

Scrutiny Annual Report

2017/18



Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE

Foreword by Councillor John Murray, Chair of the Scrutiny Overview Committee

Draft

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Introduction from Simon Neilson, Statutory Scrutiny Officer

Draft

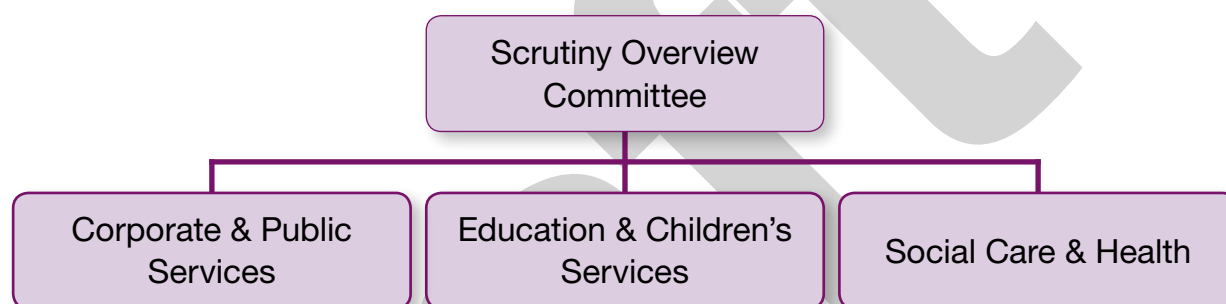
Introduction

Overview and Scrutiny Committees are made up of non-executive members from across all political parties and they exist to provide accountability to the Council and its partners. They have four key roles:

- Holding the Executive to account for their decisions;
- Scrutinising local partners (e.g. NHS Walsall);
- Reviewing and developing policies and making recommendations to Council and Cabinet on these; and
- Reviewing services to ensure they are providing value for money and meeting local needs.

Scrutiny also has a vital role in enabling the voice of local residents through community engagement. All meetings are open to the public to attend (except in exceptional circumstances where something has to be taken in private session). The public can also suggest items for scrutiny to consider. More details on the role of scrutiny can be found on our website www.walsall.gov.uk/scrutiny.

At its meeting in May, 2017, Council set the committee structure and remit for the year ahead which included four committees:



This report details the work of Overview and Scrutiny Committees during 2017/18. It is not an exhaustive account of the work Members have undertaken but gives an overview of the wide variety of work that has taken place throughout the year centred around the Council's Corporate Plan Priorities. This demonstrates how the Council's Overview and Scrutiny Committees are contributing to the authority's strategic direction by helping to create the golden thread from strategic plan into action. The priorities in the Corporate Plan are:

- Economic growth, for all people, communities and businesses
- People have increased independence, improved health and positively contribute to their communities
- Internal focus, all Council services are efficient and effective
- Children have the best possible start and are safe from harm, happy, healthy and learning well
- Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion

Following on from this the contributions of Overview and Scrutiny Committees have been cross-referenced with the Centre for Public Scrutiny's four principles of good scrutiny. This helps to demonstrate the wider contribution that was made by Members.

The four principles of good scrutiny are:

- Provides critical friend challenge to executive policy and decision makers
- Enables the voice and concerns of the public
- Carried out by independent minded councillors who lead and own the scrutiny process
- Drives improvement in public services

There are many other issues that have also been looked at that are not mentioned here but details of all meetings can be found on the Council's committee website.

Economic growth, for all people, communities and businesses

1. Call-in of Cabinet decision: Award of contract for 0-19 early help locality services

At its meeting on 6 November 2017, the Education and Children's Services OSC considered a call-in of the decision taken by the Cabinet on 25 October 2017. This was to award a new contract for the 0-19 early help locality services to Change, Grow, Live (CGL) rather than to the Palfrey Community Association, which had been providing services for children aged 0-5 years over a number of years. In accordance with Part 4.5 of the Council's Constitution, this decision was called-in by five Members of the Council on the grounds that the award of the contract had raised concerns amongst local residents who were questioning the tendering process.

How the Committee provided critical friend challenge to executive policy and decision makers and enabled the voice and concerns of the public?

The Committee received information on the commissioning and tendering processes and evaluation, together with the engagement that had taken place with the local community. Representations were received from the five Members who initiated the call-in and from members of the public and community groups. The Committee resolved that the decision should be referred back to the Cabinet to ensure that the decision was in line with the principles and policies of the Corporate Plan; if not, then re-tendering should be undertaken with the specific direction that all tenders must be consistent with the Corporate Plan directives and Marmot principles.

2. Walsall market

On 7 September 2017, the Corporate and Public Services OSC considered the progress made in delivering a new market in Walsall. Discussions had commenced in 2012, with planning consent being granted in 2015 to improve the historic town centre by re-locating the market to a permanent location on The Bridge. Subsequently, there had been investigation of the challenges posed by changing consumer shopping habits and the implications for the delivery options.

How independent minded councillors drove improvement?

In view of the notable changes to shopping habits and a reported decline in visitor numbers, Members raised concerns about the implications for the improvement options for the market. The Committee's discussions outlined proposals for both Christmas and Italian themed market days which, it was reported, had been successful when organised previously. In considering information on the proposals, and as part of the wider scope of the market, Members highlighted the following areas and issues for further investigation/improvement:

- The problems of homelessness and anti-social behaviour in the town centre
- A review of Public Space Protection Orders (PSPO) and licensing issues affecting the town centre

3. Forest arts centre

The meeting of the Corporate and Public Services OSC held on 11 January 2018 reviewed the successful transformation and improved financial performance of the Forest arts centre, Walsall. It was reported that the centre's modernisation had attracted to this venue a broadened selection of high profile events, conferences and performing arts and entertainment events, with a commensurate increase in ticket sales. Examples have included:

- Forest youth and adult theatre companies and groups, such as Music Hub shows
- Local amateur dramatics companies, musical groups and other community events, such as the Senior Citizens Orchestra and the Community Variety Show.
- Arts funded and touring arts organisations, such as Motion-House Dance and Upswing Aerial.
- Commercial entertainment, bands and comedians, including Lee Nelson and Jenny Éclair.

How this item drove improvement?

The Committee heard that the centre had successfully reduced its subsidy from the Council via operational efficiencies and the creation of a diverse business model. Members commended the work at the centre, which demonstrated how this improvement strategy could help develop and improve other Council services.

People have increased independence, improved health and positively contribute to their communities

1. Adult Social Care organisational change

At its meeting on 20 July 2017, the Social Care and Health OSC received feedback on the progress made in the Adult Social Care Directorate to shape staff support and development. It also highlighted the findings of a workforce survey, highlighting issues affecting staff morale and motivation. The Committee gained assurance that the senior leadership team was effecting positive change across the workforce. Members were also able to verify that improvements were being made as the Chief Executive of Walsall Healthcare Trust confirmed that there had been a significant reduction in delayed discharges attributable to Adult Social Care, which was considered to be an indicator of an improving service.

How the Committee enabled the voice and concerns of the public?

As part of this agenda item, officers responded to challenge from a member of the public in relation to the services and the manner in which it was meeting its obligations under the Care Act 2014 to enable independent living. This enabled officers to take on board the points raised, and the Chair signposted the individual to Healthwatch to ensure that all areas of personal concern were addressed.

2. Walsall Healthcare Trust maternity service

The maternity service at the Walsall Healthcare Trust was of particular concern to the Social Care and Health OSC because it had failed to show the necessary levels of improvement when re-inspected by the CQC. Lengthy debates were held at the Committee's meeting on 14 September 2017 and significant challenge was provided to the Trust from Members in regard to the leadership of the maternity service and actions planned to improve the service.

How the Committee provided critical friend challenge to executive policy and decision makers?

The Chair of Healthwatch Walsall was in attendance and took part in the debate. By holding the regulatory body, commissioner and provider to account, the Committee received a triangulated view of the challenges faced by Walsall Healthcare Trust and gained assurance that the service was in a position to improve. Further reports assured the Committee that indicators continued to improve, suggesting that the service was recovering although it was evident that more work was needed.

3. The impact of budget decision relating to drug and alcohol services

At its meetings on 26 October and 28 November 2017, the Social Care and Health OSC had expressed concern regarding the proposal to reduce addiction services, through a tender exercise, during the 2016/17 budget setting process.

How scrutiny was carried out by independent minded councillors?

Further information on the reduction of drug and alcohol services was presented to the Committee, which concluded that there had been a negative impact on the local community as a result of the reduction of this service. The Committee referred the issue back to the Cabinet for further consideration. This also prompted a request by the Committee for further information on the number of 'Looked after Children' who were in care as a result of substance misuse.

4. The Black Country Sustainability and Transformation Partnership (STP)

The STP is a framework, for 18 partners, to act systematically and collaboratively to address the wider determinants in order to close the gaps in care quality, health outcomes and financial sustainability. At its meeting on 27 February 2018, the Social Care and Health OSC received a presentation from the Black Country's STP Lead that focused on the significant challenges faced in closing the gaps in care quality, health outcomes and financial sustainability.

How scrutiny provided critical friend challenge?

This model of working was challenged by Members, who expressed concern that services were increasingly moving outside of the Borough. However, the benefits and opportunities that the STP could bring were reinforced and, as a result of the item, the Social Care and Health OSC achieved a better strategic understanding of the STP and the principles that it is trying to achieve.

5. NHS consultation

The Health and Social Care Act 2011 provides the Social Care and Health OSC with specific powers and duties in relation to NHS bodies. NHS bodies are required to consult the relevant overview and scrutiny committee on any proposals for substantial variations or developments of health services. Although substantial variation is not defined, a key feature is that there is a major change to services experienced by patients and future patients.

(a) Stroke services

The Committee, at its meeting on 27 February 2018, deemed Walsall CCG's proposals for the reconfiguration of stroke services to be a substantial change to services. The Committee was informed that it was proposed to move hyper-acute stroke services to the Royal Wolverhampton Hospital with the provision of rehabilitation services in Walsall. Whilst the Committee was supportive of the proposals, significant concerns were expressed regarding increased travel times to the Royal Wolverhampton Trust and the provision of community rehabilitation services and associated pathways. Challenge was provided to the CCG in relation to the sustainability of rehabilitation services at Walsall Healthcare Trust.

How scrutiny provided critical friend challenge?

The Committee concluded that the provision of stroke rehabilitation services should be monitored by the Committee in the future to ensure that the service provided was providing the best possible care for Walsall's residents.

(b) Urgent care centre

The Committee deemed Walsall CCG's proposals for the reconfiguration of the urgent care centre to be a substantial change to services. Accordingly, at its meeting on 28 November 2017, the Committee was presented with information in relation to the proposal to redesign the urgent care offer in Walsall. The Committee raised concerns about the re-design of the urgent care offer without there being improved access to primary care appointments in Walsall. This concern was acknowledged by the CCG.

How the Committee enabled the voice and concerns of the public and drove improvement?

Subsequently, the Committee was assured that extended primary care, including evening and weekend appointments, would be available at three hubs located across the Borough that would support the success of the proposals. The Committee urged Walsall CCG to take the views expressed by the public into account when making a decision on the future of urgent care services in Walsall.

Internal focus, all Council services are efficient

1. The creation of two new scrutiny committees

An LGA presentation on improving scrutiny was delivered to the meeting of the Education and Children's Services OSC held on 16 October 2017. During the ensuing discussion, reservations were expressed by some Members that the Committee's work programme currently placed a greater focus on Children's Services than on Education, and that this was reflected in the number of items of business on the agenda at committee meetings. Furthermore, it was deemed that this imbalance could lead to important issues being marginalised or overlooked to the detriment of the Committee and the Council as a whole.

How the Committee drove improvement and carries this out by independent minded councillors?

Members considered and supported a recommendation to the Council for the division of the Education and Children's Services Overview and Scrutiny Committee to create two new scrutiny committees, for Children's Services and for Education respectively. The Council, at its meeting on 21 May 2018, approved amendments to the Council's Constitution and Structure in order to implement this proposal. The newly created Education Overview and Scrutiny Committee held its first meeting on 19 June 2018 and, similarly, the Children's Services Overview and Scrutiny Committee was held on 26 June 2018.

2. Overview and scrutiny models

Following on from the recommendations made by the Education and Children's Services OSC described above, at its meeting on 3 January 2018, the Scrutiny Overview Committee considered a selection of Overview and Scrutiny Committee models that could be implemented locally. This showed evidence of independent minded governors leading and owning the scrutiny process by continuously reviewing their own structures and considering new ways of working.

3. Member development

The Scrutiny Overview Committee meeting on 28 September 2017 considered the draft Member learning and development programme. The importance of development continues to be an important focus of scrutiny and was recognised by Professor Steve Leach in his scrutiny review. The Committee was conscious about creating a culture where Member development was seen as an essential rather than an optional requirement. To this end, it recommended that consideration be given to amending the Member Code of Conduct to place a greater emphasis on Member participation in personal development to assist in driving and leading scrutiny roles.

4. Changes with waste collections

On 7 September 2017, the Corporate and Public Services OSC considered changes to garden waste collections and the options for public consultation following the identification of savings within Clean and Green. The options for twin stream re-cycling, fly tipping prevention and charging proposals were considered. Having regard to the latter, the Committee was informed that the Council was not legally obliged to provide a free garden waste collection service and that other local authorities across the country had implemented chargeable schemes.

How the Committee provided critical friend challenge to executive policy?

The Committee made recommendations to provide challenge to executive policy:

- That the Cabinet explore other ways to achieve savings within the service budget
- That the proposals be delayed to enable the decision to be taken in parallel with potential changes to recycling collections
- That the outsourcing of the service be considered
- That should the proposals be implemented, the chargeable service would only be applicable to the extended service (November to March), and that the existing months (April to October) be provided to all residents at no extra charge

Children have the best possible start and are safe from harm, happy, healthy and learning well

1. Child Sexual Exploitation (CSE)

At its meeting on 9 January 2018, and following on from the work which was carried out during 2016/17, the Education and Children's OSC received an update on the current activities been carried out in Walsall to prevent and protect children and young people from CSE. This included national and regional response activity, together with the locally led responses of the Walsall Safeguarding Children's Board (WSCB). A number of representatives from local partner agencies and organisations attended the meeting:

- West Midlands Police
- Walsall Clinical Commissioning Group (CCG)
- Walsall Healthcare NHS Trust
- Walsall Street Teams

How independent minded councillors drove improvement?

During discussion, the Committee noted the growth in the number of children in the Borough being home educated or receiving private tutoring. Members queried whether there was any inspection for this type of educational provision. It was resolved that a letter be sent on behalf of the Committee to the three Members of Parliament representing the Borough to draw their attention to the lack of robust legislation on elective home education.

2. Working group on the Ofsted Inspection

Following the 2017 Ofsted inspection of services for children in need of help and protection, children looked after and care leavers, the Education and Children's OSC received Ofsted's inspection report at its meeting on 16 October 2017. Members determined that a working group should be established to conduct an in-depth examination of one or more of the twelve Ofsted recommendations and the responses provided by the Children's Services post Ofsted action plan.

How independent minded councillors drove improvement?

The terms of reference being formulated on 20 January 2018 and approved by the Committee on 15 February 2018, the working group undertook reviews of two of the Ofsted recommendations:

- Ensure that thresholds of need are understood and applied at every stage of the child's journey
- Ensure that frontline management oversight of practice improves the quality of decisions and the provision of help to children

The working group gathered evidence and held several meetings, to which representatives from partner organisations and staff from within Children's Services were invited to attend and be interviewed. The working group's findings, conclusions and recommendations were set out in a report that was received by the Committee on 27 March 2018. This report was presented to the Cabinet on 20 June 2018, when the methodology was endorsed and the recommendations approved for implementation.

3. Willenhall E-ACT Academy

In the light of an 'inadequate' outcome of the Ofsted inspection of the Willenhall E-ACT Academy in 2017, an invitation was extended to representatives of E-ACT to attend and provide a report to the meeting of the Education and Children's OSC held on 5 September 2017. In response to a range of questions from Members, assurances that improvements were being made at the Academy were provided by the E-ACT representatives. It was agreed that a further review be undertaken of the Academy's performance later in the municipal year and accordingly, on 27 March 2018, the Committee held its meeting at the Academy. Members received an update on the steps being taken to improve performance and on the issues currently affecting the Willenhall E-ACT Academy.

How the Committee enabled the voice and concerns of the public and drove improvement?

The Committee received update reports from the Chief Executive and senior officers of E-ACT. These presentations and reports included examples of where improvements had been made to address Ofsted's concerns. Members of the public were in attendance at both of the meetings held in 2017/18. The Committee resolved that further monitoring be undertaken, so that E-ACT and the Head teacher of the Academy should be invited to attend a meeting of the Committee during the 2018/19 municipal year.

Communities are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion

1. Selective licensing in Walsall

On 5 March 2018, the Corporate and Public Services OSC considered a call-in of the Cabinet decision made on 14 February 2018 on proposed selective licensing. The Committee invited the following representatives to attend the meeting:

- Richard Hall – Chair of Walsall Landlord Steering Group
- Lyndon Whitehouse – L&A Lettings Limited
- Lesley Williams – Spokesperson on behalf of the Landlords Steering Group

Concerns were raised by these representatives, having regard to the financial and legislative impact of the proposed selective licensing, as it would penalise good landlords without tackling the problems of falling housing standards. The Committee noted that because such schemes had been successful with other local authorities, a 'Walsall approach' on selective licensing was required to reward good landlords.

How the Committee provided critical friend challenge to executive policy?

The Committee recommended that the Cabinet should reconsider the proposals to introduce a selective licensing scheme, and that further consultation be carried out.

2. Engagement with social housing providers

At its meeting on 22 February 2018, the Corporate and Public Services OSC met with social housing providers in Walsall in order to improve engagement and co-operation. The providers in attendance were:

- Walsall Housing Group
- Accord Housing Group
- WATMOS Community Homes
- Housing and Care 21
- Bromford Housing
- Longhurst Group
- Clarion Housing

Each provider addressed the Committee to explain how the following matters were being addressed/ delivered:

- Increased engagement between the Council and housing providers
- The impact of Government policy and of cuts to welfare benefits
- How housing providers served Walsall's residents
- Their future plans or proposals
- The types/causes of homelessness and the support provided to homeless people in the Borough

In providing appropriate challenge to these providers, Members asked questions on issues such as social integration, mental health awareness and on investment in new affordable social housing.

How this item drove improvement?

Members have increased their understanding of the current issues and the challenges being faced by partners within the social housing sector.

Members had the opportunity to outline their own experiences of working with social landlords in Walsall. This enabled providers to respond and outline the steps being taken to make improvements, monitor and embed good practice.

3. Safety of high rise blocks in Walsall

On 27 June 2017, and in response to the tragic incident at Grenfell Tower, the Corporate and Public Services OSC considered an item on the safety of high rise tower blocks. The Committee heard that whilst the Council was no longer directly responsible for managing fire safety in social housing, the Council's Chief Executive had written to all of the registered social landlords in the Borough requesting that they communicate with their tenants about the action taken on safety procedures.

The Committee heard representations from local social housing providers and the West Midlands Fire Service, who gave assurances to the Members in respect of the procedures for fire safety and exterior cladding.

How this item enabled the voice and concerns of the public?

Elected Members and members of the public had raised concerns with the Council and its partners regarding fire safety within the high rise housing blocks in Walsall. Members also raised concerns over the ACM cladding products used in Walsall, and requested that the Council review fire risk assessments. In addition, the Committee resolved that the Council and partners should contribute recommendations to the Public Inquiry on Grenfell Tower.

4. Knife crime in Walsall

Following high profile incidences of crimes committed in the Borough involving knives, at its meeting on 12 April 2018, the Corporate and Public Services OSC considered an item on knife crime in Walsall. The Committee received information on West Midlands Police's current knife crime prevention strategy and Members were informed about the partnership co-ordination being led by the Police to combat knife crime in communities. Also received by the Committee was a presentation on this issue delivered by representatives of the Youth Walsall and Youth Parliament.

How independent minded Councillors drove improvement?

The Committee was updated on the current issues regarding tackling knife crime in Walsall and the national strategies that were in place. Youth Walsall had established a knife awareness campaign to target its activities towards the young people in Walsall's schools. In view of the campaign's proactive approach to young people, it was confirmed by Chief Superintendent Parsons that West Midlands Police would be providing funding for the knife awareness campaign.

The Committee resolved to recommend a knife crime working group for the next municipal year with assistance from partner organisations.

5. Petitions on unauthorised encampments

During the year the Corporate and Public Services OSC heard from local communities and people regarding a range of concerns. A number of high profile petitions were received and considered by the Committee:

- Injunction for Barr Beacon and Doe Bank Park to stop travellers' unauthorised encampments
- Secure our parks and playing fields in Short Heath

How has this item enabled the voice and concerns of the public?

Petitions enable residents and Councillors to present local concerns or issues to the Council for consideration and debate. These petitions were considered by the Committee on 19 October 2017 and 11 January 2018 respectively, and a resolution was made for the Cabinet to consider approving preventative measures at Barr Beacon, Doe Bank Park and Parks and Playing Fields in Short Heath.

6. West Midlands Combined Authority – Land Working Group

At a regional level, the West Midlands Combined Authority (WMCA) has been operating a working group looking at land and housing across the sub-region. The working group is investigating:

- Spatial planning;
- Forthcoming housing development;
- Delivery vehicles required;
- How can homes be built differently to improve supply?

How has this item provided critical friend challenge to executive policy-makers and decision-makers?

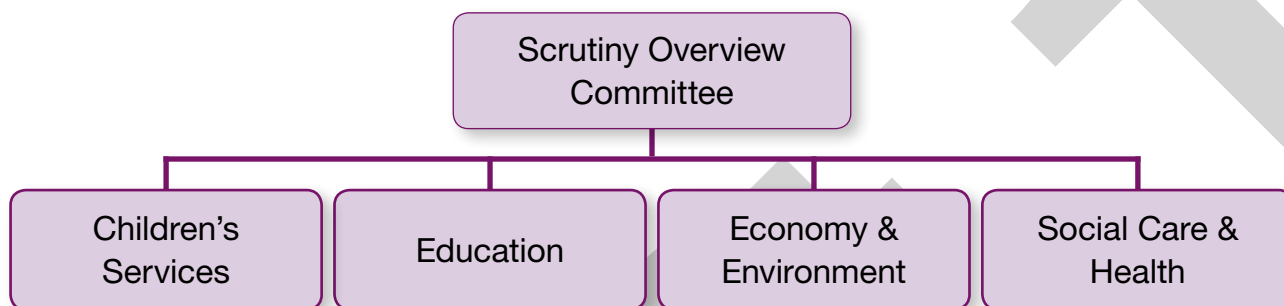
The working group met with the Portfolio Holder for Land and Housing at the WMCA and discussed

- The findings of the Land Commission;
- Governance and delivery structures;
- Challenges with meeting housing targets including skills shortages;
- Site identification and land remediation;
- Housing standards and construction methods;
- Void properties;
- Social housing and alternative providers such as co-operatives;
- Black Country Garden Village.

Further to this Members met with manufacturers of modular homes in the region to learn more about how this construction method could be brought forward to deliver more housing and create new skills.

Looking Forward 2018/19

At Annual Council in May the Overview and Scrutiny Committee structure was refreshed. There are now five Overview and Scrutiny Committees following the revision of the remits of all Committees to enhance the focus on the Corporate Plan. The remit of the former Education and Children's Services Overview and Scrutiny was split to create additional capacity for the scrutiny of education matters. The remit of the former Corporate and Public Services Overview and Scrutiny Committee was split to create a new Economy and Environment Overview and Scrutiny Committee with the remainder of the remit being passed onto the Scrutiny Overview Committee to give it an increased role overseeing council wide issues. The current committee structure is as follows:



a. Scrutiny Overview Committee

The Scrutiny Overview Committee is an overarching body that includes the Chairs of all Overview and Scrutiny Committees. It oversees the corporate plan and council wide transformation and finance as well as the Councils Resources and Transformation Directorate. It is also the Council's nominated crime and disorder committee.

Issues and topics planned to be considered by the Committee during the next year are:

- Corporate plan monitoring
- Financial monitoring – Council-wide and R&T
- Action plan from peer review
- Review the outcome of Council-wide stock take
- Four yearly elections
- Increasing public engagement in the decision making process
- Understanding the appointment of the Mayor/Chair of Council
- Updated O&S guidance
- Partnership Boards – what are they, what do they do, who's on them, how are they accountable?
- Use of consultants, consultancies and agency staff – overview of current situation, how is performance managed, how effective are they?
- Homelessness
- Equalities in the workforce and in services provided to residents
- West Midlands Police Plan 2020
- Business rates retention – impact
- Activity reports from Scrutiny Chairs

b. Children's Services Overview and Scrutiny Committee

The Children's Services Overview and Scrutiny Committee is focussed all aspects and service relating to children and young people (excluding education and learning).

Issues and topics planned to be considered by the Committee during the next year are:

- Children's Services performance scorecard
- Demand Management and Looked After Children
- Exploitation (to include missing children)
- Children's Services Transformation plan
- Child and Adolescent Mental Health
- Statutory reports – annual complaints report, report of Corporate Parenting Board, report of Walsall Safeguarding Children Board
- Member reports on visits to children's homes, new belongings and council4kids
- Youth Justice
- Financial Monitoring

Working group to be established by the Committee:

- Ofsted action plan on recommendations 7 and 9 (including recruitment and retention of social workers)

c. Economy and Environment Overview and Scrutiny Committee

The Economy and Environment Overview and Scrutiny Committee is focussed on all aspects and services relating to the Economy and Environment. It is also the council flood risk management committee.

Issues and topics planned to be considered by the Committee during the next year are:

- Presentation from West Midlands Combined Authority , Local Authority Building Control and West Midlands Rail Executive
- Air pollution and air quality in Walsall
- Transportation links in the Borough – M6 Corridor/Black Country
- Employment, growth and skills
- Markets working group
- Private and rented sector housing and selective licensing working group

d. Education Overview and Scrutiny Committee

The Education Overview and Scrutiny Committee was created to enhance the capacity for scrutiny of education issues for children and young people. Adult education is the responsibility of the Economy and Environment Overview and Scrutiny Committee.

Issues and topics planned to be considered by the Committee during the next year are:

- SEND in Walsall
- New Leaf Inclusion Centre
- Willenhall E-ACT Academy
- The transformation plan
- Educational attainment
- School place/pupil planning
- Access to grammar schools
- Information, Advice and Guidance (IAG) services
- Schools funding and pupil premium
- Teacher supply and recruitment

Working groups to be established by the Committee:

- Pupil exclusions and children not accessing education
- Autism/outreach
- Out-of-Borough schooling

e. Social Care and Health Overview and Scrutiny Committee

The Social Care and Health Overview and Scrutiny Committee is the statutory health scrutiny committee and oversees social care and health matters including the NHS.

Issues and topics planned to be considered by the Committee during the next year are:

- Welfare assistance
- Hospital services and community care
- Partnership Working (Health and Social Care Integration)
- Voluntary Sector and Capacity Building
- Finance (Investment, Better Care Fund and Health Service)
- Mental Health
- A Young People and Social Care Working Group

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Resources and Transformation

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