



## END OF YEAR 2012-13

### SCRUTINY NEWSLETTER

April 2013



This is the end-of-year Scrutiny Newsletter for the year 2012-13. The Newsletter builds on the quarterly Newsletters approved by the Policy and Resources Select Committee in its overarching monitoring role. It includes performance information, shares best practice and highlights key aspects of the work of the Council's four select committees. There are links included to direct readers to further detailed information.

#### Select Committee Annual Survey Results

Select Committee members were invited to complete a short questionnaire in March 2013 to give their views on the scrutiny function. Forty two completed surveys were returned which is a 75% response rate. This is up from 2011-12 which had a response rate of 51%.

The responses about scrutiny were largely very positive. The table below summarises the information received compared to the results for last year. Text in green shows an improved score from 2011-12 whilst red text shows a reduced score. There have been more improved scores than reducing scores.

One of the most significant areas of improved results was in relation to question 6; Select Committees are able to influence decisions appropriately which has improved from 38% to 69%. This is a crucial improvement and highlights the value of the scrutiny process in the decision-making process.

	2011-12	2012-13
1. The select committee work programme reflects issues of greatest public concern/importance	67%	74%
2. I have had reasonable opportunity to influence the work of the select committee(s)	62%	76%
3. The timing of select committee involvement in issues is appropriate	77%	69%
4. There is adequate input from external witnesses into the scrutiny process	64%	67%
5. The papers provided for meetings met my needs	67%	83%
6. Select committees are able to influence decisions appropriately	38%	69%
7. Scrutiny has had an impact on shaping and improving County Council services	69%	67%
8. Scrutiny has had an impact on shaping and improving local health services	36%	38%
9. There are clear, measurable outcomes from the scrutiny process	49%	45%
10. I have had the opportunity to input into policy development	54%	45%
11. I have been able to commit the necessary time to undertake my role	82%	86%
12. There is good support from scrutiny support staff	97%	95%

Members were also asked how useful they found the following areas of scrutiny work. The results are all encouraging although further work needs to be done to understand the responses around lead roles for Members and Business Planning Groups and develop these further as appropriate.

	Sum of very useful and useful (%) 2011-12	Sum of very useful and useful (%) 2012-13
1. Your membership of Business Planning Group	46%	43%
2. Your membership of task forces / task and finish groups	77%	74%
3. Any lead roles you have undertaken (e.g. as a HASC liaison member / lead for your select committee on a specific issue)	46%	33%
4. Briefing papers (produced by scrutiny support staff)	90%	98%
5. Newsletters (produced by the scrutiny support staff)	62%	74%
6. The Members' Guide to Scrutiny	82%	76%

The results of the survey will help to focus the development of scrutiny in the future.

## Performance Monitoring

In order to assess the effectiveness of Scrutiny, performance is monitored on a quarterly basis. Performance indicators have been established as part of the Business Planning and Scrutiny Review process. The table below shows the full year performance figures.

	CYPSSC	ECSSC	HASC	PRSC
Number of recommendations				
• Accepted	25	11	11	13
• Declined	0	0	0	0
• Awaiting a response	5	3	10	5
Number of Task Forces	1	3	1	2
Task Force recommendations	14	21	16	11
• Accepted	14	21		5
• Declined			16	6
• Awaiting a response				
Number of call-ins	0	0	0	0
Number of external witnesses	19	2	15	0
Number of public attending meetings (includes members of the public, press and other interested officers and members)	14	27	78	6
Member attendance at meetings	85%	71%	88%	83%
Topics from the Work Programme that link to the performance framework	29/34 85%	19/23 83%	17/24 61%	32/44 73%

To date the recommendations made by Select Committees have all been accepted. This compares to nationally where 86% of scrutiny recommendations were implemented by executives. In 2013-14 the recommendations made by Select Committees will be monitored as appropriate to actively review and evaluate implementation and outcomes.

## What has worked well

2012-13 included the implementation of changes recommended by the latest Scrutiny Review process. Members and officers are positive about these changes and have welcomed the opportunities that have arisen to take a proactive role in the scrutiny process. The review of the year identified a number of areas across the Select Committees that have worked well. These include: -

- ✓ The use of external witnesses,
- ✓ The support by scrutiny staff,
- ✓ Working in smaller focussed groups – Task Forces and Task and Finish Groups,
- ✓ More effective performance monitoring through the TPM process,
- ✓ The merger of HOSC (Health Overview) and ASSC (Adult Services) into one Select Committee,
- ✓ Papers provided to Members and supporting Briefings and Newsletters meet Member's needs,
- ✓ Members are positive about the opportunities available to influence the work of the Committees in ensuring the highest priority issues are scrutinised.

With any review there are always a number of areas that have been raised for further development and these will be considered and taken forward by Committees in 2013-14. The areas which will be developed include: -

- Identifying Lead Members to act as "champions" for particular issues,
- Member training, particularly around the commissioning cycle, Member roles and Future Council,
- Increased clarity within reports presented for scrutiny,
- Need for clearer, measurable outcomes.

## Overview of Select Committees – Top issues scrutinised

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

**2012-13 Chairman – Richard Burrett**

#### 2012-13 Issues Covered

Children's Social Care Performance	The Select Committee monitored progress with delivery of the required improvements to services following the Ofsted Inspection which judged Safeguarding services to be inadequate. Progress reports were provided by the independent chairman of the Improvement Board at two meetings, and the Director of Children's Services reported on progress at the remaining meetings. The Committee also received reports from the independent chairman of the Local Children Safeguarding Board (LSCB) and the Committee's Safeguarding Champion for children and young people. Agreement was reached about the need for an ongoing relationship between the Committee and the LSCB and the Cabinet Member for Children and Families took a number of actions including establishing a budget for out of school activities for WSCC children's homes.
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Impact of school funding reform	<p>The Committee previewed the Cabinet Member decisions about application of central reforms locally to the following areas of education provision –</p> <p><a href="#">Schools and Early Years Blocks</a>  <a href="#">High Needs Block</a>  <a href="#">Alternative Provision College</a></p> <p>The Committee was satisfied with the proposals from the Cabinet Member for Education and Schools, but recommended a number of additional actions were taken to support implementation of the changes, and these were adopted by the Cabinet Member.</p>
School organisation	<p>The Committee considered two issues regarding school organisation –</p> <p><a href="#">Primary School Places in Worthing</a>, including the challenges facing efforts to bring the age of transfer to secondary schools into line with that in the West Sussex Education and Schools Policy. The Committee supported proposals from the Cabinet Member regarding expansion of two middle schools and efforts being made to find a solution to the age of transfer issue. The Committee will review progress on this issue during 2013.</p> <p><a href="#">Worthing High School Academy Action Group petition</a> – the Committee considered the proposal from petitioners that the Council cease its commitment to the academies programme in the light of the experiences of parents, students and staff at Worthing High School. Whilst the Committee did not support this proposal, it did explore a number of issues with regard to the academy conversion process and the Cabinet Member provided assurance to the Committee that lessons would be learnt from the experience in Worthing in so far as it related to the role of the County Council.</p>
Significant proposals for service change	<p>The Committee previewed Cabinet Member decisions on two other important areas of service –</p> <p><a href="#">Education Welfare Service</a> – witnesses from primary, secondary and special schools provided evidence to the Committee about the implications of the proposals to restructure the Education Welfare Service. After hearing concerns raised by witnesses, the committee supported the proposals but recommended that support be made available to schools wishing to take on additional responsibilities themselves, and that a review of the impact of the changes be undertaken. The Cabinet Member accepted the recommendations.</p> <p><a href="#">Music Service</a> – witnesses from the Youth Cabinet, unions and the independent sector provided evidence to the Committee regarding the proposals to develop a new operating model for the service. The Committee supported the proposal whilst asking the Cabinet Member to ensure a number of actions were taken, including enhancing the level of involvement of staff and young people in the development of the service. The Cabinet Member responded positively to the recommendations and undertook to take necessary actions.</p>

## Environmental and Community Services Select Committee (ECSSC)

**2012-13 Chairman – Duncan Crow**

### 2012-13 Issues Covered

Fire and Rescue Service	<p>The Committee acted as a critical friend to the Fire and Rescue Service as it developed and then undertook stakeholder consultation on proposals to achieve £2.5m in savings by April 1 2013. This work followed on from the decision not to pursue a merger with East Sussex Fire Authority, and members were reassured that the proposals would not call for the closure of any fire stations during 2013/14, nor any lowering in attendance standards.</p> <p>The Committee agreed an approach at its June 2012 meeting, which called for Fire and Rescue Service Task Force to be re-convened to scrutinise the proposals in more detail, as and when such detail emerged. The Task Force also looked at the proposed arrangements for the consultation, and reported back to the Committee at its September meeting (although, to accommodate the timescales of the service's project plan, the Task Force's recommendations were passed directly to the Cabinet Member prior to the meeting). <a href="#">The Task Force made a number of recommendations</a> (in particular around the importance of safety enforcement work and the need for investment in training facilities).</p>
Thameslink Consultation	<p>This one-and-done Task Force was comprised of cross-party non-executive members having specialised knowledge and interest in the railway network.</p> <p>Due to the constraints of the consultation timeframe, the Committee agreed for the TF to report directly back to the Cabinet Member. The Cabinet Member accepted all the <a href="#">TF's recommendations</a>, and the consultation response, so informed, was submitted to the Department for Transport by the deadline.</p>
Support for Vulnerable Individuals - Annual Crime and Disorder Meeting	<p>This year's <a href="#">Crime and Disorder meeting</a> scrutinised the authority's work in supporting the victims of hate crime. The Committee heard compelling evidence from officers and our partners in this area, which included case studies on how victims had been supported, and the impact of this support. Members were impressed by what the service had achieved, given the relatively small amount of grant funding used to fund the service. The Committee recommended that the work of the service be expanded to include those targeted due to their age, and the other protected characteristics under the Equality Act.</p>
<a href="#">Building for Growth: Investment in Infrastructure to Support Growth (Kickstart)</a>	<p>In particular, the Committee focussed on the interdependencies with the district and borough councils in progressing these schemes, and the attendant advantages and disadvantages. Following fairly robust questioning, the Committee concluded that it was too soon to come to a view (on the value for money delivered by Kickstart) based on the evidence available at this relatively early stage, but that the Committee would look again at the programme on its two-year anniversary.</p>

<a href="#">Changes to County Council Financial Support for the Non Commercial Bus Network</a>	The Committee scrutinised the recommendations of the Bus Review Working Group, this being phase three of their work. The Committee looked in some detail at the methodology underlying the development of the proposals, and the forecast impact of implementing them. Recognising the public controversy surrounding the plans, the Committee nonetheless found that the Group's conclusions were sound.
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## Health and Adult Social Care Select Committee (HASC)

### 2012/13 – Margaret Whitehead [2012/13 Issues Covered](#)

<ul style="list-style-type: none"> <li><a href="#">Impact of changes to the Eligibility Threshold for Adult Social Care</a> and the Implementation of Preventative Services</li> </ul>	<p>In October 2012, HASC reviewed how people who had their social care need reassessed were affected by the changes and whether the range of services put in place by the County Council to support people no longer receiving funded social care meet local need. The Local Involvement Network (LINK) <a href="#">reported</a> on its survey of some of the people (and their families/carers) who had been reassessed, and the Committee also heard direct evidence from some social care service users and carers (from the Adults' Services Customer and Carer Group). A number of key issues were identified (as set out below), and HASC will be considering progress in these areas during 2013-14:</p> <ul style="list-style-type: none"> <li>Addressing social isolation</li> <li>Integration and closer working between the NHS and Adult Social Care (particularly through the Proactive Care Programme)</li> <li>The importance of communications and information, to help raise awareness of available services and support</li> <li>The need for advocacy services, especially for the over 65s</li> </ul>
<a href="#">Short Breaks Services for Children with Complex Health Needs and Disabilities</a>	<p>A HASC Task Force has been scrutinising proposals being developed by the NHS for the future of short breaks services (formerly known as "respite care") for children with complex health needs and disabilities constituted a substantial change in service. It met twice in 2012-13, and reported its findings in March 2013. The Task Force accepted that there is a need to change and develop services, but was particularly concerned by the possible closure of two of the three NHS-led units providing residential breaks (the Cherries in Chichester and Holly Lodge in Horsham) providing residential breaks. It has asked the NHS to retain both – but if this is not viable, to keep the Cherries open given the lack of alternative provision in the area. The Task Force also identified a number of mitigating measures for the NHS to explore if this is not possible, to reduce the impact on parents/carers and their children. HASC endorsed all the Task Force recommendations, which will be taken into account by the NHS in their decision-making process. A public consultation is planned in the summer, the outcomes of which will be reviewed by HASC.</p>
<a href="#">Surrey and Sussex Healthcare NHS Trust</a> (performance of services and improvements at East Surrey Hospital, Redhill)	<p>In January, HASC met at County Hall North in Horsham to review performance by Surrey and Sussex Healthcare NHS Trust (SaSH), which provides services accessed by West Sussex residents at Crawley, Horsham and East Surrey Hospitals. HASC liaised with LINK when planning this review, and LINK carried out "<a href="#">enter and view</a>" visits at East Surrey Hospital in September and October 2012</p>



	to report into the HASC meeting and provide valuable evidence of people's experiences. Overall, HASC was reassured that performance had improved over the past year, but identified a number of challenges for future monitoring, including the high rate of ambulance conveyances to East Surrey Hospital and an increasing rate of A&E attendances. More work needs to be done to ensure fewer frail elderly people are admitted to, and treated in, hospital and to ensure that the hospital's beds are kept free for people who need acute care. HASC will be joining up with the Surrey Health Overview and Scrutiny Committee to monitor performance by SaSH in the future.
<a href="#">Community Health Services</a>	<p>Community health services are NHS services provided outside hospital, and include a broad and complex range of services including community nurses, podiatry, speech and language therapy and physiotherapy. HASC identified this as a priority for scrutiny, given the challenges to the whole health and social care system in providing integrated care that ensures people receive the right care in the right place – and are able to stay at home or in the community rather than being admitted to hospital. HASC held a themed session to assess service provision across West Sussex and how the NHS and County Council is working together to ensure the best outcomes for residents. It welcomed the increasing integration between health and social care with more joined-up services, and asked the NHS and County Council to work together on a number of key issues (set out below), which the Committee will follow up on as part of a future review of the Proactive Care Programme:</p> <ul style="list-style-type: none"> <li>• Improve discharge arrangements from hospital</li> <li>• Ensure adequate physiotherapy and pain management services are in place</li> <li>• Ensure quality of services is monitored and improved, and that patient voice is part of the monitoring process</li> <li>• Improve the Continuing Healthcare process</li> </ul>
Members' Items - Primary Care Services	<p>Any member of the County Council or Committee can raise items which they believe to be of relevance to the business of the Committee, and suitable for scrutiny. In November 2012, the Crawley Borough Council representative on HASC raised the relocation of a GP surgery in Northgate, Crawley which had caused concern in the local community. HASC wrote to NHS Sussex expressing concern at the consultation process undertaken before the decision to relocate the surgery was taken. At the end of January, HASC was informed that NHS Sussex had reviewed and reconsidered the original decision and decided that the GP surgery will not now be moving to new premises. HASC welcomed this decision, and the fact that NHS Sussex took account of the concerns raised by HASC, local councillors and residents. Following on from this, HASC has identified the wider issue of access to primary care as a key priority for future scrutiny.</p>

## Policy and Resources Select Committee (PRSC)

2012-13 Chairman – David Britton  
[2012-13 Issues Covered](#)





	increasing cost of the Shoreham Footbridge project, the performance of the highways contractor, the operational capacity of the secure unit, the contingency arrangements in place and movement of money between reserves. Particular questions were raised around the establishment of a new Business Infrastructure Fund which resulted in a further, more detailed, report being requested. This extra fund will now be managed as part of the Kick Start Programme and outcomes will be reported back to the Committee to ensure objectives have been met.
Procurement of an outsourced back office partner <a href="#">April 2012</a> <a href="#">May 2012</a>	In 2012-13 the back office functions at West Sussex were outsourced to a private contractor. Due to the scale and value of the contract PRSC requested a report into the arrangements around the establishment of the contract. As a result of the challenge, particularly around the performance management arrangements, a Partnership Board was established which included members of the committee. This Partnership Board is seen as a key mechanism for Members to play a role in commissioning and was judged as being good practice by the Commissioning Task Force.
Troubled Families Initiative Task Force	This new initiative has been set up by Government and will focus on helping families who are classified as "troubled". The initiative will attract a large amount of investment and funding and was seen as a key priority by the Committee. The Task Force was set up to scrutinise how the initiative is being developed at West Sussex and the operating model being introduced. The Task Force involved officers from across West Sussex services and Sussex Police. They made a number of <a href="#">key recommendations</a> to Cabinet Members which were welcomed and accepted.

## Joint Scrutiny

Trial [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. All councils apart from Worthing Borough and Adur District took part in the trial arrangements. These arrangements have been overseen by a Joint Scrutiny Steering Group which carried out a review in [December 2012](#), and concluded that the joint scrutiny arrangements provide a useful, flexible mechanism for carrying out joint work where required, which should now be formalised.

The outcomes of the review have been reported to the County Council's Policy and Resources Select Committee and Governance Committee, which recommended that the trial joint scrutiny arrangements **should become a permanent arrangement**. This was agreed by the full County Council at its meeting on 22 March 2013. All District and Borough Councils have now been invited to agree to join (or continue to join) the joint scrutiny arrangements. It is hoped that all will agree to take part, and that confirmation of this will be made by June/July 2013.

The Joint Scrutiny Steering Group agreed in December 2012 that there should be a joint scrutiny project into flooding, and it is anticipated that this work will begin in July 2013, following the County Council elections.

## Task and Finish Groups and Task Forces

There are two cross-cutting Task and Finish Groups (TFG) in the 2012/13 work programme. The first is on Services for Young People, chaired by James Walsh, and the second is in relation to Carers, chaired by Morwen Millson.

## Services for Young People

The Task and Finish Group considered how to help young people (aged 16 – 25) into education, employment and training. The Group considered evidence and information from a range of sources including officers from the County Council, young people not in education, employment or training (NEET) and external witnesses. The Group met twice, and members undertook additional research individually. Members reported their findings and recommendations to Cabinet Members in March 2013. The recommendations focussed on actions for the County Council and were grouped under the following headings - co-ordination, communication and information, leadership, mentoring, transport. An initial response was received from the Deputy Leader and it is anticipated that a more detailed response will be provided in due course.

## Carers

The Cross Cutting Scrutiny Carers Task and Finish Group, chaired by Morwen Millson was asked to assess whether the support provided to carers of all ages is appropriate and sufficient, and to identify areas for improvement. It has now completed phase one of its work and has produced an interim report. The TFG has found there is a wide-range of existing support available to carers and there are many initiatives being put in place to improve support both nationally and locally. However, it considers more should be done to improve support for carers in West Sussex, for example by raising the profile of the issues carers face, accelerating plans to identify more carers so they can access the support available, working with partners taking a more holistic approach and sharing information where possible and working with schools and education providers to raise awareness and identify more young carers to ensure they access the support available. It has recommended that the interim report and the focus for Phase two of the TFG be debated at County Council in July. The Executive has been invited to consider the findings of the report and take account of the debate at County Council before formally responding to the recommendations.

The second phase of the TFGs work will take place between July and December. Phase two will take account of the work to assess the needs of carers being carried out by Public Health which will inform the services commissioned for carers in the future. It will also focus on the financial impact of caring; the issues that Black and Asian Minority Ethnic carers face; caring for those with mental health issues and some particular issues that parent carers face. It will also review progress with a number of initiatives, including those put in place recently for carers looking after those diagnosed with dementia.

## Task Forces

Each Select Committee can establish a Task Force to look at a specific issue in more detail. The Task Forces were monitored by PRSC in their over-arching monitoring role to ensure the highest priority areas are scrutinised. The latest monitor can be found [here](#) which gives details of each Task Force and progress to date.

## Future meeting dates

	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>PFSC*</b>	21**	5		12**	4	6	4	23	28**	26
<b>CYPSC</b>	19	11**		26	24	27	6**	16	5**	12
<b>ECSSC</b>	12	12**		25	25**	20		15	26	28**

						28**				
<b>HASC</b>	26	8**		6**	3	14	16**	22	27**	13

\* as part of developments in relation to the Future Council initiative the Policy and Resources Select Committee has been re-named the Performance and Finance Select Committee to reflect the emphasis on performance monitoring.

\*\* denotes a Project Day which is an additional date in the Member Diary and can be used by the Committee as a formal Committee date if required, for a TFG meeting, visits or other requirement. The PFSC Project Day on 12<sup>th</sup> September is to be used as the All Member Planning Day to establish the future scrutiny work programme.

The 2013-14 Scrutiny Work Programme is currently being developed and will be agreed at individual Select Committees in June and presented to PFSC in July for approval.

## Committee Membership 2013/14

### Children and Young People's Services Select Committee

Chairman [Richard Burrett](#)

[CYPSSC Membership](#)

### Environmental and Community Services Select Committee

Chairman [John de Mierre](#)

[ECSSC Membership](#)

### Health and Adults' Services Select Committee

Chairman [Margaret Whitehead](#)

[HASC Membership](#)

### Performance and Finance Select Committee

Chairman – [Deborah Urquhart](#)

[PFSC Membership](#)

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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](#).

