



Gofal Cymdeithasol **Cymru** Social Care **Wales**

BOARD MEETING MINUTES

25 May 2017

**Social Care Wales Offices, Cardiff
09:30 – 12:05**

Present:

Board Members:

Arwel Ellis Owen (Chair)
Damian Bridgeman
Emma Britton
Simon Burch
Carl Cooper
Abigail Harris
Kate Hawkins
Rhian Watcyn Jones
Joanne Kember
Peter Max
Grace Quantock
Aled Roberts

Social Care Wales Officers:

Sue Evans (Chief Executive Officer)
Sarah McCarty (Director of Improvement and Development)
Joanne Oak (Director of Corporate Services and Strategy)
Kate Salter (Assistant Director Corporate Services)
Llinos Bradbury (Governance Senior Officer)
Jeni Meyrick (Minutes)

In attendance:

Andrea Giordano, Deputy Director, Social Services
Improvement Division, Welsh Government

1. Welcome and opening comments from the Chair

- i. The Chair welcomed everyone to the Social Care Wales Board meeting and welcomed back Andrea Giordano, as the lead sponsor link for Social Care Wales at the Welsh Government.
- ii. The Chair thanked the Board for their contributions to yesterday's discussion regarding the strategic plan and noted the salient points will be included in today's item on the agenda. The Board noted the Remit Letter is yet to be received, however an update on its status will be provided by Andrea Giordano later in the meeting.

2. Apologies and Declaration of Interests

- i. Apologies were received from Donna Hutton, Jane Moore and Gerry Evans, Director of Regulation and Intelligence.

- ii. No declarations of interests were made, however the Chair reminded members to highlight any conflicts of interest should they arise during the meeting.

3. Minutes of the Board meeting held 27 April 2017 (SCW.17.06)

- i. The minutes were approved by the Board as a true record.

4. Matters arising from the minutes

- i. The Chair outlined the progress against the actions since the last meeting.

Item 6 – Social Care Wales Board and Committee Structure

- ii. Further to the recommendation to change the name of the Research, Development and Improvement Committee; the Chair confirmed it would now be called the Improvement Committee. The Chair added that a paper outlining the final committee structure and the purpose of each committee will be brought to either the June or July Board meeting and the Terms of Reference for each committee will be developed and brought to the Board for agreement.
- iii. Members noted that Rhian Watcyn Jones had already been appointed Chair of the Audit and Risk Committee and Chairs for the other committees will be appointed in due course. Members were encouraged to express any interest in becoming a committee Chair to Arwel Ellis Owen in the first instance.
- iv. It was also noted the impact of Brexit will be added to the organisational risk register and monitored as part of the organisation's day to day business.

Item 8 – Update from the Chief Executive

- v. The Board was informed there is now a section within the library on the portal for consultation responses. The Chair noted Ceri Williams, Policy and Public Affairs Lead will be updating the section with any Social Care Wales responses to relevant consultations and added that while a number of consultations required a response within a limited timeframe, Members were still encouraged to offer their input wherever possible.
- vi. Members were reminded it was agreed at the previous Board meeting it was preferable if individuals were responding to consultations to share their response with Social Care Wales before it is submitted.

Item 11 - Meeting effectiveness

- vii. The suggestion that any reports containing diagrams contain a key for reference has been fed back to officers and noted.

- viii. The Chair referred to the previous meeting's discussion regarding the need for feedback on the structure of agendas to ensure they meet everyone's needs and noted there was no deadline to feed back to him.

5. Code of Conduct for Social Care Wales Board Members

- i. Llinos Bradbury, Governance Senior Officer, provided members with a background to the Code of Conduct (the Code) and the accompanying complaints policy.
- ii. Members were referred to their signed Terms and Conditions of appointment agreement and noted the Code was intended to compliment that and outline the behaviours expected of a Board Member. The Board was directed to section six of the Code, referring to political activities, and was reminded that if any members are unsure of their position, for example, with regard to canvassing or involvement in public debate, to seek clarification from the Chair or Board Secretary.
- iii. Members briefly discussed the Code and suggested the word 'confidential' be inserted into Section one on page three under the heading 'Openness' in order to clarify the nature of information to be shared if asked to by law.
- iv. The Board also recommended adding a section to Appendix A, 'Managing complaints concerning Social Care Wales Board Members', to clarify how vexatious complaints will be managed and what support would be provided to members in that instance.
- v. The Board **considered** and **approved in principle** the Code of Conduct and its appendix, final approval subject to the recommendations above. It was noted the additions would be made to the document and recirculated for approval prior to the next Board meeting. **ACTION**

6. Strategic Plan for Social Care Wales: consultation

- i. Jo Oak, Director of Corporate Services and Strategy, referred to the workshop held as part of the members' induction seminar yesterday on the strategic plan and reiterated the purpose of the plan was to set out the long-term objectives and priorities for Social Care Wales. Jo Oak also highlighted there would still be a mechanism to feed in to the development of the strategic plan after this meeting before it is launched in September.
- ii. Members were presented with an updated draft of the plan and its underlying principles in that it should be unique, inspiring and create a conversation regarding our work. Members noted the suggestions put forward in the workshop had been included in the vision and purpose summaries however further amendments were proposed. The comments included:

- ‘what matters to the citizen’ element should be reinserted as it suggests ownership
 - Add in ‘we’ – what we want, what part we will play, what we will influence
 - Difficult to define what a ‘fulfilled life’ looks like
 - Vision should be over and above our own remit and be aspirational
 - Consider how we should be judged i.e. people receiving the care and support that matters to them – however only part of what we’re doing
 - Consider whether ‘building confidence in the workforce’ is limiting – suggest ‘leading improvement in social care’
 - Also suggest ‘Supporting people in their communities to achieve what matters to them’?
- iii. Sue Evans, Chief Executive Officer, thanked members for their contributions and acknowledged the difficulty in achieving a consensus while trying to represent a wide range of perspectives. Sue Evans proposed delegating the task of design to officers, to reflect the member discussions. The draft that is published for consultation will be shared on the portal **ACTION**. Members will have further opportunity to comment, whilst we await feedback from our stakeholders and before we finalise.
- iv. It was clarified it will be an informal consultation and an engagement exercise as opposed to rewriting the plan, reflecting members’ views that we need to be bold in setting out our ambition. Jo Oak set out the timelines for the consultation which will include a presence at the national social services conference, summer shows and targeting key stakeholders before finalising and launching it with the Minister for Social Services and Public Health at the end of September.
- v. Members enquired whether, as part of the strategy development, the document would also include a response to the stakeholder comments and also whether the reasoning behind attending the summer shows was due to the number of people or because of the likelihood of sector professionals attending. Jo Oak confirmed the consultation summary process would include responding to stakeholder comments, in general, which would be posted on the website. The rationale for promoting the consultation at the summer shows was to capitalise on the commitment to attend the Royal Welsh Show (23 – 27 July) and National Eisteddfod (4 -12 August), where significant members of the public were in attendance.
- vi. Following on from Jo Oak’s reference to the summer shows, the Chair encouraged members to attend the summer shows or the National Social Services Conference in Llandudno for their own development and to support the organisation. It was noted that the latter was being sponsored this year by Social Care Wales and the conference is generally considered of high importance to the sector. Any members wishing to attend should highlight their interest to the Chair or Jeni Meyrick.
- vii. Members **approved** the proposed strategic framework and **delegated** the final approval of the consultation document to the Chair and Chief Executive.

7. Business Plan 2017-18

- i. The Chair summarised the work involved in developing and finalising the business plan framework for 2017-18 which incorporated targets from the remit letter issued by Welsh Government.
- ii. Andrea Giordano summarised the reasons for the delay in the availability of the remit letter which was due to a high level of interest in the organisation's work and the support for Social Care Wales at the highest Ministerial level. The remit letter has now been agreed further to a meeting held yesterday. With regards to additions to the remit letter, it was confirmed that no additions had been made, however the wording in some sections had been strengthened, particularly in relation to early years and child care initiatives.
- iii. Sue Evans, Chief Executive Officer, provided an overview of the priorities in the business plan and provided the context, noting the business plan usually emerges from the strategic plan, making the process to develop this year's plan unique. Sue Evans put forward that 2017-18 would be a consolidation and transitional year with much of the work continued from the Care Council for Wales and SSIA. Members noted the purpose of the plan was to give clarity to managers on their team's 'must do' targets and set out how the organisation will deliver what is expected from the remit letter.
- iv. The Board noted the plan did not reflect the level of resource required to meet the objectives, for example, 'develop and maintain the register' this activity alone includes the development work required to prepare the sector for domiciliary care worker registration and qualification in 2018 and the ICT database development required to support expansion of the Register. Sue Evans emphasised that once the annual business plan was agreed, little could be amended, as it would affect the delivery of the business targets and there were insufficient resources to take on additional work activities.
- v. Kate Salter, Assistant Director of Corporate Services, presented the detail of the business plan to members, outlined in Appendix 1 of the report, and drew their attention to several priority areas and where significant resource would be required. Kate Salter summarised the presentation highlighting that once the draft was agreed, timelines and more specific activities would be added to the plan so that the Board can monitor progress against the targets set out. Members were reminded the June induction seminar would include risk management training, the aim of which was to emphasise how the organisation would manage risk to support the delivery of the work without stifling innovation.
- vi. The following amendments to the business plan were put forward by members:
 - Add in 'leading and supporting service improvement'
 - Include 'using data to monitor effectiveness and efficiency' but ensure that is emphasised and not just part of an organisational objective

- Make explicit how we will deliver new parts of legislation or more reflective of what the work will entail as improvement / implementation of Social Services and Wellbeing Act is too broad.
 - Demonstrate / articulate the impact of the work and how it will be measured, both qualitatively and quantitatively.
 - Ensure the tone of voice is consistent throughout the plan
 - Ensure there is enough clarity of our role regarding the development priorities, particularly where there is overlap with the priority of others
- vii. Kate Salter referred back to the report and emphasised the members' role in scrutinising officers' delivery against the plan and to reflect on the recommendations of David Richards at the April seminar in considering their scrutiny role. Members agreed with the suggestion to share queries on portal to be open and trigger any additional comments.
- viii. The Board **discussed** and **approved** the draft business plan and **noted** the suggestions put forward. Final approval of the business plan was **delegated** by Members to the Chair and Chief Executive subject to the receipt of the remit letter.

8. Key messages from the Chief Executive and Directors

- i. Sue Evans provided members with an overview of her recent and future engagements including her invitation to participate on a panel for the Parliamentary Review of Health and Social Care in Wales, which would look at finance, workforce and recruitment and meeting rising demand for health and care and public expectations. Members expressed concern that the Parliamentary review was going over the same ground and was too focussed on NHS. Sue Evans acknowledged members' concerns and highlighted that the review panel had responded positively to repeated requests from the social care sector, by establishing a subgroup to concentrate on social care issues. Sue Evans was a member of the sub group and would keep members updated on progress. Members noted the documents were now available to comment on the Parliamentary Review, via a dedicated website.
- ii. Members noted Sue Evans also attended a Nursing and Midwifery Council (NMC) and Royal College of Nursing (RCN) event to discuss areas of common interest, including the delegation of healthcare tasks, integrated teams and the challenges arising from differing regulation and lack of a single governance model for health and social care. Sue Evans added there was an opportunity for Wales to demonstrate leadership in this area.
- iii. Sarah McCarty, Director of Improvement and Development, added Social Care Wales contributed to an NHS Workforce Education and Development Service (WEDS) run workshop to discuss the delegation of healthcare tasks and attempt to dispel some of the myths in this area. Members acknowledged this is an area the previous Council highlighted and tried to champion, and put forward this Board should use its influence and capitalise on any potential

support from the Minister to address this issue.

- iv. Sue Evans ended her update by noting she would be attending the British Association of Social Workers (BASW)'s standing conference in June, where the devolved nations would come together to discuss policies where consistency across borders would support the social work sector. A member with a background in social work commented consistency of policy to enable social workers to practice across the UK would be welcomed by the sector.
- v. Sarah McCarty provided an update from her Development and Improvement directorate and informed the Board it was a busy time for engagement with stakeholders being consulted on the framework to improve recruitment, retention and career development in social care and the care and support implementation plan. It was noted, in relation to the latter, that a recent steering group to develop the plan was well attended and ways to support a wider engagement initiative, such as developing toolkits for stakeholders to run their own events, were being explored. The Board noted the implementation plan to support the care and support at home strategy would be launched in September as part of the Strategic Plan launch.
- vi. Jo Oak, informed the Board, officers were engaging with Welsh Government in developing a consultation document on regulation to ensure it is consistent with Welsh Government's own consultation on legislative regulations. Jo Oak added Welsh Government had also been engaging on the governance structures of devolved bodies to map out inconsistencies and share best practice.
- vii. Members **noted** and **received** the updates.

9. Meeting effectiveness evaluation

- i. The Chair reiterated the importance of reflecting on members' own contributions as well as collectively and invited comments from the Board on the meeting's effectiveness and the quality of the papers as well as yesterday's seminar.
- ii. Members commented they found the structure of the two days interesting, informative and well managed.
- iii. The Board agreed the papers were understandable and the information met the level expected. Members felt they were able to contribute equally.

10. Messages to communicate

- i. The Chair invited members to highlight which items from the meeting should be brought to the attention of the public as part of our communications regarding the Board meeting. The following was put forward:

- Discussion relating to the vision and purpose of the organisation and looking forward. Members represented a range of perspectives and united on key themes.
- The impact of the Minister and Future Generations Commissioner meeting with the Board - helped members formulate ideas.
- Emphasis on the possibility for stakeholders to have their say over the summer on several areas of our work.
- Members were encouraged to hear the Minister’s support for our work, vision and values.
- Emphasis of the importance of vision and ownership in the development of plans, not just the organisation imposing its ideas.

Action	Who
<p>Item 5 Code of conduct for Social Care Wales Board members It was noted the additions would be made to the Code of Conduct and appendix and recirculated for approval prior to the next Board meeting.</p>	Jeni Meyrick
<p>Item 6 – Strategic Plan for Social Care Wales: consultation Sue Evans proposed delegating the task of design to officers, to reflect the member discussions. The draft that is published for consultation will be shared on the portal.</p>	Jo Oak