

ISLE OF ANGLESEY COUNTY COUNCIL	
COMMITTEE:	Corporate Scrutiny Committee Partnership and Regeneration Scrutiny Committee
DATE:	26th & 27th June, 2017
PURPOSE OF REPORT:	Nomination of Scrutiny Members to Serve on Panels and Boards
SCRUTINY CHAIR(S):	Councillors Aled Morris Jones & Gwilym Owen Jones
PORTFOLIO HOLDER(S):	<ul style="list-style-type: none"> • Councillor Llinos Medi (Leader, Social Services & Housing) • Councillor R Meirion Jones (Education, Youth, Libraries & Culture) • Councillor John Griffith (Finance) • Councillor Dafydd Rhys Thomas (Corporate)
HEAD OF SERVICE:	Not Applicable
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1.0 RECOMMENDATIONS

R1: Membership of Panels

Both Scrutiny Committees are requested to nominate:

- 1 Member to serve on the **Children's Services Improvement Panel**
- 2 Members to serve on the **Finance Scrutiny Panel**
- 4 Members to serve on the **School Progress Review Scrutiny Panel**
- 1 Member to serve on the **Corporate Parenting Panel**

R2: Membership of Corporate Programme Boards

- Corporate Scrutiny Committee is requested to nominate 1 Member to serve on the **Governance and Business Process Transformation Programme Board** ensuring that a deputy is also nominated to attend board meetings when the nominated Member is unable to attend

- Partnership and Regeneration Scrutiny Committee is requested to nominate 1 Member to serve on the **Partnerships, Communities & Service Improvement Transformation Programme Board** again, ensuring that a deputy is also nominated to attend board meetings when the nominated Member is unable to attend.

R3: Membership of Service Programme / Project Boards

To nominate 1 scrutiny Member to serve on each of the programme / project boards referred to in section 3 below.

R4: Corporate Safeguarding Board

To note that the Chair of the Corporate Scrutiny Committee will serve on the Corporate Safeguarding Board.

R5: Reporting Arrangements

To note the reporting arrangements as outlined in section 4 below.

2.0 BACKGROUND

- 2.1 Members will be aware that there are a number of panels and boards which require Scrutiny Member representation.
- 2.2 The terms of reference or scoping documents pertaining to each panel and board are attached (as listed in the table below) in order to assist Members in the selection process.
- 2.3 Members should be aware that the rules governing “Political Balance” do not apply to membership of these panels and boards.

3.0 TRANSFORMATION PROGRAMME BOARDS AND SERVICE PROGRAMME BOARDS

- 3.1 **Membership of Boards:** a number of service programme boards have been established to oversee the transformation of individual service projects:

- Schools Modernisation Programme Board
- Adults Transformation Programme Board
- Libraries, Youth and Heritage Programme Board
- Customer Service Excellence Programme Board

These programme boards sit under the two Corporate Transformation Programme Boards namely – the **Governance and Business Process**

Transformation Programme Board and Partnerships, Communities & Service Improvement Transformation Programme Board.

Programme boards were established as a forum to include Members in service level transformation projects and also to create consensus on direction of travel and specific transformation proposals. It is proposed that current membership of the individual programme boards continue as they stand. There will however be a need to plug some gaps in membership, as a result of the recent Elections. It should be noted that Members contribute on these programme boards as individual Members and not as Scrutiny representatives.

3.2 Role of Transformation Programme Boards, Service Programme Boards and Scrutiny:

The relationship between the Boards and Scrutiny is summarised in **APPENDIX 6**.

4.0 REPORTING ARRANGEMENTS

4.1 It is important to establish clear reporting arrangements between the panels and boards and the respective scrutiny committees. The following arrangements are therefore proposed:

- **Children’s Services Improvement Panel** – regular reporting from each panel meeting as a standing item on the agenda of the Corporate Scrutiny Committee
- **Finance Scrutiny Panel** – regular reporting to the Corporate Scrutiny Committee in a manner which reflects key timelines in the budgetary process
- **School Progress Review Scrutiny Panel** – regular reporting to the Partnership & Regeneration Scrutiny Committee, ensuring alignment with the regulatory inspection process
- **Corporate Parenting Panel** – reporting directly to the Executive, in accordance with the Council’s Constitution
- **Corporate Safeguarding Board** – reporting on an annual basis to the Audit and Governance Committee. Matters may be referred to the Corporate Scrutiny Committee as required
- **Transformation Programme Boards** – high level summary on current status of individual transformation work-streams to be submitted to the Corporate Scrutiny Committee on a quarterly basis, as an integral part of the reporting on the Corporate Scorecard. An example of the high level summary and explanatory note is attached (**APPENDIX 7**).

APPENDICES
Appendix 1: Scope and Remit of the Children's Services Improvement Panel
Appendix 2: Scope of Remit of the Finance Scrutiny Panel
Appendix 3: Terms of Reference of the School Progress Review Panel
Appendix 4: Scope and Remit of the Corporate Parenting Panel
Appendix 5: Corporate Safeguarding Board
Appendix 6: Role of Transformation Boards, Service Programme Boards and Scrutiny
Appendix 7: High level summary and explanatory note on current status of transformation work-streams

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Job Title: Interim Scrutiny Manager

Date: 12/06/17

APPENDIX 1

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:

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

- 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
- 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 scrutinise 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, 1 member from both scrutiny committees is 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.

APPENDIX 2

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..."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.

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.

² 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)

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 realising 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.

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:

- 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
- 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 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

Topic	Work programme	Timeline
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
	Scrutinise the risks of proposed efficiency savings	
	Scrutinise how achievable the proposals are	
	Scrutinise the Council Tax level for the following year	
Medium Term Financial Plan	Scrutinise 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)
Business Tax Relief Policy	Scrutinise the principles and assumptions	To be confirmed (on off piece of work)
HRA Business Plan	Scrutinise 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

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

Recording meetings and Reporting Arrangements

- 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
- **Reporting arrangements** - regular reporting by panel members to the Corporate Scrutiny Committee.

APPENDIX 3

TERMS OF REFERENCE OF THE SCHOOL PROGRESS REVIEW PANEL

The purpose of this document is to set the overall terms of reference of the School Progress Review Panel (Panel).

1.0 BACKGROUND

- 1.1 The Panel was established on the 21 November 2012 by the Education and Leisure Scrutiny Committee. It arose from recommendations made by Estyn on the quality of education services for children and young people on Anglesey.
- 1.2 The Head of Learning and Senior School Standards and Inclusion Manager provides guidance to the Panel about schools that may be appropriate to invite to appear before it. The criterion used to select schools is based on the national school categorisation framework, school performance and Estyn reports and the aim is to have a good mix of small, medium, large and primary/secondary schools. It is emphasised that the decision as to which school is invited to appear before it lies solely with the Panel.
- 1.3 The Panel can invite schools to reappear before them if there are matters that need to be revisited at a later date.

2.0 ROLE OF THE PANEL

- 2.1 To improve performance of all schools on Anglesey by providing robust challenge on individual school's performance.
- 2.2 To encourage the sharing of good practice between schools, taking on board lessons learnt and individual school's experience.
- 2.3 To enhance local members knowledge about key performance drivers and challenges that face schools on Anglesey.
- 2.4 To give confidence to the Senior Leadership Team, Scrutiny, Council Executive and regulators that school performance is being monitored by members.
- 2.5 To assist the learning Service with overall educational programmes and projects and increase knowledge of joint working arrangements between the Council and GwE (School Effectiveness and Improvement Service for North Wales) to raise standards.

3.0 PROCESS AND REPORTING ARRANGEMENTS

- 3.1 To receive reports by the Head of Learning and Senior School Standards on individual school performance.

- 3.2 To receive reports by relevant school challenge and support advisor (GwE) on individual school performance.
- 3.3 To receive reports from head teachers on school performance together with procedures adopted that have led to improved performance.
- 3.4 To make recommendations or raise any issue of concern to the attention of the Head of Learning and relevant Portfolio Holder where necessary.
- 3.5 To escalate matters to scrutiny where necessary.
- 3.6 To submit progress reports to the Partnership and Regeneration Scrutiny Committee each calendar year.

4.0 MEMBERSHIP

- 4.1 The Panel to consist of 8 members (the Partnership and Regeneration Scrutiny Committee to nominate 4 members and the Corporate Scrutiny Committee to nominate 4 members).
- 4.2 If any nominated member resigns from the Panel or is no longer able to stay as a member on the Panel (for whatever reason), the parent scrutiny committee will nominate another member as a replacement.

5.0 FREQUENCY AND ADMINISTRATION

- 5.1 The Panel will aim to consider the performance of 10 schools in each calendar year.
- 5.2 All Panel meetings will have a written agenda with members having the opportunity to propose agenda items in advance of the meeting.
- 5.3 All Panel meetings will have minutes taken consisting of a summary record of key discussion points and any actions agreed.
- 5.4 The Panel does not require a minimum number of members in attendance to proceed, but serious consideration be given to adjourning the meeting if fewer than three members are in attendance.

6.0 REVIEW OF TERMS OF REFERENCE

- 6.1 The Terms of Reference will be reviewed annually by the Panel. Any proposed changes to be submitted to the Partnership and Regeneration Scrutiny Committee for formal approval.

APPENDIX 4

CORPORATE PARENTING PANEL

FUNCTION AND REMIT

1. To ensure continued high standards within the public care system for looked after children and within services commissioned in the private sector.
2. To receive management information related to the profile of children looked after and those receiving services as care leavers, to include children and young people placed within the Isle of Anglesey by other local authorities and children and young people placed by Anglesey County Council in other local authority areas [i.e. out of county placements]. Also to include receipt of quarterly reports from the Reviewing Officer and the Fostering Service.
3. To monitor and receive reports on the development of relevant services for children looked after and care leavers on the Island. This to include stability and extension of placement choice.
4. To improve co-ordination of services for children looked after and care leavers; to monitor the Service Improvement Plan [Care Leavers] and receive minutes of the Multi-Agency Care Leavers Planning Group as a designated sub-group of the Panel.
5. To monitor outcomes for children looked after in respect of their health and educational attainments and ensure that related targets are met.
6. To ensure that member visits reports to residential children's homes are considered and acted upon and to monitor the effective implementation of the members' rota.
7. To ensure that reports upon the views and aspirations of children looked after and care leavers are provided by the Advocacy and Children's Rights Service and are acted upon.
8. To deliver support/training to elected members within the context of children's services in partnership with the Central Training Unit.
9. In exceptional circumstances, to consider individual cases of public concern which present particular challenges and difficulties to the local authority as a whole at the discretion of the Chair.
10. To learn and to benefit from examples of good practice in other authorities.

APPENDIX 5

Corporate Safeguarding Arrangements Board of Isle of Anglesey County Council

Coordinating Safeguarding Arrangements

Terms of Reference

Intention: Ensure that the Isle of Anglesey County Council has arrangements in place for guaranteeing that the Council's services discharge their duties in accordance with legal requirements and the Council's policies and the Procedures for the Protection of Children and Vulnerable Adults ('at risk') under the Social Services and Well-being (Wales) Act 2014.

1) Membership:

Assistant Chief Executive / Director of Social Services (Chair)

Responsibility - Ensure corporate overview and accountability and facilitate the solving of difficulties and maximising opportunities to promote good practice.

Heads of Adults and Children's Services

Head of Education

Head of Democracy and Legal

Head of Human Resources

Head of Housing Service

Head of Economic Development and Regulated Services

Service Manager - Safeguarding and Quality Assurance Service

Leader of the Council

Portfolio Holder – Social Services

Chair of the Scrutiny Committee

Other officers and/or partners will be invited depending on the work programme and agenda

2) Accountability:

A report will be submitted annually to the Principal Scrutiny Committee through the Portfolio Member for Social Services.

Findings from the reporting procedure will be submitted to the Anglesey and Gwynedd Operational Safeguarding Group (Children and Adults) and the regional safeguarding boards for children and adults.

3) **Frequency of Meetings:**

Every two months in order to:

- i) Ensure that the Council's work programme (within the Three Year Plan) meets safeguarding requirements and priorities and
- ii) To review progress.

Additional meetings may be held depending on the work programme.

4) **Task Groups:**

Establish specific task groups with the authority of the Corporate Director.

5) **Remit:**

- Ensure that the Council's guideline and policies are up to date and meet the Welsh Government's expectations and the Council's priorities.
- Promote good practice and a culture of continuous learning, and contribute towards and influence practice locally and nationally.
- Identify and ensure compliance with the Council's policies;
- Promote the safety of children and adults in key areas such as:
 - a. The appointment and evaluation of staff (DBS/reference)
 - b. Disciplinary procedures with specific reference to situations where there are considerations in relation to the safeguarding of children and adults and allegations against professional staff.

6. **Administration**

Administrative support is provided by the Social Services for arranging and coordinating meetings. The agenda and papers for the meetings will be organised by the Safeguarding Service Manager in consultation with the Chair and the Head of Children's Services.

The agenda and the papers (bilingual if possible) will be circulated to the members of the Board at least 7 days before the meeting. The minutes will be circulated within 10 working days of the meeting.

Approved: January 2015

Review: April 2016

APPENDIX 6

Role of Corporate Transformation Boards, Service Programme Boards and Scrutiny

1.1. The aim of the **Corporate Transformation Programme Boards** is as follows -

- To provide visible leadership to drive change and improvement within the Island to deliver the priorities of the Corporate Plan
- To drive forward corporate change programmes and projects, ensuring key deliverables are being realised against Programme and Project timelines.
- To realise the benefits of the Corporate Plan, underpinned by the 6 key themes
- To coordinate and provide leadership to the overall programme of change programmes and projects
- To ensure, with support from the Programme Manager and support team, that individual change programmes and projects within the Council are managed, delivered and monitored according to expectations, taking on board lessons learnt and sharing good practice
- To give confidence to the Senior Leadership Team, Scrutiny, Council Executive, regulators (i.e. external inspections/audits and internal audits) and employees throughout the Council, on the progress of the Corporate Plan and individual change programmes and projects, ensuring transparent, accessible and timely communications **thereby providing opportunities through the Chair for the identification of areas where the role of Scrutiny can add value either within the Boards, or through the Scrutiny process**

1.2 The **Service Change Programme Boards** aims to –

- Scope and prioritise, with support from the Head of Service, the range of change programmes and projects arising annually from Service Business Planning cycle and mid-cycle
- Receive reports from the Programme / Project Manager on the –
 - progress,
 - significant risks and
 - required investment of change programmes and projects
- Send reports and make recommendations to the Senior Leadership Team (and thereafter Executive) on the progress, risks and required investment of change programmes and projects
- Provide visible leadership and commitment to the implementation of the service transformation strategy amongst staff and partnership organisations
- **To provide opportunities through the Chair for the identification of areas where the role of Scrutiny can add value within the Board**

1.3. The role & aim of having **Scrutiny Representation** on the Corporate and Service led programme boards therefore is to:

- Identify through the Chair of the said board any element of work that would be appropriate for further scrutiny support to assist the expected progress.
- The Scrutiny function thereafter could / should assist and support areas of work which are needed to progress matters apace or catch up with original project / programme timelines

APPENDIX 7

Programme Summary Update - quarterly

This document is contained within the quarterly scorecard monitoring report which is presented to the Corporate Scrutiny Committee every quarter to provide a brief high-level update as to the status of work which is applicable and reports to both the -

- ***Governance & Business Process Transformation Programme Board and the***
- ***Partnerships, Communities & Service Improvement Transformation Programme Board***

It is envisaged that new projects and programmes emanating from the new Corporate Plan will be included within the report with the intention that members of both the Corporate Scrutiny Committee and the Executive have a full and comprehensive high-level understanding of the Council's achievements against its objectives and timelines.

The key ragging for the said document is as follows –

RAG:

Completed

Project has been completed

On Track

Project is developing as expected and is on track

Behind Schedule

The Project needs key decisions / support

Late

The project is late and is falling behind expected timelines

White

The Project has not started to date

Programme/Project	Related Projects	RAYG and brief Update
Modernising Schools	Llannau Area	External structure of the building has been completed.
	Holyhead Area	The project continues to develop well and is on time.
	Bro Rhosyr and Bro Aberffraw	Full Business Case approved in principal by WG
	Llangefni Area	Report on consultation going to Executive July 17
Adult Social Care	Llangefni Extra Care	The work of preparing the site for construction continues on the former site of Ysgol y Bont. Regular meetings of the Hafan Cefni Working Group are being held. Construction is expected to be completed by Summer 2018.
	Amlwch Extra Care	The work on the Amlwch area is now at a Pause and Review stage until 2018
	South of the Island Extra Care	Holistic considerations for a new area are being considered by the Board
	Garreglwyd - EMI	
	Supported Living	Further confirmation of the project's risk strategy is needed as well as re-assessment of the related financial situation
	Re-tendering of Home Care Services	
	Outsourcing Warden Services	
Transformation of Libraries, Youth Services, Museums and Culture	Transformation of Museums and Culture	A revised timetable has been agreed by the Libraries, Culture and Youth Transformation Board on the 20/12/16
	Remodelling of Library Service	A revised timetable has been agreed by the Libraries, Culture and Youth Transformation Board on the 20/12/16 – new model in place by January 2018
	Review of Youth Services	The report on the proposed remodelling of the Youth Service was presented to the Executive Committee in February 2017 with decision on revised model taken.
Leisure		
Energy Island		The programme has been invited to the Board in January 2017 to provide an update on the program's future

Vibrant and Viable Places (VVP)		Moving forward well as a whole. Some risks have been recognized as detailed below with the Market Hall project
<u>Market Hall</u>		Anticipated 4 week delay (out of a 92.5 week programme) due to unforeseen delays related to difficult ground conditions. Phase 1 works underway with Phase 2 tender documents nearing completion with an anticipated issue by late July.
Local Development Plan (LDP)		
Destination Management Plan (DMP)		The Destination Management Plan has been adopted by the Executive. There needs to be a better understanding of what is expected from the Council regarding its realization
Single Status		
Resource Link – Northgate (HR)		
Customer Service Excellence		
Procurement		
Energy Efficiency		
<u>Business Continuity</u>		
<u>ICT Strategy</u>		
Modernise and Co-ordinate the benefits advice service		
<u>WCCIS</u>		
<u>Policy Management</u>		