



## IMPROVEMENT AND ASSURANCE BOARD

### MINUTES

Wednesday 31 October 2018, 13:00 – 16.30

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
Cllr Aled Davies	AD	Deputy Leader

#### In Attendance – PCC Representative

			Present for Item:
Alison Bulman	AB	Director of Social Services	All
Cllr Stephen Hayes	StH	Portfolio Holder for Adult Services	All
Cllr. Rachel Powell	RP	Portfolio Holder for Young People	All
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance	All
David Johnston	DJ	Interim Head of Children Services	2
Dylan Owen	DO	Head of Transformation for Adult Services	9 & 10
Diane Reynolds	EP	Strategic Programme Manager	All
Karen Southcott	KS	Minute Taker	All
Ian Budd	IB	Director of Education	
Jane Thomas	JT	Head of Financial Services	All
Jeremy Evans	JeE	Performance Audit Director, Wales Audit Office	All
John Byrne	JB	Union Convener, Unison	All
Mohammed Mehmet	MM	Acting Chief Executive	All
Phil Hodgson	PH	WLGA Adviser	All
Alistair Davey	AD	Welsh Government Social Services Division	All
Caroline Evans	CE	Corporate Policy, Assurance and Inspection Officer	All
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance	All
Rachel Thomas	RT	WLGA Adviser	All
Jan Coles	JC	Head of Childrens Services	2

#### Apologies

Cllr James Gibson Watt	JGW	Leader of the Liberal Democrat Group
Catrin Jones	CJ	Welsh Government
David Powell	DP	Acting Deputy Chief Executive
Emma Palmer	EP	Head of Strategic Policy and Performance
Louise Barry	LB	Head of Operations for Adult Services

1.	<p><b>Minutes from Last Meeting</b></p> <p>The minutes of the last meeting, dated 26 September 2018, were agreed as an accurate record.</p> <p>Data agency staff – DJ confirmed he has provided detailed analysis.  <b><u>Action:</u> JC and DR to build this into future performance reports.</b></p>
2.	<p><b>Children’s Services – Performance Report</b></p> <p>DJ updated the Board on the recent inspection. Inspectors gave updates on a daily basis. The date for the draft report will be the 19 November with 10 days to challenge regarding factual accuracy, with the report being published sometime after that.</p> <p>PH questioned whether members would be prepared for members of the board to have sight of the draft report.  <b><u>ACTION:</u> MM and AB to consider whether the draft report can be shared confidentially with the Chair.</b></p> <p><b>Performance Report:</b></p> <p>DJ went through the themes.</p> <ul style="list-style-type: none"> <li>• Data continues to be an issue but not as much as in the past.</li> <li>• Roadshows / workshops on the potential future structure of the service have been heard. Positively received by staff and will move to formal consultation in January. JS stated it was previously agreed the structure and approach would be with the Board in October. Clearly this has not happened and queried when would this be received. JS requested for the next meeting a clear process through consultation to implementation.  <b><u>Action:</u> JC to bring structure to next meeting in November.</b>  <b><u>Action:</u> HR to provide the slides and to distribute to members of the Board.</b></li> <li>• Performance 4 &amp; 5 DJ reported an improvement in all areas. JS pointed out that over 6 months there is no improvement. AB confirmed at the last meeting that an instruction had been issued to Senior Managers that assurance was required that all visits happened on time (from October) with a clear expectation that we would have details and understanding of exceptions. Therefore, there is an expectation of significant improvement and compliance at the next meeting where we will review October performance data. AB is currently receiving weekly reports manually from the teams until such time the performance reports pick up the new measures.</li> <li>• AD queried the timeframe around the top 5 indicators. Lag in data and things have moved on. AD stated there is the need to be sure we are aware of what the obstacles are and what is being done about it to hit those targets. BA would want to see those 4 out of 5 100% every month minus one or two cases. MM agree but would like contextualisation here – welsh averages. In terms of assurance need to be 100% and clarity on the exceptions. PH agreed important to understand context where Powys fits with other 21 local authorities. 5 KPIs – how to achieve consistency and persistency. JS reported there has to be a narrative that pulls all this together. When</li> </ul>

	<p>is it going to reflect in the numbers, particularly LAC numbers which have grown again. Need out of county definition.</p> <p>Work programme dealing with this issue. Closer to home better aspiration.  <b>Action: AB and DJ need to advise more detailed proposal on meeting statutory timescales.</b></p> <p>Section 47 – need to find further assurance which will provide at next board.  <b>Action: DJ/JC to escalate to PLOG re: Health’s failure to attend statutory meetings. AB will pick up tomorrow with health board.</b></p> <p>JS – TAF – Due a report and numbers are still very low. 33 referrals were made to TAF in September. Can we evidence that it is effective in supporting statutory services?  <b>Action: Re-circulate annual report, additional analysis to be provided by DJ/JC.</b></p> <p>BA – we need to know is TAF being maximised and having appropriate outcomes. Look at themes and why children being re-registered. Can we dig underneath that to support? AB – include in performance report. Wanted to understand to why. First month that has been reported. JS – at what point can this be answered? Analysis – AB looking at January. Need few months’ data to have anything meaningful. Beginning to get numbers but need to get underneath numbers and understand why bounce back, etc. January – 3 months’ data we could pull together.  <b>Action: JC/AB to provide analysis and learning of reviewing the numbers of Children numbers of children returning to care.</b></p> <p>AB attended first regional safeguarding board. Well represented and better engaged.</p>
3.	<p><b>Children’s Services – Progress Against CIW Recommendations</b></p>
	<p>BA – still have some questions regarding the RAG ratings. AB welcome working together on action plan. Whole action plan will be reviewed in next couple of months.</p> <p><b>Action: BA/JSa/AB/JC/EP/LB/DO to meet next month (outside of the Board) to discuss the BRAG ratings across both Children’s and Adults. CE to arrange meeting.</b></p>
4.	<p><b>Children’s Services – Summary of PPD Contacts</b></p>
	<p>Report for information.</p> <p><b>Action: AB and JC will look at definitions as there appear to be too many “no action required” category.</b></p>
5.	<p><b>Children’s Services – CLA Strategic Framework</b></p>
	<p>The framework was received by the Board for information only. JS commented this was a good piece of work setting up the right framework for the future. However, there is an urgent need to operationalise and impact on frontline services. DJ informed the Board that a workshop is planned for tomorrow and will begin to populate work streams.</p>
6.	<p><b>Children’s Services – Draft CLA Performance Strategy</b></p>

	<p>Board felt as a strategic document this is exactly what is needed, but again operationalisation is key. DJ outlined the issues staff have been dealing with.</p> <p><b>Action: JS asked that AB develop an overarching narrative that describes the Powys commitment to children and binds all the strategies together.</b></p>
<p><b>7.</b></p>	<p><b>Children’s Services – Briefing Highlighting How the ‘Voice of the Child’ Commitment is Being Delivered</b></p>
	<p>IB provided an update on the key work streams. Youth Forum and Start Well Partnership Consultations. Pledge request from young people themselves being developed.</p> <p>The Youth Forum identified a piece of work to help improve consistency of school councils across Powys. Provided guidance in terms of our expectations following up with policing activities to make sure each one is effective.</p> <p>Young people have been involved with the interviews for the Head of School Services and Head of Children’s Services, interviews for the Chief Executive will also include a young person’s panel, formed by the youth forum and children looked after.</p> <p>RT really pleased to see this – highlight work spoke about school council and follow up work around that – good to see imbedded into wider parts of the organisation. IB – conscious long way to go internally and externally.</p> <p>DJ – workshop – invite other agencies in to look at collectively how we are working together to achieve these outcomes. Have said would be useful to have session. To be advised by authority in what form and when this would be most effective. Needs some thought but agreed a good thing to do.</p> <p>JS thanked DJ for all his efforts as interim Head of Service.</p> <p><b>Action: AB to discuss with MM and arrange a multi-agency Board session with a specific agenda.</b></p> <p>RP said we should maximise systems across all agencies including sharing of Datix.</p> <p><b>Action: AB and DJ/JC to move Datix forward with Health</b></p>
<p><b>8.</b></p>	<p><b>Corporate Leadership and Governance – Highlight Report</b></p>
	<p>The report was received by the Board.</p> <p>JSa will do some specific work on BRAG status with DP, but asked about: -</p> <ol style="list-style-type: none"> <li>1. Improvement area C workforce. Talked about new approach to appraisals. Where are we, where is the information to give us assurance that this will be implemented in a comprehensive way?</li> <li>2. Area D red since may – adult social care budget review. Shared with service – JT confirmed this has been completed.</li> <li>3. ICT business systems – transform our business – BRAG blue. Understanding nowhere near that – key element need to be picked up for next time.</li> <li>4. F – update for next time. Partnerships – blue – what is the outcome trying to achieve? What is still left to do? Clarify by who and when. Significant progress but needs to move to next level.</li> </ol>

	<p>JS said there is a need to reflect on reports, do we need to take a deep dive into a subject? Select areas fundamentally important to the Council and need to have assurance, but don't want to create a massive amount of reports for the Board. MM – debate 3 or 4 things that really capture what captures the board's assurance. Overall vision for Council – proper financial plan, an appropriate culture, focus on outcomes and clarity around priorities. Is it impacting outcomes? RH – need to go back to beginning – 5 objectives – this document has grown and needs refreshing. JS – 5 things – about delivery and pace and execution. Plan – need to go back to 5 things. MM would like to speak with JS and IB and to try and go back to fundamentals which will reassure board.</p> <p>JE to table WAO presentation brief re: Review of Transformation, as to how it links in to this work.</p> <p><b>Action:</b> MM / DP / IB to speak with JSa to refresh report, focussing on vision, MTFs, culture, performance management and delivery priorities.</p> <p><b>Action:</b> JE to present at next Board re: WAO review of Transformation</p> <p>DR gave a presentation on the work of business intelligence. PH said a huge step forward and congratulations on building this work. JS said the authority has moved on and the authority is in a different place in terms of information. It now needs to drive performance.</p>
<p><b>9.</b></p>	<p><b>Adult Services – Performance Report</b></p>
	<p>SH said there are two areas of concern – winter pressures have started and we are having difficulty providing care packages. There is a need to work closely with Health to ensure new measures are applied effectively.</p> <p>DO presented report. Statutory visits 99%. Supervision now well over 90%. Calls into PPD – able to answer calls much more efficiently.</p> <p>Welsh language active offer increase – now at 29%. Shrewsbury hospital issues challenging. Lot of work still going into this report, still drilling down to ensure this will be right. JS – so many things under development – if we were able at some point to fully populate – it is there but needs to be clear. Officers to look at if relevant elements and update. BA – performance data – DTOC major issue – 153 days longest. BA – quality and quantity page 24 – detailed info percentage audit undertaken – is welcomed – is that the reality? Monitoring visit beginning of December. The Board sought assurance that the high level of good and excellent scores reported by Quality Assurance were robust. This will undoubtedly be tested in the forthcoming monitoring visit.</p>
<p><b>10.</b></p>	<p><b>Adult Services – Progress Against CIW Recommendations</b></p>
	<p>Generally good progress. All items including 'blue' to remain visible in report until the action plan is refreshed following future inspection.</p>
<p><b>11.</b></p>	<p><b>Budget Presentation and Finance Report</b></p>
	<p>JT presented the Budget 2019/20 report. This included:</p> <ul style="list-style-type: none"> <li>• Summary of position previously reported</li> <li>• Budget Development (areas of specific review)</li> <li>• Budget Pressures – General/Corporate, Services, Children's Services, Adult Social Care</li> <li>• Provisional Settlement 2019/20</li> </ul>

	<ul style="list-style-type: none"> <li>• Revised Budget Gap</li> <li>• What does this mean for Social Services Budgets?</li> <li>• Budget Sign off and Assurance</li> </ul> <p>JS thanked JT for providing such a clear presentation. MM felt progress over the last 6 months has been significant. The Board acknowledged that the pressures on social care are appropriately reflected in the work to date.</p>
<b>12.</b>	<b>External Advisers Updates</b>
	<p>The updates had been circulated with the meeting agenda.</p>
<b>13.</b>	<b>Any Other Business</b>
	<p>There were no items.</p>