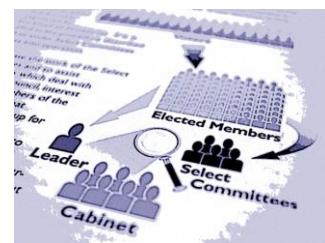

Select Committee Annual Scrutiny Newsletter 2018/19



END OF YEAR 2018/19

SCRUTINY NEWSLETTER

May 2019



This is the end-of-year Scrutiny Newsletter for the year 2018/19. It includes performance information, shares best practice and highlights key aspects of the work of the Council's four select committees, which carry out the scrutiny function. There are links included to enable readers to find further detailed information as required.

Select Committee Annual Survey Results

Select committee members were invited to complete a short questionnaire in March 2019 to give their views on the scrutiny function. 38 completed surveys were returned which is a 60% response rate. This is the same response rate as 2017/18.

The percentages used in the table below are based on the number of respondents, so as the numbers are small, any change in scores can have a fairly significant effect on the percentages and therefore should be treated with some caution.

	2017/18	2018/19
1. The select committee work programme reflects issues of greatest public concern/importance	76%	82%*
2. I have had reasonable opportunity to influence the committee's work	79%*	67%
3. The timing of committee involvement in issues is appropriate	74%*	64%
4. There is adequate input from external witnesses into the scrutiny process	57%	62%*
5. The agenda papers provided for meetings met my needs	76%	73%
6. Select committees are able to influence decisions appropriately	47%	34%
7. There are clear, measurable outcomes from the scrutiny process	57%*	46%
8. The committee has had the opportunity to input into policy development	55%*	49%
9. Overall, scrutiny undertaken by the committee has been effective	58%	67%*
10. I have been able to commit the necessary time to undertake my role	92%	92%*
11. There is good support from Democratic Services support staff	97%	92%

	2017-18	2018-19
12. The Scrutiny newsletter produced by Performance and Finance Select Committee provides useful information	57%*	71%*
13. The Members' Guide to Scrutiny (provided in Summer 2013 and available on The Mine) provides useful information	59%*	62%*

*Shows an increase or static rating from 2017/18

The survey asked members to rate statements about scrutiny in 2018-19. The feedback shows that six areas improved their scores in 2018/19 whilst seven decreased. There is greater satisfaction that the scrutiny work programme reflects issues of greatest public concern/importance, that there is adequate input from external witnesses and that overall scrutiny has been effective. However, there is lower satisfaction in relation to the influence that scrutiny has, the timing of issues and clear scrutiny outcomes. The results of the survey will help to focus the development of scrutiny in the future. Individual Business Planning Groups (BPGs) will review the full survey results to identify any specific committee development issues to address in the future. The Performance and Finance Select Committee (PFSC) has a role in the overview and development of scrutiny and it will review the survey results and identify any areas to develop over the next year.

The survey also included a set of questions specifically in relation to scrutiny of the budget during 2018/19. The results are shown in the table below, which shows that satisfaction with the process has declined this year. This is disappointing as the process was changed during the year to improve the scrutiny of specific savings decisions, but perhaps reflects the challenging nature of the budget and savings programme. PFSC members have already requested that earlier notice and clearer communication of the budget process takes place for the 2019/20 process.

	2017/18	2018/19
I have had reasonable opportunity to influence the development of the County Council's budget.	40%	34%
The timing of scrutiny of the budget was appropriate.	63%	38%
The supporting papers met my needs.	67%	57%
Overall, scrutiny input into the budget process was effective.	45%	27%

- **CYPSSC** = Children and Young People's Services Select Committee
- **ECFSC** = Environment, Communities and Fire Select Committee
- **HASC** = Health and Adult Social Care Select Committee
- **PFSC** = Performance and Finance Select Committee

Performance Monitoring

In order to assess the effectiveness of scrutiny, performance is monitored on an annual basis. Performance indicators have been established as part of the business planning and scrutiny review process. Table A below shows the full year performance figures for select committees. Further information on issues scrutinised are set out later in this newsletter.

	CYPSSC	ECFSC	HASC	PFSC
Number of recommendations				
• Accepted	11	27	14	30
• Declined	0	3	0	0
• Awaiting a response	0	3	6	8
• No response required	3	14	16	14
Number of call-in requests	0	6	3	0
Number of call-in requests accepted (and considered by a select committee)	0	3	0	0
Number of external witnesses	3	8	15	1
Number of public attending meetings (includes members of the public, press and other interested officers and members)	31	67	53	38
Number of select committee meetings webcast	0	6	4	0
Total number of live and archive* views		252 565	158 375	
Member attendance at meetings	87%	77%	80%	82%

* Archive figures as at May 2019.

Developments during 2018/19

The areas for development which were identified in last years' annual newsletter have largely been addressed. These include:-

- **Budget** – as a result of the member concerns raised in 2017/18 the budget process was amended during 2018/19 so that strategic savings decisions were taken and previewed by scrutiny committees ahead of February County Council. The member day in January was also extended to allow a greater explanation of the issues to be outlined and more time given for member questions. The January meeting of PFSC was also a one item agenda to allow members to scrutinise the budget papers in depth. However, the survey responses show that there are still issues to be addressed in terms of scrutiny input into the budget programme. Comments from members included the need for earlier engagement and better communication of the process. PFSC members have requested earlier notice of the process for 2019/20 and clearer communication so all members understand how and when they can input. A report is expected at the May PFSC meeting explaining the process to be followed and enabling members to raise questions early in the process.
- **Meetings** – members felt that meeting agendas were too long and that not enough time was allowed to scrutinise some items. It can be difficult to ensure agendas are balanced, given the significant amount of business covered during 2018/19. Extra meetings had to be timetabled to ensure

all priority areas were scrutinised, for example HASC had an extra meeting in December to scrutinise the strategic budget decisions and ECFSC held three extra meetings to cover items which were time critical and priorities for review. New video-conferencing equipment is now being used for informal meetings, to help members avoid additional travel time.

- **Papers** – members requested that papers clearly set out the key issues for scrutiny. This has been achieved through the inclusion of a ‘Focus for scrutiny’ section in reports which clearly sets out what the committee should be concentrating on. Pre-decision scrutiny reports have also been changed so that the draft decision report is presented to the committee with a short covering report attached explaining the focus for scrutiny. This means officers only have to produce one report in the governance process which contains all the information for the decision to be taken.
- **Evidence** on how scrutiny has made a difference – this has not been developed fully as yet. The first step will be to clearly identify the objectives, key outcomes, timescales and results of scrutiny. This will be considered further during 2019/20 when the new national guidance for scrutiny committees has been published.
- **Mod.Gov** – in 2018/19 a new IT system was successfully introduced within Democratic Services which manages the whole democratic process, including the publication of agendas and committee information. In future it is envisaged that members will be able to use the system to view papers on their IT devices rather than producing paper copies. The system is able to link all member engagement related to an issue together so that the journey through the democratic process is more clear.

What has worked well

- **Members' comments** received through the annual scrutiny survey include:-
 - Lots of scrutiny done with recommendations
 - Papers are generally clear and with enough detail to enable discussion
 - Scrutiny of Fire Service savings was an item where I felt that the scrutiny committee was listened to and recommendations acted upon
 - Input from members to influence decision-making
 - Some challenging and meaningful scrutiny has been undertaken
 - Good input from external witnesses
- HASC was selected to take part in a **national project** led by the Centre for Public Scrutiny (CfPS) regarding the scrutiny of sexual health services. This gave the opportunity for HASC to approach the item in a different way and to be part of scrutiny at a national level. Officers worked with a consultant from the CfPS to organise an enquiry day in November 2019, which involved a wide range of expert witnesses. The inquiry day was well received, with all committee members having the opportunity to take an active role in the scrutiny session. As a result, the Chairman was invited to a national roundtable discussion in London, followed by two workshops in Bristol and

London, where the Chairman and Democratic Services Senior Advisor presented a summary of the day and the subsequent learning to other elected members, scrutiny officers and sexual health commissioners across the south of England. This work will be part of a '10 questions scrutiny committees should ask' document and published on the CfPS website.

- Recognising the demands on the HASC work programme and to ensure that items on the HASC agenda are outcome focused scrutiny rather than for information, members of the committee were invited to two **informal briefing sessions** following formal meetings. These briefings were from colleagues in the Clinical Commissioning Groups (CCGs) regarding the CCG step up/step down (intermediate care) programme, including the clinical case for change and the local urgent care transformation work (including urgent treatment centres and NHS 111). This allowed members to keep abreast of developments whilst maintaining an outcome-focused agenda.
- The reporting format for **pre-decision scrutiny** has been streamlined to ensure members have all the information relevant to the decision and are able to have a clear focus for scrutiny.
- More **young people** have been engaged in scrutiny during the year, with regular attendance at CYPSSC by the Youth Cabinet. Two representatives from the Youth Cabinet also attended the PFSC in October when the Council's financial challenges were being reviewed. The Youth Cabinet has also been engaged in the scrutiny of specific items, such as the School Effectiveness Strategy. There are plans for further engagement, for example young people 'taking over' CYPSSC for one meeting.
- A new **School Governor** has been recruited to the CYPSSC, which has ensured that the voice of schools is central to all discussions. Recruitment to a second post is ongoing.
- In 2018/19 a greater number of decisions were called-in and reviewed by select committees than in previous years. Nine **call-in requests** were received with three being heard at a committee. These were largely around the strategic savings decisions. This highlights the governance process in action and highlights the important role played by scrutiny.

➤ **External input into scrutiny**

- Through the survey members commented on the timely and useful input of external witnesses.
- A total number of 27 **external witnesses** contributed to formal select committee meetings during the year. These include representatives from Capita, staff unions, various district and borough council partners, Southern Water, representatives from West Sussex housing providers, Citizens' Advice Bureau, headteachers, Sussex Police, the Probation Service, Adult Social Care service users and Chairmen of Safeguarding Boards. External input from such witnesses can provide valuable evidence for the scrutiny process, enabling service user/customer views

to be heard, and providing additional information that would not otherwise have been heard.

- The external witnesses recorded do not include NHS organisations scrutinised by HASC, for example representatives from clinical commissioning groups across the wider Sussex area, local hospital trusts, ambulance service, NHS England South East, although many of these organisations have provided evidence to the scrutiny process.
- Both HASC and CYPSSC have **co-opted members**, bringing valuable experience and knowledge into the scrutiny process. HASC has representation from [Healthwatch West Sussex](#), the consumer champion for health and social care, as well as from all seven district and borough councils; and CYPSSC membership includes two parent governors and two Diocesan representatives (Church of England and Roman Catholic).
- Following a meeting of HASC which considered the future of adult social care in-house provision, a representative from the service users and their families who attended wrote to say, 'very many thanks for your support in accommodating us last Friday both outside and inside County Hall. It all went smoothly from our perspective and parents and family supporters there were very appreciative of your help. Several parents have expressed to me their appreciation of the questions put by councillors and that they felt their concerns were understood and, in many instances, shared. So a positive experience for them of the scrutiny process. Thank you'.

Areas to Develop

The following areas to develop have been identified through the annual scrutiny survey and from feedback received during the year. These will be considered by select committee chairmen and individual BPGs.

- Evidencing the **impact and outcomes** from scrutiny, particularly in terms of input into the decision-making process. Comments from the scrutiny survey highlighted a number of issues, including the need for earlier engagement, the ability of scrutiny to input into and influence decisions and how Cabinet Members engage with the scrutiny process.
- **Improving scrutiny input into the Budget process** – feedback from members suggests a need for earlier involvement in the budget process and also for better communications on the process and timeline to be followed.
- Request that **papers** are produced on time for meetings to allow members sufficient time to review them ahead of the meeting.
- **Sufficient notice** needs to be given of issues/decisions to enable effective scrutiny to take place.
- More **evidence/input from external witnesses** is needed.

Overview of Select Committees – key issues scrutinised

Children and Young People's Services Select Committee (CYPSSC)

2018/19 Chairman – Michael Cloake

<u>Private Fostering</u>	The Committee supported the approach undertaken to influence awareness raising and asked for a briefing to be provided to all members on this issue.
<u>IPEH</u> (Integrated Prevention and Earliest Help)	Members reviewed progress of implementation of the new service model. Following on from that, and a reduction in government funding for the Troubled Families Initiative the Committee reviewed the IPEH service to understand the impact of this loss of funds. Members expressed concern, but supported the proposals subject to appropriate contingency arrangements, for example to ensure no children and young people currently on schemes would be affected.
<u>School Effectiveness Strategy</u>	The report outlined key headlines in terms of outcomes from inspections by Ofsted and pupil performance data. It also set out the key aims and objectives for organisation and improvement in the new School Effectiveness Strategy. Members supported the Strategy, and encouraged the Council to explore federation in schools where appropriate, and well as increasing outcomes for children and young people. The Committee will be how it can engage better with Headteachers around school improvements.
<u>WSSCB Annual Report</u>	The Committee endorsed the report and asked for future reports to list of achievements against previous recommendations. Members asked a series of questions regarding the identification of neglect, staff training and the risk and harm of social media. The Committee also considered a report by the Independent Chair of the West Sussex Safeguarding Children Board which outlined the work of the WSSCB as a statutory body. Members heard that in mid-2019, a new Local Safeguarding Children Partnership will replace the current WSSCB model.
<u>Children's Homes</u>	Following an Ofsted inspection and subsequent closure of a home, the Committee requested an update on children's homes and the actions being taken to improve the quality and safety of provision. The investment required in order to continue to improve the capacity and capability of the workforce and to ensure the buildings infrastructure is fit for purpose was highlighted. Members of the Corporate Parenting Panel were invited to join the meeting, along with the local members for the affected homes. Members were satisfied with the work being undertaken, and made a series of

	recommendations, specifically concerning communication and facilities management. It was also recommended for the BPG to continue to monitor this item at each meeting.
<u>Creating a Sustainable Workforce</u>	The Committee considered to what extent the Council and other agencies were maximising the opportunities to attract, recruit, retain and develop professionals into social care and education careers. It heard from two witnesses (an Educational Psychologist and headteacher) in order to gather more information about the challenges in this area. Members raised concerns with social worker workloads and staff wellbeing across both areas. The Committee made recommendations in order to assist this process, specifically concerning receiving information on why teachers leave the profession.
<u>Provision of accommodation for care leavers</u>	A proposal was brought to members that had been developed to provide accommodation to support these Children Looked After to move towards independence in adult life. Members supported the proposal, which aims to purchase around 20 supported and training accommodation units for these young people to take their final steps from local authority care towards independent living.
<u>Demand and Capacity in Children's Social Care</u>	The Committee received an update on demand and capacity in children's social care which provided a comparative picture of the current situation. Members acknowledged the update and commended recent improvements. A full item on this topic is due to be brought to the Committee in March 2019.
<u>Review of Special Educational Needs and Disabilities (SEND) and Special Support Centres (SSCs)</u>	The Committee considered a proposal to develop additional Special Support Centres (SSCs), in order to enable children with Special Educational Needs and Disabilities (SEND) to attend school locally. Members welcomed the proposal to increase the number of SSCs in mainstream schools and made a series of recommendations to support the proposal, including the investigation of therapeutic training available, and asked for an update to be brought back to the Committee.
<u>Outcome of School Funding review 2019/20 consultation</u>	The Committee considered a report which outlined the potential changes to mainstream school funding in 2019/20 in West Sussex. It considered a series of options, and agreed to support the report's recommendation to the Cabinet Member to the distribution of school funding for 2019/20.

Environment, Communities and Fire Select Committee (ECFSC)

2018/19 Chairman – Andrew Barrett-Miles

A27 Chichester	Building on the work of the Build a Better A27 (BABA27) initiative, the Committee previewed the Cabinet Member's proposal to declare a preferred option for RIS2 , and a reasonable alternative. Six local members addressed the Committee for five minutes at the outset of the session. The Committee recognised how the issue had polarised the local community, and how the BABA27 had helped build a community consensus. Members deliberated the advantages and disadvantages of the three options, before supporting the proposal to prefer the mitigated northern route.
Bus Strategy and Subsidies	The Committee was engaged at several points in this work, firstly as part of the public consultation, focusing on the vision and the ambitions.
Fire and Rescue Service – IRMP	The Committee scrutinised the draft Integrated Risk Management Plan, following public consultation. Representatives of two of the main fire service unions attended to give evidence. Members' main area of concern was any future reduction in crewing numbers, and reassurances were received on how any such change would be agreed and processed. Members subsequently looked at the action plans arising from the IRMP, highlighting the strands of most interest and establishing a task and finish group (TFG) to look at recruitment and retention in the retained service and emergency response standards.
Infrastructure Planning	The Committee took a wide-ranging look at how the infrastructure required to support housing development in West Sussex would be delivered. Evidence was heard from Southern Water, the Environment Agency and Horsham District Council, who spoke about their respective roles. Flooding and drainage were main issues of concern. Members also learned that, despite working closely with CIL (Community Infrastructure Levy) authorities, WSCC had yet to receive any CIL funding.
Highways Maintenance Contract	The Committee received frequent updates on the status of the Highways Maintenance Contract reprocurement. Members sought reassurance over programme governance, and whether the authority had sufficient in-house expertise to successfully undertake the procurement.
Littlehampton to Bognor Regis Cyclepath	The Committee considered what could be learned following implementation of the scheme, which was in part funded with Local Enterprise Partnership money. The scheme

	overran its budget by £1.2m, which the County Council had to fund. As well as probing how cost-estimating skills had been strengthened to avoid such overspends in future, the Committee was also concerned by evidence from the local member on the disruption caused by the construction work, and how this could be avoided in future through better planning and communication. The Cabinet Member was happy to take these suggestions on board for future projects.
Gatwick Airport Draft Masterplan – Consultation Response	The Committee heard evidence from a local member to help inform its view of the draft Masterplan. An option to bring the standby runway into more routine use was deemed a second runway 'by stealth'. General concerns included a lack of detail in the consultation papers, and the impact of additional surface transport and a larger workforce on the local infrastructure.
On-Street Parking to Support Traffic Management	The Committee heard proposals to implement on-street parking proposals across the major towns, following road space audits. The proposal included a change to the existing system, with responsibility for decision-making on these road space audits moving away from County Local Committees (CLCs) and to the Cabinet Member, albeit in consultation with CLCs. Members were very concerned by a perceived loss of local democracy, and recommended that the decision was not supported.
Fire and Rescue Service Operations and Public Protection Savings Proposals	The Committee scrutinised proposals that would see the cessation of various Fire and Rescue Service public awareness schemes and a restructure of the Resilience and Emergencies Team. The Committee heard evidence from one of the main trade unions and was concerned by the potential loss of valued public services such as Safe Drive, Stay Alive, Firebreak and safety checks for electric blankets. Key risks highlighted included the impact on resident safety, reputational damage, and whether the loss of the services would leave the Service more vulnerable to takeover by the Police and Crime Commissioner. The Committee recommended the proposals be abandoned, or at least postponed until the publication of the upcoming report of an inspection into the Fire and Rescue Service. Following the meeting, the Cabinet Member announced that the savings would be removed from the 2019/20 budget.
Reduction to the Community Initiative Fund (CIF) Budget	A proposal to reduce the CIF from £280k to £140k was previewed. CIF is operated through a crowdfunding approach and members raised concerns about the application and questioned whether a reduction in CIF might erode the ability of CLCs to have a positive impact on communities. The Cabinet Member subsequently agreed to

	part of the Committee's recommendation, and deferred her decision until after a review of CLCs, due to be carried out later in 2019.
Call-ins	<p>The Committee previewed three decisions which had been successfully 'called-in' by members for scrutiny.</p> <ul style="list-style-type: none"> • Revisions to Recycling Credit Payments: Evidence reviewed included written submissions from the district and borough councils. The Committee raised concerns about the risk of legal challenge, and the impact on the relationships with Council's partners. Members were reassured that the new model would involve performance-related funding, and would encourage more innovative approaches. Following a vote, the proposed decision was supported, with the proviso that the legal advice be shared with district and borough councils. • Highways Maintenance Term Contract: The Committee took the opportunity to consider the options appraisal, and well as preview the procurement key decision. Members queried whether the authority had the resources to manage multiple contractors, and how the £1.5m p.a. savings were foreseen to be made. The proposed decision was supported. • A29 Realignment Scheme: Scrutiny focused on cost control, the robustness of the business case, and the adequacy of the evidence around the forecast need for the road. Members were also concerned with the quality of the public consultation. While supporting the need for the scheme in principle, recommended that the scheme be withdrawn and no further action taken in respect of the proposals until the public consultation had concluded. The Cabinet Member decided to implement his decision without amendment.

Health and Adult Social Care Select Committee (HASC)

2018/19 Chairman – Bryan Turner

Adults In-House Social Care Services 'Choices for the Future'	The Committee considered proposals for the future model and configuration of Adults In House social care provision in West Sussex twice during the year. From its initial consideration, the Committee informed the Cabinet Member for Adults and Health that members recognised that closing facilities would always be an unpopular choice but could be managed by maintaining and valuing existing relationships with service users, carers and staff. The Committee asked for an assurance
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	<p>that necessary services would continue to be provided for those residents that require them and that any impact regarding transport mitigated appropriately, and that when mixing user groups, detailed planning to cater for different needs, the provision of any specialist equipment and access to suitable available space, with appropriately trained staff will be provided and that the necessary management of sharing space and transport is undertaken.</p> <p>Members had the opportunity to consider proposals for a second time due a delay in the Cabinet Member's decision, focusing on first year proposals regarding Glen Vue in East Grinstead and Maidenbower in Crawley, as well as the proposal to merge the Wrenford Centre in Chichester with the Chestnuts in Bognor Regis and Judith Adams in Chichester. The meeting was attended by a significant number of Wrenford Centre service users and their families. The Committee will receive yearly updates, over the course of the five-year programme to monitor transition including feedback from service users affected by the changes.</p>
<u>Improved Better Care Fund</u>	<p>Improved Better Care (iBCF) funding was announced in the spring Budget of 2017 in recognition of the increasing financial pressures that local authorities are facing. It was determined by the Government that it should be used to help meet adult social care needs, reducing pressure on the NHS and to support the social care market. The Committee, having considered how funds had been allocated in 2017/18, agreed the outcomes and intended use of the funding as set out in the grant conditions had been achieved.</p>
Strategic Budget Options 2019/20: Housing Related Support Local Assistance Network Minimum Income Guarantee	<p>The Committee had the opportunity to carry out decision preview of three significant budget savings options, including the review of the County Council's investment in housing related support contracts, the Local Assistance Network (LAN), and the Minimum Income Guarantee, or MIG (the level of support the County Council provides to people receiving local authority-arranged care and support, other than in a care home, to retain a certain level of income to cover their living costs).</p> <p>The Committee met at the start of the consultation process and asked that all service users likely to be impacted have the opportunity to be consulted and that the HASC be able to consider the proposals again following the period of consultation, with evidence from a range of external stakeholders. The Committee was keen to ensure that the Council sought proper evidence from service users, highlighting the importance of advocacy within the consultation on the MIG and the need for real evidence from real people.</p>

	<p>Invitations to the second meeting of the Committee were extended to the CYPSSC and the Chairman of the Corporate Parenting Panel to take into account any cross-cutting issues. Evidence was received from the coalition of housing providers, district and borough councils, the Citizens Advice Bureau, Clinical Commissioning Groups, Sussex Police and the Probation Service, including the voice of the service user regarding the MIG. There was a wide ranging debate and the Committee resolved to ask the Cabinet Member for Adults and Health to have a moratorium of up to twelve months to have the best chance to remodel and preserve services and not reduce funding in 2019/20 in regard to both housing related support and the LAN. Members also supported the creation of an officer working group to focus on homelessness with representatives from the County Council and district/borough councils. In relation to the MIG the Committee asked for the Cabinet's assurance that the financial assessment service will be reviewed in response to comments received throughout the consultation and that work will continue with local businesses to improve job opportunities for working age adults with learning disabilities. It also asked that if the proposal was taken forward that consideration be given to a transition period for existing claimants and continues to lobby government regarding future funding for adult social care.</p>
Bailey Unit - Midhurst Community Hospital	<p>The NHS is required to consult HASC (as the health scrutiny committee) on any proposed closure or reconfiguration of health services within West Sussex. In September HASC had the opportunity to question representatives from Sussex Community NHS Foundation Trust and Coastal West Sussex Clinical Commissioning Group regarding the indefinite closure of the Bailey Unit at Midhurst Community Hospital. Whilst the Committee understood the rationale behind the closure, it was not completely assured that the plans in place will meet residents' and agreed it wishes to consider the outcome of those plans for community provision as they develop.</p>
Adult Social Care Improvement Programme	<p>The Committee supported the Adult Social Care three-year improvement plan underpinned by the vision and strategy following a Local Government Association Adults Services Peer Review. It emphasised the importance of resourcing this project appropriately and pursuing joint commissioning as part of health and social care integration. Members asked that an emphasis was placed on preventing social isolation and the importance of social prescribing projects. The Committee has also reviewed performance against this plan, including backlog data, details of the outcome on the innovation site pilot and recruitment and retention of adult social care workers. It suggested that some of the targets should be reviewed and that the Committee would continue to monitor Adult Services performance data at future meetings.</p>

<u>Relocation of the Special Care Dental Service at Littlehampton Health Centre</u>	HASC questioned representatives from Sussex Community NHS Foundation Trust regarding the proposed relocation of the Special Care Dental Service. The Committee understood the rationale for the relocation but asked that consideration be given to making this a temporary measure until further work is done on utilising the proposed community hub in Littlehampton, putting emphasis on partners in the public sector to work together and that this should be done at pace.
<u>Safeguarding Adults Board Annual Report</u>	In its annual review of the Safeguarding Adults Board Annual Report the Committee was encouraged by the work done by the Board and its plans for the year ahead. It asked the County Council to ensure that policies and procedures contain details of recognising the signs of 'cuckooing' and for the continuation of work to raise awareness of safeguarding reporting mechanisms.
<u>South East Coast Ambulance (SECAmb) Service NHS Foundation Trust Update</u>	Following the dissolution of the regional SECAmb overview and scrutiny working group which had been holding SECAmb to account after its poor CQC review, the Committee had the opportunity to question SECAmb officers on plans to move out of special measures. The Committee welcomed the update but requested that performance data be broken down further within clinical commissioning group areas and that this be provided to the Committee with any accompanying explanatory information. Members had significant concerns about performance in rural parts of West Sussex and asked for further information on several issues including initiatives for responses to falls and mental health cases. SECAmb will attend a meeting of the HASC again in 2019/20.
<u>West Sussex Joint Health and Wellbeing Board Strategy</u>	As part of the Health and Wellbeing Board's consultation on its new strategy the Committee considered the strategy and made a number of recommendations, including that: sugar reduction be emphasised with action plans across the strategy; more reference to children's mental health; action plans be included for those with long-term conditions who do not feel supported; other addictions, including gambling, be included; and more on the benefits of walking and cycling. All members recognised the significant amount of work that had gone in to producing the strategy.
<u>Dementia Framework West Sussex 2014-19 - Review & Refresh</u>	As part of the review and refresh of the Dementia Framework 2014-19 the Committee looked at what developments had been made because of the framework and what the priorities were moving forward. It made some initial comments emphasising the importance of a timely diagnosis and investment in keeping people healthy as a preventative measure for dementia considering the reduction in the public health grant and that this be shared with the Health & Wellbeing Board. The Committee will consider the full review and refresh later in 2019/20.

<u>Radiotherapy services: New Service Specifications and implications for West Sussex provision</u>	Following a national consultation of the provision of radiotherapy services the Committee considered what the outcome would be for residents in West Sussex. Members were able to question officers from NHS England South East and the Surrey & Sussex Cancer Alliance. There was consensus that radiotherapy provision should be sited at St Richard's Hospital, Chichester and it was agreed that the Chairman would write to local NHS trusts to ensure that a business case is drafted as a matter of urgency and submitted to NHS England South East.
Brighton & Sussex University Hospitals NHS Trust Working Group	Following the Care Quality Commission (CQC) inspection report which placed the Brighton and Sussex University Hospitals NHS Trust (BSUH) in special measures in 2016, the Committee has continued to receive a progress report from the joint task and finish group which had been set up with East Sussex County Council and Brighton & Hove City Council health scrutiny committees, to carry out ongoing scrutiny of the Trust's response to its CQC inspection. This had provided a co-ordinated approach, avoiding potential duplication of scrutiny across the region. In January 2019 it was announced that the Trust had received a Good rating following its most recent CQC inspection.

[Performance and Finance Select Committee \(PFSC\)](#)

2018/19 Chairman – Pieter Montyn

Revenue and Capital Budget 2018/19	<p>PFSC has an over-arching role in relation to the scrutiny and monitoring of the budget. It undertakes this role in a number of ways; through support of all-member sessions, updates at BPG meetings, formal scrutiny and input at Cabinet and County Council.</p> <p>During 2018/19 the Medium Term Financial Strategy was scrutinised at two formal select committees (October and November). All members were invited to attend the October meeting to ask questions. The October meeting also received the results of the What Matters to You? survey which provides important information on resident priorities in relation to the financial challenges faced by the Council. Members made suggestions on how the survey could be improved in the future and requested member involvement through a TFG to develop the next survey.</p> <p>The full budget was the subject of a Member Day and a one-item select committee meeting in January 2019. All Cabinet Members and the Executive Leadership Team were invited to attend the January PFSC meeting to answer the wide-ranging</p>
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	<p>member questions. This ensured scrutiny members received an immediate and fully informed answer to the questions being raised. Feedback from this meeting was presented by the committee Chairman at the Cabinet meeting in January which approves the budget for presentation to County Council in February.</p>
Total Performance Monitor (TPM) – finance, performance and workforce	<p>Once the budget is agreed it is monitored by the Committee through the Total Performance Monitor (TPM) report. This has changed during 2018/19 as a result of TFG recommendations in relation to the TPM reporting process. PFSC now receives a more in-depth quarterly report rather than a monthly report at every committee meeting. The quarterly reports contain more performance and workforce data to enable members to have better over-sight of these areas. Members have also requested that more information is provided in relation to the Transformation Programme (Whole Council Design); this is now provided within the TPM on a six-monthly basis. A member day was organised at the request of the PFSC BPG in order for all members to better understand the transformation programme that is taking place.</p> <p>Monitoring the finance and performance position of the Council is an important role for PFSC as it identifies areas that require more in-depth review or understanding. Issues identified as part of this scrutiny, and referred to a service select committee for further review include; school transport, highways grant spending, CAMHS assessments, school improvement targets, residential placements in both Adults' and Children's services, the performance targets within the Best Start of Life portfolio area and grant funding information. The referral of items between committees ensures that duplication is avoided and the highest priority areas are reviewed.</p> <p>In 2018/19 the scrutiny of performance has improved through officers providing a 'deep dive' look into specific indicators. This has worked well in identifying priority areas for members to review. For example, in March 2019, officers from the Insight Team provided extra information in relation to the performance indicators around the economy of West Sussex. This resulted in a thorough debate around the issues and members recognised the need to improve infrastructure and education across the whole county and particularly in the south-west region. A review was also requested into why some businesses fail to succeed in West Sussex and whether best practice can be shared with businesses to further improve the West Sussex economy.</p>
Capital Programme	An important part of budget scrutiny also involves the monitoring of the capital programme. A quarterly report is presented to the committee alongside the quarterly TPM report

	<p>to enable members to see the overall performance and financial position. The capital programme performance report contains details of the capital projects that are in the pipeline and identifies any projects that are facing issues. The report also contains information in relation to project benefits. Members of the Committee have taken a keen interest in the capital programme and have requested further information to support the summary report presented to the committee. This information is now included on the Members' Information Network (internal information network) on a quarterly basis to support the Committee report.</p>
Treasury Management	<p>PFSCs role includes scrutiny of Treasury Management. In 2018/19 the committee was asked to scrutinise the Annual Report for the first time. This was a change to the review of Treasury Management as the Annual Report has historically been presented to full Council. The change was made to enable members to more fully review Treasury Management performance. In 2018/19 the Committee also scrutinised the Mid-year review report to track performance through the year and ensure the Strategy was being followed. The Treasury Management Strategy for 2019/20 was scrutinised as part of the full budget papers in January 2019.</p>
Pensions	<p>The remit of PFSC also includes review of the performance of the pension scheme. In order to carry out this role effectively and efficiently and to avoid duplication it was agreed a number of years ago that members of PFSC would be invited to attend the Pensions AGM held in July each year. This means members of PFSC are able to ask questions directly to the fund managers and means officers do not need to present a report to two different member meetings. In 2018 three PFSC members attended the AGM and took part in the discussions.</p>
Procurement and Contract Arrangements	<p>During 2018/19 PFSC received the TFG report in relation to Contract Management. The TFG was requested due to concerns raised by members about how effective and consistent contract management processes were across the Council. The report contained a number of recommendations to improve the processes around contract management. The Cabinet Member for Finance and Resources accepted the recommendations and work has been ongoing over the year to action these.</p> <p>Other reports received in relation to contracts or procurement arrangements include pre-decision scrutiny in relation to the transfer of Pensions Administration to Hampshire County Council and the annual review of the Support Services Outsourcing (SSO) contract with Capita. After a vote in which two members recorded their abstentions the Committee supported the move of Pensions Administration to Hampshire</p>

	<p>County Council. Members sought reassurance as to how poor performance of administration would be improved and recognised that the Pensions Panel would monitor performance.</p> <p>Officer representatives from both the County Council and Capita attended the meeting in March 2019 to answer member questions in relation to the performance of the SSO contract. Members were generally satisfied with performance but raised concerns around the customer satisfaction scores, particularly in relation to the service provided to schools. Officers are aware of the issues and are putting in place changes to improve processes around the services offered.</p>
PropCo	<p>Following two confidential briefings on a PropCo development the committee recommended that the PropCo Policy be fully reviewed including lessons learned, and a report is expected in spring 2019.</p> <p>Scrutiny of PropCo developments has highlighted how the Committee could work flexibly in terms of how it reviews and reacts to emerging priority issues and the need for fully and timely information to be provided to the Committee to ensure full scrutiny of issues can take place effectively.</p>
Property related items	<p>The Committee scrutinised a number of property related decisions during 2018/19.</p> <p><u>Asset Policy and Strategy</u> – preview of a decision in relation to a new policy and strategy to manage the County Council's assets (land and buildings). These were developed to set out the objectives and principles that will guide the Council's approach to its property estate (excluding highways). The Committee supported the finalisation of the policy and strategy. As part of the discussion the Committee recommended that local members be kept fully informed of property developments within their areas, that property decisions are open to scrutiny when appropriate and that the Council considers the sharing of assets through the One Public Estate programme.</p> <p><u>Horsham Enterprise Park</u> (former Novartis site) – the Committee received a confidential report on the progress of the project and provided comments for the Leader and officers to consider ahead of an outline planning application being submitted. A project Business Case is expected to be presented to the July 2019 meeting of PFSC and members from ECFSC will be invited to attend the meeting to scrutinise the economy related issues.</p> <p><u>One Public Estate</u> (OPE) – the committee was updated on the progress of this programme. Members supported the</p>

	<p>programme but were concerned about the slow progress and NHS commitment to some of the projects which were being developed. A decision was recently taken to progress the Highwood (Horsham) Blue Light centre. Due to the timing of the decision full scrutiny was not able to take place, however to ensure the wider membership reviewed the decision before it was taken, the Chairman agreed that a draft report be reviewed at the PFSC Business Planning Group meeting. The BPG supported the decision and requested that the full business case is scrutinised by the committee in late 2019. A summary of the discussion was reported to the committee in March 2019, highlighting how the committee can work flexibly to ensure decisions are not slowed down as a result of the governance process.</p>
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Joint Scrutiny

[Joint scrutiny arrangements](#) were established across West Sussex in 2010/11 to enable the County and district/borough councils to work together to scrutinise specific topics of common interest.

The Joint Scrutiny Steering Group oversees these arrangements and is made up of all the select committee chairmen for the County and district/borough councils. The arrangements were reviewed during 2018/19 to ensure they are still fit for purpose. This has led to the protocol and arrangements being combined into one document and updated to correctly reflect the processes followed. The new arrangements were approved by the Joint Scrutiny Steering Group (JSSG) in November 2018. Members identified a review of the implications of the new Homelessness Reduction Act as a possible topic for future joint scrutiny. Following further investigation by officers it was advised that joint strategic work is already taking place across the county and a summary of actions being taken was circulated to members of the Group. Members have therefore agreed that a TFG is not required at this time. This highlights the role that officers have in ensuring that the highest priority issues are reviewed whilst also ensuring that duplication does not exist.

The Chairman of HASC attended the Adur and Worthing Overview and Scrutiny Committee to discuss the work of HASC and answer questions raised by the District/Borough Councillors.

Task and Finish Groups (TFGs)

Select Committees can establish TFGs to look at a specific issue in more detail. All TFGs are monitored by PFSC in its over-arching monitoring role to ensure the highest priority areas are scrutinised. The latest monitor can be found [here](#) which gives details of each TFG and progress to date. One TFG has completed its work during the year, Contract Management (PFSC). This TFG will reconvene in Autumn 2019 to review the progress of recommendations, review how the Social Value Act has been embedded in the organization and how governance processes are followed.

2019/20 meeting dates

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
CYPSSC		15	19			11	23			9		4
ECFSC		9*	20			20		7		13		5
HASC			12			26		13 27*		15		11
PFSC		22		12			3	14*	5	22		19

* Project Days (these are scheduled dates in the member diary that can be used for member briefings, specific training, TFG meetings or transferred into formal meetings if appropriate).

Committee Membership 2019/20

For up to date Committee membership please go to the select committee [web pages](#) for more details.

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Hard copies of any of the documents referred to in this newsletter are also available on request from Susanne Sanger. Further information is also available via the [internet](#).