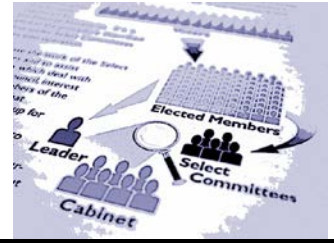




END OF YEAR 2015-16

SCRUTINY NEWSLETTER

June 2016



This is the end-of-year Scrutiny Newsletter for the year 2015-16. 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 April 2016 to give their views on the scrutiny function. 39 completed surveys were returned which is a 62% response rate. This is the same response rate as in 2014/15.

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.

The results show better performance has been achieved during 2015/16 than the previous year in all but 2 areas; 'There are clear measurable outcomes from the scrutiny process' and 'The committee has had the opportunity to input into policy development'. Two areas also have the same performance rating as the previous year; 'Overall, scrutiny undertaken by the committee has been effective' and 'The Scrutiny Newsletter provides useful information'. At a time of increasing pressure on resources it is welcome to find that members value the work carried out by Democratic Services staff to support them in their role.

	2014-15	2015-16
1. The select committee work programme reflects issues of greatest public concern/importance	73%	85%*
2. I have had reasonable opportunity to influence the committee's work	59%	74%*
3. The timing of committee involvement in issues is appropriate	65%	74%*
4. There is adequate input from external witnesses into the scrutiny process	51%	56%*
5. The agenda papers provided for meetings met my needs	73%	90%*
6. Select committees are able to influence decisions appropriately	54%*	56%*
7. There are clear, measurable outcomes from the scrutiny process	54%	46%
8. The committee has had the opportunity to input into policy development	70%*	56%
9. Overall, scrutiny undertaken by the committee has been effective	62%	62%*
10. I have been able to commit the necessary time to undertake my role	81%	92%*
11. There is good support from Democratic Services support staff	81%	100%*
12. The Scrutiny newsletter produced by Performance & Finance Select Committee provides useful information	49%	49%*
13. The Members' Guide to Scrutiny (provided in Summer 2013 and available on The Mine) provides useful information	51%	59%*

* indicates an increase in performance

The results of the survey will help to focus the development of scrutiny in the future. One area which will require particular focus will be around scrutiny having clear, measurable outcomes as a result of the process. Select Committee Chairmen and individual Business Planning Groups (BPGs) will be reviewing the full survey results to identify issues to address in the future.

- **CYPSSC** = Children & Young People's Services Select Committee
- **ECSSC** = Environmental & Community Services Select Committee
- **HASC** = Health & Adult Social Care Select Committee
- **PFSC** = Performance & Finance Select Committee

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. Table A below shows the full year performance figures for the Select Committees and Table B shows the performance figures for completed Task and Finish Groups. Further information on issues scrutinised are set out later in this newsletter.

Table A

	CYPSSC	ECSSC	HASC	PFSC	Joint ECSSC PFSC 11/11/16
Number of recommendations					
• Accepted	8	22	3	34	1
• Declined	0	2	0	0	0
• Awaiting a response	0	1	0	1	0
• No response required	40	19	21	75	4
Number of call-in requests	0	3	0	1	N/A
Number of call-in requests accepted (and considered by a select committee)		3		0	
Number of external witnesses	7	0	10	2	1
Number of public attending meetings (includes members of the public, press and other interested officers and members)	20	10	9	28	N/A (Part II)
Number of SC meetings webcast	0	0	2	1	N/A (Part II)
Total number of live and archive* viewers			724	886	
Member attendance at meetings	78%	77%	78%	79%	69%

* Archive figures as at 14 June 2016.

What has worked well

- **Members' comments** received through the annual scrutiny survey on what has worked well largely centred around the relevance of the Scrutiny work programme, the opportunity and ability to question officers and other service experts, both internal and external to the County Council, better use of the BPG in identifying issues and prioritising the Committee's agendas and the robust challenge that takes place leading to decision modifications.
- There has also been feedback on the Scrutiny function through the Democratic Services savings programme (which included a Member Day session and member survey). Options for reductions in support for scrutiny, including a reduction in the number of select committees, were not supported. Members stressed the need for strong scrutiny in a cabinet structure and that maintaining backbench member input was crucial to the democratic process.
- **Joint working**
A large scale **acquisition of a property site** took place during 2015/16. In order to keep members up-to-date and involved in the scrutiny of the development a series of informal briefings, site visit and joint meetings between PFSC and ECSSC took place. The management of the process was well received by both officers and members. Involving the members of both Committees in a joint meeting has ensured more effective scrutiny has taken place with all interested members and avoids duplication between Committees.
- Members were involved in the development of the multi-year **Capital Programme**. This meant they were able to influence the governance arrangements which were agreed by County Council. During 2016/17 extra monitoring information will be available to members to enable them to play an active role in the management of capital projects.
- The **Total Performance Monitor (TPM)**, a monthly report setting out the performance, finance, savings and risk position of the Authority, was further developed during 2015/16 to strengthen the scrutiny of the workforce and performance aspects of the monitor. More information is included on workforce metrics including figures in relation to the numbers of agency staff employed.
- **Task and Finish Groups**
 - The ECSSC Minerals Local Plan (MLP) Task and Finish Group (TFG) continued their work, acting as a critical friend to the Cabinet Member. A milestone was achieved in March 2016 when the Draft MLP was scrutinised by the full Committee prior to public consultation.

- ECSSC established a Cycling TFG in June 2015, to help develop the West Sussex Walking and Cycling Strategy 2016 to 2026, streamline the number of current cycling documents, and consider the prioritisation criteria for future schemes. A final report is planned to accompany the publication of the new Strategy in summer 2016.
- The Carers TFG reconvened in December 2015 and welcomed the significant progress made in terms of support for carers since it began its work in 2012. The profile of carers has been raised and more carers are now supported than ever before. The TFG has helped to raise the profile of carers issues, and plans (following its final meeting in spring 2016) to recommend a debate on carers issues at a full Council meeting later in the year.

➤ **External input into scrutiny**

- A total number of 20 **external witnesses** contributed to formal select committee meetings during the year. These included representatives of Ofsted, Capita, Sussex Partnership NHS Foundation and South East Coast Ambulance Service. In addition, scrutiny **task and finish groups** involved a range of external witnesses. 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, 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).

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 Business Planning Groups.

- Members' comments in the annual scrutiny survey on what has worked less well during the year identified a number of issues for improvement, including:
 - The need for better feedback mechanisms in relation to the outcomes/recommendations made by Committees. Members want to be able to evidence that recommendations made have been actioned.
 - Greater clarity is needed around the recommendations made in the Committee reports and the alternative options considered.
 - Greater use of external witnesses.

- Information on the scrutiny function, role and performance is currently provided to members through the Members Guide to Scrutiny and the annual Scrutiny Newsletter. These need to be developed so that they provide members with **improved and more engaging information** to assist them in fulfilling their scrutiny role.

- Feedback from members through engagement in the Democratic Services savings programme included the following suggestions for further consideration as part of the ongoing development of scrutiny:
 - A stronger role for business planning groups in prioritising issues for scrutiny
 - Committee chairmen and members to have greater ownership of the scrutiny process

Overview of Select Committees – key issues scrutinised

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

2015-16 Chairman – Richard Burrett - Michael Cloake from December 2015

<p>Modernising Children's Social Care</p>	<p>The Committee was actively involved in scrutinising the changes to the organisation of Children's Social Care which aimed to improve the quality of the services provided to children and young people. Committee Members supported the changes but were keen to monitor the implementation of the restructure. The update provided at year-end provided assurance that the changes had proved positive but members were concerned about the on-going difficulties the service faced in recruiting qualified social workers. Vacancy levels and the cost implications of using agency staff continue to be monitored by the Committee.</p>
<p>Policy Agreement for Education in West Sussex and Education and Skills Forum</p>	<p>The Committee scrutinised the proposals to adopt a new policy agreement for education in West Sussex and create an Education and Skills Forum. Committee Members welcomed the commitment to closer working with schools and academies to improve the outcomes for children in West Sussex. A positive result of this scrutiny was that the concern raised in relation to one of the targets for improvement being unrealistic was addressed by the Cabinet Member and revised to a more attainable level.</p>
<p>Safeguarding including Child Sexual Exploitation</p>	<p>The Select Committee has a role in monitoring the work of the West Sussex Safeguarding Children Board on an annual basis. The Committee welcomed the progress made by the Board in raising awareness of and tackling Child Sexual Exploitation (CSE) which had, in part, been the result of positive multi-agency working between a number of partners including the Police.</p>
<p>Services to children with SEND</p>	<p>The Committee learnt about the new legislation and statutory guidance introduced which has comprehensively reformed the system for supporting children & young people with Special Education Needs and Disabilities (SEND) and the impact this has had on the service. Committee Members agreed that a Task and Finish Group should be set up to further assess the progress of the service in implementing the reforms once a self assessment has been undertaken by the service against the new Ofsted Inspection Framework.</p>
<p>Education and Skills Annual report 2014-15</p>	<p>The Committee scrutinised the summary Annual Report produced by the Education and Skills service which sets out the main outcomes achieved by West Sussex learners in the academic year 2014-15, highlights strengths and indicates areas for improvement. The Committee welcomed the actions put in place to tackle areas of weakness, for example around Key Stage 2 results, but highlighted a number of ways in which the report could be improved to enable greater understanding of the data.</p>

Ofsted Inspections	<p>The Select Committee considered the outcome of two Ofsted inspections. The first related to services for children in need of help and protection, children looked after and care leavers and a review of the effectiveness of the Local Safeguarding Children Board and the second was an Inspection of the arrangements for Adult Education and future provision of Adult Learning.</p> <p>The Committee welcomed the work being done by the services affected to implement the recommendations made by Ofsted and agreed that the Committee should be closely involved in scrutinising implementation of the Improvement Plan produced as a result of the Children's Services inspection.</p>
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Environmental and Community Services Select Committee (ECSSC)

2015-16 Chairman – Graham Tyler

Substance Misuse Services	The Cabinet Member's proposed model for future service delivery was previewed by the Committee prior to its adoption. The Committee questioned the effectiveness of the planned work, and scrutinised how performance would be measured. Members were keen to understand how resources would be targeted around the County, and whether referrals from other areas could be an issue. The Committee heard of the benefits of awarding a relatively long term contract and supported the commencement of the procurement.
Economic Priorities	Over the course of the year, the Committee heard a number of updates on work within the economy portfolio – the Bold Ideas and work to leverage maximum funds and economic benefit from the Local Growth Funding (LGF) allocation. Members questioned extensively, around the impact on infrastructure, the measurement of outcomes, the impact of a second runway at Gatwick, the cost of consultants and how young people could be persuaded to remain in the County. An area of particular focus was the purchase of the former Novartis site in Horsham.
Sustainability Report 2014-15	Members considered the authority's performance in respect of sustainability. The Committee welcomed the renewable energy take-up by schools under the Your Energy Sussex programme, but were concerned by the drop in cycle mileage, and questioned whether discontinuation of the "Cycle to Work" scheme could have been a factor. The Committee also looked at the proposed Sustainability Strategy for 2015/19, was encouraged that sustainability would in future be embedded in the decision-making process, and addressed in future procurement processes.
3 in 1 Scheme	The 3in1 Card is a scheme for 5-19 year olds living in West Sussex who are in school or full-time education, and offers benefits including savings on bus travel. The Committee was engaged at several points during the process for determining the future of the scheme and had significant input to the arrangements for the public consultation. There was robust challenge to the Cabinet Member around whether potential alternatives to delivering the outcomes had been adequately explored. A final decision is expected in summer 2016.
Developer Contributions	Recognising that the new system was intended to be fairer, faster and more transparent, the Committee voiced misgivings about the role of parish councils and charging authorities, which would necessitate ever closer joint-working if infrastructure needs were to be adequately met. This scrutiny informed the final decision on policy and process, taken in April 2016
Traffic Regulation Orders	The Committee previewed the Cabinet Member's decision to implement a new process, which was implemented in spring 2016. Members posed questions around the robustness of the proposed process and concluded that it appeared fairer and more transparent than the system it replaced, and suggested means by which the role of the local member could be made more effective

Road Safety Framework	Members welcomed the "Vision Zero", but questioned whether the target of a 25% reduction in KSIs (number of people killed or seriously injured) was achievable. The importance of prevention (via behavioural change) was acknowledged, and the effectiveness of both national and local initiatives informed scrutiny. Challenges associated with interpreting the data were also explored, as was the quality of partnership working with the NHS and Public Health.
Pagham Harbour	Members fulfilled a commitment made in 2012, to consider how the transfer of management from the County Council to the Royal Society for the Protection of Birds (RSPB) had gone, particularly in the light of assurances provided to the Committee at the outset. Evidence was heard from the RSPB and UNISON. The Committee was particularly interested to establish if assurances provided to staff transferred to the RSPB under TUPE had been honoured, and whether the provisions of the agreement more widely had been met.
Draft Budget and Savings Proposals 2016/17	Members were concerned that there was insufficient detail within the savings proposals for them to come to a view, and the Committee declined to endorse the draft budget. Members also felt that the Highways and Transport budget, which is essentially a universal service, should be protected at the expense of other service areas if necessary. The session was thorough, with questioning both wide-ranging and in-depth. The prudence of accepting the Council Tax freeze grant was put under the put under particular scrutiny.
Operation Watershed	The Committee was impressed by the value for money achieved through this work, and the benefits accruing more widely to the subject communities. Evidence was heard from representatives of Angmering Parish Council.

Health and Adult Social Care Select Committee (HASC)

2015 -16 Chairman – Margaret Evans

<p>Primary Care</p>	<p>HASC considered the issue of access to primary care and steps being taken by NHS England and Clinical Commissioning Groups (CCGs) to strengthen this provision at two separate meetings during the year. In June the Committee considered reports from Healthwatch West Sussex, West Sussex Joint Strategic Needs Assessment (JSNA) Team, NHS England, Horsham & Mid Sussex CCG and Coastal West Sussex CCG. CCGs were asked to focus on the recruitment and retention support for GPs, general practice nurses and therapists; identify and support for geographical areas where large numbers of GPs appear likely to retire at a similar time; and support for GP practices that are under performing. As a result of these recommendations the Committee was updated by NHS England and CCGs in January. HASC supported the ways in which sustainable local GP services in West Sussex are being developed, in particular, pharmacy services based in GP practices and the inter-availability of electronic patient records and considered patient participation in this to be very important. It asked for a representative from NHS England to attend a future meeting to explain how plans matched up with plans for housing developments across West Sussex and what was being done and planned over the next five years regarding workforce issues. In September 2016, HASC will be hosting a seminar for committee members on plans for primary care in respect of new housing developments, incorporating CCG estate strategies and the role of district/borough councils can play.</p>
<p>Safeguarding Adults effectively</p>	<p>HASC was reassured that the Safeguarding Adults Board was ensuring that the requirements of the Care Act were being met, and asked that its Chairman provide bi-annual updates and its annual report to the Committee. The Committee also requested that the Cabinet Member for Adult Social Care and Health provide clarity to all members of the Council on who they should contact if they have operational concerns about adults' safeguarding.</p>
<p>Residential Care Homes and the Care Market</p>	<p>The Committee supported the Council's actions to develop the care home market, but commented that it saw a number of gaps including the importance of working in partnership to address work force issues; the availability and affordability of housing; ensuring information and intelligence in local neighbourhood plans is used; looking at the role of planning in supporting the development of the care market; exploring the potential for work experience opportunities in the care market; reviewing the availability of care home provision across the county, especially in the north; and monitoring the quality of services provided in care homes. The Committee will continue to monitor the progress of this work and will receive a further update in the autumn.</p>

West Sussex Dementia Framework	The Committee supported the work of its Dementia Framework Task & Finish Group and asked the Health and Wellbeing Board to review how funding for full implementation of the Dementia Framework could be assured and for it to monitor the impact of any reductions in the Public Health budget, the review of the Memory Assessment Service, diagnosis rates and the effect on carers and social isolation. The Committee also encouraged county local committees to explore opportunities to support Dementia Friendly Community initiatives in their areas.
Sussex Partnership Foundation Trust (SPFT) Implementation Plan	The Committee welcomed the actions taken/to be taken in response to the Care Quality Commission inspection report, which rated SPFT as requiring improvement. HASC asked to be informed of the results of future Care Quality Commission inspections and plans to visit mental health /inpatient units in the county.
South East Coast Ambulance NHS Trust (SECamb)	The Committee requested more information on ambulance handover times at A&E departments and asked to see the detail of action plans as a result of the Red 3/Green 5 pilot and the findings of the forensic, patient impact and governance reviews as required by NHS Improvement (formally Monitor). Handover times are regularly looked at by the Business Planning Group and the Trust will have been back twice to the Committee by the end of June to discuss its recovery plan as a result of findings from investigations into pilot.
Discharge from Hospital (Healthwatch)	Following the publication of the Healthwatch deep dive report into the patient experience of hospital discharge at Western Sussex Hospitals NHS Foundation Trust (WSHFT), the Committee requested to consider the report and outcomes from it. Members welcomed the report and requested that WSHFT attend its Business Planning Group in September to report on its high level action plans in response to the recommendations and an update from Healthwatch on discussions with other acute trusts regarding the findings from the report.
Queen Victoria Hospital Burns reconfiguration of service	The Committee concluded that the proposed reconfiguration would ensure the best possible care for children needing inpatient burns care and patients with lower limb trauma who are treated at the major trauma centre in Brighton.
Operational System Resilience	The Committee welcomed the measures taken to respond to system pressures within the healthcare system and asked that South East Coast Ambulance Service NHS Foundation Trust (SECamb) keep the Business Planning Group informed of work surrounding ambulance handover delays and encouraged the System Resilience Groups to work with SECamb to mitigate these delays. The Committee also supported the work of the Health & Wellbeing Board regarding workforce issues whilst acknowledging the problems of recruiting staff to the acute sector. Local councillors were encouraged to work in their communities to signpost residents to the correct services to address their needs and to publicise appropriate services and support any Health & Wellbeing Board communications in this regard. HASC will continue to monitor system resilience in the year ahead.

Performance and Finance Select Committee (PFSC)

2015-16 Chairman – Deborah Urquhart

<p>Future West Sussex and Budget 2016/17</p> <p>TPM</p>	<p>PFSC has the over-arching role of scrutinising the priorities, performance framework and budget for the County Council. As part of this process a number of reports and presentations have been made to members to enable their views and issues to be considered before the priorities and budget are set. The 2015/16 budget process was very time constrained this year due to the national level review and late settlement figures. A transition grant was also allocated to the County Council after the budget was formally agreed which led to an additional item at the March meeting of the Committee.</p> <p>As part of this role the Committee scrutinises the Total Performance Monitor (TPM) at each of its meetings. The TPM sets out the monthly position of the finances, performance, savings and risk of the Authority. The item attracts a large number of questions from members of the Committee and often additional information is sought to clarify an issue. During 2015/16 questions have been raised about an overspend on Children Looked After, how debts are managed and raised concerns over balancing the budget and managing the Capital Programme.</p>
<p>Procurement Arrangements</p>	<p>During 2015/16 the Committee scrutinised a number of issues related to the procurement of services – a review of the Capita contract, how the Social Value Act should be addressed within procurement/contractual negotiations and the impact of the new Public Procurement rules. The Committee supported the work being undertaken to ensure the County Council complied with changes to procurement rules and recognised the need to become more commercial in nature. The Committee also previewed specific decisions in relation to the Design and Build contract and the Integration of the Council's Legal Services. The Committee were satisfied that both decisions met the priorities of the Council and would be monitored and managed appropriately.</p>
<p>Customer Experience Programme</p>	<p>2015/16 saw the development of the Customer Experience Programme in order to become a more customer-focussed organisation. This was a good example of scrutiny in action. Members of the Committee supported the aims of the programme but wanted to see more information and evidence on how the proposals would improve the focus of the Authority and produce the estimated savings. The item was therefore scrutinised twice by the Committee before the decision was taken.</p>
<p>Strategic Acquisition of the Novartis site</p>	<p>This was a good example of how the Committee worked to ensure this major acquisition progressed through the democratic process. Members of the Committee and ECSSC were kept informed of the project through a number of informal briefings, site visit and ultimately a joint formal meeting to scrutinise and agree to the decision around the purchase. The Committee will be reviewing the progress of the development during 2016/17.</p>

Capital Programme	The Committee was actively involved in the development of a new four year capital programme and the governance arrangements around the projects within the programme. As a result in 2016/17 regular up-dates on the progress of the capital programme will be presented to the Committee.
PropCo	During 2015/16 the Committee received Business Cases in relation to developments to be progressed under the remit of PropCo. The schemes were supported by the Committee but will be monitored in 2016/17 to ensure they provide a good investment opportunity to support the local economy.
Merston Solar Farm	A proposal was brought to the Committee as part of the Your Energy Sussex programme in relation to the investment of a solar farm at Merston. The Committee raised a number of questions about the proposal which ultimately led to the proposal being re-examined and withdrawn. This shows the importance of scrutiny in previewing decisions to ensure they are in the best interest of the County as a whole.

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 Steering Group agreed in 2015 to reconvene the Flooding Task and Finish Group to review the action taken as a result of the recommendations made by the original TFG in 2013. The TFG reported its findings and recommendations in late 2015. The recommendations were made in conjunction with the District and Borough Councils. These were considered and supported by ECSSC in January 2016.

The Steering Group also agreed to establish a TFG looking at housing provision for care leavers across the County. This was initially requested by the Chairman of the West Sussex Corporate Parenting Panel in order to ensure that consistent practices were developed across the County. The TFG commenced in April 2016 and will report its findings in the early summer.

Task and Finish Groups (TFGs)

Where issues cut across the areas of responsibility of more than one Select Committee, a “cross-cutting” TFG will be established. During 2015/16, two such TFGs were reconvened: Carers, Chaired by Mrs Morwen Millson and Children and Young People’s Emotional Wellbeing and Mental Health Services, chaired by Mrs Margaret Evans.

Carers:

- The cross-cutting Carers TFG reconvened for a meeting in December 2015 to assess improvements to support for carers and to review progress against its previous recommendations. It identified support for young carers as a key issue for further development, as well as how well the needs of the carer and their whole family are considered by health and social care staff when planning discharge arrangements from hospital. In addition, all Cabinet Members were asked to consider the potential for carer clauses (to ensure support for employees who are carers) in new and renegotiated contracts for services commissioned by the Council. In addition, County Local Committees were asked to help raise awareness of the West Sussex Commitment to Carers. The TFG was due to hold its final meeting in May 2016, to review the impact of the Commitment to Carers.

Children and Young People’s Emotional Wellbeing and Mental Health Services:

- This TFG contributed to the review and redesign of services across West Sussex. It also acted as a sounding board for the service lead officers, Cabinet Members and other partners in their development of plans for the future delivery of services. The TFG reported its recommendations at the end of May 2015 to the Cabinet Member for Children – Start of Life and the Chairmen of the Health and Adult Social Care and Children and Young People’s Services Select Committees. The service was the subject of a portion of a Member Day in December 2015. The TFG will reconvene on 12 July 2016 for its final meeting, to review the implementation of the re-design and the TFGs recommendations.

Alongside cross-cutting TFGs, Select Committees can establish their own 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. TFGs which have completed their work in 2015/16 are:

- Minerals Local Plan
- Cycling
- Dementia Framework

2016/17 meeting dates

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
CYPSSC	29*		8	15*		8	13*	23	8*	12	1*	9
ECSSC		11*	22	8*		15	14*	16	9*	11	8	10*
HASC	27*		10 30*			2 29		10	2*	18	9*	8
PFSC	21	20	24			9* 30		9*	1	19	10*	15

* 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 2015/16

Children and Young People's Services Select Committee

Chairman [Richard Burrett](#) changed to [Michael Cloake](#) in December 2015
[CYPSSC Membership](#)

Environmental and Community Services Select Committee

Chairman [Graham Tyler](#)
[ECSSC Membership](#)

Health and Adults' Services Select Committee

Chairman [Margaret Evans](#)
[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](#).