation] to discuss how ‘in process’ projects and themes will be transferred in to the new Programme Board structure (and ‘business-as-usual’).
- JT has provided the financial report, which will be considered under item 11.

Actions outstanding/carried forward to the next meeting

- **ACTION: AB** to confirm whether the data for item 15a of the Adult Services Performance report has been verified.
- **ACTION: AB** to confirm whether the review of systems, processes and practices that currently exist is being undertaken (Adult Services Performance Report)
- **ACTION: AB/LB/DO** were requested to provide assurance re: engagement with staff at all at levels.
- **ACTION: AB/DJ** to report back to the next meeting on the monitoring of the qualitative issues [in the Children’s Services Performance Report]; it is a ‘work in progress’ and will form part of the forthcoming partial inspection.
- **ACTION: IB** will arrange for the reports from the Corporate Parenting Group reports to be presented to the Board in September/October.
- **ACTION: AB/DJ** to consider the sustainability of the Improvement Programme [for Children’s Services]

2. Children’s Services Performance Report

There are continuing concerns about the stability of the workforce, and when the increasing caseloads may settle.

PH sought assurance as to what is being done to address the significant increase in LAC [etc.], and the underlying issues re: working practices, community resources/provision etc. Assurance was also sought as to what the CYPP is doing to avoid the need to refer to LAC, such as maintaining children and families in the community – with appropriate support and signposting.

ACTION: IB to circulate the detailed 'Start Well' work programme to the Board for consideration prior to formal discussion at the next meeting, which will include the mitigating actions that will be put in place to address the concerns.

ACTION: IB to arrange the workshop for the morning of 02 August to cover the 'Early Intervention and Prevention' workshop, which was postponed from 28 June 2018.

Assurance was sought that as part of the new Resource Panel, Social Workers were exploring all viable alternatives, to include CYPP, TAF and other community assessments. Assurance was also sought that robust care plans for 0-4 year olds were in place to return them to the family, and that the Resource Panel would robustly challenge evidence to reduce children going into care (where appropriate). DJ provided assurance on the queries raised; the Panel will be monitored for effectiveness (appropriateness and cost-effectiveness) over the coming months.

ACTION: DJ will share with the independent members the terms of reference for the Resource Panel to enable them to offer assistance, where possible.

It was discussed that the purpose of the reporting is to show progress against the concerns raised and statutory requirements, and – noting staffing issues etc. – it would not be an acceptable norm to continue to have a number of care plans on the system that had not signed off and completed.

ACTION: DJ/AB will review the safeguarding pages of the report ahead of the monitoring visit on Monday.

ACTION: DJ/AB will review the KPIs to ensure that young carers and children with disabilities are fully included.

3. Children's Services Progress against CIW recommendations

Recommendation 9 (the quality, consistency and timeliness of record keeping) remains rated as red, and it was advised that this was partly due to workforce issues.

Recommendation 11 (implement an effective model of assessment to support families) remains rated as amber; a presentation will be made to the Executive Management Team and Cabinet to ensure everyone understands how the new system works, to be followed by roll-out to partnership organisations.

In response to a query raised about the impact of the actions and 'soft data', DJ and IB noted that it is not yet possible to measure the outcomes, but agreed that the impact of the actions (at each stage) will need to be reviewed on an ongoing basis to ensure that the planned actions continue to meet the needs.

ACTION: DJ will develop the 'soft' information and actions, and will report these to each upcoming Board meeting.

ACTION: DJ will clearly refer to the milestones and timelines around the warning notices and repeat visits from CIW, as only the original inspection/report date is referenced.

ACTION: DJ will review recommendation 10 (The local authority must clarify the role and purpose of Powys People Direct (PPD) ...) to detail the key dates and timelines in future reports. DJ noted that this item is due to complete by the end of June 2018.

ACTION: MM will review and update Recommendation 5 (The chief executive must immediately provide strong corporate support for children's services ...); this is a corporate issue for the council, and should not make reference to the I&AB. MM will provide updates on outstanding actions, and will reflect upon the range of actions undertaken to complete the objective.

In response to MD query regarding partnership working, DJ confirmed that [in relation to Children's Services] PPD and the Health Board are already liaising.

It was highlighted that there is a detailed plan, with comprehensive timelines, that underpins the recommendations documents.

ACTION: DJ/LB/DO/JH will bring forward to the top level report the key timelines and dates.

ACTION: DJ/LB/DO/JH will provide an update on each of the recommendations at each upcoming Board.

GB acknowledged that effective scrutiny continues to be an item for improvement as robust scrutiny is still being developed across the authority as a whole. RH responded that scrutiny of Social Services is good, and noted that there had naturally been a concentration on Social Services, which is now being widened to include other services (which clearly also have an impact on Social Services) as part of the overall corporate focus. MD raised a concern that resourcing capacity in scrutiny may need to be reviewed by the authority to facilitate authority-wide scrutiny. RP noted that the scrutiny journey is improving, and the conversations are healthy.

4. Children's Services Front Door Analysis

It was acknowledged that the full information must be recorded by PPD in order to better understand the issues being faced, including who is referring, why are they referring and in which locality the referral is based.

Referrals are increasing, predominantly in the North, and specifically for family support. The mitigating actions should include raising greater awareness with the general public on preventative measures, which is part of the 'Start Well' programme, as well as further conversations with the police re: the increased referral rate, and sharing the intelligence with the Regional Partnership Board. Additionally, a workforce plan may be developed to focus on localities where particularly pressures have been identified, and to consider if TAF has the right expertise and capacity to respond to referrals.

Actions already taken:

- DJ has written to the Police Superintendent and is awaiting a response.
- The Operational Management Team meeting last week included discussions on the increases, and the underlying causes for the increase (e.g. referrals for domestic violence, child sexual exploitation etc.).

JGW raised a query as to the low number of referrals from CAMHS. DJ agreed that the source of referrals was forming an interesting pattern for analysis, and that a deeper analysis of referrals is an upcoming piece of work for the team (which will include data analysis and feedback from front line staff).

ACTION: DJ will update the Board at the next meeting on the outcomes of the further pieces of work being undertaken.

ACTION: IB will provide the next Board meeting with the outcomes of the safeguarding audit recently undertaken for the Schools Service.

5. Children's Services Safe LAC reduction

DJ provided a presentation of data analysis.

ACTION: DJ will provide the September meeting of the Board with a Safe LAC Strategy (as it develops). To include the aspiration of the number of LAC that would be expected in Powys; the strategy will cover the difference between 'where we are now' and 'where we want to be', and will include the learning gleaned from others.

ACTION: DJ will consider the use of legal and discharge orders to reduce the numbers (safely and appropriately).

RECOMMENDATION: To review the quality of the Independent Review Officers.

ACTION: DJ will consider how often the Corporate Parent meets with the children in its care.

6. Children's Services Workforce Report

DJ provided an indicative presentation and confirmed that the proposal is available to relevant colleagues within the authority for their consideration.

ACTION: DJ will bring the proposed structure to a meeting of the Board in the Autumn.

MM confirmed that assurance can be provided to the Board regarding the safety of the provision currently offered by the Service; DJ confirmed that the provision is relatively stable countywide, with an acknowledged concern in the Newtown area; workloads are under pressure.

ACTION: DJ to report to the next meeting that staff levels are viable at present.

ACTION: DJ will bring a report to a dedicated meeting of the Board to detail the 'safety' and stability of provision, and workload pressures; to include the locality strategy for addressing needs, current volumes, current activity, children in need, early intervention, preventing entry into the LAC system and increasing exit from the LAC system.

NB: MM suggested this work would be complete in "the Autumn". JS questioned whether this was soon enough.

ACTION: JS/CE will schedule a dedicated meeting of the Board to discuss the report.

<p>7.</p>	<p>Corporate Leadership and Governance (CLGIP) Highlight Report</p> <p>DP provided an update. Of the eight areas, four are amber and four are green. The overall plan is rated amber, as 74% of the actions have been delivered (as per last month). DP noted that it will be important to note how to identify when an item is complete.</p> <p>Social Services complaints have not been reported as part of the overall corporate system, but this may be reviewed shortly.</p> <p><u>ACTION:</u> DP will identify key milestones for item B (Officer Leadership) that will demonstrate a shift in the culture (e.g. staff surveys, customer surveys, ‘mystery shoppers’ etc.).</p> <p>DP clarified the recent change (which is in progress) to the Council’s process for undertaking reviews; an appraisal will now take place annually as the quarterly IPR process was not working effectively. The monthly one-to-one’s and annual reviews will be recorded on the Trent system to enable reporting.</p> <p><u>RECOMMENDATION:</u> To consider the communication strategy to ensure that the workforce is aware of, and engaged in, the review process.</p> <p>The Performance Management and Quality Assurance Framework is a live document that has been agreed by Executive Management Team and Cabinet; it was debated with Heads of Service, Senior Managers and Professional Leads prior to agreement in order to gather feedback and promote ownership and engagement.</p> <p>MM highlighted that a member of Executive Management Team is assigned to each Scrutiny panel, and noted that leadership and governance is improving.</p> <p><u>ACTION:</u> MM/DP will review the actions allocated to leadership and governance to consider whether there are new actions that could be agreed with the I&AB for inclusion within future highlight reports to better present the current situation and future aspirations of the Council.</p> <p><u>ACTION:</u> DP will ensure that the recommendations identified in the Sean Harriss report (and accepted by the Minister) are fully mapped and specifically commented upon in future versions of the CLGIP highlight report.</p> <p><u>RECOMMENDATION:</u> To webcast all future Scrutiny meetings; it was noted that this is ‘in progress’.</p> <p><u>ACTION:</u> DP will include actions that will support the authority to better understand better the needs of the Welsh Language community.</p> <p><u>ACTION:</u> DP and JSa will meet to meet to share ideas.</p>
<p>8.</p>	<p>Corporate Leadership and Governance WAO Review of PCC’s Organisational Transformation and Efficiency Savings Programmes</p> <p>HE noted the wider corporate approach, referencing the series of workshops held during the last audit year. Finance remains a key driver for service efficiency. Work is being</p>

scoped by WAO in preparation for field work to be completed by the end of Autumn, which will include the challenges of collaboration, engagement, involvement and sustainability. WAO will be reporting in a new agile manner, and will challenge the authority on both the financial information and the impact that savings/reduction may have on service provision.

The Board noted the report, and requested to receive further updates when available.

9. Adult Services Performance Report

LB provided a verbal overview of the report.

The complaints report in its entirety will be reviewed during a workshop scheduled for Friday.

ACTION: LB/DO will report to the next meeting (August) the contract beds (BUPA Homes) and Powys Care Homes (Independent Sector); to include capacity, voids and vacancies across the system, and the context and strategic response.

ACTION: LB/DO will provide to the next meeting (August) of the Board the evidence that forethought is being applied to known changes in the market (e.g. the BUPA contract). Note that a PIN notice is being published today to gauge interest in partnership working.

RECOMMENDATION: To consider the KPIs at Friday's workshop to ensure fitness for purpose.

RECOMMENDATION: To include further information regarding Continuing Health Care (CHC).

ACTION: LB will include the statistics relating to the update of Direct Payments in future reports, as well as the detail of residential care provision, split by new demand and those who are being funded, as well as assistive technology offer/uptake. The report will also be revised to include the sickness data for the last full available via the PCC HR system (rather than stating that the data is not yet available).

ACTION: LB/DO will confirm and standardise the definitions for 'adult protection' and 'safeguarding' as these terms are being used interchangeably.

ACTION: JS/DO/CE will liaise to arrange a workshop to focus on commissioning and contract management, to include discussion on jointly commissioned services with PTHB and proactively shaping the market.

It was noted that a robust commissioning/contract system is in place, which includes monthly meetings with providers from across the county (and some meetings with providers from across the country). Contract extensions are an exception, and a process is in place to ensure that authority is sought to extend.

It was acknowledged that there are some jointly commissioned services with PTHB, but that further alignment would be possible and beneficial.

<p>10.</p>	<p>Adult Services Progress against CIW recommendation</p> <p>In response to a query raised about the impact of the actions and ‘soft data’, DO agreed to report upon the impact of the actions on an ongoing basis to ensure that the planned actions continue to meet the needs.</p> <p><u>ACTION:</u> DO will develop the ‘soft’ information and actions, and to report these to each upcoming Board meeting.</p> <p><u>ACTION:</u> DO will clearly refer to the milestones and timelines around the actions.</p> <p>DO confirmed that the workforce plans are in draft format (including the draft recruitment strategy); the reports will be brought to a future Board meeting once the internal consideration process has concluded.</p> <p>LB confirmed that front line practitioners have access to the live data, and managers are required to present their team’s data and identify areas of improvement and strength; the results are then reported to the Service Management Team.</p>
<p>11.</p>	<p>Finance Report</p>
	<p>JT provided an update.</p> <p>It is expected that the Adults Service may breakeven. The Children’s Service budget recovery plan is currently under consideration.</p> <p>JT confirmed that, in respect of item 1.5, JT and AB have today discussed the timescales for the strategy. AB will set a deadline for the service; DJ will lead on the work, supported by the Finance Manager for Social Services.</p> <p><u>ACTION:</u> JT will provide future reports in the format as submitted today, to report on Children’s Services, Adults Services and the Council as a whole.</p>
<p>12.</p>	<p>External Advisers’ Updates</p>
	<p>The Advisors updates were circulated with the agenda prior to the meeting.</p>
<p>13.</p>	<p>Any Other Business</p>
	<p>No matters arising.</p>