

Scrutiny Report



Performance Scrutiny Committee – People

Part 1

Date: 12 December 2017

Subject Improvement Plan 2016-18 Update – Quarter 2

Author Overview and Scrutiny Officer

The following people have been invited to attend for this item:

IP Objective	Cabinet Member Lead	Head of Service Lead
IP – Objective 1 <i>Improving Independent Living for Older People</i>	Councillor Paul Cockeram Cabinet Member for Social Services	Chris Humphrey Head of Adult and Community Services
IP – Objective 2 <i>Ensuring people have the right social services to meet their needs</i>	Councillor Paul Cockeram Cabinet Member for Social Services	Chris Humphrey Head of Adult and Community Services
IP – Objective 6 <i>Ensuring the best educational outcomes for children</i>	Councillor Gail Giles Cabinet Member for Education and Skills	Sarah Morgan Interim Head of Education
IP – Objective 8 <i>Improving outcomes for youth justice</i>	Councillor Paul Cockeram Cabinet Member for Social Services	Sally Jenkins Head of Children and Family Services

Section A – Committee Guidance and Recommendations

1 Recommendations

1.1 The Committee is asked to consider the progress being made in relation to the following improvement objectives:

- *IP – Objective 1 - Improving Independent Living for Older People*
- *IP – Objective 2 - Ensuring people have the right social services to meet their needs*
- *IP – Objective 6 - Ensuring the best educational outcomes for children*
- *IP – Objective 8 - Improving outcomes for youth justice*

1.2 Determine if it wishes to make any comments to the Cabinet on the progress towards achieving the improvement objectives in Quarter 2.

2 Context





- 2.1 The Council approved 8 Improvement Objectives in the 2017-18 Improvement Plan in April 2016, 4 of which are within the remit of this Scrutiny Committee, namely:

IP Objective	Cabinet Member Lead	Head of Service Lead
IP – Objective 1 <i>Improving Independent Living for Older People</i>	Councillor Paul Cockeram Cabinet Member for Social Services	Chris Humphrey Head of Adult and Community Services
IP – Objective 2 <i>Ensuring people have the right social services to meet their needs</i>	Councillor Paul Cockeram Cabinet Member for Social Services	Chris Humphrey Head of Adult and Community Services
IP – Objective 6 <i>Ensuring the best educational outcomes for children</i>	Councillor Gail Giles Cabinet Member for Education and Skills	Sarah Morgan Head of Education
IP – Objective 8 <i>Improving outcomes for youth justice</i>	Councillor Paul Cockeram Cabinet Member for Social Services	Sally Jenkins Head of Children and Family Services

- 2.2 At its meeting on 12 September, the Committee agreed to include monitoring of the improvement objectives on its work programme.
- 2.3 This update covers the period July to September 2017, with further updates scheduled for the Committee covering the final two quarters.

Report produced in...	September		December		March	June
To show status for....	Q1 Apr-Jun		Q2 Jul-Sept		Q3 Oct-Dec	Q4 Jan-Mar
1. Improving Independent Living for Older People	Green - Good	★	Green - Good	★		
2. Ensuring people have the right social services to meet their needs	Amber-Acceptable	●	Green - Good	★		
6. Ensuring the best educational outcomes for children	Green - Good	★	Green Star - Excellent	★*		
8. Improving outcomes for youth justice	Amber-Acceptable	●	Amber-Acceptable	●		
OVERALL	Green - Good	★	Green - Good	★		

In order to provide a more meaningful assessment of the progress of the Improvement Plan and enable more informed judgement to be undertaken, an overall evaluation of progress is made using the following criteria.

Status		Evaluated as	Explanation
Green Star		Excellent	All actions and measures are on track
Green		Good	Actions and measures are on mostly on track, one or two falling marginally short of planned targets
Amber		Acceptable	Some actions and measures have deviated from plan and are some are falling short of planned targets
Red		Improvement Required	Actions and measures are of concern and are mostly falling short of planned targets

2.4 This update is being presented to the Cabinet at its meeting on 18 January 2017, along with any comments / recommendations from this Committee as to the progress towards achieving these objectives.

3 Information Submitted to the Committee

3.1 **Appendix 1** provides the Committee with an update from the Objective Leads for its consideration.

3.2 The update includes:

- an overall judgement for the objective (red, amber or green) along with brief comments from the leads on this judgement;
- an update on the current progress with the measures associated with the objective, and;
- an update on the actions associated with the objective.

4 Suggested Areas of Focus

4.1 The Committee agreed in its Annual Work Programme at the meeting on 12 September 2017:

“To consider the progress of the Council towards actions associated with the improvement plan objectives and provide comment to Cabinet” in respect of the four relevant objectives within its remit.”

The Committee is therefore asked to evaluate the performance of the Council in achieving these four objectives and might wish to consider:

- Whether Improvement Objectives are being achieved and how this is clearly evidenced?
- How are measures and activities measured and evaluated?
- Do “green” objectives have sufficiently challenging targets and are the measures balanced between being realistic and robust?
- What is being done to address amber measures?
- Are there any barriers to delivering the Improvement Objectives?

4.2

IP - Objective 1 – Improving independent living for older people	
Comments by Committee – 3 October 2017	Response by Cabinet – 3 October 17
Officers confirmed that the 10 week target for Occupational Therapy (OT) assessments was a maximum, and changes in practice meant that many issues were now dealt with immediately, and	Cabinet noted the Scrutiny Comments and progress being made against this objective

<p>the wait for home visits for more complex cases was currently up to four weeks. Members suggested that, if performance was currently well over target, there was scope for the target to be made more challenging.</p> <p>In relation to rolling out the integrated pathway for older people, Members asked how willing GPs had been to collaborate and share their data. Officers reported that partnership working with GPs was strengthening as the project continued, as they could see the positive results of the project in action.</p> <p>Members asked what was being done to engage GPs in the integrated pathway project. It was explained that the Health Board were working with GPs to bring more practices into the scheme, and identify and contact those patients over 65 who could be registered with the scheme.</p> <p>In response to a question about the evaluation of the project, officers reported that this was planned for the Autumn, so would be started soon, and would include looking at the links between different preventative services. An event was being planned to evaluate how the different components work together and communicate, which would include talking to service users about their experiences.</p>	
<p>IP - Objective 2 – Ensuring people have the right social services to meet their needs</p>	
<p>Comments by Committee – 3 October 2017</p> <p>Members questioned why the target was showing as ‘amber’. Officers explained that an extremely challenging target had been set for Delayed Transfers of Care (DTOCs), and the reasons for missing this target were set out in the report. Performance had fallen slightly short of the target, but this was in the context of being one of the best performing authorities in Wales for this measure. The percentage impact of this was also amplified due to the small numbers of cases involved.</p>	<p>Response by Cabinet – 3 October 17</p> <p>Performance on this objective was rated as Amber – Acceptable. Cabinet noted the scrutiny comments and the reasons for missing this target which were set out in the report. Performance had fallen slightly short of the target, but this was in the context of being one of the best performing authorities in Wales for this measure. The percentage impact of this was also amplified due to the small number of cases involved.</p>
<p>IP - Objective 6 – Ensuring the best education outcomes for children</p>	
<p>Comments by Committee – 3 October 2017</p> <p>In response to concerns that an overemphasis on attendance could detract from providing a well-rounded education to pupils, officers reassured members that schools were looked at on a case-by-case basis, with the authority providing bespoke support and advice to each school, and encouraging the sharing of best practice. The Cabinet Member also highlighted the wealth of research supporting the importance of attendance</p>	<p>Response by Cabinet – 18 October 17</p> <p>Cabinet noted the Scrutiny Committee’s comments, reiterating the importance of good attendance to both the academic achievement and overall welfare of pupils.</p> <p>Cabinet highlighted some of the initiatives helping to make progress on this objective, also congratulating staff on their success.</p>

<p>to pupils' educational achievement, with 2 weeks absence being equated to half a GCSE lost.</p> <p>In response to a question about the importance of parental support, officers outlined the different strategies in place to encourage parental engagement across all schools.</p>	
IP – Objective 8 – Improving outcomes for youth justice	
Comments by Committee – 3 October 2017	Response by Cabinet - 18 October 17
<p>Members asked about the support for young people in the youth justice system who have specific conditions such as Attention Deficit Disorder. Officers responded that this was a multi-agency service, and the different partners worked together to put the right services in place for each individual. For example, officers described the speech and language therapy screenings and support being provided, which was showing positive progress.</p> <p>In response to concerns that there were limited options in place for restorative justice measures, officers described the range of projects currently on offer, and the joint working in place with different bodies across Gwent to find suitable placements, a process which was not always straightforward.</p> <p>In response to concerns that a recent 'bureau panel' had been cancelled, it was reported that a review was underway of this process, which was being considered on a pan-Gwent basis. Officers agreed to keep Members updated on the progress of this.</p> <p>Members reiterated concerns raised at the last Council meeting, regarding the involvement of young people in drugs, and the suggestion of a multi-agency conference to tackle this. It was confirmed that this suggestion was being referred to the Public Service Board for consideration.</p> <p>Members asked for more information about preventative work, for example picking up early signs of problems through working with schools. Officers confirmed that the YOS worked closely with schools, and new working practices had recently been put in place to be more proactive in this area.</p> <p>In response to concerns raised that a Headteacher should be in place in the Pupil Referral Unit (PRU), officers highlighted that the PRU was not a school, and the best practice approach across Wales was to operate with Centre Managers.</p>	<p>Performance on this objective was rated and Amber – Acceptable. Cabinet noted the reasons for the variance and the actions to improve performance.</p> <p>Cabinet noted the Scrutiny Committee's comments, and confirmed that the suggestion of a multi-agency discussion around the issues of youth justice would be taken forward to the Public Services Board as the most appropriate forum for the future work in this area.</p>

In response to further questions about the performance of the PRU, it was agreed that further information be requested on this topic, and opportunities for a visit to the facility explored.	
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4.5 The Committee is asked to evaluate the performance of the Council in achieving the four Improvement Objectives for Quarter 2 in its portfolio and might wish to consider:

- Progress being made in addressing comments from Scrutiny on Quarter 1 performance.
- Whether Improvement Objectives are being achieved and how this is clearly evidenced?
- How are measures and activities measured and evaluated?
- Do “green” objectives have sufficiently challenging targets and are the measures balanced between being realistic and robust?
- What is being done to address amber measures?
- Are there any barriers to delivering the Improvement Objectives?

Section B – Supporting Information

5 Links to Council Policies and Priorities

- 5.1 This report directly links with all of the Councils Improvement Objectives identified in the Improvement Plan 2016-18. These objectives also link to the Well-being Objectives agreed by Cabinet in March 2017, which aim to maximise the Council’s contribution to the Well-being Goals for Wales and will form part of the new Corporate Plan and Improvement Plan from 2017 onwards.
- 5.2 The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services. The Improvement Plan objectives have links to each of the well-being objectives and the well-being goals.

Well-being Objective	Link to Improvement Plan Objective
To improve skills, educational outcomes and employment opportunities	6 – Ensuring the best educational outcomes for children
To enable people to be healthy, independent and resilient	1 – Improving independent living for older people 2 – Ensuring people have the right social services to meet their needs
To build cohesive and sustainable communities	8 – Preventing Offending and Re-offending of young people

6 Risks

- 6.1 Each individual action in this report is subject to financial and risk assessment in its own right in accordance with council procedures.

Risk	Impact of risk if it occurs (H/M/L)	Probability of risk occurring (H/M/L)	What is the council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk
That the council's plans and projects do not have the desired impact on the city	H	M	The council will assess the impact of its actions on an on-going basis and enable adjustments to actions and policies to be brought forward as the need arises	Project managers for individual action plans
That major impacts are not properly monitored due to faulty assessment of risk and/or impact	H	L	Quarterly reporting to cabinet, together with opportunity for scrutiny reviews will enable adjustments to monitoring regime to be implemented as the need arises	Project managers
That on-going monitoring impedes progress on project delivery	H	L	The assessment criteria for monitoring progress are designed to ensure monitoring is proportionate to impact and purpose. This will be reassessed as part of the on-going reporting process	Cabinet / Corporate Directors

7 Financial Implications

- 7.1 There are no specific cost implications associated with the report.

8 Background Papers

- 8.1 Annual Review of the 2016-18 Improvement Plan Cabinet Report - 24 Aug 2017
2016-18 Improvement Plan

Report Completed: 23 November 2017