



## **HEALTH SOCIAL CARE AND WELL BEING SCRUTINY COMMITTEE (PERFORMANCE MANAGEMENT)**

**MINUTES OF THE MEETING HELD AT THE COUNCIL OFFICES, PENALLTA HOUSE,  
YSTRAD MYNACH ON TUESDAY, 12TH JUNE 2012 AT 5.00 P.M.**

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**PRESENT:**

Councillor Miss. L. Ackerman - Chairman  
Councillor Mrs. B.A. Jones - Vice Chairman

**Councillors:**

Mrs. E.M. Aldworth, L. Binding, Mrs. P. Cook, K. Dawson, Mrs. J. Gale, L. Gardiner,  
N. George, C. Gordon, Mrs. P.A. Griffiths, G.J. Hughes, S. Morgan, J.A. Pritchard

Councillor R. Woodyatt - Cabinet Member for Social Services

**Together with:**

A. Heaney (Corporate Director - Social Services), D. Street (Assistant Director – Adult Services), A. Jarrett (Assistant Director - Children’s Services), J. Jones (Scrutiny and Members Services Manager), R. Roberts (Performance Manager), L. Dallimore (Annual Council Reporting Framework Project Manager), H.C. Morgan (Senior Committee Services Officer)

**Also Present:**

User and Carers - Mr. C Luke and Mrs. M. Veater

### **APOLOGIES**

Apologies for absence were received from Councillors A.P. Angel and Mrs. G. Bevan and Mrs. J. Morgan (Users and Carers).

### **1. DECLARATIONS OF INTEREST**

There were no declarations of interest received at the commencement or during the course of the meeting.

### **2. PERFORMANCE MANAGEMENT - THE ROLE OF SCRUTINY**

The Performance Manager detailed the requirement to manage performance in accordance with the legislative requirements of the Local Government (Wales) - Measure 2009 and confirmed that it is necessary to have effective arrangements in place to secure and monitor improvement. She referred to the requirement to produce, for the Wales Audit Office, a

corporate assessment (on what should be approved) and an annual inspection report (outlining how services have performed against targets and previous years performance where known) and detailed how the processes are managed and measured.

Working with Corporate Management Team, Cabinet identifies its key priorities which are developed into the key improvement objectives. A three/four year improvement plan (which is revised annual) is subsequently produced and service improvement plans are developed annually. The Wales Audit Office can access the objectives, the likelihood of improving and the expected outcome.

The Performance Management Unit measure and manage performance with the use of the Ffynnon system - a balanced scorecard which can measure and analyse performance. Details are reported to Corporate Management Team, the Cabinet Member for Performance and six monthly Performance Management meetings of each respective scrutiny committee in order that members can scrutinise the information provided.

Members were reminded that the management of performance is used to recognise achievement, identifies where improvement may need to be made and monitors and compares performance of council priorities and other service delivery. The role of the scrutiny committee is to scrutinise the targets that have been set against the actual targets, to recognise those that have been achieved, to hold local decision makers and policy makers to account and to challenge Officers to drive forward improvements in service delivery.

Reference was made to the assessment of the objectives and it was confirmed that the statutory guidance advises that if the scrutiny processes are sufficiently developed to carry out the assessment and there is clear evidence of this, then this activity can be used by the Auditor General and relevant regulators to decide whether council scrutiny processes are sufficiently robust to be relied upon. As such, there will be less need for auditors to scrutinise the improvement objectives if they believe there is an effective in-house scrutiny and therefore will not duplicate effort, which could also result in a reduction in audit fees. Certain of the objectives are also appraised by a number of other organisations.

During the course of the debate a query was raised as to how performance is managed at a more local level. The Corporate Director - Social Services confirmed that it is managed on a day-to-day basis by the Assistant Directors with feedback to the Senior Management Team on a regular basis. The Ffynnon system, and the data contained therein, is frequently monitored in order that any exceptions or areas of interest can be scrutinised and addressed if required.

### **3. ANNUAL DIRECTOR'S REPORT ON THE EFFECTIVENESS OF SOCIAL CARE SERVICES**

Consideration was given to the report and accompanying presentation that informed Members of the key messages identified in the preparation of the third Annual Director's Report on the effectiveness of Social Care Services. It was noted that every Director of Social Services has a statutory duty to produce an Annual Report on the effectiveness of its services. The report will be formally presented to Council on 7th August and be available to members of the public, partner agencies and stakeholders by 1st September 2012.

The Corporate Director - Social Services advised that the annual report is a summary outlining the effectiveness of how the county borough delivers social services to its citizens. It provides details on the Directorates performance last year, areas in which the Directorate did well, issues for further development and the key priorities for the Directorates' continued improvement into the future and is compiled with the assistance of views from social service users, parents, carers and staff members. He detailed the overarching and specific division priorities and provided an outline in relation to the progress against those priorities.

With the aid of a presentation the ACRF Project Manager advised of the process of compiling the report which has been undertaken in accordance with the Annual Council Reporting Framework. This framework has been devised by the Social Services Improvement Agency, in conjunction with the Welsh Government, and provides a robust structure for the compilation of the Annual Report.

It was noted that the new evidence grid self-assessment process, developed by the Agency consists of twenty outcomes (as identified below) and a framework identifies how they are measures, where we are now, how well are we doing, what differences have been made and what could be done better.

- People are able to find information about available services
- Children and adults are listened to and understood and are at the centre of making changes to their lives
- Where people are eligible, they receive a good and timely response to their needs
- People have up to date good quality sustainable care plans that ensure their needs are met
- Carers are supported effectively so that they can lead fulfilling lives alongside their caring responsibilities
- People are supported to be as independent as possible, and to develop life skills, including access to universal and community based services, training and employment opportunities
- All children and adults are treated equally and have their diversity respected and promoted
- People will be able to find out where and how to get hold of the help they need when someone may be at risk
- Children and adults are supported by staff from all agencies who understand and carry out their safeguarding responsibilities effectively
- Children and adults are protected from harm and abuse wherever possible
- A Quality Assurance Framework is in place which informs organisational learning and development
- Planning, management and delivery of services is supported with reliable and timely information
- All staff have aims that are linked to business plans and organisational priorities
- The workforce has the capacity and skills to respond to the changing needs of our population
- Our workforce is recruited, managed and developed effectively to deliver the best possible outcomes for service users
- Sustainable financial plans deliver strategic objectives and best possible value for money
- People are able to access services which are carefully planned in the short and medium term, and which are available at the right time, in the right place and at the right price
- In all our planning we listen carefully to service users and carers; work collaboratively across all partners and providers, and rely on sound evidence about needs and about effectiveness
- Members and senior managers with corporate responsibilities understand the role and function of social services, how well services meet local needs and give them appropriate priority
- Members and senior managers with direct responsibility for social services provide a clear sense of direction, and establish a culture of open communication, continuous learning, and accountability, keeping in close touch with the “front line”

To supplement this information a digital engagement project has been launched that enables people to share aspects of their life story and a Directors DVD has been made which offers an alternative media for the public and captures the views of teams and the service users. Reference was also made to the survey of service users and details of the results to the questions that were posed by both adult services and children’s services were displayed. Members were pleased to note the positive responses that had been received from service

users and were advised that further information can be viewed on the ACRF web page. They were given a demonstration on how to access the detail.

Members were reminded of the financial implications of managing resources and sustaining service provision in the current financial climate and that they would have an opportunity to challenge the decision making process when reports on service transformation are presented to the Scrutiny Committee. They would have the opportunity to challenge the detail of the Directors report when it is presented to Council.

Members noted the information contained within the report and thanked both the Corporate Director - Social Services and Annual Council Reporting Framework Project Manager for their informative presentations and for responding to their queries raised during the course of the debate, particularly in relation to the self-assessment process and the roles, relationship and engagement with service users.

#### **4. ADULT SERVICES - PRIORITIES AND CHALLENGES**

The Scrutiny Committee then received a presentation from the Assistant Director - Adult Services in relation to the priorities and challenges within his service area. He highlighted a number of activities (access to services, improvement of outcomes for service users, the range and quality of services provided, safeguarding vulnerable people and supporting carers) and detailed how they are achieved. He advised of the priorities (safeguarding vulnerable adults, integration with Blaenau Gwent, integration agenda with Health, quality and timeliness of assessments, development of preventative services) and of the challenges (financial pressures, small overspend in 2011/12 (£169,000- 0.6%), significant forthcoming cost pressures and demographic changes) which are being faced.

With regards to the latter, the Assistant Director referred to the information taken from the Daffodil system, which was developed by the Institute of Public Care for Welsh Assembly Government, and advises that an increase in demographic trends will have a significant impact on social care services within the county borough. The system pulls together the information needed to plan what social care services may be required in the future. The projections demonstrate that people within the county borough will be living longer and that there will be a significant increase in the number of people likely to require social care support.

Information from the research and population projections shows potential need for care over the next 20 years for children, adults and older people. It is anticipated that the population aged 65 and over will increase by over 50% by 2030, those who are aged 18 and over predicted to have a limiting long-term illness, those aged 18 and over predicted to have a learning disability and those predicted to have an early onset dementia or dementia will also increase by a similar amount. The number of people receiving community based services will increase from 6300 in 2010 to 9300 in 2030 and the number receiving residential care services will increase from 737 in 2010 to 1276 in 2030.

Reference was then made to the implications of these changes and it was noted that the current services models will not cope with potential demand in terms of capacity or cost and there is a need to reshape services away from traditional models of care, to place a greater emphasis on keeping people at home, to continue to develop preventative services and to advance support services to carers. It was noted that the modernisation of services would be essential both in front line delivery and social work support. Adult social care will need to modernise and will require growth and, in that the changes will affect other service areas, a whole Council approach will be required.

Members thanked the Assistant Director - Adult Services for the informative presentation and, in accepting that the modernisation of services will be essential both in front line delivery and social work support, were advised that reports would be brought to the scrutiny committee on

the pressures that will be faced and the requirement to reshape service delivery.

## **5. CHILDREN'S SERVICES - PROGRESS AND PRIORITIES**

The Scrutiny Committee then received a presentation from the Assistant Director - Children's Services in relation to the priorities and challenges within his service area. He highlighted a number of activities (protecting children from neglect, abuse and exploitation, supporting families to care for their children within their own homes and communities, supporting children in need to achieve their full potential, providing safe care for children who are not able to live in their own families, helping young people to make the transition from care to independence and ensuring children have meaningful involvement in decisions that affect them) and detailed how they are achieved.

The Assistant Director then detailed the key achievement in 2011/12 within services for children with disabilities (eligibility criteria now includes children with Autistic Spectrum Disorder diagnosis, extended 'Shared Care' service, development of an Integrated Occupational Therapy Service and family support services, Child and Family Support Service commissioned, Immediate Response Team developed, Team Around the Family developed) and was pleased to advise that a balanced budget had been achieved.

With regards to 2011/12 performance it was noted that 100% of care plans were in place at the start of placement (Welsh Average 2010/11= 91.5%), 100% young carers were assessed and provided with a service (Welsh Average 2010/11 =92%), 90.7% of core assessments were undertaken within timescales (Welsh Average 2010/11= 65.2%) and were overall better than the Welsh average in 77.5% of the indicators.

It was noted that there were no demographic pressures to take into account but that the impact of welfare reforms and economic downturn is likely to increase demand. The Assistant Director advised of the increase in contacts to children's services and an increase in assessments in 2011/12.

It was explained that priorities for 2012/13 include integration with Blaenau Gwent, assessment and care planning, to reduce bureaucracy, to continue to improve quality and effectiveness, to develop Blackwood Resource Centre, to achieve education attainment for looked after children, to facilitate placements within the county borough boundary and to continue to develop the Team Around the Family.

Members noted the information presented and thanked the Assistant Director for his informative presentations and for responding to their queries during the course of the debate, particularly in relation to the outcome of children in transition, joint working with other agencies and the eligibility criteria for autistic spectrum disorder.

## **6. ROTA VISITS**

The Chairman referred to the rota visits to local authority establishments that are undertaken by members of the scrutiny committee as part of their corporate parenting responsibilities and requested that any member who wishes to be included on the list for such visits should come forward. The Corporate Director advised that induction training would be given and outlined the purpose and responsibility of members during their visits. Guidance would be given on completing the relevant forms, the feedback from which would be reported to the scrutiny committee.

The meeting closed at 7.00 p.m.

Approved as a correct record and subject to any amendments agreed and recorded in the minutes of the meeting held on 10th July 2012, they were signed by the Chairman.

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CHAIRMAN