

Angus Council

Local Scrutiny Plan

2018/19



April 2018

Angus Council

Local Scrutiny Plan – April 2018 to March 2019

Introduction

1. This local scrutiny plan sets out any scrutiny risks identified by the local area network (LAN), proposed scrutiny responses and expected scrutiny activity for Angus Council during the financial year 2018/19.
2. The scrutiny risks and responses are based on a shared risk assessment undertaken by a local area network (LAN), comprising representatives of all the scrutiny bodies who engage with the council:
 - Audit Scotland
 - Care Inspectorate
 - Education Scotland
 - Scottish Housing Regulator.
3. The shared risk assessment process draws on a range of evidence with the aim of determining any scrutiny risks in the council and the Integration Joint Board (IJB).
4. Expected scrutiny activity across all councils in Scotland informs the National Scrutiny Plan for 2018/19, which is available on the Audit Scotland [website](#).

Scrutiny risks

5. Angus Council faces a significant challenge over the next three years to maintain financial balance and ensure its financial sustainability. It has a transformational Change Programme to deliver the required financial savings and re-shape smaller, leaner council services fit for the future. The council has made good progress in revising its strategic plans to align its strategic priorities and budget strategy with its longer term Community Planning outcomes, to ensure that its programme of transformational change delivers the required significant savings and manages the impact on service users.
6. The depth of change required to achieve a sustainable financial position is unprecedented in the council. Members must demonstrate that, to remain within the funding available, decisions are being taken on service redesign and delivery, which will require transformational change.
7. The extent of this transformational change is a huge challenge for the council; it is important that there is sufficient capacity to manage this change. Robust leadership will

be required to drive service transformation and manage the impact on staff and on service users.

8. **Education:** The LAN has concluded that no specific additional scrutiny work is required beyond the ongoing inspection and support activity that Education Scotland provides to the council.
9. Strategic leadership and governance of education are strong. The council has performed well in almost all aspects of scrutiny. Outcomes for children and young people are improving. The council focuses improvement around Curriculum for Excellence outcomes and Insight dashboard measures. In these measures it performs well against its Virtual Comparator. The recent restructuring of aspects of the council has led to the need to reshape approaches to the quality improvement of education. While it is much too early to see the impact of this change, it will be important to monitor the developments carefully. Overall, the few concerns about the provision of education in Angus Council means normal ongoing oversight and monitoring by the Area Lead Officer will continue.
10. Angus Council is receiving universal support from the Scottish Attainment Challenge. The Scottish Attainment Challenge aims to raise the attainment of children and young people living in deprived areas, in order to close the equity gap. It gives the council access to an Attainment Advisor and other support from Education Scotland and the Scottish Government. Schools in Angus have Pupil Equity Funding plans in place which are being progressed effectively. Education Scotland will continue to liaise with establishments as appropriate.
11. **Housing and Homelessness:** To assess the risk to social landlord services, the Scottish Housing Regulator (SHR) has reviewed and compared the performance of all Scottish social landlords to identify the weakest performing landlords.
12. It found that the council is in the bottom quartile for all social landlords in relation to: keeping tenants informed and providing opportunities to participate, complaints handling, the re-letting of properties, rent arrears and tenancy sustainment. In relation to the council's homelessness service, it identified risks in relation to the provision of temporary accommodation and offers of temporary accommodation.
13. During 2017, SHR engaged with the council in relation to temporary accommodation for homeless people, dealing with complaints and tenant involvement. The council demonstrated that it was aware of these issues and was taking action to improve performance. SHR will continue to monitor the council's progress in addressing the housing and homelessness service weaknesses identified in this plan. It will review the council's quarterly performance management reports and meet council officials as necessary.
14. **Social services:** The Angus Health and Social Care Partnership (Angus IJB) has made slow but steady progress in the implementation of the integration of health and social

care. Governance arrangements continue to be streamlined and there is evidence of robust structures being put into place.

15. Continual transformational change has led to service pressures and there are questions about a lack of capacity at middle management level to manage these pressures as effectively as they could be. This has sometimes led to an inability to transform opportunities from service redesign initiatives into sustainable actions. Senior management are aware of this and are attempting to resolve this. Senior management responsibilities are being reviewed and rationalised. This is at an early stage. However it should lead to more efficient service management and oversight within social work services.
16. Regulated services continue to receive satisfactory evaluations after inspection, and the Joint Inspection of Services to Children and Young People undertaken in 2016 identified a number of strengths in the provision of services from all providers. There were some areas for development identified and these have been addressed.
17. There is no strategic scrutiny currently scheduled for Angus Council or the IJB during the 2018/19 inspection year.
18. **Alcohol and Drug Partnership:** The Care Inspectorate published “Alcohol and Drug Partnerships: a report on the use and impact of the Quality Principles through validated self-assessment” in 2017. Angus Alcohol and Drug Partnership’s whole family approach featured as a good practice example.
19. **Duties under the Public Bodies (Joint Working)(Scotland) Act:** From April 2017, the Care Inspectorate and Healthcare Improvement Scotland have a joint duty under the Public Bodies (Joint Working)(Scotland) Act 2014 to assess and report on the effectiveness of integration authorities’ strategic plans. In these early stages of the integration of health and social care, the Care Inspectorate will report on the progress which integration authorities are making towards a more collaborative culture and integrated approaches to planning and delivering services which should deliver improved outcomes for people in communities. During 2018/19 the Care Inspectorate intends to visit three partnerships to report on their progress. Where councils are to be involved the Care Inspectorate will confirm this directly with the council and the LAN lead.
20. **Self-directed support:** The Care Inspectorate is currently undertaking preparatory work for a thematic review of self-directed support which will be carried out during 2018/19. The aim is to build on the key findings of Audit Scotland’s progress report, published in August 2017, particularly to explore the ability and confidence of front line staff to implement self-direction support legislation by offering choice and control and making decisions with people about their support.
21. Throughout the year, the Care Inspectorate will conduct an inspection in up to six areas across the country with the aim of identifying factors which support effective implementation of the legislation and barriers which require to be overcome. The Care

Inspectorate will provide feedback on each area and publish an overview report which will be disseminated more widely, with the expectation that all areas will then use these findings to evaluate their own practice and make improvements where necessary. Where councils are to be involved the Care Inspectorate will confirm this directly with the council and the LAN lead.

- 22. Joint inspections of services for children and young people:** From April 2018, Scottish ministers have asked the Care Inspectorate to lead another programme of joint inspections of service for children and young people, with scrutiny partners Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary in Scotland. Scottish ministers have asked these organisations to provide assurance about how community planning partners are protecting and meeting the needs of children and young people who have experienced, or at risk of, abuse and neglect, and how they are working together to improve outcomes for children and young people who are subject to corporate parenting requirements. The intention is to carry out five joint inspections in 2018/19. It has been agreed with ministers that, for the duration of this programme of inspections, an area of specific enquiry will be incorporated each year, with the aim of identifying key lessons and best practice which all partnerships could use to support their own continuous improvement. An overview report will be published at the end of each year. Where councils are to be involved the Care Inspectorate will confirm this directly with the council and the LAN lead.
- 23. Local policing:** Her Majesty's Inspectorate of Constabulary (HMICS) carried out a local policing inspection in Tayside Division between May and July 2017. Tayside Division spans the Angus, Dundee and Perth and Kinross council areas. HMICS found many positive developments in Tayside Division:
- There is effective and increasingly visible leadership within the division, and officers report feeling more empowered to identify local solutions to local problems. This is a positive development and may stem from the increased focus on localism by the chief constable and in the strategic police priorities.
 - In early 2017, the division introduced a locality policing model which has been well received by officers and staff within the division and by stakeholders. However, there is more work to be done by the division and Police Scotland to ensure that they understand service demand and distribute resources accordingly.
 - Partner organisations report good working relationships with Tayside Division.
- 24.** The division is aware of many areas for development and a wide-ranging improvement plan has been established. Much of the division's improvement activity is at an early stage of development and some intended outcomes have yet to be delivered. However, if the division sustains its current approach and its focus on improvement, then it should achieve positive outcomes for its communities and its own officers and staff. HMICS considered that the division would benefit from taking a more evaluative approach to its work, to ensure it can demonstrate that such outcomes are being delivered.

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25. **Local fire and rescue services:** Her Majesty's Fire Service Inspectorate is inspecting local fire and rescue services across Scotland over five years commencing in 2015/16. These inspections will examine, amongst other things, local scrutiny and engagement between the Scottish Fire and Rescue Service and councils. Angus Council is not included in the programme this year.

Best Value

26. The Accounts Commission agreed the overall framework for a new approach to auditing Best Value in June 2016. Best Value will be assessed over the five year audit appointment, as part of the annual audit work. In addition a Best Value Assurance Report (BVAR) for each council will be considered by the Accounts Commission at least once in this five year period. The BVAR report for Angus Council is not planned in the period covered by this scrutiny plan. The Best Value audit work planned this year will focus on the council's arrangements for demonstrating Best Value in performance and outcomes. This will be reported in the Annual Audit Report.

Planned scrutiny activity

27. Any expected scrutiny activity between April 2018 and March 2019 is shown in Appendix 1. For some of their scrutiny activity in 2018/19, scrutiny bodies are still to determine their work programmes and which specific council areas they will cover. Where a council is to be involved, the relevant scrutiny body will confirm this with the council and the appropriate LAN lead.
28. In addition to specific work shown in Appendix 1, routine, scheduled audit and inspection work will take place through the annual audit process and the ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate respectively. The outcomes of this work will help to inform future assessment of scrutiny risk.

March 2018

Appendix 1: Scrutiny plan

Scrutiny body	Scrutiny activity	Date
Audit Scotland	Best Value audit work will focus on the council's arrangements for demonstrating Best Value in performance and outcomes. This will be reported in the Annual Audit Report.	Ongoing as part of 2017/18 annual audit and will be reported in September 2018
	<p>Audit Scotland is due to publish the following performance audit reports in 2018/19:</p> <ul style="list-style-type: none"> • Arm's length and external organisations (ALEOs) - Spring 2018. • Scottish Fire and Rescue Service: an update – Spring 2018. • Children's mental health services - Autumn 2018. • Integration of health and social care - Autumn 2018. • City deals - Winter 2018/19. 	Dates and locations of 2018/19 fieldwork to be determined
Care Inspectorate and Healthcare Improvement Scotland	Joint inspections of services for children and young people. Where councils are to be involved, the Care Inspectorate will confirm this directly with the council and the LAN lead.	Dates and locations to be determined
	Review of the progress which integration authorities are making towards a more collaborative culture and integrated approaches to planning and delivering services which should deliver improved outcomes for people in communities. Where integration authorities are to be involved, the Care Inspectorate will confirm this directly with the council and the LAN lead.	Dates and locations to be determined
	Thematic review of self-directed support. Where councils are to be involved, the Care Inspectorate will confirm this directly with the council and the LAN lead.	Dates and locations to be determined
Scottish Housing Regulator	<p>The Scottish Housing Regulator (SHR) may carry out thematic inquiries during 2018/19 or it may carry out survey or on-site work to follow up on published thematic reports. The SHR will also review the Scottish Social Housing Charter data submitted by landlords and carry out data accuracy visits during the second quarter of 2018/19. Where councils are to be involved in a thematic inquiry, any follow-up work to a published thematic inquiry, or a data accuracy visit, the SHR will confirm this directly with the council and the LAN lead.</p> <p>The Scottish Housing Regulator will monitor the council's</p>	Dates and locations to be determined

	progress in addressing the housing and homelessness service weaknesses identified in this plan. It will review the council's quarterly performance management reports and meet council officials as necessary.	
Education Scotland	Career Information, Advice and Guidance (CIAG) review planned at Angus Council in January 2019.	January 2019

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A summary of local government strategic scrutiny activity

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