

County Council – 20 July 2017

Outcomes of Overview and Scrutiny Work November – May 2017

Recommendation -

That County Council reflects on the outcomes and impact of overview and scrutiny from November – May 2017 and identifies areas of good practice, learning and opportunities for development that will continue to enhance the work and impact of scrutiny going forward.

Report of the Chairman of Corporate Review

Background

1. This report provides an overview of scrutiny work that has been undertaken since November 2017, highlighting how the Select Committees have added value to the democratic process and addressed the priorities of the County Council and its partners. This report clearly illustrates how early involvement with Members improves outcomes and promotes good working relationships with external partners.

Corporate Review

2. A number of additional meetings were added to Corporate Review's Work Programme to deal with call-ins of Cabinet decisions.
3. The Corporate Review Committee met on Tuesday 22 November 2016 to consider the Call In of the Cabinet Member delegated decision relating to the **Better Care Fund Mitigation Debt Benefit and Consumer Advice**. The Cabinet Member for Health, Care and Wellbeing detailed to the Committee that the decision that had been called in was taken on 26 October 2016 and was to cease to fund the Debt Benefit and Consumer Advice service provided by Staffordshire Southwest Citizens' Advice Bureau. This non-statutory service was commissioned to provide free, confidential, impartial and independent, quality marked and accredited information and advice to the public on a wide range of issues including debt, benefits, and consumer information and advice across the county. With reducing unemployment in Staffordshire there is expected to be a reduction in people needing such advice, additionally the ability of people to access this information on the internet means that the Council can reduce its funding of this service and in principle a £0.439m saving could be realised in 2017/18. However this would result in closure of the County-wide advice line and Citizen's Advice Bureau (CAB) office closures and as a result it is anticipated that there may be redundancies for CAB and subcontracted staff. Additionally, with the withdrawal of County Council funding it was unlikely that the specialist elements would be commissioned by partners as stand-alone services. However, as a result of the call in and the reasons given by Members he offered to reconsider the decision and submit a revised proposal to Cabinet. The Committee discussed the issue widely and the effects that would impact

on the residents of Staffordshire and asked if other alternatives in particular with partners and stakeholders had been fully explored. It was agreed that the decision should be referred back to Cabinet

4. The Committee also considered an update from the Leader on **Devolution and Public Section Reform**. The Leader detailed the current position in relation to the County and the continuing work being undertaken in this area. Members highlighted to the Leader their concerns in relation to this issue in particular that clarity around where the County envisaged the way forward was important. The Leader agreed to keep the Committee informed.
5. Finally, the Committee received the **Customer Feedback and Complaints Team Annual Report 2015-16** and considered if the report highlighted any trends or significant variations which should be followed up.
6. The Corporate Review Committee met on Tuesday 3 January 2017 to consider the **Performance and Delivery Progress report for July-September 2016** when, following previous views expressed by the Committee, a supplementary briefing paper was also tabled in relation to Gross Value Added (GVA). The Deputy Leader and Cabinet Member for Finance and Corporate Matters presented the report and briefing paper, and gave details of the Council's performance in relation to the three priority outcomes. Members of the Committee took the opportunity to fully consider GVA and Staffordshire's relative performance in this area. As part of the debate, it was agreed to undertake more detailed scrutiny of the Stoke on Trent and Staffordshire Local Enterprise Partnership (LEP). Members raised issues concerning employment and the relative value of jobs within the County and the investment undertaken by the Council, cross border movement, skills profile and requirements, relocation of employment and new employment and the reuse of vacant sites. The Council's savings target position was also highlighted.
7. The Corporate Review Committee met on 26 January 2017 to consider their working group's report on the scrutiny of the **Medium Term Financial Strategy**. The Director of Finance and Resources briefed the Committee on the size of the challenge this year budget had been and the timescales involved. He gave his assurance in relation to the budget being presented, however continued close monitoring would be required. In addition to the usual challenges the major pressures had been with Adult Social Care and the National Living Wage. Members raised issues concerning the estimates in relation to income, capital receipts, value for money, savings targets and the corporate responsibility to ensure the delivery of adult social care. With minor amendments, the report was agreed for submission to the Cabinet.
8. On 6 February Members received the **Performance and Delivery Report October – December 2016**. Members requested that a separate Workshop Group be set up to consider the data in the report in more detail. (This workshop was held on 7 March 2017). In regard to this report Members asked for further information on school attainment; home care and discharge and care packages; the prices paid by the Council for care homes fees as

opposed to self-funders; the impact of the planned closure of community hospital beds on the social care system, and for details as to why the 0-5 health visiting contract had been extended for a further year.

9. Members also received a Briefing Note on **Gross Value Added** that Members could use to inform their discussions with the Stoke on Trent and Staffordshire LEP Chair at their meeting on 3 April.
10. On 3 April, Members scrutinised the Penda Property Partnership, S3 (Voluntary, Community and Social Enterprise) contract and the Stoke on Trent and Staffordshire Local Enterprise Partnership.
11. In regard to the **Penda Property Partnership**, Members reiterated their concerns regarding the progress with the disposal of properties in the Strategic Asset Management Plan and sought clarification as to whether the Council would receive a dividend from Penda and were informed that they would not receive a dividend, but would share the benefits. The Deputy Leader explained that the Council was considering different opportunities with Penda where long-term income may be preferable to an initial capital receipt. Members questioned whether Kier was the right partner for a property development project. Bearing in mind that the Medium Term Financial Strategy includes the requirement for £30m of capital receipts from property over the next two years to support transformation projects, this has required a focus in sites in the Plan where capital receipts are likely to be the preferred option. The Deputy Leader acknowledged that there were some properties in the portfolio that were difficult to sell, but £13m worth of property had been sold this year. Members requested a further update in the new municipal year.
12. Members went on to scrutinise an update on **S3, the Voluntary, Community and Social Enterprise (VCSE)**. The Partnership had been set challenging of in regard to capacity and capacity building, but the Deputy Leader considered that they were doing well and their success was being closely monitored. Members were pleased with the new arrangements but asked for closer engagement with the Partnership and the Chief Executive of SCVYS (Staffordshire Council for Voluntary Youth Services) agreed to review this. Members agreed to review progress in 12 months' time.
13. Members scrutinised the **Stoke on Trent and Staffordshire Local Enterprise Panel (LEP)** and welcomed their Chairman, David Frost, to the meeting. The Leader of the Council introduced this item. The LEP Chairman welcomed Members' comments on the Strategic Economic Plan that was currently being refreshed. Members engaged in a wide ranging discussion regarding the need to improve the quality of jobs in Staffordshire and improve the Gross Value Added per head. Members went on to consider the need to improve educational performance of the Staffordshire population, and the Chairman proposed that a summit meeting be held with heads of secondary schools and colleges and the LEP to consider post-16 training.

Prosperous Staffordshire Select Committee

14. The Committee has met on four occasions.
15. The Prosperous Staffordshire Select Committee met on 15 November to consider the **Enforcement of the Car Parking Strategy**. Since decriminalisation of parking enforcement in 2008, enforcement powers had been shared between local authorities and the Police. In April 2015, the County Council entered into a single arrangement with Stoke on Trent City Council for enforcement and back office services. Clarification was requested on the respective roles of the City Council (on behalf of the County Council) and the Police including additional enforcement powers that were due to come into force in March 2017. The Police and Crime Commissioner and officers from Stoke City Council attended this session. Members approved the proposed changes to the Policy for the Processing of Penalty Charge Notices and the Policy and Guidelines for Residents' Parking Zones. As there was some ambiguity regarding the respective roles of the local authority and the Police in regard to parking enforcement Members recommended that the PCC consider undertaking an internal communications campaign within Staffordshire Police to communicate respective roles; that he ask the Police to reconsider the use of advisory tickets in regard to parking enforcement; and that he undertakes further work on how technology can be employed in regard to parking enforcement and agree basic principles and ideas including the role of the Safer Roads Partnership and report back. It was agreed that a link to the Clear Streets inbox be added to the Members' Portal and that the Cabinet Member provide a breakdown of enforcement activity by district; details of the costs of the joint arrangement with Stoke City Council; and details of the income collected from parking fines. Finally, the Cabinet Member was asked to prioritise work in regard to the use of technology in parking enforcement and report back.
16. The Committee went on to consider a second update on the **Executive response to the recommendations of the Infrastructure+ Working Group**. The Working Group had been set up in 2014 to scrutinise the governance and reporting arrangements in regard to the Council's contract with Amey. Eight recommendations were made to the Cabinet Member of which three had been completed, four were scheduled to be completed during November 2016 and one had been taken forward. Members had attended an autumn event on Infrastructure+. This had been well received and Members requested a copy of the slides. Members made further proposals to improve the communication on highways matters with them. It was agreed that a further report be made to the Committee in six months' time.
17. Finally, Members received a briefing note on the **South Staffordshire Deal 2**. No further scrutiny was requested in regard to this matter.
18. In December, Members considered a **Petition requesting that arts and community services were retained at the Shire Hall Gallery, Stafford**. Members heard from Lisa Henderson, the lead petitioner, and recommended that a more detailed report on the proposals for Staffordshire's Arts Service be

brought back to their January meeting for pre-decision scrutiny. The petition and Select Committee's comments were forwarded to the Cabinet Member for Communities and the Environment.

19. Members went on to consider the **Stoke on Trent and Staffordshire Review of Post-16 Further Education and Training Institutions**. The key recommendations from the review were that Newcastle-under-Lyme College and Stafford College merge; City of Stoke on Trent Sixth Form College pursues academisation; Burton and South Derbyshire College remains stand-alone; South Staffordshire and Walsall Colleges merge; Stoke on Trent College develops an appropriate option to secure sustainability, in collaboration with local partners by end of October 2016; and a new strategic forum be set up to monitor progress and provide oversight of the implementation of the Review's recommendations. Members requested information on the number of students affected by the review.
20. **Staffordshire Highway Infrastructure Asset Management Plan** was submitted for scrutiny in December following a period of public consultation. The highways asset was valued at over £7bn and the network was the largest and most visible asset for which the County Council was responsible and included over 6,000 km of carriageway. Following discussion Members endorsed the Plan, but proposed that the Cabinet Member for Highways and Transport write to the Secretary of State for Transport to lobby for more funding to protect the highways asset in Staffordshire.
21. Finally, at the December meeting, Members considered the Council's involvement in the proposed **Mercia Centre for Innovation Leadership** (MCIL) on the Keele Science and Innovation Park, through the creation of Innovation Centre No. 6 within the MCIL Development. There was a mixed response from Members to the proposal to make a capital investment in this project, with one Member requesting that her lack of support for this project be recorded, as the Council had stated that it was only providing services that it had a statutory duty to provide. Members requested that they be kept updated on this Development.
22. In January 2017, Members scrutinised the progress of **Educational Achievement in Staffordshire** from September 2015-August 2016. Levels of attainment in Early Years Foundation Stage and Key Stage One remained strong, but there were concerns regarding results at Key Stage Two, Four and Five where schools needed to accelerate improvements to gain ground on the rates of attainment and progress achieved by our statistical neighbours and nationally. Members requested further information on the Free School Meals and Special Educational Needs gap and asked that further information on the Fairer Funding Review be brought to a future meeting.
23. Members then considered the **Stoke on Trent and Staffordshire Growth Hub** and its programme in supporting Staffordshire businesses to start up, thrive and grow. Members agreed to promote the Growth Hub services to local businesses by raising awareness of the Staffordshire Business Helpline

and the Growth Hub Advisors and asked for further clarification on the small business grant fund. It was agreed that this would be provided in writing.

24. At their March meeting Members scrutinised the **Council's Skills and Employability Self-Assessment**. This included details of community learning, intermediate and advanced apprenticeships and adult classroom based learning. The Self-Assessment report was used by Ofsted inspectors to judge the quality and effectiveness of the Council in providing education opportunities to young people and adults. The Committee scrutinised the quality assurance and performance of the portfolio of learning and skills provision commissioned by the Council's Skills and Employability Team. The Self-Assessment assessed the Council as "good" in all areas except "outcomes for learners" where it judged itself as "requiring improvement". Members requested a funding breakdown district by district; information on what had happened to apprentices following their training and details of apprenticeships' destination surveys six months following apprenticeship completion.
25. Members went on to consider progress with the **SEND (Special Educational Needs and Disabilities) Reforms**. Changes to the way in which children and young people with SEND were supported were introduced as part of the Children and Families Act 2014 and had resulted in an increasing number of children and young people being referred for Education and Health Care Plans for 0-25 year olds (with a deadline of March 2017) and a transfer, where appropriate, to Learning Difficulty Assessments (with a deadline of March 2018). The number of SEN tribunal appeals had increased since the introduction of this legislation. Members had previously considered the Council's progress in dealing with the large number of requests for EHPs. Members heard about the plans that had been put in place to deal with the backlog of transfers where the Council was behind schedule and asked for a further update following the May elections.
26. Members scrutinised a paper on **Making the Most of our Universities – Working in Partnership for Economic Growth**. Members considered the role that universities had in driving economic growth and the proposed policy position in relation to the County Council's collaboration with the higher education sector. Members considered that it was important to engage with organisations from outside Staffordshire and for local colleges to offer courses that would attract and retain learners with high quality skills. Members also discussed the importance of encouraging local businesses to offer internships and employment, with input from Universities and the importance of good quality, honest and relevant careers' advice. Members also reflected on the need to link the County's ambitions with borough and district councils' local plans, specifically in regard to housing. The Committee endorsed the recommendations contained within the paper.
27. A paper on the **Countryside Estate** had been tabled but due to the absence of the Cabinet Member for Economic Growth, it was decided to defer this item.

28. Finally, Members had received a Briefing Note updating them on the **Model for the Library Service**, noting that £1.675m savings had been achieved, but a further £1.3m of savings have been identified in the Medium Term Financial Strategy for 2018/19 and 2020/2021.

Safe and Strong Communities Select Committee

29. The Safe and Strong Communities Select Committee has met on four occasions.
30. On 9 November the Committee had an update on **Deprivation of Liberty Safeguards (DoLS)**. Members received an initial report in January 2015 informing them of an increase in the number of referrals to the Council and a backlog of unallocated cases. A further update on 7 March 2016 reported that as of 30 September 2016 there were 1817 DoLS referrals and a backlog of 2687 referrals awaiting assessment. It was anticipated that the current monthly demand of completing 81 high priority assessments should be reached by the end of January 2017, at which point the high priority assessment backlog would have increased to an estimated 300 assessments. Members were informed that a number of measures were being introduced to deal with the backlog, but they remained concerned regarding the capacity of the team to address the backlog of high priority assessments. They asked for further details on how the backlog would be tackled, and queried the capacity within the team to deal with medium and low priority cases, and the budgetary overspend. A draft Bill on Mental Capacity and Deprivation of Liberty Safeguards was due in December and it was hoped that this would give guidance on the management of DoLS going forward. Members requested a further meeting to consider the impact of the Bill; further details on measures taken to reduce the backlog and deal with the referrals; and the financial overspend and how this would be tackled. (The final report on the review of the Mental Capacity Act and the Deprivation of Liberty Safeguards and the draft Bill were published on 13 March 2017. A response from government is awaited).
31. Members received the **Customer Feedback and Complaints Service Annual Reports 2015-16 for Adults Social Care and Children's Social Care** for scrutiny on 9 November.
32. In regard to the Adults Social Care Annual Report, Members were concerned regarding the 79 per cent of complaints that had not received a formal outcome, following their complaint, within the agreed statutory timescales. Under the current working arrangements, this response should be made by Stoke on Trent and Staffordshire Partnership Trust. Members noted the learning actions contained within the report and suggested that timescales should be attributed to them.
33. The key outcome from consideration of the Children's Social Care report was that Members requested comparative information from other similar local authorities.

34. Members went on to consider the **Annual Report of the Staffordshire and Stoke on Trent Adults' Safeguarding Partnership Board Annual Report 2015-16**. Members continued to have concerns regarding the data capture limitations of the CareDirector system. Further improvements to the system were planned. Members asked for details of the cost of the system and suggested that IT might be an area that Corporate Review could take forward.
35. In December Members received an update on **Modern (Day) Slavery** and were informed that three key priorities had been identified; to develop a consistent and co-ordinated approach to training and awareness across the partnership workforce; to agree operational arrangements for tackling modern day slavery and to identify clear referral routes. Between April and October 2016 there had been 18 cases of modern day slavery in Staffordshire and Stoke on Trent (9 in each area). Members requested details of completed or ongoing prosecutions; that the task and finish group action plan be shared with them and details of contributors. It was agreed to keep this item on the Work Programme going forward.
36. Members also received a fourth update on the **Children and Families Transformation Programme** including a short update on the progress with pilot projects, the Intensive Prevention Service and Breathing Space projects. Members requested the opportunity for further scrutiny as this programme progressed.
37. Finally, Members scrutinised a report on the **Transforming Care Programme**. This Programme was initially a national NHS-led programme (set up following the Winterbourne View scandal) to change how we deliver and commission services to children, young people and adults with learning disabilities and/or autism, including those with a mental health condition or challenging behaviour. The main aim is that people with such conditions are supported to lead active lives in the community and live in their own homes just as other citizens expect to. Members were informed that this Programme involved 53 residents from Staffordshire who were currently in hospital settings and that it could take 2-3 years to arrange their discharge. At this time five people had been discharged. Members had concerns regarding the reliability of Clinical Commissioning Group funding; stigma and discrimination influencing the Programme and sought reassurance regarding the availability and quality of care providers given the vulnerability of this group and asked that this latter point be fed into the process for the re-commissioning of domiciliary care providers that was due to commence.
38. At the January 2017 meeting Members had a further update on the **Children and Families System Transformation Programme**. Members were informed that all eight pilot projects were now active and officers shared a case study example from the Cannock pilot. Members were informed that the South Staffordshire pilot did not currently involve Huntington and Hatherton, as these areas whilst part of South Staffordshire District Council's area, fell within the Cannock area for the purposes of social care provision. Members asked if consideration could be given to stretching pilots across communities

rather than districts. Members asked for a further detailed update in six months' time.

39. Members received a regular update on work that was taking place to tackle child sexual exploitation in Staffordshire. Members watched a film produced by Leicestershire Police called Kayleigh's Love Story that had been made following a case in 2015 of the online grooming and murder of a Leicestershire teenager. Representatives of Staffordshire Police and the Responsible Bodies Group that were reviewing licensing practice in the county gave updates on their work. Members asked for basic information on which telephone number they should call if they wish to report alleged CSE (Tel 0800 1313 126 or emergency out of hours: 0345 604 2886 or Fax 01785 854223) and requested that the Chairman write to the relevant government Minister to ask that consideration be given to a public broadcast campaign raising issues around CSE. A letter was sent to Edward Timpson MP, Minister of State for Vulnerable Children and Families. A response was received stating that the second phase of the government's campaign *Together we can tackle child abuse* was about to be rolled out England-wide and a free toolkit was available to local authorities on www.dfecildprotection-munroforster.com. Members asked if all County Councillors were Disclosure and Barring Scheme (DBS) checked. This is being arranged for all new Members.
40. On 6 March Members received an update on **Missing Persons**, including details of independent interviews conducted for missing and absent children and young people aged up to 18 years residing in Staffordshire (and Stoke on Trent), and including young people placed in Staffordshire from other local authorities. Return interviews are commissioned from Brighter Futures for Stoke on Trent, Stafford and Staffordshire Moorlands. Members were informed that the service for the remainder of the county was out to tender and was expected to go live from September 2017. Members were informed that the majority of missing episodes involved young people in the north of the county where there were more residential units. Eighty five per cent of young people who went missing were found the same day. (Members noted that young people could also choose not to co-operate with a 'return' interview), Members were particularly concerned regarding the safeguarding implications of young people who went missing. Members queried the arrangements in place with other local authorities and were informed that Staffordshire had written to them asking for detailed information on young people that they were planning to place here.
41. The Committee went on to receive a report on the **Adult Social Care Market Policy**. Against a background of increased provider failure and one care home closure during the last 12 months, Members were concerned regarding the vulnerability of adults for whom placements had to be found at short notice. Members heard about the quality assurance process operated by Staffordshire County Council and the Care Quality Commission and NHS partners including work that was ongoing to assess capacity and work with providers to continually improve quality. Members acknowledged that this

was a national problem and the importance of early prevention and enhancing the home care provider market.

42. Last year, a Working Group of the Committee undertook a review of **Low Level Neglect**. The report was endorsed by the main Committee in June 2016 and the Cabinet Member verbally reported that the report was timely and most of the recommendations had been addressed as part of the Children and Families Transformation Programme. The Committee received a formal response to the 16 recommendations contained in the report. A Directory of Services had been included with the papers. Members noted that a letter had not yet been sent to school governing bodies highlighting the importance of identifying and preventing low level neglect and providing information on where to seek advice in supporting young carers and those with disabilities. A further progress report was requested in six months' time.
43. Finally the Committee received the **Staffordshire Safeguarding Children Board Annual Report 2015/16**. Members requested further information on the number of prosecutions that had resulted from police arrests of 108 people on suspicion of child sexual exploitation; the capacity of the Police force to deal with a recent CSE operation and details of the new domestic abuse prevention pilot perpetrator programme, with some case study examples, to be brought to a future meeting of the Committee.
44. A workshop was also held in March to consider the Police and Crime Commissioner's (PCC) **draft Police and Crime Plan** and Members' comments were fed back to the PCC.

Healthy Staffordshire Select Committee

45. This Committee has met on six occasions over the last six months and has considered a range of County Council and Clinical Commissioning Group (CCG) commissioning intentions and proposed changes to NHS Trust services. In addition the Committee has held two Joint Health Scrutiny Accountability Sessions with individual NHS Trust's holding the Chief Executives of the Trust's to account with colleagues from the District and Borough Council Health Scrutiny Committees.
46. On the 7 November, the Committee considered the **Sustainability and Transformation Plan for Staffordshire and Stoke on Trent**. Sustainability and Transformation Plans (STPs) are the means of delivering the Five Year Forward View which set out a shared ambition to improve health, quality of care and efficiency with the allocated resources for the NHS. Staffordshire and Stoke on Trent health and care community are in the process of developing an (STP), with the Transformation Board of the Together We're Better programme taking on the role of oversight of the STP. The STP was submitted for national review at the end of October 2016. The Committee heard about plans for engagement and it was agreed that the Committee would receive a copy of the STP document for Staffordshire as soon as the public facing document was made available and that a further update,

following the conclusion of the scheduled engagement events through November and December, hosted by HealthWatch would be provided.

47. As agreed after publication of the Plan, the Committee held a special meeting on the 11 January 2017 when they continued scrutiny of the STP. The STP Programme Director attended the meeting with colleagues including the Medical Director, the Chief Executive of Burton Hospitals NHS Foundation Trust, the CCGs Accountable Officer and the Director of Business Development, University Hospitals North Midlands NHS Trust. The Cabinet Member for Health, Care and Wellbeing discussed the importance of the County Council working with health partners. The work to develop integrated local teams which were at the heart of the STP was referred to. It was emphasised that the STP was a direction of travel and not a consultation document. There would be further communication with the Committee as delivery models and proposals were developed. The Plan contained no decisions but was a Plan agreed with all stakeholders as case for change. Members of the Committee in their consideration of the plan raised issues in relation to the provision of community care, the reductions in bed capacity, the transitional funding, the timescales and the ways in which consultation would be undertaken as the plan moved forward. It was agreed that the Committee be kept updated as the implementation of the plan progressed
48. At the meeting held on the 7 November 2016, the Committee also considered the **North Staffordshire Clinical Commissioning Group's vision for a proposed new model of care 'My Care My Way'**. Members heard that patients would be managed in the community whenever possible and that this would require a shift of investment. It was reported that, most people were in beds that did not meet the criteria for which they have been commissioned. Of the £23.485m spent each year, £13.2m was spent associated with people waiting for other services. It was proposed by a Committee Member that the plan to close the wards at Bradwell Hospital be referred to the Secretary of State on the grounds that it had been insufficiently considered and there had been insufficient community engagement and insufficient scrutiny of the ramifications and consequences of the decision. A unanimous decision was taken by the Committee to refer the matter to the Secretary of State.
49. Finally at this meeting the Committee considered a review of the **North Staffordshire Clinical Commissioning Group Hearing Aid Policy** following their approval of a commissioning policy in March 2015 that changed the eligibility criteria for NHS funded hearing aids for adults with hearing loss. Following discussion it was agreed that the Policy should be referred to the Secretary of State on the grounds that he had stated that all incidences of rationing should be referred to him for his views and also due to the lack of consultation on the matter.
50. The Committee were consulted on the Council's **Section 75 agreement with the Staffordshire and Stoke on Trent NHS Partnership Trust** on the 2 December 2016. The Director for Health and Care provided the background to the consultation and the interim findings. It was highlighted that in April 2012 the County Council had entered into a Section 75 Agreement of the NHS Act

2006, with SSOTP, which allowed local authorities and the NHS to enter into reciprocal arrangements and it was agreed by Cabinet in October 2016 that a new Section 75 Agreement would be entered into. The scope of the new Section 75 Agreement meant that Assessment and Case Management, Reablement and Occupational Therapy would continue to be provided by SSOTP but the responsibility for buying and sourcing long term care packages and managing the long term care budget would return to the County Council. Members sought reassurances about the consultation process and responses, the role of the Reablement Service, the impact of the decision on service users and staff, performance management and that no gaps in services could emerge. Following their consideration the Committee recommended that, more press releases should be undertaken to promote the consultation. The performance matrix suite indicators and new model of delivery be circulated to the Committee and the views shared by the Committee are taken into account of prior to making the new Agreement.

51. On the 31 January 2017, following previous concerns raised by the Committee in October 2016 and as agreed with the Cabinet Member, the Committee considered the **proposed delegated decision of the Cabinet Member for Health, Care and Wellbeing on a new configuration of drug and alcohol treatment services for 2017/18** and beyond, following the funding reductions associated with the Better Care Fund. The Cabinet Member emphasised that it was a difficult decision to make but the plans were a way to use the available resources in order to determine the key balance between providing a service capacity so that high risk people were not required to wait and ensuring that the service were able to cope safely and effectively with the number of people in treatment. Members raised concerns regarding the implications on individuals and their families and acknowledged the difficult financial position.
52. At this meeting the Committee also considered an update on the **Cancer and End of Life Care Programmes**. Four Clinical Commissioning Groups (CCGs) – NHS Stafford and Surrounds, NHS Cannock Chase, NHS Stoke-on-Trent, NHS North Staffordshire and NHS England West Midlands Specialised Commissioning Team (the commissioners) had been working with Macmillan Cancer Support and local authorities across Staffordshire and Stoke-on-Trent to transform cancer and end of life care so that care could be integrated, co-ordinated and personalised around people's needs. Members heard how the procurement process was paused in January 2016 following the collapse of a contract in Cambridge and Peterborough and there had been a number of reviews. It was reported to the Committee that NHS England had now lifted the pause on the procurement. Members sought reassurances regarding how contracts would be performance managed; access to screening and early diagnosis; and if cancer services would be cut in response to the savings proposed in the Staffordshire and Stoke-on-Trent Sustainability and Transformation Plan. The CCG Accountable Officer clarified that the provider would be asked to increase the work undertaken within the resources available. It was agreed that an update would be provided to the Committee when appropriate.

53. A joint informal meeting was held on the Monday 13 February with members of the County Council's Healthy Staffordshire Select Committee and Wolverhampton City Council's Health Scrutiny Panel to consider the **Royal Wolverhampton NHS Trust**. The Chief Executive of the Trust attended and briefed Members on the activities at New Cross and Cannock Hospital sites. Issues debated included staffing levels; the future of the Cannock Minor Injuries Unit, eye services across the sites; the appointments' systems; discharge arrangements; the use of Cannock as an elective centre and the impact on maternity services. The outcomes from the meeting will be reported back to the formal Committees.
54. At their final meeting of the year on 21 March 2017, the Committee received a presentation from representatives of **University Hospitals North Midlands NHS Trust giving details of their (i) Annual Plan; (ii) Financial Recovery Plan and; (iii) Accident and Emergency Recovery Plan**. The Committee gave detailed scrutiny to the plans, seeking clarification and holding the Trust to account on various matters including (i) their performance against key target indicators; (ii) their approach to quality improvement; (iii) workforce issues; (iv) their financial sustainability and (v) future plans for investment.
55. In addition, they considered the final report and recommendations of their **Preventing Obesity Working Group** which had been investigating how obesity might be prevented from the outset of a person's life. Members endorsed the five recommendations made and agreed to submit the report to the Cabinet Member for Health Care and Wellbeing for any necessary action.

Joint Health Scrutiny Accountability Sessions

56. Members of the public and representatives from District and Borough Councils joined the Healthy Staffordshire Select Committee Members for a **Joint Health Scrutiny Accountability Session with University Hospitals North Midlands** on the 28 November 2016. The Chief Executive, Chief Operating Officer and Chief Nurse attended the meeting to respond to questions in relation to the Trusts performance and the Committee heard that there were problems in relation to the Trust's ability to deliver the standards expected against performance targets and that there were also extreme financial challenges which were reflected in the whole of the health and social care system. Countering this was the quality of the services that patients experienced when they could access them and the caring nature of staff. Priorities for the Trust included stabilising the performance position so that better and quicker access could be delivered to patients; managing poor performance in Accident and Emergency Services and tackling the financial pressures, together with the whole health and social care system. Members queried the readmission rates; cancer care performance against targets; community capacity and the impact on beds within the Trust; involvement in the development of the Sustainability and Transformation Plan and the Trust's two year financial plan. Members agreed that the Trust's Action Plans including the Business Plan, the Financial Recovery Plan, the Accident and Emergency Recovery Plan would be presented to the Committee early in 2017 and the process of reviewing the Trust's response to complaints be

shared with the Committee when determined along with more details regarding parking provision.

57. On the 16 January the Chief Executive and colleagues from **Burton Hospitals NHS Foundation Trust** presented the Trust's **Self-Assessment Report** to the Committee including an update on collaborative working with Derby Hospital. In response to concerns raised by Members it was agreed that Trust would provide the following additional information as requested by the Committee. The emergency readmission rates within twenty eight days of discharge; the staff sickness absence rates in days; the numbers of people attending A&E and Minor Injuries Units in Staffordshire who were not registered with a GP; if crutches and other equipment could be returned to the Queens Hospital site; the breast screening take-up figures in East Staffordshire and the Outline Business Case for collaborative working with Derby Hospital.

Corporate Parenting Panel

58. Corporate Parenting Panel is the means by which the County Council fulfils its responsibilities as a corporate parent and brings together councillors, senior officers in children's social care and partner agencies. The Panel continues to consider key issues which affect looked after children including, the education of Looked After Children and Young People and care leavers, the health and wellbeing of Looked After Children, and Staffordshire's response to Unaccompanied Asylum Seeking Children (UASC) and Syrian refugees. The Panel considers the views of young people on a regular basis. The Staffordshire Pledge reflects what matters to young people in care and all Corporate Parenting Panel Members have signed up to commit to uphold the Pledge and support young people to improve outcomes for them. Young people hold members of the panel to account for how well they have supported the pledge when they 'take over' the meeting each November.
59. The annual 'Take Over' meeting in 2016 was on 18 November when the **Children in Care Council** (CiCC) had arranged the agenda and delivered presentations on issues which mattered to them. The CiCC engaged with the whole of Staffordshire's looked after children population and they gave an update on their consultation. They updated panel on the Pledge and they introduced the Voice Project Locality Forums which were a vehicle for children to meet informally in the area where they live. Currently, there were forums in Cheadle, Lichfield and Cannock. Ahmed Miakhail has been in foster care since entering the country as an unaccompanied asylum seeking child (UASC) seven years ago and he shared with members his experience as a UASC. He had worked hard to overcome difficulties and was focused on achieving and doing well. He expressed his gratitude to the County Council for supporting him.
60. On 19 December, members received a presentation on **Care Leavers** who affirmed that key to their general wellbeing was having a trusting relationship with their Personal Advisor (allocated to them at 16 years). Government had introduced a white paper in July 2016, (the Children and Family Bill) which set

out what it meant to be a good corporate parent. Legislation was to place a requirement on Local Authorities to consult on and publish a local offer for care leavers setting out their legal entitlements and how universal services could support their transition to adulthood where appropriate. Officers were exploring new models of working to deliver an improved service which would be reported to Panel.

61. The Panel received the **Children's Complaints and Representations Service and Corporate Feedback Procedure for Looked After Children and Disability Services**. The annual report showed a positive trend of the majority of complaints to have been not upheld or partially upheld. The Customer Feedback and Complaints team placed great importance on robustly and satisfactorily dealing with statutory complaints at stage 1. Members were reminded that the pool of available placements was reduced due to (positive) initiatives such as Staying Put, making it sometimes more difficult to place the most complex and challenging young people. The focus on recruitment of foster carers nationally was ongoing.
62. On 24 January 2017, the Panel were updated on the work of the **Advocacy Service**. National Youth Advocacy Service (NYAS) had been commissioned to deliver advocacy services across Staffordshire and Stoke-on-Trent for: looked after children; children with emotional wellbeing/mental health issues (in Staffordshire only); children subject to a Child Protection Plan; children and young people with learning difficulties; and children and young people with Special Educational Needs and Disabilities (SEND). Members heard that referrals had been high in the first quarter from when the service had been commissioned, but that the referral rate had since reduced. There was a timely response to any referrals made and it was hoped that work to improve referral rates would soon show an increase.
63. The Panel considered the Annual Report of the **Independent Chairpersons (IC) Service**. All chairs undertook the dual function of chairing meetings for looked after children and those subject to child protection plans. The Dispute Resolution process highlighted good and poor practice that had impacted on a child's life, covering both effective care planning and child protection planning. Consultation was currently underway to develop a new policy and framework for dispute resolution, with key themes from this year's IC report being taken into account. Areas of good and outstanding practice were shown as: the voice of the child being central to care planning; the aim of care plans meeting the needs of the child for permanency; communication; changes to plans being evidenced based; timeliness of statutory visits; effective child protection core group; and evidence of effective child participation in the process.
64. Members received a presentation detailing areas of **partnership working** and highlighting the work undertaken with partners to their meeting on 21 February. Areas covered included the statutory/core partnerships for Looked after Children, the placement service, adoption; the fostering service, care planning and court teams, Throughcare and Independent Futures and details in relation to the Virtual School.

65. The March meeting on 22nd focussed on **Education**: the head teacher of the **Virtual School** reported on embedded processes and procedures which reflected national priorities. Policies would be reviewed going forward with a focus on specific vulnerable groups including young people not in education, accessing part time provision and the links to Child Sexual Exploitation; young offenders and UASC. The second priority for the Virtual School going forward, was to develop a multi-agency understanding of the impact of attachment and trauma issues on the education of looked after children. A Foster Carer shared with members the positive support he had received from the Virtual School in trying to encourage and engage the young person in his care.
66. On 18 April, the Panel learned about **commissioning arrangements with regard to Looked After Children**. The Children and Families Strategy, owned by the Children's Partnership Board aimed to get the best outcomes for the children and young people of Staffordshire. In order to deliver these, the County Council commissions joint ways of working across organisations, facilitates community based support, embeds effective and systematic early help across Staffordshire in line with the Early Help Strategy whilst working to reduce the impact of hidden harm in line with the Hidden Harm Strategy. Members discussed the Joint Strategic Needs Assessment prepared for the Families Strategic Partnership Board. Of the 980 children in care, 40% were there as the result of abuse or neglect, 30% the result of family dysfunction and 15% due to their family being in acute stress. It was anticipated that demand for children's social care would continue to increase based on local and national trend analysis.
67. Members learned about the current service provision both direct and commissioned from other providers; what other organisations commissioned to support looked after children and who were the County Councils key strategic partners. Members discussed the importance of clear audit trails and accountability where services are commissioned out.

Audit and Standards Committee

68. The Audit and Standards Committee provides independent assurances around the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performances to the extent that it affects the authority's exposure to risk and weakens the control environment, and oversees the financial reporting process. The Committee is also responsible for matters relating to standards of member conduct, including dealing with any complaints.
69. On 7 December 2016, the Committee received the **Information Governance Annual Report** which highlighted ongoing work to manage the County Councils information assets with regard to legislative and regulatory requirements. They received the Annual Report on the **Management of Complaints made under the Members Code of Conduct** and supported the recommendations of the Pensions Committee in relation to **LGPS pooling**: the establishment of a private company limited by shares, held solely by the

participating funds, on a 'one fund, one vote' basis; incorporated for investment management purposes and regulated under the Financial Services and Markets Act 2000.

70. **External Auditors presented their report for the Council for 2016-17 and Pension Fund 2016-17** and drew the committees' attention to areas of identified risk. Members considered in detail the results of **Internal Audit special investigations** and they made recommendations thereon.
71. On 13 March 2017, the Committee received a presentation from the **Health, Safety and Wellbeing** Manager highlighting key points – achievements, incidents, accidents, ill health performance, health and safety management and the key actions for 2016/17. Members learned that as the landlord, the County Council had some obligations regarding the management of asbestos in academy schools which were leased on a one hundred year fully maintained and repaired basis.
72. Members expressed concern that almost twenty five percent of schools had not completed or reviewed their Fire Risk Assessment in the last twelve months and the Chairman undertook to write to the Health, Safety and Wellbeing Manager, on behalf of the Committee, seeking assurances about the action taken to address this.
73. Members learned that psychological absence from work had reduced by seven percent due largely to the introduction of a dedicated Think Well service which tackled issues proactively and provided an improvement in early support. The service could triage individuals within 48 hours and offer an appointment within six days. External Auditors, Ernst and Young LLP introduced the **Annual Audit Letter for the year ended 31 March 2016** following the completion of audit procedures for the year. The committee received the **Internal Audit Plan Update 2016/17**.
74. The committee received a presentation: **National Fraud Initiative** (NFI) 2016 which focused on fraud, bribery and theft. Key issues discussed included the cost of local government fraud, when fraud was likely to occur and by whom, strategies to reduce the risk of fraud and what the County Council was doing to combat fraud losses, staff awareness and proactive work planned.
75. Members were reassured that there was sufficient staff in place to support fraud investigations. The County Council paid attention to cases from elsewhere as fraud methods were always evolving. Eleven cases had been identified in Staffordshire this year none of which had resulted in financial loss to the Council.

Looking Ahead

76. It is clear that each of the Select Committees have continued a full work programme of activity with positive, effective outcomes, aided by the ongoing engagement with the Cabinet Members on service reviews and developments.

77. Committee Work Programmes focus on the Council's Commissioning Plans and there are opportunities to support the Council to achieve these plans through robust and proactive pre-decision scrutiny.

To be effective Select Committees need to continue to be:

- Rigorous in identifying issues in a timely way for which it has a genuine opportunity to feed in new insight into the development of services for the communities of Staffordshire and for which it has the time and capacity to have an impact. Members are reminded of the existence of the Forward Plan of Key Decisions as a useful tool in identifying forthcoming decisions for which the Select Committees may have an interest in investigating further.
- Consider wide ranging evidence, where appropriate, not solely relying on information presented by Directors but also evidence from the wider engagement of frontline staff, service users and the public to help inform the evidence base of scrutiny investigations. The Healthy Staffordshire Select Committee continues to seek the views of commissioners, the Care Quality Commission and Healthwatch Staffordshire in advance of Joint Health Accountability Sessions. This ensures that Members and the public are well equipped to scrutinise the performance of services with the supporting evidence to challenge the Trusts.

Link to Strategic Plan

78. The Select Committee work programmes have produced recommendations that have directly contributed to the Council's strategic priorities.

Link to Other Overview and Scrutiny Activity

79. This is a summary of the work programmes of all of the Select Committees from November 2016 - May 2017. Full details of the work of the Select Committees' work including their work programmes and previous Outcomes of Overview and Scrutiny Work are published on the County Council's website.

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