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Improvement and Assurance Board - Social Care Friday, 10 January 2020

MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD - SOCIAL CARE HELD AT HWB ROOM 1, GROUND FLOOR, COUNTY HALL, LLANDRINDOD WELLS, POWYS ON FRIDAY, 10 JANUARY 2020

Present

Jack Straw (Chair)	JS	Independent Member
Phil Hodgson	PH	Independent Member
Dr Gwynne Jones	GJ	Independent Member
Cllr Rosemarie Harris	RH	Executive Leader
Cllr Aled Davies	AD	Deputy Leader

In Attendance – PCC Representatives

			Present for Item:
Alison Bulman	AB	Director of Social Services	1-10
Alistair Davey	AD	Welsh Government Social Services Division	All
Anna Hughes	AH	Strategic Programme Manager Childrens Services	All
Caroline Turner	CT	Chief Executive	All
Cllr Graham Breeze	GB	Portfolio Holder for Corporate Governance	All
Cllr Myfanwy Alexander	MA	Portfolio Holder for Adult Services	All
Cllr Rachel Powell	RP	Portfolio Holder for Young People	All
Dylan Owen	DO	Head of Commissioning (Children & Adults)	1-10
Emma Palmer	EP	Head of Transformation & Communications	All
Hannah Hope	HH	PA to Senior Leadership Team (secretariat)	All
Lisa Williams	LW	WAO	All
Ness Young	NY	Corporate Director (Resources & Transformation)	All
Sharon Powell	SP	Senior Manager Care & Support	All

Apologies received

Cllr Phyl Davies	PD	Portfolio Holder for Education
Cllr Matthew Dorrance	MD	Leader of the Labour Group
Jan Coles	JC	Head of Childrens Services
Jane Thomas	JT	Head of Financial Services
Michael Gray	MG	Head of Adult Services

Absent

Cllr James Gibson-Watt	JGW	Leader of Liberal Democrats Group
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1. MINUTES OF THE LAST MEETING

The minutes of meeting on 27 November were accepted as a true record.

The minutes of the meeting on 19 December were accepted as a true record, subject to the following amendments:

- Paragraph 3.2 – under the action should read GJ not JG; and
- Paragraph 3.4 – to remove the word audit as it was an internal review, not an internal audit review as stated.

Under matters arising, there was a discussion about the recent workshop in North Wales on Public Law Outline (PLO) issues and it was acknowledged that this was a national issue across Wales.

2.	RESPONSE TO ACTIONS FROM THE LAST MEETING
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The Action Logs from 27 November and 19 December were reviewed and noted.

EP advised that letters to the Welsh Government on national social care data sets had been drafted. RP would raise the issue at a Social Care Cabinet Members Network meeting later that month.

The action related to supervision from 27 November had not yet been actioned, but would be addressed by the meeting on 29 January.

3.	CHAIRS UPDATE
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There was a discussion about the scheduled Adult Services Improvement Conference on 17 February. The event is now confirmed as being 12:30pm – 3:30pm and Health Improvement Wales (HIW) and the Wales Audit Office (WAO) have been invited by Care Inspectorate Wales (CIW) to attend. Albert Heaney would not be attending. The Board discussed preparation for the event and the importance of being able to demonstrate how specific CIW recommendations have been addressed, but within the context of a wider transformation programme. The use of client case studies was encouraged, particularly focusing on recent work to address Delayed Transfers of Care (DTC) which had been very successful. AB thanked the Board for its advice and explained the preparations that are being made for the session, including a self-assessment exercise. It was agreed that the Council would need to make a statement at the start of the event giving key messages and to share a paper with attendees covering all of the above in advance.

ACTION: A draft paper for the Adult Services Improvement Conference, including key messages to be tabled at the Improvement and Assurance Board meeting on 29 January.

4.	DIRECTORS EXECUTIVE SUMMARY
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AB highlighted pressures in the system at present, particularly in adult social care. The service is preparing for a CIW Monitoring Visit at the end of January, CAHMS inspection first week of February, and an Improvement Conference on 17 February.

Adult services are experiencing the significant impact of winter pressures, whilst the Christmas period was relatively quiet, the start of this week there were 29 delays. Significant work has been undertaken this week with twice daily calls, tracking and follow up on actions, and end of day sitrep with health board colleagues. The service is now moving into the weekend with 4 delays, which is a result of hard work from colleagues, ability to divert demand and move people directly home, and put support in place, and has resulted in no one being added into DTC this week. This has been a co-ordinated approach by adult social care, the commissioning team, provider market, and health board colleagues.

Where provision has been identified, the service has been utilising this to meet the demands and needs of service users. From w/c 20 January, there will be more provision in Builth Wells which will be used more broadly. The Board were advised that the Winter Plan is responding well to the spike in demand.

Board noted the work that had been undertaken.

Extra care developments: at the end of January, Neuadd Maldwyn (Welshpool) will be going to preplanning, for consideration of public views, and noting funding all confirmed. Ystradgynlais will be going to preplanning in mid-February. Workers will be on site by end of summer, with building works continuing next year to provide 64 beds in Welshpool, and 35 beds in Ystradgynlais. Both sites will be online from April 2022.

ICF Funding: discussion on revenue and capital funding through the RPB, and the need to ensure this is in place and secured for the projects outlined above. Board noted the Cross-Cutting Resource Subgroup is the governance for ICF Funding and is regularly monitoring the spend as an RPB. Board noted that a briefing paper had been provided to WG on each project. There is an urgent need to meet with WG as concerns are being aired in relation to whether projects are fit for purpose.

ACTION: Urgent discussion to take place between PCC/PTHB/WG to confirm funding position, and email update to the Board following this.

ACTION: briefing paper to be tabled at next Board meeting (DO)

Board noted the 30th January workshop with the health board.

Supervision performance: the Service had manually re-run the December figures and could demonstrate an improvement to 84% in Childrens and 85% in Adults. The Board agreed that it was important that there should be one agreed data set going forward. The Board remains concerned that this level of performance is unacceptable.

ACTION: EP to work with AH to ensure a single agreed data set is presented in management information reports from 1 January 2020 onwards.

Board noted that a commitment is provided at each meeting to improve performance in this area, however what is the fundamental thing that will make this better and sustained? AB advised that performance management with front line managers is in place, with performance plans to address any areas of concern. Workshops and training have been undertaken within the service. The service is aware of where there are pockets of issues and are addressing these. AB, through the Employee Reps meetings has been advising staff that it is everyone's responsibility to have supervision, and that it is managers' responsibility to ensure this happens. AB advised the quality of supervision was assured through the services' QA processes.

ACTION: A detailed analysis of outstanding supervision for Adults and Childrens to be included in the workforce report or the Board meeting on 26 February 2020.

4.1	CHILDREN'S SERVICES PROGRESS AGAINST CIW RECOMMENDATIONS
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RP attended Early Help working group where they reviewed the early help offer, data, and how it was making a significant effect on other services by offering the right early help. Positive to see officers very open and transparent. The Early Help team received the highest level of referrals in November, which was significant.

Looked After Children position was 239 as at end of December 2019, with a large sibling group which has affected the figures.

The Board noted the appointment of 6 new foster carers.

Participation and Engagement Officer started in post yesterday and will be heavily involved in the work of the Corporate Parenting Group and ensuring young people can attend and be party to this group. AB noted the good work RP has undertaken in transforming the Corporate Parenting Group. AD advised that WG will be undertaking a major review of Corporate Parenting, with a consultation in due course.

4.2	ADULT SERVICES PROGRESS AGAINST CIW RECOMMENDATIONS
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Outstanding Reviews: as at 09 January, this has reduced to 366, previously 426 in mid-December. The service advised they are on target to meet the timescales set. Future reporting from April 2020 will be revised to capture the position more effectively. The outcomes so far have seen reductions of double to single handed care. The service was looking at provision of domiciliary care across localities and will be looking at the reasons for demand and understand this in more detail.

ACTION: Evidence of the work being undertaken to be brought back to the Board in April 2020.

Direct Payment provision is increasing. Community Catalyst project worker has commenced in post, and has assisted in progressing the provision of PAs, which is positive.

Safeguarding enquires completed within statutory timescales: Board noted this remains a high performance, which has been maintained over the last year.

4.3	LOOKED AFTER CHILDREN REDUCTION EXPECTATIONS - 6 MONTH UPDATE
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RP noted the update as at end of September, which demonstrates the work that is underway. Business Cases are progressing to develop provision within the County.

Out of County placements have slightly increased and remain a concern.

Supported lodgings co-ordinator post was appointed to at the end of December as was a residential development manager - both posts will help in moving this area forward.

PH noted the service has stabilised the position and it had plans in place to address this. SP noted the positive impact of SOS framework, and keeping children safer at home, instead of bringing into care. AD noted across Wales, have seen a slight increase, but are pleased with the progress and stability in Powys. WG will look to

undertake a 1yr review of LAC Reduction Expectations, and Wales HOS are finalising their action plan around this.

Board recognised the plan the local authority has and are implementing, which was as set out to WG in the review meeting undertaken.

Rate per 10,000 population: welsh average is 108, Powys are 97. Discussion on demographics and comparator local authorities, noting Powys has a clear framework and action plan which should then show a reduction over future months and years.

SP provided live examples of young people this week, who the service have supported through SOS, showing a change of culture and positive attitude of staff. AB outlined live example of work that is underway to support a young person out of county, with a proposal from the service to provide the provision within Powys, and also at a lower cost.

Digital funding through Public Health Wales: bids have been made by the service, via the Senior Manager for signs of wellbeing, which is a result of their positive and energetic commitment to SOS. RP noted the previous funding from WG has enabled the service to progress and implement SOS, which was appreciated.

The service was due to launch a Questionnaire on SOS.

ACTION: outcome of questionnaire to be tabled at future Board – April 2020.

4.4	CIW MONITORING OUTCOME - CHILDREN'S SERVICES NOV 2019
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Circulated previously via email. Meeting with CAFCASS has been rescheduled.

Workstream set up which meets regularly and action plan in place. QA undertaken prior to the monitoring visit.

Board noted the report states there are significant vacancies identified and were advised that these are hard to fill posts, and are currently covered by agency staff, and included within recruitment campaign.

4.5	CIW FEEDBACK FROM THEMATIC REVIEW OF OLDER PEOPLES' SERVICES
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Feedback letter has been formed from a self-evaluation initially undertaken in December 2018, a workshop with CIW and Partners in late summer, and contacts with residents by CIW. AB advised it was a balanced report, where areas of concern are known about and the service are taking forward.

Abandoned calls: service have undertaken an analysis on abandoned calls and call waiting, which shows that calls are now answered in approx. 50 seconds, compared to 6 minutes previously.

Transport (under prevention): an area which needs to be looked at corporately to optimise the use of transport resources across the county. PTHB have provided funding to volunteer bureaus to support residents in attending hospital appointments, community facilities.

4.6	IPC SUMMARY REPORT - RIGHT-SIZING POWYS
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JS and PH declared an interest as associates of IPC.

Work being led by Age Well Partnership Board (a sub-group of the RPB), which has assisted in bringing partners together.

Board was advised that Swansea Council has recently commissioned IPC to undertake similar work, and the Chair of Age Well is due to meet with Swansea to agree a spec on future piece of work.

Board noted this important piece of work, and supported the model and outcomes identified. AB noted that the report has been through Cross Cutting Resource Group of RPB, and there is now full engagement from PTHB Director and local operational lead.

Board noted this report will form part of the discussion at the planned workshop on 30 January 2020.

5.	BREAK - (05 MINUTES)
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6.	CORPORATE LEADERSHIP AND GOVERNANCE - VERBAL UPDATE
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NY shared a document with the Board which articulates the Council's vision for transformation under the Vision 2025 Corporate Improvement Plan. She explained that a session with the top 4 tiers of managers in the Council had been held on 8 January to update managers on the Council's financial position and the individual programmes in the transformation programme. The event had been well attended, including by the WAO and the Chief Executive of PAVO had chaired a session. LW confirmed that the WAO would be conducting a review of the Council's Transformation Programme in quarter 4 of 2019-20 and the field work would start in February.

6.1	BUSINESS INTELLIGENCE & TRANSFORMATION CAPACITY
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Board noted the successful bid for funding from WG of £909k over three financial years, specifically to fast track the customer centred digital solutions and information excellence workstreams. An Outline Business Case would be submitted to Finance before the end of the financial year and the Strategic Case had been approved by Finance already.

Themes are outlined in 3.1 of the report: customer centered digital solutions; digital places; information excellence; digital workforce; and digital infrastructure & system.

Governance of the programme outlined, Programme Board is chaired by NY and reports to the Transformation Delivery Board. A Delivery Board sits underneath the programme board to focus on implementation plans.

There has been difficulty in recruiting web developers in Powys, however have recently appointed x 2 temporary web developers with the Welsh Government funding and there is a clear programme in place with targets to delivery at pace.

Recruitment to x2 business analysis posts in hand to support schools' transformation and wellbeing information bank.

WG have allocated £2.4m to spend on schools' digital infrastructure, as part of a four-year programme to improve structure and capability within schools. The first-year timescales are tight with a need to have procured and implemented plan by September 2020.

ASSIST telephony: multi team and action plan in place to deliver improvements, and business case to look at alternatives.

Digital workforce: improve skills of our workforce using applications.

NY confirmed the programme was on track to deliver within agreed timescales.

ACTION: Update to be tabled at April Board meeting (NY).

Board supported the report tabled, noting that digital places would help to support people in their own homes.

GB thanked the Digital Programme Board for attracting the funding and for the drive in taking this forward, which will result in benefits for staff but also for citizens of Powys.

6.2	WORKFORCE UPDATE - STANDING ITEM
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ACTION: HH circulate update report which was tabled at 19 December meeting

Currently there are 35 agency staff working in children's service, there are issues in north of county where agency staff left before Christmas so figure may increase but not beyond 38.

Vacancies: 32 qualified social worker posts, previously 39, where 7 have been recruited to but not started in post

Looking to map the vacancies against the 4 areas of:- market supplement; improved recruitment campaign and attending career events; growing our own; and overseas recruitment.

Market supplement will be implemented from April 2020 subject to Cabinet's approval in March 2020.

New video campaigns have been completed and will be shared with the Board on 29 January.

Booked to attend career events in Birmingham and Manchester in 2020.

Finalising the "growing our own", and then look at how to develop longer term.

ACTION: full update will be provided at 27 January Board (NY)

Board welcomed the update, noting the clear plan in place and recognising this is a long-term approach.

Permanent staff in children's services are said to be becoming ambassadors for the service, to help attract future staff to the service which is positive.

ACTION: Supervision update to be included in next month's workforce update as detailed in section 4 of the minutes.

7. FINANCIAL OVERVIEW AND FORECAST - VERBAL UPDATE

In year position, as at end of November 2019, outturn forecast assuming all savings delivered as expected, shows a surplus of £612k. This is based on achieved £14m savings by November 30th, and further savings expected to deliver of £2.37m by end of financial year. There is still £5.3m of undelivered savings, however the surplus is created by short term savings realised during the year.

Adult Services: forecast overspend of £526k, hoping to bring back in balance end of year subject to winter pressures.

Childrens Services: forecast overspend of £4.9m, largely a consequence of placement costs the risk of which was identified at the start of the year and service sought to mitigate, but it had not proved possible in this timescale.

WG settlement more favourable, 5+% in gross terms, however after transfers in and teachers pay and pensions the increase was equivalent to 2.9% for Powys on current base. Council has identified £12.2m budget reductions to be delivered in 2020-21, and with the settlement and pressures, will be putting proposed balanced budget for Cabinet on 21 January. This will then go through scrutiny process, and final budget to Council on 28 February. Final settlement is due 25 February, but no significant amends are expected. Council tax approval will be sought from Council on 06 March.

Change of service delivery contributing to savings/position of the Council – this will be seen over a few years, with the transformation of the service in Adults and Children's Services. Use of data will also assist the Council in future planning, which is starting to be added to IBPs to help the service plan provision and budget setting on outcome-based model.

AGREED: budget planning, impact assessments etc to be tabled at next Board meeting – 1hr dedicated session.

Leader noted the need to look at all avenues of funding, pilots etc, and ensure funding of provision is appropriate and proportioned across the local authority and partners.

8. DATES OF FUTURE MEETINGS AND FORWARD WORK PROGRAMME

HH provided update on work programme for January to April 2020, and **ACTION: will circulate updated version with the minutes.**

Future meeting dates noted.

Jack Straw, Chair