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Improvement and Assurance Board - Social Care Wednesday, 29 January 2020

MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD - SOCIAL CARE HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON WEDNESDAY, 29 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
Cllr James Gibson-Watt	JGW	Leader of Liberal Democrats Group

In Attendance – PCC Representatives

			Present for Item:
Alison Bulman	AB	Director of Social Services	All
Caroline Turner	CT	Chief Executive	All
Cllr Graham Breeze	GB	Portfolio Holder for Corporate Governance	All
Cllr Matthew Dorrance	MD	Leader of the Labour Group	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)	All
Hannah Hope	HH	PA to Senior Leadership Team (secretariat)	1-7
Jane Thomas	JT	Head of Financial Services	5 - 8
Jan Coles	JC	Head of Childrens Services	All
Michael Gray	MG	Head of Adult Services	All
Ness Young	NY	Corporate Director (Resources & Transformation)	All

Apologies received

Alistair Davey	AD	Welsh Government Social Services Division
Cllr Phyl Davies	PD	Portfolio Holder for Education
Emma Palmer	EP	Head of Transformation & Communications
Lisa Williams	LW	WAO

1. MINUTES OF THE LAST MEETING

Minutes of 10th January 2020 agreed subject to the following amendments for accuracy:-

Page 7, item 4: ACTION: *A detailed analysis of outstanding supervision for Adults and Childrens to be included in the workforce report or the Board meeting on 29 January 2020.* Board agreed report due February 2020, not 29 January 2020.

Page 9, item 4.2: *Rate per 1000 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.* Board noted this should state "Rate per 10,000 population"

2.	RESPONSE TO ACTIONS FROM THE LAST MEETING
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Action 2: ICF Funding/Extra Care Developments: Board noted briefing paper tabled for information on the agenda, and will be discussed in more detail later on the agenda.

Action 8: Business Intelligence / Transformation Capacity: future agenda item to be retitled "Digital Powys Programme Update".

3.	CHAIRS UPDATE
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No matters to update on.

4.	DIRECTORS EXECUTIVE SUMMARY
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AB highlighted key areas within her report:

Adult Services:

Busy time in Adult Social Care operationally and with a CIW Monitoring Visit taking place on 30/31 January, Joint CMHT inspection on 04/05 February, and CIW Improvement Conference taking place on 17th February.

Experiencing significant winter pressures, as noted at last Board meeting. Good collaborative work underway, noting in the last census only 3 were due to ASC reasons. Director is proud of the team and joint working with partners to address this.

Supervision:

Remains a significant concern, more detailed analysis ongoing and will provide an opportunity to set an appropriate performance target going forward, noting currently floating between 80-85%.

Childrens Services:

Top 5 Performance Measures maintained over last few months, but disappointed that S47 assessment performance has dropped, which has been discussed at the Leaders Monthly Meeting to understand this in more detail and receive assurances on the plan to address this within the Service.

Workforce:

December 2019 there were appointments made including Senior Manager for Safeguarding & QA, who will commence in post in February 2020. Noted all Team Manager posts are now filled on a permanent basis which is positive.

CIW Monitoring/Inspection:

Discussion on current timetable, and consideration of future or impending inspections that may take place within Children's Services.

S47 Assessments:

Explanation of the volatility of performance in this area, noting there can be an extreme variance on the number of referrals received in a day or a week, but also the backlog of undertaking the assessments has impacted on the current performance, and also the service has seen an increase in numbers in recent months. Senior Manager for Early Help & Assessments is undertaking an options appraisal for the Assessment Team, to make this more effective. **ACTION: Board to look at the**

detail and input into the review at the appropriate stage via a workshop to take place within the timescales the service are working towards (JC).

AB noted Albert Heaney and Alistair Davey will be joining Powys social services for a day on 18 March, and Board suggested including an **invite to Julie Morgan, Deputy Minister for Health and Social Services – ACTION AB.**

Workforce: Board noted the impact of agency staff leaving over the festive period within Children's Services.

Adult Services Supervision: MG advised that the December 2019 figure was 86%, due to a lag in the reporting.

Delayed Transfers of Care: AB noted the performance over the last couple of weeks has been very positive, however the current performance is not where the Director wishes to be and there is more work to do, including learning opportunities on recent weeks which the service are taking forward.

Board welcomed the update on Service Development & Projects for Live Well and Age Well, which provides an overview of all the activity that is underway.

4.1	CIW IMPROVEMENT CONFERENCE
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Taking place on 17th February, with AB, MG, DO and Senior Managers all in attendance, alongside the Leader, CT and MA.

Board noted AB will be contacting CIW to provide an update on preparations made to date, and to input into the agenda for that session.

An interactive presentation will be shared prior to the session, which will allow attendees to take a "deep dive" into each pathway of the service prior to the Conference.

MG outlined the services' self-assessment which has been undertaken looking at progress made against CIW recommendations, including evidence to support this.

Board noted the service need to ensure their service plans are clear, have end dates, and nominated leads.

DO outlined the draft presentation. This will be submitted to CIW prior to the conference, with a covering letter from the Director. An internal challenge session with NY, EP and JC due to take place prior to submission.

CT noted this was an opportunity to show case the good work, but also being honest on improvements required too.

ACTION: Presentation to be tabled at 26 February I&AB meeting .

4.2	ADULT SERVICES PROGRESS AGAINST CIW ACTIONS
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MG noted these are the Top 5 Recommendations.

Positive comments from cross border colleagues on Winter Pressures, but also highlighting concerns where required, ensuring honest position provided.

Outstanding Reviews: current position is 337 which is continuing to reduce whilst the service is experiencing winter pressures. Board noted the potential impact of staff placements which may impact on the ability to manage the demand, however recent recruitment to Senior Practitioner to Radnorshire area, will look to assist with the allocation process.

4.3	CHILDREN'S SERVICES PROGRESS AGAINST CIW ACTIONS
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JC and RP noted attendance at a recent Scrutiny working group where they heard directly from staff and teams, showing the positive journey the service has been on.

Partnership: successful bid for multi-agency training for SOS, which is positive showing health is wanting to train their staff and partners in SOS.

Commissioning/Placements: therapeutic intervention service now up and running, with a Clinical Psychologist starting in February which will look to reduce the number of expert witness statements paid for.

Board noted it would be beneficial to review the Improvement Plan that was put in place and map what the service has achieved, what has been put in place, improvements seen, benefits, financial impact. **ACTION: JC to undertake and table at future meeting.**

Budget planning: positive session with Scrutiny Committee on Monday, recognising the demands and practice.

Top 5 Performance Measures: Leader noted the Head of Service's position that these need reconsidering, and welcomed discussion at future Leaders monthly meeting in conjunction with EP to re-set these, to ensure they provide the assurances and risks that the service need.

JC outlined recent case involving a LAC sibling group which had been a difficult process in reuniting them with their parent who has PR, due to court process. Board noted the work of the WG LAC reduction who are working with judiciary and CAFACSS on their approach, and PCC may wish to raise with AD on how the system is not working for the service and families, and outline the case as an example.

BREAK - (10 MINUTES)

4.4	QUARTER 3 QUALITY ASSURANCE CHILDREN'S & ADULTS REPORT
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Adult Services: MG disappointed in the decline in performance on completion of audits, however the areas covered has seen improvements, including an increase in numbers demonstrating good practice.

The categories used within Adult Services QA processes as follows:-

- Unsatisfactory* - more weaknesses than strengths
- Improvement* – some strengths more weaknesses
- Good* - more strengths than weaknesses

Excellent – strengths and quality standards

ACTION: Future QA Reports to include numbers of cases reviewed as well as percentages (MG)

RP noted the links with supervision and reflective time, culture change. QA Panel meets monthly, chaired by MG, with Team Managers attending, where recommendations are made with actions to take forward. Board would welcome overview of this in future reports – **ACTION - MG.**

Where a file has been identified requiring improvement, the Director has requested that these files are re-audited to ensure actions are addressed accordingly, and are included in the audit work programme.

Childrens Services: JC noted that the recording on files continues to be inadequate and was discussed in detail at SMT yesterday. Senior Managers will be reviewing actions with Team Managers moving forward to ensure this is rectified. PH noted the outcome of Q3 audits and concerns raised which were discussed between PH, JC and Senior Managers yesterday, and clear on actions moving forward.

JC outlined the issue of recording of legal papers on children's files, and a process is now in place to ensure this is undertaken at the closing of a case to ensure completeness of the files. **Future updates to include analysis or reasons for poor performance, where appropriate – ACTION: JC.**

AB outlined current performance issues with WCCIS system, which has been escalated nationally and directly with the company, which is impacting on recording.

4.5	CSE UPDATE REPORT
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Strategy Meetings now taking place for every child where CSE is a concern, overseen by the Senior Manager to provide consistency, pick up on any themes, and also partners are on board. MACSE now fully functioning looking at strategic overview which was welcomed by the Board.

Discussion on recent Knife Angel event in Newtown, and recent convictions of criminals and the need to ensure links are made and any themes picked up, if there are risks identified within specific areas of Powys. Board welcomed the update that where children who go missing, the Police will report directly back to social care as this was a missing link previously.

Pupil Wellbeing: are schools aligned up with the work of CSE. When referral is made, strategy discussion takes place, 10 days then to hold a multi-agency meeting where the school are invited to the meeting. The Service are looking to log attendance, as Schools do not always attend. Need to ensure Schools are sighted on CSE, awareness and process at both secondary and primary, noted work undertaken by Arad Goch, and bids made to fund further work.

A Strategy is being developed on a multi-agency basis.

JC noted that those cases “unknown” in September have been reviewed by the Senior Manager, in order to seek assurances that there are no risks or the risks are known.

Data sharing with police: work undertaken by Senior Manager to ensure this is in place, and Board welcomed assurance on this.

ACTION: Quarterly update at future meeting on strategy, practice (JC).

4.6	ICF FUNDING / EXTRA CARE DEVELOPMENTS - BRIEFING PAPER
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Paper developed over Christmas period and shared with WG. WG comfortable with current position and funding streams. Following recent meeting with WG, have requested joint letter from PCC's CEO and Housing Association CEO to affirm or confirm our intentions to the schemes. DO provided update on the risks with both developments, which the Council are fully aware of, noting full update provided to Cabinet yesterday. The gap in finances previously noted as a risk has changed, with a significant increase confirmed in housing funding.

Board noted schemes in Brecon and Machynlleth also being considered.

Board welcomed the update and the positive developments planned and was advised that WG were now content with the proposals.

5.	SOCIAL CARE WORKFORCE - MONTHLY UPDATE
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Table 1 shows successful in appointing a further 3 Social Workers who have commenced in role, and a further 7 appointed but not yet in post.

Table 2 – shows the teams and the grades of the current vacancies.

Action plan in place with 4 themes to increase the number of social workers. Market Supplement approved and will be put in place for future appointments, and used as promotion at future recruitment fairs. Experiencing significant vacancies in north Powys which is being looked into further.

International recruitment: there is both the means and capacity within the overseas market to recruit quickly, and cost is no different.

Table 3: sets out targets for recruitment which will be monitored through the action plan. Targets are stretched but until the process starts, unable to know if this is correct or not.

Brief overview on supervision provided, noting full update will be provided at February's Board.

Board welcomed the clarity on what the Council is looking to achieve, with the need to adapt the plan as it progresses. Though was concerned that the foreign recruitment target may not be ambitious enough.

Leader noted discussion at her monthly meeting where international recruitment had been positive in past years, however the staff left and returned home after 2 years, so need to consider how we retain staff. Also the need to provide appropriate support to staff from overseas and also to newly qualified staff.

6.	CORPORATE LEADERSHIP AND GOVERNANCE - VERBAL UPDATE
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Quarterly update scheduled for February 2020, including Member Development and Leadership within Education.

7.	FINANCIAL OVERVIEW AND FORECAST
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As at 31 December 2019 the Council was forecasting an overspend of £500,000, which is an improvement on the previous month. Further improvements planned which should show a small surplus, dependent on winter pressures funding via RPB, and also winter highways budget. S151 Officer was confident that the Council would deliver balanced budget.

Delivery of savings in this financial year have been significant, although not all will be delivered this year, however there are expectation that some may be delivered, and £3.7m remainder is within Cabinet's proposal of realigning of these and reflecting on IAs and reasons for non-delivery.

Childrens known pressures has been addressed through the budget.

7.1	DRAFT 2020/21 BUDGET FOR SOCIAL SERVICES
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Report shows how the budget has been set, including the gap identified and how this is planned to be met.

The Council has a finance resource model in the Medium Term Financial Strategy which include assumptions about pressures and includes further cost reduction proposals for 2021-23 for services across the council, including Adults and Children's Service, but there is still a budget gap as would be expected at this point in any council. The Chair would however, like to see the medium-term plans at a high level for Children's Services to assess whether these look reasonable and identify how the budget will be realigned over time.

GJ referred to the cost reductions around shared costs with the Health Board and sought assurance around the prospect of delivery which AB provided, base don an independent report which highlights the issue. The impact assessment recognises the delivery risk. Changes to service provision due to pump priming relates to the residential care developments – Board to be sent copies of the impact assessments for all the cost reduction proposals.

The S151 Officer confirmed that the 2020-21 budget and council reserves adequately reflect the risks that have been identified across services.

ACTION: Circulate social care impact assessments to IA Board members (Jane Thomas)

8.	DATES OF FUTURE MEETINGS AND FORWARD WORK PROGRAMME
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Noted.

Jack Straw - Chair

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