

# Public Document Pack

## MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON WEDNESDAY, 30 JANUARY 2019

### Present

Jack Straw (Chair)	JS	Independent Chair
Bozena Allen	BA	Independent Member
Jaki Salisbury	JSa	Independent Member

### In Attendance – PCC Representatives

			Present for Item:
Alison Bulman	AB	Director of Social Services	All
Alistair Davey	AD	Welsh Government Social Services Division	All
Cllr Stephen Hayes	SH	Portfolio Holder for Adult Services	All
Dylan Owen	DO	Head of Transformation for Adult Services	3
Emma Palmer	EP	Head of Strategic Policy and Performance	All
Felicity Llewellyn	FL	PA to Executive Office	All
Ian Budd	IB	Director of Education	1- 4,6, 8- 10
Jan Coles	JC	Head of Childrens Services	1- 4,6, 8- 10
Jen Jeffreys	JJ	Interim Head of Operations for Adult Services	3
Mohammed Mehmet	MM	Acting Chief Executive	All

### Apologies

Catrin Jones	CJ	Welsh Government
Cllr Aled Davies	AD	Deputy Leader
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance
Cllr James Gibson Watt	JGW	Leader of the Liberal Democrat Group
Cllr Matthew Dorrance	MD	County Council
Cllr Rachel Powell	RP	Portfolio Holder for Young People
Cllr Rosemarie Harris	RH	Executive Leader
Cllr Stephen Hayes	SH	Portfolio Holder for Adult Services
David Powell	DP	Acting Deputy Chief Executive
Jane Thomas	JT	Head of Financial Services
Jeremy Evans	JeE	Performance Audit Director, Wales Audit Office
Phil Hodgson	PH	WLGA Adviser
Rachel Thomas	RT	WLGA Adviser

### 1. TERMS OF REFERENCE

This Board, in the Minister's view, will continue in its current form for about six months, to enable Dr Caroline Turner to embed herself as Chief Executive; the scope of the Board will be reviewed in summer 2019. It was reiterated that this Board is advisory, and the remit is set out in section 3 of the Terms of Reference.

JS referenced the Minister's letter, which was sent to the Leader today. The priorities for the Board, and those highlighted by the authority, had been discussed between JS, MM and AB prior to the Board.

### 2. MINUTES AND ACTIONS OF THE LAST MEETING

The minutes of the last meeting were agreed as a true record, with the exception that a bullet point “greater corporate oversight” was omitted; this particularly important point will be included within the amended minutes.

### 2.1. Updates / Comments on Actions

All actions required for this meeting have been undertaken. Item 5.5: EP will discuss the ‘Whole System Review’ back PH and JSa prior to bringing back to the meeting.

<b>3. ADULT SERVICES</b>
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#### 3.1. Adult Services Performance Report

DO provided a brief overview of the report.

The budget pressure was referenced; individual service providers will be negotiated with on a case-by-case basis to assess the risk to the Adult Social Care Service.

**ACTON: DO and AB will schedule a presentation for a future Board meeting about the Service’s transformation agenda, including the sustainability journey, partnerships, technology, and funding care services, in relation to the next three to five-year period.**

**RECOMMENDATION: To include a brief paragraph in the report (what are we worried about) relating to the transformation agenda.**

**RECOMMENDATION: To ensure that all items on page 26 (strategic focus) are populated to enable assurance to be gained.**

Page 5 (percentage of assessments to service) was noted: this data will always remain variable, depending on the delay in service being commissioned; the stat cannot be calculated retrospectively; there is a lag. AB noted that these indicators are to identify the shift in culture, and enable the impact to be monitored.

#### 3.2. Progress Against CIW Actions (Revised CIW Monitoring Visit Plan)

DO provided a verbal overview of the draft re-shaping plan. Additional sections have been included as a result of the monitoring visit.

**RECOMMENDATION: To discuss - outside of the Board meetings - whether the success measures guides (M1, M2 etc.) could be enhanced by including a target percentage, which would show what ‘good’ looks like for the authority.**  
**ACTION: DO to arrange.**

The Progress Against CIW Actions document was not provided for discussion at this meeting.

<b>4. CORPORATE LEADERSHIP AND GOVERNANCE</b>
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EP provided a verbal update. The authority’s existing reports – and reporting cycle – is being utilised to avoid duplication of work for items that are brought to the Board. Quarterly reporting is undertaken across all services across the organisation, including

the top 20 indicators, and the Vision 2025 items. Quarter three reporting is in progress, and will be brought to a future meeting. Corporate Finance reports are completed monthly. Yesterday's planned Transformation Delivery Board was cancelled due to the prioritisation of the budget, and inclement weather; the meeting will be rearranged and will focus on the Mid Wales Growth Deal (a draft Inter Authority Agreement is available), as well as the draft Digital Transformation Strategy, the PTHB North Powys Well-being Programme, which is interdependent with 21<sup>st</sup> Century Schools programme, and the Community Hubs and the county-wide proposals.

Vanessa Young has been appointed as the Corporate Director – Transformation.

EP provided a confidential example of excellent corporate collaborative working; the corporate buy-in to the corporate agenda has been vital; SH noted that these linkages were not in place two years ago, and the positive change is demonstrable.

A feasibility study for a joint services hub has been commissioned and includes various internal and external collaborations to best use resources.

MM highlighted that the new Executive Management Team has been appointed; the model will be operational as from 01 March 2019. The recruitment of the Head of Service posts will be concluded shortly. EP noted that core support services are being transitioned back into the relevant services to clarify and streamline the links; a consultation with staff is due shortly.

5.	<b>BREAK - (10 MINUTES)</b>
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6.	<b>CHILDREN'S SERVICES</b>
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### 6.1. Children's Services Performance Report

JC provided a verbal overview, and noted the difficulty one particular team experienced due to reduced service resilience e.g. from agency staff choosing not to work over the Christmas period. The HR system does not enable the data to exclude the supervisions for staff on sickness absence or suspension; the true achievement level is 95% and not the 91% the system reports. The number of assessments closed without action has reduced to 58%.

JS queried the sentence on page 78: *“Amend the Children’s Services Performance Report to take out figures which do not really tell us anything about the impact on children and replace with more meaningful data.”* and JC provided the example of the number of reassessments completed during the period is not meaningful, and does not provide any useful information. **RECOMMENDATION: that the authority reflect on potential improvements to the report and liaise with CIW and discuss with the Board etc. prior to removing any items from the performance report.** EP highlighted that the report is required to enable the service to undertake their work, and as such changes will need to reflect the service needs; the service own the report. MM noted that ‘good KPIs’ can hide poor practice, and the deep dives are a key focus.

AD requested that JS consider that the Board undertake a deep dive around the sustainability of the workforce at the earliest opportunity. JSa requested an update on

what progress has been made as to the current workforce acting as advocates, and other routes for recruiting Social Workers; JS requested that the wider workforce issues be discussed at an upcoming workshop. **ACTION: AB will schedule the Children’s and Adults transformation as the deep dive for the next workshop, followed by the workforce for the next workshop, and then signs of safety. ACTION: AB will draft and circulate the schedule to the Board by the next meeting to provide clarity on the programme being considered.** AB noted that in the CIW report two-thirds of staff felt supported, and two-thirds would not recommend Powys County Council as an employer; the events that the service hold with employee reps are helping to highlight and address these concerns.

There are 26 children waiting to be placed; JC noted that the senior manager (regional) has been tasked with bring a proposal to a future regional heads of service meeting to help to address this, as the process/system isn’t currently working.

The restructure will be implemented during April to ensure a smooth and comprehensive handover of cases and work. Care orders will, wherever possible, be discharged. The panel, which was set up late last year, has started delivering the outcomes that were hoped for.

#### **6.2. Progress Against CIW Recommendations**

JSa noted that the item on page 109 “*An assurance mechanism must be implemented as a priority to ensure compliance with legislation, statutory guidance and protocols with regard to looked after children and children at risk.*” is currently showing a blue BRAG rating; the assurance mechanism is in place (complete), but the narrative within the document details the additional work that the authority is undertaking to ensure compliance. **RECOMMENDATION: That the phrase ‘proposed to move to business as usual’, and the BRAG colour column, are removed from the reports to the Board in future to provide greater clarity.**

#### **6.3. Revised Action Plan and Update on Actions Completed Since the Inspection**

The document was not discussed during the meeting.

#### **6.4. Update: Review of Arrangements for Children Subject to Placement orders**

The Board received and noted the report. AD suggested that the authority undertake a deep dive of the management of placements. **ACTION: AB to build into the forward work plan.**

#### **6.5. Cost of Placements: Updated Information**

The Board received and noted the report, which was provided for information. AB confirmed that the updated information is being utilised whilst developing strategies.

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<b>7.</b>	<b>FINANCIAL OVERVIEW AND FORECAST</b>
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JSa provided an update, as DP was in a budget meeting. JSa was happy with the approach, and stressed that the authority will need to plan budgets exceeding one-year cycles. JSa strongly recommended that the elected Members consider applying the maximum council tax.

MM noted that the process has been robust; this year, the authority has tested each proposal for robustness. It was acknowledged that there are options for delivering a balanced budget, but the 'pinch points' are under discussion. The Medium Term Financial Plan is also ongoing and is integrated into budget discussions.

**ACTION: MM/DP to provide the Board with assurance that the final budget provision, cost pressures, risks etc. are appropriately embedded in the Council's final budget decision.**

<b>8. REPORT: LEGAL SUPPORT</b>
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AB advised that she met with the Legal team following the last meeting; there is an absolute commitment to work together collaboratively, and to iron out any internal matters arising. JS advised that the Board had not been assured on this item. MM agreed, referring to page 107 [performance report], which states: "The capacity of legal services remains problematic for Children's Services and the working relationship between the services needs to be improved." **ACTION: AB and MM to liaise with the head of Legal to revisit the situation, and will provide an updated report (jointly authored by AB and the Head of Legal) that identifies the 'internal matters arising' that require further development, and provides assurance that nothing is delayed or problematic due to a lack of support.**

A query was raised regarding Legal support for Adult Social Services. **RECOMMENDATION: That consideration be given to identifying legal team members designated to work with Adult Services.** It was noted that the Head of Legal advises – or allocates an appropriate colleague to advise – Adult Services on matters arising. AB confirmed that the Head of Legal will be joining Social Services colleagues at upcoming meetings with PTHB etc.

<b>9. EXTERNAL ADVISOR / INDEPENDENT MEMBER UPDATES</b>
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No updates were provided for this meeting.

<b>10. CONSIDERATION OF FUTURE BOARD DATES</b>
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The suggested Board meeting dates for August to December 2019 were discussed, and these will be reviewed to try to move them to the last Wednesday of each month.

<b>11. DATES OF FUTURE MEETINGS (CONFIRMED)</b>
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- 27<sup>th</sup> February 2019
- 1<sup>st</sup> May 2019
- 26<sup>th</sup> June 2019
- 27<sup>th</sup> March 2019
- 5<sup>th</sup> June 2019

<b>12. NOTE REGARDING THE COUNCIL BUDGET</b>
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**Council Budget**

- DP and JT have been liaising with JSa to discuss the Council's budget situation prior to the Council agreeing the budget.

**Jack Straw, Independent Chair**



**Actions from Improvement and Assurance Board held on 30 January 2019**

	<b><u>Item Number</u></b>	<b><u>Page Number</u></b>	<b><u>Owner</u></b>	<b><u>Action</u></b>
1.	3.1.	2	DO and AB	DO and AB will schedule a presentation for a future Board meeting about the [Adult] Service's transformation agenda, including the sustainability journey, partnerships, technology, and funding care services, in relation to the next three to five-year period.
2.	6.1.	4	AB	AB will schedule the Children's and Adults transformation as the deep dive for the next workshop, followed by the workforce for the next workshop, and then signs of safety. ACTION: AB will draft and circulate the schedule to the Board by the next meeting to provide clarity on the programme being considered.
3.	6.4.	4	AB	AB to build [deep dive of the management of placements] into the forward work plan.
4.	7.	5	MM and DP	MM/DP to provide the Board with assurance that the final budget provision, cost pressures, risks etc. are appropriately embedded in the Council's final budget decision.
5.	8.	5	AB and MM	AB and MM to liaise with the head of Legal to revisit the situation, and will provide an updated report (jointly authored by AB and the Head of Legal) that identifies the 'internal matters arising' that require further development, and provides assurance that nothing is delayed or problematic due to a lack of support.

