

Summary of Quarter 3 2022/23 Overview and Scrutiny performance discussions

1. Framework

- 1.1 Quarter 3 2022/23 performance was discussed at the following Overview and Scrutiny (O&S) meetings.

Children and Young People O&S: 02 March 2023

Health and Adult Social Care O&S: 09 March 2023

Regeneration, Culture and Environment O&S: 21 March 2023

2. Items referred to Business Support O&S

No items were referred to Business Support O&S by the other O&S Committees.

3. O&S Performance Discussions

- 3.1 This section provides a summary of the discussions at the Children and Young People O&S Committee, the Health and Adult Social Care O&S Committee and the Regeneration, Culture and Environment O&S Committee.

3.1.1 Children and Young People O&S Committee discussion summary.

Discussion:

The Director of People, Children and Adults' Services introduced the report and with the support of other members of the Directorate Management Team, gave updates relating to the indicators flagged as red within the report.

Members then raised a number of questions and comments, which included:

In children's services it was clear that the red risks were as a result of the recruitment and staffing challenges.

Project Team - it was asked what risks there were to quality as a result of the temporary project teams. The Assistant Director Children's Social Care said that a considerable amount of capacity was created through investment with the creation of three project teams and creation of flexible bank capacity as this was a unique way to draw in more staff but did incur most cost. The creation of the project teams was as a direct result of shortfalls in social work capacity across the country, including a shortfall now in locums as well. A contract management approach was being taken regarding the project teams with the teams working alongside permanent staff in order to measure their progress, quality and impact. The service managers and heads of service had oversight and undertook monthly review meetings to track the quality of work and timeliness of the work of the project team. The contract for bank staff had been agreed late summer 2022 with staff coming through

late autumn and the project teams commenced in January 2023. The impact of which would take time to realise.

Risk Indicators - It was commented that it was encouraging that excess weight was now green and amber. The lesson to be drawn from this was that there was little to be achieved in targets being presented as consistently red or green and as an organisation, this needed to be managed in a systemic way by officers and leaders to find real solutions for areas that were red, as they represented real lives that were being impacted.

Eden House - in response to a question on how staff would be recruited back to Eden House following the loss of talented staff in 2020, in a climate of difficulties in recruitment, the Head of Children's Commissioning said that recruitment and workforce was a challenge. A detailed analysis had been completed to work out market rates. Due to the nature of the work of the commissioning team they were able to form good connections across networks. Two former staff from the children's home previously are currently employed in the commissioning team.

Decision:

- a) The Committee noted the Q3 2022/23 report, and the amended strategic risk summary as set out in Appendix 2.
- b) The Committee agreed for the Children and Young People Directorate Risk Summary to be presented at a future meeting.

3.1.2 Health and Adult Social Care O&S Committee discussion summary.

To follow.

3.1.3 Regeneration, Culture and Environment O&S Committee discussion summary.

There was no discussion on this item at the meeting.