

Health and Care Overview and Scrutiny Committee

Monday 31 July 2023

10:00

Council Chamber, County Buildings, Stafford

The meeting will be webcast live and archived for 12 months. It can be viewed at the following link: <https://staffordshire.public-i.tv/core/portal/home>

John Tradewell
Deputy Chief Executive and Director for Corporate Services
21 July 2023

Agenda

- 1. Apologies**
- 2. Declarations of Interest**
- 3. Adult Social Care Enhanced Assurance** (Pages 1 - 12)
Report of the Cabinet Member for Health and Care.
- 4. District and Borough Health Scrutiny Activity** (Pages 13 - 18)
Report of the District and Borough Representatives.
- 5. Exclusion of the Public**

The Chairman to move:

That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs Part 1 of Schedule 12A Local Government Act 1972 (as amended) indicated below.

Part Two

(All reports in this section are exempt)

Membership	
Charlotte Atkins	Thomas Jay
Philip Atkins, OBE	John Jones
Chris Bain	Leona Leung
Val Chapman	Kath Perry, MBE
Richard Cox (Vice-Chair (Overview))	Jeremy Pert (Chair)
Ann Edgeller (Vice-Chair (Scrutiny))	Bernard Peters
Keith Flunder	Janice Silvester-Hall
Phil Hewitt	Ian Wilkes
Monica Holton	David Williams
Jill Hood	

Notes for Members of the Press and Public

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Recording by Press and Public

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Adult Social Care Enhanced Assurance

Recommendations

I recommend that the Committee:

- a. Note the introduction of Adult Social Care Enhanced Assurance from October 2023.
- b. Establish a working group to provide overview and scrutiny of the Council's self-assessment and the progression of areas of development.

Local Member Interest:

N/A

Report of Cabinet Member for Health and Care

Summary

What is the Overview and Scrutiny Committee being asked to do and why?

1. The Committee is asked to:
 - a. Note the introduction of Adult Social Care Enhanced Assurance from October 2023.
 - b. Establish a working group to provide overview and scrutiny of the Council's self-assessment and the progression of areas of development.

Report

Report Summary

2. The Health and Care Act 2022 gave the Care Quality Commission (CQC) new regulatory powers to undertake independent assessment of local authorities' delivery of the statutory duties set out in part 1 of the Care Act 2014.
3. The Council has commenced preparations for Enhanced Assurance, including a "CQC readiness review" from West Midlands Association of Directors Social Services in March 2023. Like all local authorities we have

strengths as well as some areas for development which we are seeking to address prior to CQC assessments commencing.

Main Body of the Report

Adult Social Care Enhanced Assurance assessment framework

4. The CQC has released a framework that they intend to use for assessment¹. This comprises four themes and nine quality statements summarised below with the Quality Statements detailed in Appendix A.

4 Themes	9 Quality Statements		
Working With People	Assessing Needs	Supporting people to live healthier lives	Equity in experiences and outcomes
Providing support	Care Provision, Integration & Continuity		Partnership and Communities
Ensuring safety within the system	Safe Systems, Pathways & Transitions		Safeguarding
Leadership	Governance, Management and Sustainability		Partnerships and Community

5. The CQC will use five types of evidence to assess against each of the nine quality statements:

- a. Experience from people who receive care, unpaid carers and their representatives; this feedback may be from surveys or interviews;
- b. Feedback from staff and leaders and the Council's own self-assessment;
- c. Feedback from partners including care providers, NHS organisations, Health Watch and voluntary sector;
- d. Processes including waiting times, audits, documented policies and strategies; and
- e. Outcomes achieved.

6. Local authorities will be rated as "Outstanding", "Good", "Requires Improvement" or "Inadequate". The CQC's current thinking is that assessment reports will include a short summary of the key features of the Council; information on what people have said about their

¹ [Assessment framework for local authority assurance - Care Quality Commission \(cqc.org.uk\)](http://cqc.org.uk)

experiences; narrative on strengths and areas for improvement; and a report on the direction of travel of the Council.

7. The Health and Care Act 2022 also provided new powers of intervention for the Secretary of State where the Department of Health and Social Care is not satisfied that a local authority is effectively meeting its duties under part 1 of the Care Act 2014. Further details are expected to be provided on how this intervention will operate in the future.

Implementation Timescales

8. **April 2023 - September 2023:** CQC will complete a desktop review on all local authorities using existing publicly available information around two of the quality statements: 'Care provision, integration & continuity' and 'Assessing needs'. The published report will provide a national perspective and will not identify individual local authorities.
9. **April 2023 - September 2023:** pilot assessments will be completed on five local authorities to test and develop the Assessment Framework. The five pilot local authority's ratings will be noted as "indicative" in recognition that they are volunteering to participate within the pilot. Staffordshire is not taking part in this pilot.
10. **October 2023–December 2023:** 20 full assessments will be completed and "full" ratings published.
11. **2024-2026:** full assessments will be completed on all remaining local authorities, and ratings published in batches of around 20 per quarter.
12. The CQC are indicating that assessments will take around 20 weeks. Local authorities will be given one month's notice to complete self-assessment documents and collate the required evidence. The majority of the CQC's assessment process will be completed off site, with the CQC estimating that assessors will only be on site for 2.5 days. Local authorities will have the opportunity to review and correct inaccuracies in assurance reports before they are published.
13. The new responsibilities are a significant development for the CQC. They will need to recruit and train additional staff to undertake assessments. In addition, the CQC is also reviewing its Assessment Frameworks for NHS and independent care providers and will also commence assessments of Integrated Care Systems from April 2023.

Staffordshire's Preparations and Self-Assessment

14. Recognising the limited information available on how the new Assessment Framework will operate, we have focused our preparations to date on completing our own self-assessment and gathering feedback from staff.
15. In March we invited colleagues from West Midlands Association of Directors Social Services, led by Telford & Wrekin Council, to complete a "CQC readiness review". The feedback was largely positive, with the majority of the issues recommended for improvement already being part of our current action plans.
16. Our key strengths are:
 - a. We have good **performance** for Care Act assessments and reviews, as well as management of Safeguarding referrals. We have low waiting lists for assessments and sourcing of care
 - b. We regularly audit Care Act assessments and can demonstrate that we adopt **strengths-based practice**.
 - c. The quality of our **care market** compares well both regionally and nationally and is on an improving trend. We have awarded a fee uplift of £19.5m for 2023/24, and plan a further £13.6m for 2024/25 that reflects the current high rate of inflation.
 - d. We have many examples where integration across Staffordshire is supporting real outcomes for people, particularly our unique Section 75 agreement with MPFT.
 - e. **Our staff** are committed and whilst we do have vacancies in our adult social care teams, we have low use of agency workers. We have an ongoing recruitment campaign, and our Social Work Learning Academy attracts people to want to work in Staffordshire.
17. Our most significant areas for development are:
 - a. Despite having excellent performance for the timeliness of care assessments and reviews (84% of assessments are completed in 28 days), we do have **waiting lists** for Financial Assessments, Occupational Therapy referrals, and Deprivation of Liberty Safeguarding applications. However, we have action plans to reduce these over the next year.
 - b. We need greater clarity about which **children** are likely to require care and support in adulthood as well as a more strengths-based approach during their teenage years to allow them to achieve greater

independence. Our Preparing for Adulthood project, which is led at Director level and the Integrated Care Board (ICB) is already making a difference with this. We are currently improving these pathways to enable children to be identified and engaged earlier, with just one of the outcomes being that young people will have transitional plans in place well in advance.

- c. We need to improve our focus on considering any geographical or demographic barriers to care, particularly around any need to tailor services to particular groups' needs, including those with protected characteristics. We are undertaking an analysis to explore potential inequalities and considering whether any bespoke services are required.
 - d. We could do more to **promote independence** for people with learning disabilities – for example enabling more people to live in their own homes and secure jobs; building on what they can do rather than what they cannot do.
 - e. Use of direct payments is falling across the country and in Staffordshire, and there is a **limited choice** of services available for people to purchase in the care market. We are using staff and customer feedback to revise our direct payment processes so that they are easier to set up and to use. We are also exploring the development of micro-enterprises as an alternative to more traditional care services, to give people a greater range of choice.
 - f. We have examples of where we have **co-produced** the design of services by working with people and their communities. For example, our Carers Strategy commenced through engagement with carers and resulted in a redesigned service; and we have recently implemented arrangements to regularly receive feedback from people following their assessment. However, further evidence of the "voice of the person" is limited, and we have plans to develop a consistent approach to co-production.
18. Further details of our self-assessment are included at Appendix B. We have an Assurance Improvement plan in place that sets out all of the actions required, and implementation will be monitored prior to October 2023.

Next steps

19. Our next steps are to:

- a. Continue implementing our Assurance Improvement plan actions;

- b. Update our self-assessment and socialise these within the Council and with partners;
 - c. Document evidence of our processes and strategies where these are specifically referenced in the Assessment Framework;
 - d. Continue to engage with staff and re-survey them to explore their perceptions of the impact of the Assurance Improvement plan; and
 - e. Engage with people to capture the “voice of the person” within the next iteration of the self-assessment.
20. We would welcome overview and scrutiny of our preparations to ensure that we make the progress that is required.

Risks Identified

21. There remains considerable uncertainty regarding how the Assessment Framework will be implemented. We are continuing to engage with all available webinars and consultation opportunities so that we can understand how it develops.
22. Ensuring that we are prepared for enhanced assurance will require considerable additional management and administrative capacity as well as staff time across Health and Care. Funding for this has been identified from within the Health and Care budget to avoid a pressure on the MTFS.

Link to Strategic Plan

23. This report relates to the following strategic priorities:
- a. Support Staffordshire's economy to grow, generating more and better-paid jobs.
 - b. Encourage good health and wellbeing, resilience and independence.

List of Background Documents/Appendices:

- Appendix 1 - Quality Statements
- Appendix 2 - Summary of our self-assessment

Contact Details

- | | |
|----------------------|---|
| Report Author: | Amanda Stringer, Lead Commissioner ASC |
| SLT Lead: | Richard Harling, Director Health & Care |
| Cabinet Member Lead: | Cllr Julia Jessel, Cabinet Member Health & Care |

Appendix 1: Quality Statements

	Quality Statement	"I Statements"
Working With People	<p>Assessing Needs:</p> <p>We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.</p>	<ul style="list-style-type: none"> • I have care and support that is co-ordinated, and everyone works well together and with me. • I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals
	<p>Supporting people to live healthier lives</p> <p>We support people to manage their health and wellbeing so they can maximise their independence, choice and control. We support them to live healthier lives and where possible, reduce future needs for care and support.</p>	<ul style="list-style-type: none"> • I can get information and advice about my health, care and support and how I can be as well as possible – physically, mentally and emotionally. • I am supported to plan ahead for important changes in my life that I can anticipate.
	<p>Equity in experiences and outcomes</p> <p>We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support and treatment in response to this.</p>	<ul style="list-style-type: none"> • I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals
Providing Support	<p>Care provision, integration and continuity</p> <p>We understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity.</p>	<ul style="list-style-type: none"> • I have care and support that is co-ordinated, and everyone works well together and with me.
	<p>Partnerships and communities</p> <p>We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement.</p>	<ul style="list-style-type: none"> • Leaders work proactively to support staff and collaborate with partners to deliver safe, integrated, person-centred and sustainable care and to reduce inequalities.

	Quality Statement	"I Statements"
How the Local Authority ensures safety within the System	<p>Safe systems, pathways and transitions</p> <p>We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services.</p>	<ul style="list-style-type: none"> • When I move between services, settings or areas, there is a plan for what happens next and who will do what, and all the practical arrangements are in place. • I feel safe and am supported to understand and manage any risks.
	<p>Safeguarding</p> <p>We work with people to understand what being safe means to them as well as with our partners on the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. We make sure we share concerns quickly and appropriately.</p>	<ul style="list-style-type: none"> • I feel safe and am supported to understand and manage any risks.
Leadership	<p>Governance, management and sustainability</p> <p>We have clear responsibilities, roles, systems of accountability and good governance. We use these to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.</p>	
	<p>Learning, improvement and innovation</p> <p>We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research.</p>	

Appendix 2: Summary of Our Self- Assessment

Quality Statement	Our Strengths	Areas of Development
Assessing Needs	<p>We have excellent performance for the timeliness of assessments and reviews:</p> <ul style="list-style-type: none"> • 84% of assessments completed in 28 days • 86% of people reviewed in 12 months • Our quality audits demonstrate that 89% of assessments evidence the strengths of the adult 	<ul style="list-style-type: none"> • We are seeking to implement Online Assessments • We recognise that we need to fully embed Strength based practice and personalisation to provide choice and control • We are taking action to address the financial assessment waiting times as part of the overall work to improve the adult social care pathway
Supporting People to live healthier lives	<ul style="list-style-type: none"> • Staffordshire Cares provide information advice and guidance • Supportive Communities has been developed and is being implemented • Reablement Service supports people to regain independence following an admission to hospital 	<ul style="list-style-type: none"> • We are developing our website to improve on the proportion of people who find it easy to access information about care and support • We are promoting use of Assistive Technology to prevent, reduce and delay needs • Reduce our waiting lists for Occupational Therapy
Equity in Experience and outcomes	<ul style="list-style-type: none"> • Our Strength based approach focuses on understanding what matters to people, including their protected characteristics. 	<ul style="list-style-type: none"> • We are planning engagement with community groups to understand experiences and outcomes, e.g. pilot in Burton • We recognise that we need to co-produce our strategies to ensure that access to care is available to all • We want to improve recording of protected characteristics.
Care Provision,	We compare positively for	<ul style="list-style-type: none"> • The use of Direct Payments in

Quality Statement	Our Strengths	Areas of Development
Integration and continuity	<p>West Midlands and England regarding the quality of care that is rated as outstanding/good:</p> <ul style="list-style-type: none"> • 74% of care homes with nursing • 85% of care homes without nursing • 87% of community based care <p>We have invested in additional resource to ensure we are sourcing care services within timescales</p>	<p>Staffordshire is reducing, so we are reviewing our processes and practice in this area</p> <ul style="list-style-type: none"> • We want to create additional capacity for extra care and care homes with nursing • We will extend our block booked beds offer to provide market resilience • Continue to improve how we meet outcomes for adults with a learning disability
Partnership and Communities	<ul style="list-style-type: none"> • Section 75 relationship between SCC and MPFT • N Compass providing support for unpaid carers • Voluntary sector and Supportive Communities 	<ul style="list-style-type: none"> • Align preparation for ASC enhanced assurance with NHS preparations for Integrated Care System assessments. • Continue our partnership arrangements with District and Borough Councils regarding Housing
Safe Systems, pathways and transitions	<ul style="list-style-type: none"> • Timeliness of responding to safeguarding referrals is good • Excellent Provider Failure processes and our Provider Improvement and Response Team supports providers to meet quality standards • Our Integrated Discharge to Assess pathway has demonstrated that we have reduced/removed delays waiting for care in hospital 	<ul style="list-style-type: none"> • Implement a Quality Assurance Framework to further improve safeguarding practices. • Review and redesign our Preparing for Adulthood pathways to further support transition from childrens services • Reduce our waiting list of Deprivation of Liberty Safeguards and Community DoLS • Review reasons for referrals received post hospital discharge
Safeguarding	<ul style="list-style-type: none"> • We have timely and effective triaging of safeguarding contacts • Our Multi Agency Safeguarding Hub enables sharing of information • We have an Established 	<ul style="list-style-type: none"> • Evidence that we are learning and embedding the lessons from Safeguarding Adult Reviews • Ensure we are collating and using feedback from people to inform future planning and

Quality Statement	Our Strengths	Areas of Development
	Safeguarding Adults Board	strategy
Governance, management and sustainability	<ul style="list-style-type: none"> • We have a Health & Care Strategic Delivery Plan that describes our objectives • We have robust governance arrangements and good performance Management and Quality Assurance arrangements • Finances - 41% of our Council Budget is spent on Adult social care 	<ul style="list-style-type: none"> • We want to develop a culture of co-producing strategies, and increasing resource and focus in this area.
Learning, Improvement and Innovation	<ul style="list-style-type: none"> • We have examples of innovative use of technology • Our Principal Social Worker Forums and Leadership Q&A sessions are well attended to communicate learning and collate feedback • Our Quality group collates learning from complaints, incidents, compliments and quality audits 	<ul style="list-style-type: none"> • We need to consistently communicate learning from best practice, complaints and incidents • Ensure we are consistently collecting people's feedback and using this to inform improvement. • Continue to embed two-way staff feedback

Local Members Interest
N/A

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District and Borough Health Scrutiny Activity

Recommendation

I recommend that:

- a. The report be received, and consideration be given to any matters arising from the Health Scrutiny activity being undertaken by the Staffordshire District and Borough Councils, as necessary.

Summary

- The Committee receives updates at each meeting to consider any matters arising from the Health Scrutiny activity being undertaken by the Staffordshire District and Borough Councils.

Background

2. The Health and Social Care Act 2001 confers on local authorities with social services functions powers to undertake scrutiny of health matters. The County Council currently have responsibility for social services functions but, to manage health scrutiny more effectively, they have agreed with the eight District/Borough Councils in the County to operate joint working arrangements.
3. Each District/Borough Council has a committee in which holds the remit for health and wellbeing scrutiny matters and matters that have a specifically local theme. The Health and Care Overview and Scrutiny Committee will continue to deal with matters that impact on the whole or large parts of the County and that require wider debate across Staffordshire.
4. District and Borough Councils each have a representative from the County Council Health and Care Overview and Scrutiny Committee as a member of the relevant committee with remit for health scrutiny matters. The County Councillors will update the District and Borough Councils on matters considered by the Health and Care Overview and Scrutiny Committee. A summary of matters considered by this committee is circulated to District and Borough Councils for information.

5. It is anticipated that the District and Borough Councillors who are members of this committee will present the update of matters considered at the District and Borough committees to the Health and Care Overview and Scrutiny Committee.
6. The following is a summary of the health scrutiny activity which has been undertaken at the District/Borough Council level since the last meeting of the Health and Care Overview and Scrutiny Committee on 28 November 2022.

7. Cannock Chase District Council

Cannock Chase's Health, Wellbeing & The Community Scrutiny Committee last met 17 July 2023

Date of next meeting: tbc

8. East Staffordshire Borough Council

The Committee have initially agreed to look into two subjects:

- Suicide rates within East Staffs and the causes
- Activity provision and how those are targeted to diabetes.

These both will need scoping out further with the committee.

Date next meeting: tbc

9. Lichfield District Council

Lichfield District Council's Overview and Scrutiny Committee met on 8 June 2023.

Date of next meeting: 2 August 2023

10. Newcastle-under-Lyme Borough Council

The Health, Wellbeing & Environment Scrutiny Committee last met on 14 June, 2023 and the following matters were considered:

- The Committee received a verbal update from the Police Commander on the new Policing Model.
- The Committee considered the latest report to Cabinet on odour issues at Walleys Quarry.
- Members considered a case study carried out in Wolverhampton on the benefits of Modular Housing.

- The committee considered the regular reports from the County Health and Care Overview and Scrutiny Committee and the Police, Fire and Crime Panel and notes of a meeting with the Integrated Care Board.
- The Work Programme was discussed and Members requested that a presentation on Modular Housing be postponed until September and that the Sustainable Environment Strategy Annual Report and Review of the 850 Celebrations be moved to the November meeting

Date of next meeting: 7 September 2023

11. **South Staffordshire District Council**

South Staffordshire Councils Wellbeing Select Committee last met on 6th June 2023. The following matters were considered.

Joint code of working

A presentation was delivered by the Assistant Director Community Services on the code of joint working between South Staffordshire Council and Staffordshire County Council for Health Scrutiny , the presentation covered the areas of focus for each committee , including what elements of health should be considered at a County / District level . South Staffordshire Council have subsequently issued a decision recommending the Council sign up to the joint code which has been supported by Members.

Community safety partnership action plan

The Councils Community Services Manager & Community Wellbeing and Partnership Officer provided an overview of the newly refreshed Community Safety Partnership Action Plan 2023-2026 , The partnership brings together all the agencies in the District who can have an impact on crime, anti-social behaviour, and the fear of crime with the key focus of keeping communities safe.

The plans priorities are based on a strategic assessment produced by Staffordshire County Council and Staffordshire Police and the outcomes for the 2023/26 plan are listed below.

- To reduce all recorded crime by 2%
- To reduce vehicle crime by 2%
- To increase the number of repeat victims of domestic abuse accessing services by 20%
- To reduce serious violence, including violence against women and girls by 2%
- To reduce anti-social behaviour by 3%

- To maintain the high level of feeling of safety during the day (88%) and improve the feel of safety after dark (67%)

An update will be given at Septembers meeting to report on performance against the plans outcomes.

Staffordshire Healthwatch

Healthwatch Staffordshire carried out a presentation on their role to the newly formed committee and the key priorities for Healthwatch during 2023/24.

Work Programme

The Assistant Director Community Services gave an overview of the committees work programme for 2023 and requested Members come forward with any additional local Health and Wellbeing issues that can be referred to the committee.

Date of next meeting Tuesday 12th September 2023

- Performance update South Staffordshire Community Safety Partnership
- Air Quality
- Healthwatch Staffordshire update

12. Stafford Borough Council

Stafford Borough Council's Community Wellbeing Scrutiny Committee last met on 18 July 2023.

Date of next meeting 5 September 2023.

13. Staffordshire Moorlands District Council

Following a review of the Council's scrutiny arrangements, the Health & Wellbeing Sub-Committee met on 5 July 2023.

Members considered the Code of Joint Working and made a recommendation to Cabinet.

Discussion took place around ongoing concerns relating to the rural ambulance provision in the area. Suggestions for future items for the Work Programme included; the Move More Strategy, Leisure Transformation Plan and community mental health.

The next meeting is scheduled to take place on 27 September 2023.

14. Tamworth Borough Council

The Committee met on 21 June and 11 July 2023, however had no specific health related items.

Date of next meetings: 21 September 2023 and 17 October 2023

Link to Strategic Plan

Scrutiny work programmes are aligned to the ambitions and delivery of the principles, priorities, and outcomes of the Staffordshire Corporate Plan.

Link to Other Overview and Scrutiny Activity

The update reports provide overview of scrutiny activity across Borough and Districts, shares good practice, and highlights emerging concerns which inform work programmes for Health and Care Overview and Scrutiny Committees across Staffordshire.

List of Background Documents/Appendices:

Council	District/ Borough Representative on CC	County Council Representative on DC/BC
Cannock Chase	Cllr David Williams	Cllr Phil Hewitt
East Staffordshire	Cllr Monica Holton	Cllr Philip Atkins
Lichfield	Cllr Leona Leung	Cllr Janice Sylvester-Hall
Newcastle	Cllr Ian Wilkes	Cllr Ian Wilkes
South Staffordshire	Cllr Val Chapman	Cllr Kath Perry
Stafford BC	Cllr Ann Edgeller	Cllr Ann Edgeller
Staffordshire Moorlands	Cllr John Jones	Cllr Keith Flunder
Tamworth	Cllr Chris Bain	Cllr Thomas Jay

Contact Details

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