

Public Document Pack



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Dr Gwynne Jones
Prif Weithredwr – Chief Executive
CYNGOR SIR YNYS MÔN
ISLE OF ANGLESEY COUNTY COUNCIL
Swyddfeydd y Cyngor - Council Offices
LLANGEFNI
Ynys Môn - Anglesey
LL77 7TW

Ffôn / tel (01248) 752500
Ffacs / fax (01248) 750839

RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR SGRIWTINI CORFFORAETHOL	CORPORATE SCRUTINY COMMITTEE
DYDD LLUN, 10 EBRILL, 2017 am 2:00 y p'nawn	MONDAY, 10 APRIL 2017 at 2.00 pm
YSTAFELL BWYLLGOR 1, SWYDDFEYDD Y CYNGOR, LLANGEFNI	COMMITTEE ROOM 1, COUNCIL OFFICES, LLANGEFNI
Swyddog Pwyllgor	Ann Holmes 01248 752518 Committee Officer

AELODAU/MEMBERS

Cynghorydd/Councillor:

ANNIBYNNOL GWREIDDIOL/ORIGINAL INDEPENDENT

Jim Evans, Victor Hughes, G O Jones (Is-Gadeirydd/Vice-Chair), Raymond Jones

PLAID CYMRU/THE PARTY OF WALES

R.Meirion Jones (Cadeirydd/Chair), Lewis Davies, Ann Griffith and Llinos Medi Huws

GRWP CHWYLDROAD/REVOLUTIONIST GROUP

Peter. S. Rogers

HEB YMUNO/UNAFFILIATED

R LI Jones

AELODAU CYFETHOLEDIG (GYDA PHLEIDLAIS) PAN YN TRAFOD MATERION YN YMWNEUD AG ADDYSG / CO-OPTED MEMBERS (WITH A RIGHT TO VOTE) WHEN DEALING WITH EDUCATIONAL MATTERS

Mr Keith Roberts (Yr Eglwys Babyddol Rufeinig / The Roman Catholic Church)
Mrs Anest G. Frazer (Yr Eglwys yng Nghymru / The Church in Wales).

A G E N D A

1 **APOLOGIES**

2 **DECLARATION OF INTEREST**

To receive any declaration of interest by any Member or Officer in respect of any item of business.

3 **CHAIR AND VICE-CHAIR'S UPDATE**

4 **MINUTES OF THE 13TH MARCH, 2017 MEETINGS** (Pages 1 - 14)

To present the minutes of the previous meetings of the Corporate Scrutiny Committee held on the following dates –

- 13 March, 2017 (morning)
- 13 March, 2017 (afternoon)

5 **CHILDREN'S SERVICES IMPROVEMENT PLAN PROGRESS REPORT** (Pages 15 - 30)

To present the report of the Interim Head of Children's Services.

6 **FINANCE SCRUTINY PANEL** (Pages 31 - 36)

To present the report of the Interim Scrutiny Manager on the scope and remit of the Finance Scrutiny Panel.

7 **CHILDREN'S SCRUTINY PANEL** (Pages 37 - 42)

To present the report of the Interim Scrutiny Manager on the scope and remit of the Children's Scrutiny Panel.

8 **OUTLINE FORWARD WORK PROGRAMME 2017/18** (Pages 43 - 46)

To present the report of the Interim Scrutiny Manager.

CORPORATE SCRUTINY COMMITTEE

Minutes of the meeting held on 13 March, 2017 (A.M.)

- PRESENT:** Councillor R. Meirion Jones (Chair)
Councillor Gwilym O. Jones (Vice-Chair)
- Councillors Jim Evans, Victor Hughes,
Llinos Medi Huws, R. Llewelyn Jones, Peter Rogers
- Co-opted Member: Mr Keith Roberts (the Catholic Church)
- IN ATTENDANCE:** Assistant Chief Executive (Governance & Business Process Transformation)
Assistant Chief Executive (Partnerships, Community and Service Improvement)
Head of Function (Resources) and Section 151 Officer
Head of Democratic Services
Programme, Business Planning and Performance Manager (GM)
Head of Profession (Human Resources)
Human Resources Operations Manager (AR)
Interim Scrutiny Manager (AGD)
Committee Officer (ATH)
- APOLOGIES:** Mrs Anest Frazer (The Church in Wales), Councillor H. Eifion Jones (Portfolio Member for Finance), Councillor Alwyn Rowlands (Portfolio Member for Council Business)
- ALSO PRESENT:** Councillor Ieuan Williams (Leader)
-

1 APOLOGIES

The apologies for absence were noted as listed above.

2 DECLARATION OF INTEREST

No declaration of interest was received.

3 CHAIR AND VICE-CHAIR'S UPDATE

- The Chair reported that following his nomination as the Committee's representative on the Corporate Safeguarding Board he had attended a meeting on the 8th February. A number of matters had been considered including an update on the Safeguarding Action Plan; the Corporate Safeguarding Governance Framework; the Policy for the use of physical restraint, the availability of training resources for the four key priority areas encompassing the Prevent programme, modern slavery, sexual exploitation of children and domestic abuse and an update on the programme for Laming visits. The Chair said that the Committee can be assured that key safeguarding matters are being addressed and are receiving attention within the Authority. Should any Member wish to raise a specific matter, then he/she would be welcome to discuss it with the Chair or it could be considered for inclusion within the Work Programme for a future meeting of the Committee.
- The Chair confirmed that he had presented the Scrutiny viewpoint on the final 207/18 Budget proposals to the Executive at its meeting held on 14th February, 2017.

4 MINUTES OF THE MEETINGS HELD ON 6 FEBRUARY, 2017

The minutes of the previous meetings of the Corporate Scrutiny Committee held on the morning of 6th February, 2017, and the afternoon of 6th February, 2017 were presented and confirmed as correct.

Arising on the minutes of the 6th February, 2017 morning meeting -

- The Committee sought clarification on the position with regard to the publication and presentation of the Wales Audit Office report on sickness/absence management. The Committee noted that it had been pressing for the report to be issued for some time as an important report in the context of both this Committee and the Authority's prioritisation of sickness rates as an area for improvement. The Assistant Chief Executive (Partnerships, Community and Service Improvement) confirmed that the report had not been received and that the matter is being followed up with the Wales Audit Office on a regular basis.
- The Committee sought clarification of the £490k efficiency savings in respect of teaching assistant costs or other savings to the schools delegated budgets in 2018/19. The Head of Function (Resources) and Section 151 Officer confirmed that schools have the flexibility to identify efficiency savings of £490k by other means if these were not to be realised by way of reducing teaching assistant costs.
- The Committee sought clarification of the timing for including the Learning Disability Service as one of the subjects for the monthly Members' Briefing sessions. The Programme, Business Planning and Performance Manager confirmed that the Learning Disability Service is scheduled to be considered at a Members briefing session on 21 March, 2017.

ACTION ENSUING: The Assistant Chief Executive (Partnerships, Community and Service Improvement) to follow up the report on sickness management with the WAO.

5 PERFORMANCE MONITORING – CORPORATE SCORECARD QUARTER 3 2016/17

The report of the Head of Transformation incorporating the Corporate Scorecard which set out the Council's position against its operational objectives as outlined and agreed collaboratively between the Senior Leadership Team/Executive and Shadow Executive at the end of Quarter 3 2016/17 was presented for the Committee's consideration.

The Programme, Business Planning and Performance Manager reported on the following matters –

- That with regard to Performance Management, a great deal of work had been done in Quarter 3 with regard to mitigation activity and this is reflected in an improved position with the majority of indicators showing to be performing well against their targets. However, 5 indicators are underperforming as Amber or Red against their annual targets; three of these are within Adults' Services and are outlined in section 2.1.3 of the report; one indicator in Children's Services continues to show an underperformance from Quarter 2 details of which are given in section 2.14, and one new indicator which is now showing as Amber is from Regulation and Economic Development and is outlined in section 2.1.5. The Senior Leadership Team (SLT) recognises that these areas are underperforming and is ensuring that appropriate measures are put in place to mitigate against risks arising and to improve performance.
- That with regard to People Management, the performance of the Council's sickness rates at the end of Quarter 3 shows a significant improvement (7.21 days sick per FTE) when compared with last year (8.4 days sick per FTE). This indicates that the projected end of year sickness level if the past two years' trend of higher sickness results in Qtrs.3 and 4 as opposed to Qtrs. 1 and 2 was to continue, would equate to 10.5 days per FTE. However, if the strong performance in Quarter 3 is sustained into Quarter 4, then it is likely that the target of 10 days per FTE will be met. The Authority will seek further guidance from the Wales Audit Office with regard to good practices it has identified in relation to the management of sickness levels.
- Children's Services have been the subject of an inspection by CSSIW and the implementation of the resulting Improvement Plan to address the recommendations made will be overseen by the Senior Leadership Team and the Children's Panel.
- It is proposed that the processes of collating Education/Learning indicators are evaluated in Quarter 4 and into the new financial year. Additional support to enable this to be undertaken has been provided.

The Committee considered the information presented and made the following points –

- The Committee noted the missed targets with regard to three indicators within Adults' Services and it questioned whether staff capacity was a factor in the underperformance. The Programme, Business Planning and Performance Manager said that the mitigating measures do not indicate that capacity is considered an issue apart from in relation to PM19 – The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over – where a lack of capacity in the domiciliary care sector as a whole has had a negative impact on the PI. The Interim Scrutiny Manager said that she had been advised by the Head of Adults' Services as follows –
 - LI/118b – The percentage of carers of adults who requested an assessment or review that had an assessment or review in their own right during the year. The Service has improved the performance of this PI in Quarter 3 and is confident that the target will be met in Quarter 4. The 30 or more clients identified as requiring an assessment or review will have those completed before the end of Quarter 4.
 - PM18 – The percentage of adult protection enquiries completed within statutory timescales. This is a new indicator for 2016/17 and the target could be seen as ambitious. The Service has identified that partner agencies investigation timings are having an impact on the timescales and performance of this indicator. This matter is and will continue to be raised in the strategic group meetings between Gwynedd and Anglesey and while the target for the year is unlikely to be met, every effort will be made to get as close as possible by the end of Q4.
 - PM19 – The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over. This is also a new indicator and an ambitious one. A transformational plan is underway to secure more domiciliary care capacity in 2017.
- The Committee noted that the increase in demand and therefore the pressure on services is not likely to subside any time soon suggesting that it will become ever more difficult to meet challenging performance targets.
- The Committee noted that it is recommended that underperformance by way of red or amber indicators is recognised and appropriate measures put in place for improvement to be presented on a monthly basis to the relevant portfolio holder and management board. The Committee noted a lack of clarity with regard to the proposed performance management reporting arrangements especially with regard to defining the respective roles of Scrutiny and the management boards as well as a lack of reference to Scrutiny's input and role in securing continuous improvement. The Interim Scrutiny Manager said that following the Committee's last meeting a discussion between Scrutiny and the Transformation Team has been instigated with a view to better aligning the work of the Transformation/Management Boards and Scrutiny. The output of this work will be reported in the new scrutiny arrangements to be implemented for the new administration in May, 2017.
- The Committee noted with regard to Financial Management that there is overspending within individual services. The Committee further noted that there is no mechanism by way of targets for Scrutiny to monitor expenditure within individual services.
- The Committee noted that no targets are specified for a number of performance indicators meaning there are gaps in information on the Scorecard. The Programme, Business Planning and Performance Manager said that where a PI is new, there is unlikely to be a target since there is no historical performance upon which to base a target. Also, some activities e.g. the Mystery Shopper exercise occurs at a certain time during the year i.e. in Quarter 4. However, efforts will be made to populate the Scorecard more fully by the next quarter.
- The Committee questioned whether the targets with regard to some indicators e.g. PI 30 – the number of attendances (young people) at sports development/outreach activity programmes – are set at too low a level. The Programme, Business Planning and Performance Manager said that the target for the quarter is based on the previous year's performance. Services are challenged to ensure that targets are realistic and achievable. In the case of PI 30 the target has been revised downwards to reflect a reduction in provision.
- The Committee noted with regard to PI LCS/002b showing as Amber – the number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity – that the inability of the system to record all service users e.g. Direct Debit customers may mean that the participation figures are inaccurate leading subsequently to

potentially misleading performance data. The Programme, Business Planning and Performance Manager said that the shortcoming is being addressed in the mitigation measure as set out in paragraph 2.2.5 of the report.

- The Committee sought clarification of the Authority's performance with regard to Council Tax collection rates relative to that of other authorities. The Head of Function (Resources) and Section 151 Officer said that the difference between the best and the poorest performing authorities with regard to in year collection rates is not great with Anglesey close to the average although its performance on older debts is lower than the average. However, the Authority could improve its sundry debtor collection rates and processes have been reviewed to that end. The collection of some debts e.g. payments for residential care placements can be delayed pending the sale of the client's property thereby impacting on performance data.
- The Committee noted that since the introduction of the Corporate Scorecard as a performance monitoring and evaluation tool, performance has on the whole improved. The Committee in particular welcomed the improvement in sickness absence levels and it acknowledged the commitment with which the SLT and Human Resources supported by the efforts of services have set out to address this issue. The Programme, Business Planning and Performance Manager said that PIs and associated targets are the subject of challenge by the SLT, the Executive and the Shadow Executive; this has led to a better understanding of the performance of services and a consequent emphasis on achieving targets. However, more work needs to be done in evaluating performance more holistically so if sickness levels are high or services are overspending, Members need to be able to drive down to the reasons which underlie the data.

It was resolved -

- **Subject to clarifying the respective roles of Scrutiny and the management boards (as referred to in paragraph 1.3.1 of the report) in monitoring performance and securing continuous improvement, to note and accept the areas in which the Senior Leadership Team is managing to secure improvements as set out in paragraphs 1.3.1 to 1.3.5 of the report.**
- **To accept and to note the mitigation measures outlined both within the report and orally in relation to areas identified as underperforming.**

ACTION ARISING: Interim Scrutiny Manager to clarify with the Programme, Business Planning and Performance Manager the respective roles of the Management Boards and Scrutiny Committee with regard to performance monitoring and continuous improvement.

6 BUDGET MONITORING – REVENUE BUDGET QUARTER 3 2016/17

The report of the Head of Resources and Section 151 Officer setting out the financial performance of the Council's services for the third quarter of 2016/17 along with the projected position at year end was presented for the Committee's consideration.

The Head of Function (Resources) and Section 151 Officer reported that the overall projected financial position at Quarter 3 for 2016/17 including Corporate Finance and the Council Tax fund is for an overspend of £16k which marks a significant improvement on the position predicted during Quarter 2. However, an overspend of £756k (0.70%) on services is projected for 31 March, 2017 with the most significant variances occurring in the Lifelong Learning and Children's Social Care budgets where overspends of £700k and £718k are forecast respectively. An underspend is projected on capital financing due to reduced borrowing costs from the Authority's use of surplus cash balances rather than external borrowing on the capital programme. Also, the way in which costs are apportioned has been revised so that the Housing Revenue Account takes on an increased proportion of interest charges thereby reducing the costs on the Council Fund. The revision of charges seeks to apportion costs between the HRA and the Council Fund more fairly; it does not increase risk to the HRA Business Plan which has been prepared on the revised basis. This has generated a one off saving which has contributed towards the delivery of a balanced budget in 2016/17 and it has been taken into account in setting the 2017/8 budget. This cushion will not be available in 2017/18 so any service overspends during 2017/18 could potentially pose a problem. While the current situation could change in Quarter 4 as the pressure of demand continues in Children's Services and in specialist out of county placements in the Lifelong Learning Service, with the winter period and the additional costs

which that can bring having passed, it is envisaged that the overall end of year position will be one of marginal overspend which can be met by the Council's reserves.

The Committee considered the information and made the following points –

- The Committee noted the projected overspends in Children's Services particularly with regard to Looked After Children and in the Lifelong Learning Service in relation to specialist out of county placements. The Committee sought clarification of the Authority's mitigation strategy to deal with the pressure on these services especially in a context where local authority budgets are in effect decreasing year on year. The Head of Function (Resources) and Section 151 Officer said that the pressure experienced by these service budgets is a national problem. Other outcomes within the overall budget have been favourable thereby lessening the effect of the over expenditure in these services. However, the underlying pressure on these two services will continue and could become more acute unless the demand is managed. To that end, greater investment is being made in preventative services e.g. the Edge of Care Team in Children's Services to provide early intervention where it is needed to avert the escalation of cases into the full statutory care system where the costs are high. The Assistant Chief Executive (Governance & Business Process Transformation) and Director of Social Services said that the costs associated with Looked After Children have stabilised over the past 6 to 9 months. The main issue relates to a small number of cases involving adolescent young people who have been on the periphery of the care system whose needs are now such that meeting them can very easily lead to over-expenditure and for whom the outcome might have been different had intervention occurred sooner.
- The Committee noted that only 80.9% of the savings have already been achieved or are deemed achievable during the year suggesting that the contribution of savings to achieving a balanced budget has been overestimated. The Committee questioned whether achieving a balanced budget in 2016/17 was therefore fortuitous in that there were other factors that worked in the Authority's favour; the Committee also questioned whether the delivery of a balanced budget in 2016/17 is of itself a reliable indicator of how resilient the 2017/18 budget is given the ongoing demand and pressures on service budgets and in particular budgets in Children's Services and the out of county element of the Lifelong Learning budget. The Head of Function (Resources) and Section 151 Officer said that services primarily have regard to the bottom line and that it is difficult to assess in what way scrutiny of specific savings would add value if services are succeeding in balancing their budgets. There are certain factors which are outside services' control e.g. a group of children requiring specialist educational placements out of county entered the system in Quarter 3 causing an issue which the Lifelong Learning Services could not have foreseen or planned for. From the Committee's perspective, it should be able to derive assurance from the fact that the General Fund Balance is being maintained at an appropriate level and provides flexibility and mitigation in terms of responding to budget pressures.

The Assistant Chief Executive (Partnerships, Community and Service Improvement) said that services are also working to address the ongoing financial challenges by reviewing thresholds and by looking at the way services are provided and commissioned and by transforming the way some services are delivered. In the case of Children's Services and the Lifelong Learning Service, the reasons for commissioning high cost out of county placements have to be looked at to establish whether the needs of the service users can be met effectively and safely in another more efficient way.

It was resolved to accept and to note the financial performance at the end of Quarter 3 as set out in the report of the Head of Function (Resources) and Section 151 Officer.

NO FURTHER ACTION ARISING

7 BUDGET MONITORING – CAPITAL BUDGET QUARTER 3 2016/17

The report of the Head of Resources and Section 151 Officer setting out the financial performance of the capital budget for the third quarter of the 2016/17 financial year was presented for the Committee's consideration.

The Head of Function (Resources) and Section 151 Officer reported on the actual expenditure to date (£14m) against a capital budget of £52.8m as set out in detail in Table 4.1 of the report. The Officer

referred to the projects that carry the most significant risks with regard to Capital Grant funding as documented in section 3.1.2 of the report and he updated the Committee as to their current status.

The Committee noted the progress made to date and the projected position at year end.

It was resolved to note the progress of expenditure and receipts to date against the Capital Budget.

NO FURTHER ACTION ENSUING

8 FORWARD WORK PROGRAMME

The Committee's updated Forward Work Programme to April, 2017 was presented for information and comment.

The Interim Scrutiny Manager reported that as the Committee was scheduled to consider one matter only at its April, 2017 meeting, the Head of Democratic Services had asked the Scrutiny Chairs and Vice-Chairs' Forum to consider items for consideration by the Committee in April.

It was resolved to accept and to note the updated Forward Work Programme

ACTION ENSUING: Interim Scrutiny Manager to confirm the continuation or otherwise of the April meeting following the meeting of the Scrutiny Chairs and Vice-Chairs' Forum.

In concluding the business of the meeting, the Chair on behalf of his fellow Members, thanked all the Officers who had provided guidance and support to the Committee during the course of the year.

**Councillor R. Meirion Jones
Chair**

CORPORATE SCRUTINY COMMITTEE

Minutes of the meeting held on 13 March, 2017 (P.M.)

- PRESENT:** Councillor R. Meirion Jones (Chair)
Councillor Gwilym O. Jones (Vice-Chair)
- Councillors Lewis Davies, Victor Hughes,
Llinos Medi Huws, Peter Rogers
- IN ATTENDANCE:** Assistant Chief Executive (Governance & Business Process Transformation) and Director of Social Services
Interim Head of Children's Services
Head of Strategic Services (Children) (LR)
Interim Scrutiny Manager (AGD)
Committee Officer (ATH)
- APOLOGIES:** Councillors Jim Evans, R. Llewelyn Jones, Mrs Anest Frazer (The Church in Wales)
- ALSO PRESENT:** Invitees: Councillor Ieuan Williams (Leader), Councillor Aled Morris Jones (Portfolio Member for Housing and Social Services, Councillors John Griffith, Alun Mummery, Trefor Lloyd Hughes MBE, Bobbie Jones (Lead Inspector, CSSIW) Mr Marc Roberts (Inspector, CSSIW)
- Assistant Chief Executive (Partnerships, Community and Service Improvement), Head of Learning, Head of Democratic Services,
-

1 APOLOGIES

The apologies for absence were noted as listed above.

2 DECLARATION OF INTEREST

No declaration of interest was received.

3 CSSIW: REPORT ON INSPECTION OF CHILDREN'S SERVICES NOVEMBER 2016 – ISLE OF ANGLESEY COUNTY COUNCIL

3.1 The report of the Care and Social Services Inspectorate Wales (CSSIW) on the outcome of its inspection of services for children at the Isle of Anglesey County Council undertaken in November, 2016 was presented for the Committee's consideration and comment.

The Chair welcomed Ms Bobbie Jones Lead Inspector for the inspection and Mr Marc Roberts, a member of the CSSIW Regional Inspection team to the meeting and invited them to present their findings consequent to the inspection of Children's Services at the Council.

Ms Bobbie Jones, Lead Inspector reported that the inspection was undertaken as part of CSSIW's core programme of inspections and it focussed on the quality of outcomes achieved for children in need of help, care and support and/or protection. The inspection team looked closely at preventative services including arrangements for the provision of information, advice and assistance services; individuals' pathway into care and support services specifically access to preventative and statutory services and the interface between the two and any safeguarding issues arising. The inspectors also evaluated how the Council assessed its own performance and the difference it was making for the individuals it was seeking to help, care and support and/or protect. They also looked at how the Council had begun to implement the requirements of the Social Services and Well-being Act 2014. While the principal focus of the inspection was the quality of provision, the inspectors did also examine elements that support delivery including the

Council's arrangements with regard to leadership, management and governance within Children's services.

Methodology

The field work was undertaken over two weeks during November, 2016; it involved a review of case; interviews with staff, managers and professionals from partner agencies, with children and their families where appropriate and with elected members; observation of practice, review of staff survey, complaints and staff appraisal records.

Findings – Access and Safeguarding

Areas that were done well

- Access arrangements to services were established and offered bilingually. The inspectors did not see any examples where there was an immediate safeguarding issue that needed addressing or where a child had been put at risk.
- Children obviously at risk received prompt and responsive action
- Some examples of good social work practice were observed
- Social workers made persistent attempts to elicit the wishes and feelings of children

Areas where shortcomings were identified

- Preventative and information, advice and assistance services were underdeveloped;
- A high volume of referrals was noted as well as referrals that were of poor quality
- Eligibility thresholds for access to services were inconsistent, and not sufficiently shared with or understood by partners
- Staff capacity was limited
- The quality and timeliness of child protection enquiries were inconsistent
- There were delays in implementing strategy discussions and a lack of involvement by some partners
- Assessments did not always ensure an analysis of risk
- There was an insufficient range of services and resources
- There was insufficient management oversight of access arrangements

Findings – Leadership, Management and Governance

Areas that were done well

- There was a clear vision for improving safeguarding and for promoting services that support children and families to achieve resilience and to lead independent lifestyles.
- The workforce was committed to achieving good outcomes for children and families
- There was strong political support for Children's Services
- There is increased investment in Children's Services
- A culture of support and learning
- A clear recognition of the challenges facing Children's Services
- A commitment to improvement.

Areas where shortcomings were identified

- The strategic direction for Children's Services had not been translated into a service delivery strategy that had been disseminated to the workforce or shared with key partners
- The voices of children and families were not sufficiently captured or used to shape service development
- There was insufficient understanding of practice and performance
- Commissioning arrangements were not being used effectively to promote the most positive impact on outcomes for children and families
- The pace of change and improvement was slow
- There were impediments to the recruitment and retention of a skilled, competent, suitably qualified and experienced workforce
- Staff supervision was insufficiently frequent and often of poor quality

The Lead Inspector said that at no time did the inspection team feel there was lack of commitment or enthusiasm to improve on the part of the Council; the inspectors felt their contributions were welcomed and this gave them hope that the incipient improvements within Children's Services can be sustained in the long term. The Lead Inspector outlined the priority actions for the Council for the immediate future and the steps to be taken thereafter over the next 12 to 18 months. Immediate priorities include putting in place a robust framework for preventative services; strengthening multi-agency working around thresholds and quality assurance; ensuring that child protection enquiries are addressed swiftly and involve partner agencies, and developing a workforce strategy to address recruitment, retention and staff supervision issues. The next step would therefore be for the Authority to publish its improvement plan in response to the inspection. She confirmed that Mr Marc Roberts would be meeting with representatives of the Council over the course of the next 12 months to monitor progress on implementing the Council's Improvement Plan. CSSIW would be undertaking a follow up inspection in 12 to 18 months' time.

The Committee and other Members present considered the information presented by way of the written report by CSSIW and the presentation given by the Lead Inspector and they raised the following matters –

- **The Committee noted that the report by CSSIW refers to the need for a significant improvement journey within Children's Services within a short timescale. Based on the information available to the CSSIW, the Committee questioned how achievable this is.**

The Lead Inspector said that implementing the priority recommendations is key to achieving improvement. Managing the volume of referrals and ensuring the staff capacity to do it are critical. The Council does have the wherewithal in terms of the skills, knowledge and enthusiasm to improve and it has a vision of what a good service might look like. The concerns are in relation to the capacity of the workforce to be able to make changes as rapidly as required. The advice would be to clearly prioritise what is currently a substantial Improvement Plan and to also ensure that it is outward focussed which means engaging with partner organisations and holding them accountable for delivering what they are responsible for delivering. When Children's Services are re-inspected with 12 to 18 months, the CSSIW would expect to see sufficient progress to provide assurance that ongoing improvement is achievable.

- **The Committee noted that the CSSIW intends to re-visit the Authority in 12 to 18 months. The Committee sought clarification as to whether this would entail a full inspection and report or whether it would concentrate on specific aspects of the service. The Committee also sought clarification of how the CSSIW proposed to monitor the Authority's Improvement Plan.**

The Lead Inspector said that the form the re-visit would take depends on the speed of progress, this will be assessed by Marc Roberts via the ongoing performance review, monitoring and engagement process. The CSSIW would not expect to return before 12 months unless Mr Marc Roberts identified an element of practice that required examination; should this be the case it would be addressed by a short focussed inspection, followed by a published report. The Inspectors' view is that the Council now has to be allowed to get on with implementing its Improvement Plan without the distraction that a too early re-inspection would provide.

- **The Committee noted that the Regulators' report refers to shortcomings within partner organisations; these shortcomings have a significant impact on the ability of the Service to perform well. The Committee questioned whether CSSIW intends to formally discuss these shortcomings directly with partners.**

The Lead Inspector confirmed that the findings with regard to partner agencies have and would be discussed directly with the relevant organisations. The shortcomings identified are multi-agency shortcomings. While Social Services are the lead agency with regard to delivering children's services and in particular child protection and safeguarding arrangements they are nevertheless multi-agency responsibilities. It is therefore important that all partner

organisations contribute, and they should hold each other to account for their practice. There are arrangements in place via the Regional Safeguarding Children's Board to help improve those partnership arrangements. The Council, North Wales Police and BCUHB can all make improvements with regard to delivering services for children on Anglesey.

- **The Committee questioned whether the Inspectorate considers the Improvement Plan addresses partner relationships and collaboration particularly with regard to the Police.**

The Lead Inspector said that the volume of referrals from the Police is not likely to reduce in the coming 12 months. As it is not possible to forecast how rapidly multi-agency improvement can be made, the Improvement Plan needs to look at what kind of triage arrangement can be put in place within the Duty Access Team to manage the volume of referrals in a risk focussed way. The Director of Social Services informed the Committee that constructive discussions have been held with North Wales Police and the BCUHB with a view to collaborating at a strategic level. Partners have committed to working together more closely in order to improve processes and practices.

- **The Committee noted that while CSSIW's report refers to the good level of political support for the Council's strategic direction for Children's Services and to the positive work of the cross party panel of Members, it recommends also that the ability of Elected Members to challenge performance needs to be strengthened by improved information about the quality of services and the experiences of children and families receiving them. The Committee questioned whether the Inspectorate has a view about best practice in other authorities with regard to performance management of Children's Service by Elected Members.**

The Lead Inspector said that Scrutiny could usefully hear about access arrangements and about the issues involved in managing the volume of referrals. Having a dialogue with other authorities in a similar situation would also be helpful. It is the story behind the data that Elected Members need to hear.

- **The Committee noted that the inspection had evaluated what the local authority knew about its own performance and the difference it is making for individuals it is seeking to help, care and support and/or protect. The Committee questioned whether the Inspectorate had any plans to undertake further inspections in children's services over the next 24 months.**

The Lead Inspector said that the current inspection framework would suggest that the next phase of inspections would have a different focus; this is however subject to confirmation and the outcome of a pause and review of the inspection framework.

- **The Inspectors' confirmed that Children's Services on Anglesey were last inspected in 2012 and were part of a broader thematic inspection in 2014. The latter was more positive in its conclusions than the 2012 inspection and resulted in a far less significant improvement plan. The Committee in noting this information sought clarification of why the most recent 2016 inspection was therefore so disappointing.**

Mr Marc Roberts said that Children's Services on Anglesey experienced a period of improvement that was then followed by a period of fragility which was referred to in the Inspectorate's 2014/15 Performance Evaluation report. Many factors have contributed towards the current situation.

3.2 The report of the Interim Head of Children's Services incorporating the Children's Services Improvement Plan was presented for the Committee's consideration.

The Assistant Chief Executive (Governance & Business Process Transformation) and Director of Social Services said that the Authority welcomes the work undertaken by CSSIW and accepts the Inspectorate's findings in full. She reported that over the last few months, Children's Services have been working on a revised Service Improvement Plan to meet the requirements of the CSSIW Inspection report. The main priorities for the new Service Improvement Plan are set out in section 5.2 of the report; these focus on areas that require significant progress during the next

12 to 18 months. The CSSIW has welcomed the commitment to improvement expressed by the Senior Officers and representatives of the Council and their constructive approach to the inspection. Children's Services staff have been consulted and are aware of the work required. Key partners agree with the need to strengthen operational plans to support effective co-ordination of services. Work has already commenced on a number of key areas. Monitoring Progress and the implementation of the Service Improvement Plan will occur through the Senior Leadership Team, the Members' Panel and through regular meetings with CSSIW.

The Committee considered the report and accompanying Improvement Plan and sought assurance with regard to the following matters –

- **The Committee noted that the CSSIW report sets out a challenging timescale to deliver significant improvement in children's services. The Committee questioned whether the service was confident it could deliver sustainable improvements over the next 12 to 18 months.**

The Director of Social Services said that the Improvement Programme is challenging; however, those actions deemed critical to achieving improvement will be prioritised. The Officer said that she was confident that Children's Services would be in a better position in a year's time than they are at present. The Authority is committed to making the necessary improvements and has in place a clear programme to achieve its objectives. The Authority aims to deliver good and robust services for children on Anglesey; it is also seeking to make changes that are sustainable and to continue to improve into the future beyond the improvement time frame set out by the CSSIW report.

- **The Committee noted that workforce capacity issues are highlighted in the CSSIW inspection report. The Committee questioned whether the service is able to provide assurance that it can access sufficient staffing and other resources to deliver the substantial improvement programme in Children's Services.**

The Head of Strategic Services (Children) said that the service is focussing on 3 or 4 key areas. It is seeking to develop a model that places much greater emphasis on the preventative agenda; this will be a focus for one of the Service Manager posts and will be supported by personnel whose role will be to concentrate on that group of children/young people whose needs if not addressed early are such that they might have to be escalated through the system. Preventative interventions need to be directed to the right individuals at an earlier stage. Secondly, a workforce strategy needs to be developed to address staff recruitment, retention and development issues. The service is also proposing a restructure both in terms of the way its supervision is delivered and also the ratio of supervisors to caseworkers; supervisors in the past have been spread too widely. It is intended therefore to move to a model of smaller practice groups with greater focus on professional practice rather than on the management of activity. The changes have been consulted upon with staff with implementation being the next step.

- **The Committee noted that any additional resources required in order to respond to the improvement programme need to be adequately prioritised. The Committee asked the Portfolio Member for Housing and Social Service how the Executive proposes to ensure this, and also how does the Executive intend to ensure that the improvement of children's services is accorded high-level priority.**

The Portfolio Member for Housing and Social Services said that each time Children's Services have required funding to meet and manage additional demand, the Executive has been able to respond with appropriate and considered investment. The Executive will continue to take this approach.

- **The Committee noted that the CSSIW's report is a significant document. The Committee therefore sought clarification regarding the arrangements for making available to it, robust and regular monitoring information to enable it to effectively scrutinise progress.**

The Director of Social Services said that the cross party panel of members has hitherto worked well. This arrangement now needs to be formalised so that the panel takes on the status of a sub-panel of the Scrutiny Committee with a brief to monitor progress against the improvement plan. A work programme for the sub-panel needs to be developed and agreed that sets out proposed activity for the coming year with the objective of focussing on specific elements of the work; this will better enable the sub-panel to investigate areas in greater depth and detail. While it would be a matter for the Scrutiny Committee and the sub-panel to decide on how the relationship between the two will work, it is considered that the sub-panel should report briefly but regularly on progress to the Scrutiny Committee.

- **The Committee noted that in order to strengthen its understanding and challenge of service performance, it needs to be provided with the right information. The Committee questioned what arrangements would be introduced by Children's Services to improve the quality and analysis of performance data and other relevant information. The Committee further sought clarification of how the Service proposes to improve the information available to it with regard to service quality and the experience of individuals receiving support.**

The Director of Social Services said that the Social Services and Well-being Act (Wales) 2014 introduces a new Performance Framework that places more emphasis on qualitative data. Consideration is being given on a national level to what this will entail. Greater attention needs to be given to listening to the voice of service users which is an approach that is supported by the Children's Commissioner for Wales. There also needs to be a better understanding of what the data indicates and to this end the Service's Data and Quality Assessment Unit will be strengthened so that it is able to devote more time to thematic reports and to draw out the trends and messages behind the statistics. Work needs to be done to develop and improve systems to enable the service to gather the necessary information from service users. There is a challenge also in seeking to obtain the views and feedback of service users who might not always wish to engage with the Authority.

Having considered the information presented by the CSSIW's Inspectors and the response of the Director of Social Services and the Interim Head of Children's Services both written and orally, the Committee came to the following conclusions –

That the Corporate Scrutiny Committee resolves to recommend that –

- **The Executive accepts the response of the Interim Head of Children's Services as the basis for significant improvement in Children's Services over the next 12-18 months.**
- **As part of the Authority's Scrutiny improvement programme, a training and development plan is put in place from May, 2017 to fully support Members to monitor and scrutinise progress and the distance travelled. The plan to also include training on performance monitoring of Children's Services and in particular the quality of services and the experience of individuals receiving support and/or services.**
- **The remit and role of the current cross-party member panel be further developed to as a sub-panel of this Committee monitor and scrutinise progress and distance travelled regarding the service improvement plan. This work-stream to include benchmarking against a best practice site.**
- **That monitoring of progress in Children's Services is a standing item on the agenda of the Corporate Scrutiny Committee.**
- **That the Executive prioritises a sufficient resource for the implementation of the improvement programme.**

4 CHILDREN'S SERVICES PERFORMANCE

The report of the Interim Head of Children's Services on the performance of Children's Services was presented for the Committee's consideration. The report focussed on the service's performance against the following specific indicators –

- SCC/025 – The percentage of statutory visits to looked after children due in the year that took place in accordance with regulation.
- PM24 – The percentage of assessments completed for children within statutory timescales (42 working days)
- PM32 – The percentage of looked after children who experienced (one) or more changes of school during a period or periods of being looked after, which were not due to transitional arrangements in the year to 31 March.
- PM33 – The percentage of looked after children on 31 March who have had three or more placements during the year.

The Committee noted that it had requested a report on the performance of Children's Services as a result of its consideration of the Corporate Scorecard for Quarter 1 2016/17. While it had accepted the mitigation measures presented at the time, and had not requested Officers to give account for performance as Q1 was considered too premature in the year to do so, the Committee had identified Children's Services as an area requiring close monitoring. It had therefore invited the Head of Children's Services to present a report by the end of the Quarter 2 reporting period. This report was however deferred because of the CSSIW inspection of Children's Services that took place in November, 2016.

The Interim Head of Children's Services elaborated on the service performance against each of the four indicators and he highlighted where the performance was currently on target (PM32 and PM33); where the target was on course to be missed (SCC/025 and PM24) he reported on the factors affecting performance and the remedial measures being taken.

The Committee considered the information presented and made the following points –

- The Committee noted a marked decline in performance against Indicator PM24 from 100% in Quarter 1 to 81.62% in Quarter 3 and it sought an explanation for the dip. The Interim Head of Children's Services said that workforce issues, in particular high staff turnover were influencing factors with regard to under-performance against the indicator. There are currently five vacancies for Social Worker posts which are being covered by agency staff. The recruitment of suitably experienced staff remains a challenge. The service was given permission to recruit an additional staff resource on a temporary basis but lost the resource to a permanent post. This has affected performance in the third quarter. It is unlikely that the Authority will be able to recruit qualified staff on a temporary basis; cover can be provided either by agency staff or by commissioning specific pieces of work on a consultancy basis.
- The Committee noted that it would have expected to see an improvement in performance against all the indicators by the end of Quarter 3 or at least for performance to remain stable at Quarter 1 levels. The Committee noted its disappointment that this was not the case and that the data reflected a worsening of the situation with regard to two of the indicators. The Director of Social Services said with regard to indicator SCC/025 that Quarter 4 data is likely to confirm the downward trend in performance against this indicator. In mitigation it is sometimes the case that a statutory visit has taken place but has not been formally written up so is recorded as late; attempts to carry out a visit may have been made but the visit has not been undertaken in the approved way. Staff need to better understand that working practices and the way certain aspects of work are carried out have an impact on performance indicators.
- The Committee noted that workforce issues and specifically staff capacity were cited as reasons for underperformance when the performance of Children's Services against indicator SCC/025 was challenged last year. The Committee noted further that it has been understanding of the challenges facing the service in this respect but is now concerned about the prospects for the delivery of improvement against this indicator. The Director of Social Services said that Performance Indicators focus on certain aspects of performance and do not reflect the range of provision. There are areas of service provision for which there are no formal performance indicators so improvements and good practice are not necessarily reported upon within the formal performance framework. Additionally, the main aim of the Corporate Scorecard is to highlight underperforming areas; once those areas improve and are brought on target they are displaced by other indicators on the Scorecard.

It was resolved to –

- **Note the report.**
- **Refer the matter to the Children’s Panel for it to determine the type of information data that needs to be presented paying particular attention to the quality of services and the voice of children and their families.**
- **Move forward without delay to establish a clear remit and objectives for the Children’s Panel to be operational under the new administration in May, 2017.**

**Councillor R. Meirion Jones
Chair.**

DRAFT

Isle of Anglesey County council	
Report to:	Corporate Scrutiny Committee
Date :	10/04/2017
Subject:	Children’s Services Improvement Plan progress report
Portfolio Holders(s)	Aled Morris Jones
Head of Services:	Llyr Bryn Roberts
Report Author : Tel : E-mail :	Llyr Bryn Roberts - Interim Head of Children Services (Operations) 01248 752 765 llyrbrynroberts@YnysMon.gov.uk
Local Members	Relevant to all Members

1.0 Background

1.1 Ynys Mon Children’s Services were inspected by CSSIW during October and November 2016.

2.0 Scope of the inspection

2.1 The inspection focused on how children and families are empowered to access help and care & support services and on the quality of outcomes achieved for children in need of help, care & support and/or protection, including children who have recently become looked after by the local authority. The inspection also evaluated the quality of leadership, management and governance arrangements in place to develop and support service delivery.

3.0 Recommendations of the CSSIW Report

3.1 The Final CSSIW report was published on 7th March 2017. The report had 14 recommendations:

3.2 As a priority:

1. The authority should progress its commitment to developing a framework for the provision of preventive work with children and families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support.

2. Effective, multi-agency quality assurance systems and training arrangements should be established to ensure that thresholds for assessment to statutory children’s services are understood by staff and partners and are

consistently applied; this should include the development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance.

3. Senior leaders in social services and the police should continue to work proactively together to ensure improvements to the quality, consistency and timeliness of child protection enquiries.

4. The council should continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect.

5. A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.

6. Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience.

7. Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality.

Over the next 12 months:

8. Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritised and the pace of improvement accelerated and sustained.

9. Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks.

10. The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.

11. The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored.

12. The local authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective

alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services.

13. Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and to deliver improvements.

14. Caseloads and reports regarding the quality of workers' performance should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with children and their families.

3.3 We have produced an improvement plan which will be monitored during a programme of inspection engagement and performance review throughout 2017/18.

3.4 Due to the significant concerns identified in the inspection CSSIW will consider undertaking a re-inspection of Anglesey children's services within 12 – 18 months from the publication of their report.

4.0 Progress on the Service Improvement Plan

	Action	Completed	End
1.1	<p><u>Develop a Workforce strategy</u> Consultation sessions were held at the Staff Conference on 27.3.17. Staff's views were asked on:</p> <ul style="list-style-type: none"> Recruitment – what are our key factors that enable us to attract; what do we need to do to get better/more successful Supporting Effective Practice and Delivery- what do we do well; what do we need to do to improve/ get better at Retention- what are the things that make people want to stay; what would make staff want to stay longer <p>This information will assist with completion of the Workforce strategy document.</p>	<ol style="list-style-type: none"> Workforce Strategy Paper drafted. Session on Induction guidance for Managers arranged held in March. Corporate Induction session available on a monthly basis for new staff. 	On track June 2017
2.1 4.1 3.5	<p><u>Improving the quality of practice in relation to child protection, assessment and intervention with children and families and ensuring social work intervention is aligned with the different way of working with families under the new Social Services and Wellbeing Act (2014).</u></p> <ul style="list-style-type: none"> All staff will be attending compulsory Child protection training during the next few months. The Risk Model will be re-launched in May Training on the new templates Core Data Set, What Matters conversation, Assessment of 	<ol style="list-style-type: none"> Training on Changing Culture and Measuring Performance in line with Social Services and Well-being Act held in March. Collaborative Communication / Outcome focused Conversations training held in March. 	On track March 2018

	<p>Care and Support Needs and Outcomes focused plans will occur in April.</p> <ul style="list-style-type: none"> • Training on establishing and maintaining high quality relationships with children, young people and their families will occur in September • Record keeping training will be held in May <p>Appendix 1 provides detailed information on the training plan.</p> <p>The quality of assessments and care and support plans will be audited over the coming months.</p>		
4.2	<p><u>Re-model the service structure</u> - the motivation behind the changes is:-</p> <ul style="list-style-type: none"> • To try and improve how staff are supported and enabled to practice. • To provide vulnerable families with services at the time when they need them and at a level that can properly address their needs. • To cater well with the requirements for information, advice and assistance in the new legislation. <p>These issues are not addressed just by the structural changes, but hopefully they go some way to provide a context for staff to feel better equipped with the support they need to undertake their role. It will also help us to deliver effectively the agenda, that we identified in our self-evaluation, which was supported by CSSIW in their recent report i.e. strengthening preventative services and their connection with statutory services; ensuring professionally focussed supervision; and making sure we have robust processes to ensure practice quality'</p> <p>We are now seeking to recruit to the posts created and we have an outline timetable for implementation – Appendix 2</p>	<p>Consultation with staff has been undertaken. Next steps is to implement the new structure – Early Intervention and Intensive Intervention</p>	<p>On track June 2017</p>
1.3	<p><u>Review and re-launch the Supervision policy</u> Supervision training will be provided to all staff and Managers by end of June and training on Managing difficult conversations will be held for Managers in April. There is a clear expectation on Managers to comply with the new policy.</p>	<p>Supervision policy has now been reviewed and re-launched in staff conference on 27.3.17</p>	<p>Completed</p>
4.3	<p><u>Implementation of an Information, Advice and Assistance Hub</u> within Children Services.</p> <p>IAA will be going live on 10th April and Information Flyer for professionals has been circulated</p>	<ol style="list-style-type: none"> 1. Internal Authority wide information awareness raising sessions held 28th and 29th March 2. Community sessions planned for when 	<p>On track April 2017</p>

		<p>Senior/Manager and Service Manager in post</p> <ol style="list-style-type: none"> 3. IAA Manager post 4. JD for IAA officer posts currently being drafted 5. Staff handbook for Teulu Mon near completion which will contain all policies/templates etc. (completed elements are in translation at present), incomplete elements are those waiting on JD's etc. 6. Information Sharing Protocol signed off by Board 	
1.3	<p><u>Resolve Staffing matters – Appendix 2</u> Interviews have been held to vacant social work posts. Contracts to agency staff have been extended until the end of June to ensure the Service is fully staffed</p>		On track September 2017
2.2	<p><u>Social services and the police</u> will work together to ensure improvements to the:</p> <ol style="list-style-type: none"> 1. quality, 2. consistency and 3. timeliness <p>of child protection enquiries</p> <p>Regular meetings have been arranged with the Police to focus on the improvements required.</p>		On track October 2017
2.3	<p><u>Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks.</u></p>		On track October 2017
3.4	<p><u>Establish multi-agency quality assurance systems and training arrangements to ensure that thresholds for assessment to statutory children's services are understood by staff and partners and are consistently applied.</u></p> <p>Local Delivery Safeguarding Group agreed on 16.2.17 that a Gwynedd and Ynys Mon multi-agency meeting should be held to discuss current working arrangements and difficulties and to bring them to the attention of the RSCB. Meeting has been arranged for 4.5.17.</p> <p>Regular meetings have been arranged with Health and Education to develop a Practice Guidance in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at</p>		

	strategy meetings, core group meetings and information sharing.		
3.1	<p><u>Review all children who are looked after to ensure outcome based care and support plans are in place in securing permanence.</u></p> <p>Review is currently being undertaken and information will be provided for the next Children's Scrutiny Panel.</p>		On track
4.4	<p><u>Development of a Corporate Prevention Strategy; the LA must provide a range and level of preventative services across Children and Adult Services</u></p> <p>Group established Chaired by Assistant Chief Executive and Initial paper being drafted by Senior Partnership Manager on the work required.</p>		On track October 2017

5.0 Conclusion

5.1 The SIP is progressing well, however there are many areas that require improvement to be imbedded. Work has already commenced on a number of key areas. Monitoring the progress and the implementation of the SIP will occur through monthly Service meetings Chaired by the Assistant Chief Executive. A high level Gantt chart will be completed and each of the leads will complete a highlight report on their active work in responding to the SIP for each monthly meeting.

5.2 Monthly meetings will be held with CSSIW and a draft monitoring timescale has been developed (Appendix 3).

Appendix 1 - Training Action Plan – Children’s Services Improvement Plan

Action point	Training	Timeline	Target group	Trainer
1.2	Supervision Training	May/June	Team Managers	Neil Thompson
1.4	Thresholds and Decision Making – Including making correct case management decisions	June/July	Team Managers	Bruce Thornton
	Managing difficult conversations	April/May	Team Managers	David Jones - ACAS
2.1	Safeguarding – Basic/General	Rolling programme	All staff	Y Bont
	Risk Model – improve analysis of risk	May/June	Team Managers / Social Workers / Resilient Families Team	Bruce Thornton
	Regional Templates – Including Assessment, What matters, 5 areas of assessment, Care and Support plans which are Outcome focused	April	Team Managers / Social Workers	Vicky Allen
	Establishing and maintaining high quality relationships with children, young people and their families	September	Team Managers / Social Workers / Resilient Families Team	Tbc
3.3	Training provided to Children’s Services staff and partners on thresholds for assessment	Tbc	Multi-agency	Children’s Services
3.4	Record keeping	May/June	All staff	Bruce Thornton
4.1	Motivational Interviewing Skills	May/June	Team Leaders / Social Workers	Simon Herbert

	Collaborative Communication / Outcome focused conversations	March	Team Leaders / Social Workers	Jon Ralphs - NDTI
	IFSS Resilient Families training (including Brief Solution Focused Therapy and Motivational Interviewing)	May	Multi-agency	Llyr ap Rhisiart, IFSS
	Changing Culture and Measuring Performance in line with Social Services and Well-being Act	March	Managers and Senior Practitioners	Vicky Allen
4.3	IAA Team training	Tbc	IAA Team	Tbc
5.2	Resilient Families Team training	Tbc	Resilient Families Team	Tbc

Appendix 3

Draft Anglesey Children's Services Engagement – following inspection report published March 2017

Context

On the 31 January 2017 - David Francis Assistant Chief Inspector agreed with the Local Authority officers and members that - Marc Roberts will meet with council representatives on a monthly basis to monitor progress of your action plan which could include involvement in overseeing any assurance activities. CSSIW will undertake a further inspection around in around twelve months.

Caroline Turner DSS and Vicky Poole RD CSSIW agreed that - Marc to meet with Llyr (and Leighton as relevant) and the possibility of a quarterly review with these directors.

It is suggested that we use the meetings to monitor the following areas in the Children's Services Improvement Plan (CSIP).

Proposed dates for meetings	Proposed – Agenda
Week beginning 3 April	<p>Workforce Workforce Strategy - (CSIP 1.1) New service structure - (CSIP 4.2) Review Actions in Improvement plan</p>
Week beginning 8 May	<p>Delivering Improvement Improvement in the quality of practice (CSIP 2.1). Head of Service judgement regarding :</p> <ul style="list-style-type: none"> • evident improvement in outcomes for children • evident improvement in 'prevention' and 'supporting' more children to remain at home • confirming improvements in the quality of practice, assessing risk and record keeping • Use of regional templates • Quality and consistency of record keeping <p>Monthly highlight reports on the quality of workers' performance to ensure capacity - (CSIP 3.2) Review Actions in Improvement plan</p>
Week beginning 19 June	<p>QA Monitoring of Supervision – (CSIP 1.3 Audit of Supervision report) Audits undertaken confirming improvements (CSIP 2.1)</p>

	<p>Improvements to the quality, consistency and timeliness of child protection enquiries (CSIP 2.2)</p> <p>Multi agency Quality Assurance arrangements and reports (CSIP 3.4)</p> <p>Review Actions in Improvement plan</p>
Week beginning 7 August	<p>Supporting the improvement</p> <p>Practice Guidance to be developed between Children Services and partners (CSIP 2.3)</p> <p>Corporate Prevention Strategy (CSIP 4.4) (Possibly with Leighton Rees)</p> <p>IAA (CSIP 4.3) (Possibly with Leighton Rees)</p> <p>Corporate Parent Improvements (CSIP 5.3)</p> <p>DSS protocol (CSIP 6.1)</p> <p>Review Actions in Improvement plan</p>

Any involvement in overseeing any assurance activities are to be identified by the local authority and arrangements agreed.

The arrangements for the meetings, any assurance activities and possible quarterly review by directors should be agreed in the Performance Review Meeting 24 March 2017.

ISLE OF ANGLESEY COUNTY COUNCIL	
COMMITTEE:	Corporate Scrutiny Committee
DATE:	10th April, 2017
SUBJECT:	Finance Scrutiny Panel
PORTFOLIO HOLDER(S):	Cllr Hywel Eifion Jones
HEAD OF SERVICE:	Marc Jones, Head of Finance/S151 Officer
REPORT AUTHOR Tel: E-mail:	Anwen Davies, Interim Scrutiny Manager 01248 752578 AnwenDavies@ynysmon.gov.uk

1. RECOMMENDATIONS

The Corporate Scrutiny Committee is asked to:

- A1 Note progress made thus far in establishing robust scrutiny arrangements for financial matters**
- A2 Form a view on the proposed scope and remit of the new finance panel**
- A3 Note that the next step will be to complete the practical arrangements in order to establish the finance panel after the Election, by the Scrutiny Manager in consultation with the Head of Resources / S151 Officer.**

2. BACKGROUND AND LOCAL CONTEXT

- 2.1 Funding is crucial to the services provided by the Council and the financial issues facing us as a local authority have far-reaching implications - in terms of the services received by the public and Council Tax or the fees and charges they pay¹. As it becomes harder to achieve the required savings through efficiency savings, the Council must give careful consideration to the options we have. This will also mean continuing to ask challenging questions about which services to offer in the future and the extent to which existing methods of service delivery will continue to be

¹Raising the stakes - financial scrutiny in challenging times. A guide for Welsh local authorities (Centre for Public Scrutiny, June, 2014)

appropriate. Another consideration is how best to manage expectations (internally and externally) in making the required changes.

3. FINANCIAL SCRUTINY

3.1 In the current economic climate, Members need assurance that the Council will make the best use of diminishing resources, particularly financial resources:

"... Effective scrutiny is even more important as public services respond to the challenges of the global financial situation while continuing to try to improve services. Effective scrutiny can improve the evidence base for decisions on the allocation of resources as well as ensuring that decisions are transparent and are made in accordance with the needs of the local community..."²

"How can we add value?" is the key question to be asked in terms of financial scrutiny and "how can we demonstrate that value is added at each stage of the financial process?" In this context, consideration should be given to the following issues:

- The process of setting the budget itself
- Determining priorities among competing demands
- Effective use of funds
- How financial monitoring and management takes place.

3.2 Financial scrutiny is much more than adding value to the decisions of the Executive alone. It is about ensuring that a proper scrutiny process forms part of the planning, implementation and follow up on key decisions that have an impact on taxpayers and local communities.

4. OUR LOCAL ARRANGEMENTS

4.1 Scrutiny of the process of establishing the Council's annual budget has developed and matured over the past 2 years laying the foundations for a better, more strategic process based on outcomes and good practice.

4.2 It is therefore a natural next step to establish a finance sub-group as a sub-panel of the Corporate Scrutiny Committee. Doing this will ensure the following benefits:

- Developing a model of working on finance matters focusing on a smaller group to enable Members to become more involved, develop a level of subject expertise, encourage good attendance and teamwork

² Good scrutiny? Good question! Improvement study Auditor General Wales: Scrutiny in Local Government, May 2014

- Forum to discuss information regarding the Council’s financial risks, as a basis to inform the forward work programme of the Corporate Scrutiny Committee
- To free up space on the agendas of the Corporate Scrutiny Committee meetings in order to ensure scrutiny of transformational and strategic matters
- Forum to develop a group of members with the expertise and ownership to lead financial discussions in the Corporate Scrutiny Committee.

4.3 The attached scoping paper (**APPENDIX A**) details the scope and remit of the proposed Panel.

5. WAY FORWARD

The next step will be to complete the practical arrangements in order to establish the finance panel after the Election, by the Scrutiny Manager in consultation with the Head of Resources/S151 Officer.

APPENDIX
APPENDIX A: Finance Scrutiny Panel Scoping Paper

Author: Anwen Davies
Job Title: Interim Scrutiny Manager
Date: 30/03/17

SCRUTINY PANEL – FINANCE

Financial Scrutiny

In the current economic climate, Members need assurance that the Council will make the best use of diminishing resources, particularly financial resources:

"... Effective scrutiny is even more important as public services respond to the challenges of the global financial situation while continuing to try to improve services. Effective scrutiny can improve the evidence base for decisions on the allocation of resources as well as ensuring that decisions are transparent and are made in accordance with the needs of the local community..."¹

"How can we add value?" is the key question to be asked in terms of financial scrutiny and "how can we demonstrate that value is added at each stage of the financial process?" In this context, consideration should be given to the following issues:

- The process of setting the budget itself
- Determining priorities among competing demands
- Effective use of funds
- How financial monitoring and management takes place.

Financial scrutiny is much more than adding value to the decisions of the Executive alone. It is about ensuring that a proper scrutiny process forms part of the planning, implementation and follow up on key decisions that have an impact on taxpayers and local communities. As such, effective Scrutiny can:

- Challenge effectively
- Hold decision makers to account; and
- Assist the Executive to develop a robust budget for the forthcoming year.

Our Local Arrangements

The scrutiny of the process of establishing the Council's annual budget has developed and matured over the past 2 years laying the foundations for a better, more strategic process based on outcomes and good practice. In fact, the process allowed for a more systematic path with regard to financial scrutiny, which is an essential component of sound financial management and governance.

The scrutiny work carried out by the scrutiny panel on realizing efficiencies for 2014/15 and 2015/16 was also a positive development in our financial scrutiny arrangements, through:

- Development of a model focusing on a smaller group
- Members developing a level of expertise
- Encouraging good attendance and teamwork

Our financial scrutiny is now emerging as a potential model of good practice.

¹ Good scrutiny? Good question! Improvement study Auditor General Wales: Scrutiny in Local Government, May 2014. Also, Raising the stakes – financial scrutiny in challenging times. A guide for Welsh local authorities (Centre for Public Scrutiny, June, 2014)

It is therefore a **natural next step** to establish a children's sub-group as a sub-panel of the Corporate Scrutiny Committee. Doing this will ensure the following benefits:

- i. Developing a model of working on finance matters focusing on a smaller group to enable Members to become more involved, develop a level of subject expertise, encourage good attendance and teamwork
- ii. Forum to discuss information regarding the Council's financial risks, as a basis to inform the forward work programme of the Corporate Scrutiny Committee
- iii. To free up space on the agendas of the Corporate Scrutiny Committee meetings in order to ensure scrutiny of transformational and strategic matters
- iv. Forum to develop a group of members with the expertise and the ownership to lead financial discussions in the Corporate Scrutiny Committee.

Proposed scope and remit of the Panel

Topic	Work programme	Timeline
Induction	Induction of Panel members	June
Quarterly monitoring of the Revenue and Capital Expenditure	Scrutiny of expenditure against budget profile	Quarterly
The forthcoming year's budget	Sharing information on financial risks to the Council in order to inform the forward work programme of the Corporate Scrutiny Committee	June
	Draft budget - the mechanics and process of the financial settlement	Summer
	Overview of the position regarding efficiencies	Autumn
	Scrutinize the risks of proposed efficiency savings	
	Scrutinize how achievable the proposals are	
Scrutinize the Council Tax level for the following year		
Medium Term Financial Plan	Scrutinize the principles and assumptions	Summer
Debt Management	Scrutiny of debt management performance (to include collection rates)	To be confirmed (dependent on availability of information produced regionally)

Topic	Work programme	Timeline
Business Tax Relief Policy	Scrutinize the principles and assumptions	To be confirmed (on off piece of work)
HRA Business Plan	Scrutinize the principles and assumptions	January
Council balances and reserves	Questioning and scrutiny	Timeline to be agreed by the Panel

Panel Membership

The core membership of the Panel will include:

- Elected members - 2 members from both committees
- Officers - Head of Resources and S151 Officer, Accountancy Services Manager, Revenues and Benefits Service Manager, Scrutiny Manager

The Panel's work will possibly require the attendance of other Elected Members (e.g. members of the Executive Committee) and / or officers from other service areas.

Chairing

At its first meeting, the Panel will elect a Member to chair.

Frequency of Meetings and Quorum

1. **Frequency of meetings** – the panel has been established as a standing panel to consider the breadth of financial issues which are summarized in the table above. The panel will therefore meet regularly, in accordance with the schedules of the Council's budgetary processes
2. **Quorum** – this will not apply to the panel.

Recording meetings and Reporting Arrangements

1. It is intended for the panel to run in the format of a business meeting. The Scrutiny Unit will collate and distribute any papers in preparation for each meeting and provide a list of action points following each meeting
2. **Reporting arrangements** - regular reporting by panel members to the Corporate Scrutiny Committee.

ISLE OF ANGLESEY COUNTY COUNCIL	
COMMITTEE:	Corporate Scrutiny Committee
DATE:	10th April, 2017
SUBJECT:	Children’s Scrutiny Panel
PORTFOLIO HOLDER(S):	Cllr Aled Morris Jones
HEAD OF SERVICE:	Caroline Turner, Assistant Chief Executive (Governance and Business Process Transformation) Llŷr Bryn Roberts, Interim Head of Children’s Services (Operations)
REPORT AUTHOR Tel: E-mail:	Anwen Davies, Interim Scrutiny Manager 01248 752578 AnwenDavies@ynysmon.gov.uk

1. RECOMMENDATIONS

The Corporate Scrutiny Committee is asked to:

- A1 Note progress made thus far in establishing robust scrutiny arrangements for children’s services**
- A2 Form a view on the proposed scope and remit of the new children’s panel**
- A3 Note that the next step will be to complete the practical arrangements in order to establish the children’s panel after the Election, by the Scrutiny Manager in consultation with the Assistant Chief Executive (Governance & Business Process Transformation).**

2. BACKGROUND AND LOCAL CONTEXT

- 2.1 Social Services established a cross-party panel of members¹ a year ago with the objective of sharing information about the requirements of the new Social Services and Wellbeing Act² and also to oversee the delivery of the first children's services improvement plan. We now have a small

¹ Council Leader and Leader of the Opposition, Portfolio Holder for Housing and Social Services, Shadow Portfolio Holder for Housing and Social Services, Portfolio Holder for Learning, Chair and Vice-Chair of the Corporate Scrutiny Committee

² Social Services and Wellbeing Act (Wales) 2014

team of Elected Members who are developing a level of expertise in the field and also ownership of the main issues and key development priorities.

- 2.2 The panel has recently focused its work on matters relating to children's services partly due to a thematic review of the Authority's children's services by the Care and Social Services Inspectorate Wales (CSSIW),³ in November, 2016.

3. SCRUTINY OF CHILDREN'S SERVICES

- 3.1 Keeping vulnerable children and young people safe is a critically important role and one that requires the Council and partners to work together effectively. There has been significant public attention in recent years due to high profile examples where the system has failed vulnerable individuals, with tragic consequences.
- 3.2 In reporting poor inspection outcomes, care inspectorates⁴ often cite poor scrutiny practices amongst other system failings. Ensuring meaningful and robust scrutiny of policies and also support and / or services available to protect vulnerable children and young people is therefore a key element of the leadership role of Scrutiny members.

4. THE CSSIW INSPECTION

- 4.1 14 recommendations were made by the Care Inspectorate following its recent inspection and one of those recommendations related specifically to political support for children's services, namely:

“...8. Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritized and the pace of improvement accelerated and sustained..”

5. OUR LOCAL ARRANGEMENTS

- 5.1 The next step will be to further develop this work by establishing a standing children's scrutiny panel as a sub-panel of the Corporate Scrutiny Committee, with the following elements:

³ Report on the Inspection of Children's Services at Isle of Anglesey County Council, Care and Social Services Inspectorate (March, 2017)

⁴ Care and Social Services Inspectorate Wales; Care Quality Commission (England)

- Developing a model of working on children’s services matters focusing on a smaller group to enable Members to become more involved, develop a level of subject expertise, encourage good attendance and teamwork
- Strengthen the capacity of Members to challenge performance by improving the quality of information regarding services and experiences of children and families who receive support and / or services
- Forum to discuss information regarding Service risks, as a basis to inform the forward work programme of the Corporate Scrutiny Committee
- Forum to develop a group of members with the expertise and ownership to lead discussions with regard to children and young people’s issues in the Corporate Scrutiny Committee
- Offer support to the Young People’s Champion.

5.2 **Expectations of the Care Inspectorate**

The report of the recent inspection by the Care Inspectorate clearly states an expectation as regards political leadership:

“That Elected Members have a comprehensive knowledge and understanding of practice and performance to enable them to discharge their responsibilities effectively.”

5.3 The attached scoping paper (**APPENDIX A**) details the scope and remit of the proposed Panel.

6. **WAY FORWARD**

The next step will be to complete the practical arrangements in order to establish the children’s panel after the Election, by the Scrutiny Manager in consultation with the Assistant Chief Executive (Governance and Business Process Transformation).

APPENDIX
APPENDIX A: Children’s Scrutiny Panel Scoping Paper

Author: Anwen Davies
 Job Title: Interim Scrutiny Manager
 Date: 30/03/17

APPENDIX A**SCRUTINY PANEL - CHILDREN****Scrutiny of Children's Services**

Keeping vulnerable children and young people safe is a critically important role and one that requires the Council and partners to work together effectively. There has been significant public attention in recent years due to high profile examples where the system has failed vulnerable individuals, with tragic consequences.

In reporting poor inspection outcomes, care inspectorates¹ often cite poor scrutiny practices amongst other system failings. Ensuring meaningful and robust scrutiny of policies and also support and / or services available to protect vulnerable children and young people is therefore a key element of the leadership role of Scrutiny members.

Our Local Arrangements

The arrangements thus far around the cross-party panel have enabled us to develop a number of important principles that will form a strong foundation going forward as we develop a model for the scrutiny of children's services:

- Development of a model focusing on a smaller group of members
- Members develop a better understanding of children's services
- Members develop a level of expertise
- Encourage good attendance and teamwork

14 recommendations were made by the Care Inspectorate following its recent inspection and one of those recommendations related specifically to political support for children's services, namely:

".... 8. Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritised and the pace of improvement accelerated and sustained.. "

It is therefore a **natural next step** to establish a children's sub-group as a sub-panel of the Corporate Scrutiny Committee. Doing this will ensure the following benefits:

- i. Develop a model of working in children's services which focuses on a smaller group to enable Members to be more involved, to develop a level of subject expertise and to encourage good attendance and teamwork
- ii. Strengthen the capacity of Members to challenge performance by improving the quality of information regarding services and experiences of children and families who receive support and / or services
- iii. Forum to discuss information regarding Service risks, as a basis to inform the forward work programme of the Corporate Scrutiny Committee

¹ Care and Social Services Inspectorate Wales; Care Quality Commission (England)

- iv. Forum to develop a group of members with the expertise and ownership to lead discussions with regard to children and young people matters in the Corporate Scrutiny Committee
- v. Offer support to the Young People's Champion

Proposed scope and remit of the Panel

What the Care Inspectorate expects to see in terms of political leadership:

"That Elected Members have a comprehensive knowledge and understanding of practice and performance to enable them to discharge their responsibilities effectively."

The main role of the children's panel will be to:

1. Monitor and scrutinize in a meaningful and robust way:
 - progress and distance travelled against the service improvement plan published in response to the recent CSSIW inspection
 - quantitative and qualitative performance of the children's services. This to include developing a specific scorecard for children's services

Give specific consideration to monitoring the qualitative aspects of the service and experiences of individuals who receive support and services.
2. Ensure that the voices of children and young people are heard when considering the effectiveness and impact of services
3. Provide assurance to the Corporate Scrutiny Committee on the following elements:
 - adequate, timely progress in delivering the improvement plan
 - quantitative and qualitative performance of support and care services available for children and young people.

Panel Membership

The core membership of the Panel will include:

- Elected members – an element of continuity of membership is important. Initially, 2 members of the two scrutiny committees are proposed and the Portfolio Holder for Housing and Social Services and the Shadow Portfolio Holder along with the Council Leader and the Leader of the Opposition

- Officers – Assistant Chief Executive (Governance and Transformation of Business Processes) and Statutory Director of Social Services, Head of Children's Services, Scrutiny Manager.

The Panel's work may require the attendance of other Elected Members (e.g. members of the Executive Committee) and / or officers from other service areas.

Chairing

At its first meeting, the Panel will elect a Member to chair.

Frequency of Meetings and Quorum

- **Frequency of meetings** – the panel to be established as a standing panel and therefore to meet regularly in accordance with the timeline for the submission of monitoring reports on Children's Services improvements to the Corporate Scrutiny Committee
- **Quorum** - this will not apply to the panel.

Recording meetings and Reporting Arrangements

- It is intended that the Panel be run in the format of a business meeting. The Scrutiny Unit will collate and distribute any papers in preparation for each meeting and provide a list of action points following each meeting
- **Reporting arrangements** - regular reporting by panel members to the Corporate Scrutiny Committee.



CORPORATE SCRUTINY COMMITTEE WORK PROGRAMME- 2017/2018

Chair: Councillor ????????????

Vice- Chair: Councillor ??????????

The table below is the Corporate Scrutiny Committee Work Programme from May 2017 to May 2018. The Work Programme will be reported to each meeting of the Scrutiny Committee for the purpose of reviewing its content, consideration of new items or adjournment / withdrawal of items.

Contact: Anwen Davies (Interim Scrutiny Manager)

Tel: 01248 2578 E-mail: AnwenDavies@ynysmon.gov.uk

Date of Meeting	Item	Purpose	Location /Start Time
31 May 2017	Election of Chair of the Committee	To appoint Chairperson	Council Chamber / 3.30pm
	Election of Vice-Chair for the Committee	To appoint Vice-Chairperson	
June 2017 (Special meeting, to be confirmed)	Outline Strategic Programme of Anglesey Schools modernisation band B (2019-2014) (to be confirmed)	Transformation	To be confirmed
	Corporate Plan 2017-2022 (to be confirmed)	Consultation	
26 June 2017	Corporate Scorecard Q4 2016-2017	Performance monitoring	Committee Room 1 / 2pm
	Update – Improvement Programme to Small Holdings Estate	Performance monitoring	
	Statutory Director of Social Services Annual Report 2016-2017	Performance monitoring	
	Annual Complaints Report – Listening and Learning from Complaints (Social Services)	Performance monitoring	
	Children Services- Monitoring of Improvement Plan and progress by Children’s Panel	Performance monitoring	
	Empty Homes Strategy (to be confirmed)	Policy development	
	Progress Report on the Council’s Welsh Language policy	Performance monitoring	
	School Modernisation – Llangefni Area – Statutory Consultation (to be confirmed)	Pre-decision scrutiny	

Date of Meeting	Item	Purpose	Location /Start Time
	Monitoring Revenue and Capital Budgets Q4 2016-2017 (Scrutiny Panel)	Budget Monitoring	
4 September 2017	Corporate Scorecard Q1 2017-2018	Performance monitoring	Committee Room 1 / 2pm
	Children Services- Monitoring of Improvement Plan and progress by Children's Panel	Performance monitoring	
	Welsh Public Library Standards – Annual Report	Performance monitoring	
	Modernisation of Non-Statutory Leisure Service (3 year period).	Transformation	
	Annual Performance Report (Improvement Plan) 2016/17	Performance monitoring	
	Corporate Plan 2017-2022	Pre decision scrutiny	
	Monitoring Revenue and Capital Budgets Q1 2017-2018 (Scrutiny Panel)	Budget monitoring	
17 October 2017	Budget Proposals 2018-2019	Pre-decision scrutiny	Committee Room 1 / 2pm
	Children Services- Monitoring of Improvement Plan and progress by Children's Panel	Performance monitoring	
13 November	Corporate Scorecard Q2 2017-2018	Performance monitoring	Committee Room 1 / 2pm
	Transformation of Library Services	Transformation	
	Homelessness Strategy(to be confirmed)	Policy development	

Date of Meeting	Item	Purpose	Location /Start Time
2017	Children Services- Monitoring of Improvement Plan and progress by Children's Panel	Performance monitoring	
	Monitoring Revenue and Capital Budgets Q2 2017-2018 (Scrutiny Panel)	Budget Monitoring	
5 February 2018	Draft Budget 2018-2019	Pre-decision scrutiny	Committee Room 1/ 2pm
	Housing Revenue Account – Revenue Plan (to be confirmed)	Budget monitoring	
	Children Services- Monitoring of Improvement Plan	Performance monitoring	
12 March 2018	Corporate Scorecard Q3 2017-2018	Performance monitoring	Committee Room 1/ 2pm
	Children Services- Monitoring of Improvement Plan and progress by Children's Panel	Performance monitoring	
	Monitoring Revenue and Capital Budgets Q3 2017-2018 (Scrutiny Panel)	Budget Monitoring	
9 April 2018	Children Services- Monitoring of Improvement Plan and progress by Children's Panel	Performance monitoring	Committee Room 1/ 2pm