

**Annual Report** of Scrutiny at Norfolk County Council 2004-05



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## Introduction by Celia Cameron

### Chairman of the Cabinet Scrutiny Committee from 2001 to 2005

This is the second Annual Report of Scrutiny at Norfolk County Council.

The report brings together the best of Member-led scrutiny over the past year. Also, because 2005 is election year, we thought it would be helpful to review progress with scrutiny over the period of the current Council since May 2001.

In this way, we hope that the report can help with the induction of newly elected Members into the art and science of scrutiny.

Good scrutiny is important for several reasons:

- Under the Council's Constitution, scrutiny is essential to ensure that important decisions and activities are tested robustly, but constructively
- Effective scrutiny is now an important part of how the County Council is judged by the Audit Commission under the Comprehensive Performance Assessment
- Good scrutiny helps to ensure that the Council has effective governance arrangements
- Perhaps most importantly, scrutiny of decisions, policies and services is essential to make sure that the Council is accountable to local people

In the early days of scrutiny, much effort went into establishing and embedding the concept of scrutiny and developing the processes through 'learning by doing'. The challenge for Members involved in scrutiny over the past four years has been to demonstrate that the time, energy and resources devoted to scrutiny has made a difference to the people of Norfolk.

The focus of this report is very much on the outcomes that have been achieved from scrutiny. The Chairmen of each Review Panel, the Cabinet Scrutiny Committee and the Norfolk Health Overview and Scrutiny Committee have all contributed their summaries of what has been achieved. In addition, the report includes several case studies of particularly successful scrutinies.

**Celia Cameron,**  
Chairman, Cabinet Scrutiny Committee  
March 2005



## The development of scrutiny at Norfolk County Council

### Background to scrutiny

Scrutiny was formally introduced under the Local Government Act 2000. This put in place a Cabinet of elected Councillors from the ruling party, to act as the executive and to make the majority of decisions.

The Cabinet Scrutiny Committee chaired by the Leader of the Opposition, acts as a counter balance to the Cabinet by examining and scrutinising Cabinet decisions and any area of council business. Whilst the Committee cannot overturn a Cabinet decision, it can refer back the decision or ask the Council to consider the issue.

The five Review Panels, one for each main area of the Council's services, cannot make decisions but they do act as public discussion forums on policy and service development. They also have an important role in scrutinising matters relating to their services.

Another body, the Norfolk Health Overview and Scrutiny Committee, was set up in 2002 under the Health and Social Care Act 2001. The Committee has two roles. Firstly, to scrutinise anything in the NHS and the health sector that might help improve the health of the community. Secondly, the Committee has to be consulted on any 'substantial' changes in health services.

### Best practice scrutiny at Norfolk County Council

One of the important elements of our approach to scrutiny has been to encourage Members on all the Council's scrutiny bodies to regularly review how scrutiny is developing. For example, the Cabinet Scrutiny Committee regularly follows-up its recommendations, monitors implementation and reviews the Committee's performance.

This second annual scrutiny report is another way in which lessons learnt and best practice is identified and disseminated.

Best practice is documented in 'Scrutiny at Norfolk County Council.' This is now included on the scrutiny pages of the Norfolk County Council website at [www.norfolk.gov.uk/scrutiny](http://www.norfolk.gov.uk/scrutiny)

All the scrutiny bodies at Norfolk County Council work to a 'working style', which the Cabinet Scrutiny Committee adopted in July 2001, also on the Norfolk County Council website.

## Member and officer development and training

Development and training of Councillors and officers has been an important element of developing best practice.

Over the past four years the Scrutiny Support Team and the Political Assistants from all parties have held scrutiny workshops for Councillors and officers.

The focus for these workshops was initially to help with general understanding of scrutiny, then moving to some practical ways of being more effective and developing scrutiny skills.

During 2004-5 scrutiny workshops have been for senior officers from all departments, helping them to understand the role of scrutiny and how they can help elected Councillors achieve better outcomes from scrutiny.

## Reviews of the effectiveness of scrutiny

Following a mid-term comprehensive review of the overview and scrutiny function in 2003, the Cabinet agreed a number of ways in which the scrutiny could be improved.

Early in 2004, the Cabinet Scrutiny Committee recommended further action. The Cabinet agreed that:

- it would look for opportunities to pass work to the Cabinet Scrutiny Committee and Review Panels
- planning the induction programme for new members following the election would begin early
- Review Panels would use the Forward Plan to help develop their work programmes
- Chief Officers would produce brief newsletters before Review Panel meetings to keep members informed while keeping unnecessary items off agendas

## Norfolk Members of Youth Parliament (MYPs)



As part of the Council's contribution to Local Government Week, we invited Norfolk Members of Youth Parliament (MYPs) to take part in our democratic processes. Instead of a token 'shadow' exercise we were keen to involve young people in a real and direct way. We therefore invited the MYPs to attend Cabinet to choose an item to call in so that they could undertake their own scrutiny process.

The MYPs decided to call in the Norwich Area Transportation Strategy as they felt that young people would be greatly affected by the strategy

but had not been fully consulted. With guidance from the Scrutiny Support Team the MYPs wrote a call in notice and conducted their own scrutiny meeting, involving Councillor Adrian Gunson, the member with responsibility for Planning and Transportation. The MYPs reported back the recommendations around involving young people to Cabinet and these were accepted. Funded by European money, the whole process was filmed and the video will be used in the future for training.

## The Norfolk Scrutiny Network

The Norfolk Scrutiny Network is a partnership of Chairs of Scrutiny Committees and Scrutiny Support Officers from the County Council and all District Councils in Norfolk. The network meets regularly to share best practice scrutiny, invites speakers and has jointly arranged a number of scrutiny workshops.

## The first Norfolk Scrutiny Conference

The network held its first scrutiny conference on 29<sup>th</sup> October 2004 at the UEA Sports Park. Over 100 Councillors and officers from the County Council and all District Councils attended.

The aims of the conference were to provide an opportunity for networking, to learn from each other by sharing best practice, and to raise the profile of scrutiny in Norfolk.

Dr Ian Gibson, MP for Norwich North (and Chair of the Parliamentary Select Committee on Science and Technology) gave a valuable insight into the work of the Select Committee. He highlighted some of the enquiries that he had been involved in and drew parallels with the work of Local Government scrutiny committees.

The Conference also heard from James Tumbridge a Barrister and a prospective parliamentary candidate for Norwich North, who gave a presentation on how the questioning skills used in the legal profession could be transferred into local government scrutiny. Delegates were given the opportunity to put these skills into practice when they had to use Humpty Dumpty as a witness and establish how he fell off his wall!

Feedback from delegates was very positive, with 92% of those who attended keen to hold a similar event in 2005. It was felt that the event proved to be an opportunity to exchange information and experiences, learning from the different approaches to scrutiny throughout the county.

The network has agreed to hold another conference on 18 November 2005.



## Case study of a call-in by the Cabinet Scrutiny Committee

### Norwich Orbital Bus route

The Cabinet agreed (on 9 August 2004) the recommendation of the Director of Planning and Transportation to introduce an orbital bus route around Norwich and agreed the route.

Members of the Cabinet Scrutiny Committee 'called in' the decision that the Cabinet had made. The call-in letter made clear that, whilst Members supported the concept of an orbital bus route, they wanted the Cabinet Scrutiny Committee to explore a number of issues:

- why the proposed route did not provide a fully orbital bus service
- whether the proposed route provided the best linkage between residential, employment and shopping areas
- whether a more flexible route would provide a better service to users
- whether the proposed journey times were short enough
- why local members had not been consulted over the proposed route

The Cabinet Member for Planning and Transportation was invited to come to the meeting of the Cabinet Scrutiny Committee, supported by other colleagues and officers.

Following a long question and answer session the Committee agreed that the decision should be referred back to the Cabinet. The main concern of the Committee was that local Members had not been consulted prior to Cabinet making its decision.

The next meeting of the Cabinet received the report of the Cabinet Scrutiny Committee along with an interim report from the relevant Cabinet Member. Cabinet agreed to consider a further report at a later meeting.

The Director of Planning and Transportation carried out further extensive consultation with Local Members, local businesses, bus operators and brought a revised proposal to the meeting of the Cabinet on 22 November 2004. The Cabinet agreed the Director's proposal that tenders should be invited from bus operators for delivering an orbital bus service and that the Cabinet would take a final decision on the final preferred route at a later meeting.

The outcome from the intervention of the Cabinet Scrutiny Committee was a new, completely orbital, bus route that was acceptable to local Members, local businesses and bus operators.

## Case study of a scrutiny by the Cabinet Scrutiny Committee

### Royal Mail

Having received complaints from residents, the Cabinet Scrutiny Committee decided to scrutinise Royal Mail Postal Services, particularly to investigate more closely concerns over the reduction in postal deliveries.

Due to the complexity of the topic the Committee planned its approach to scrutiny in advance. The Committee decided that its main concerns and the main areas of questioning would be around reliability, speed of service, complaints and issues raised by businesses. The committee also identified the organisations and people that they would like to attend as 'witnesses'.

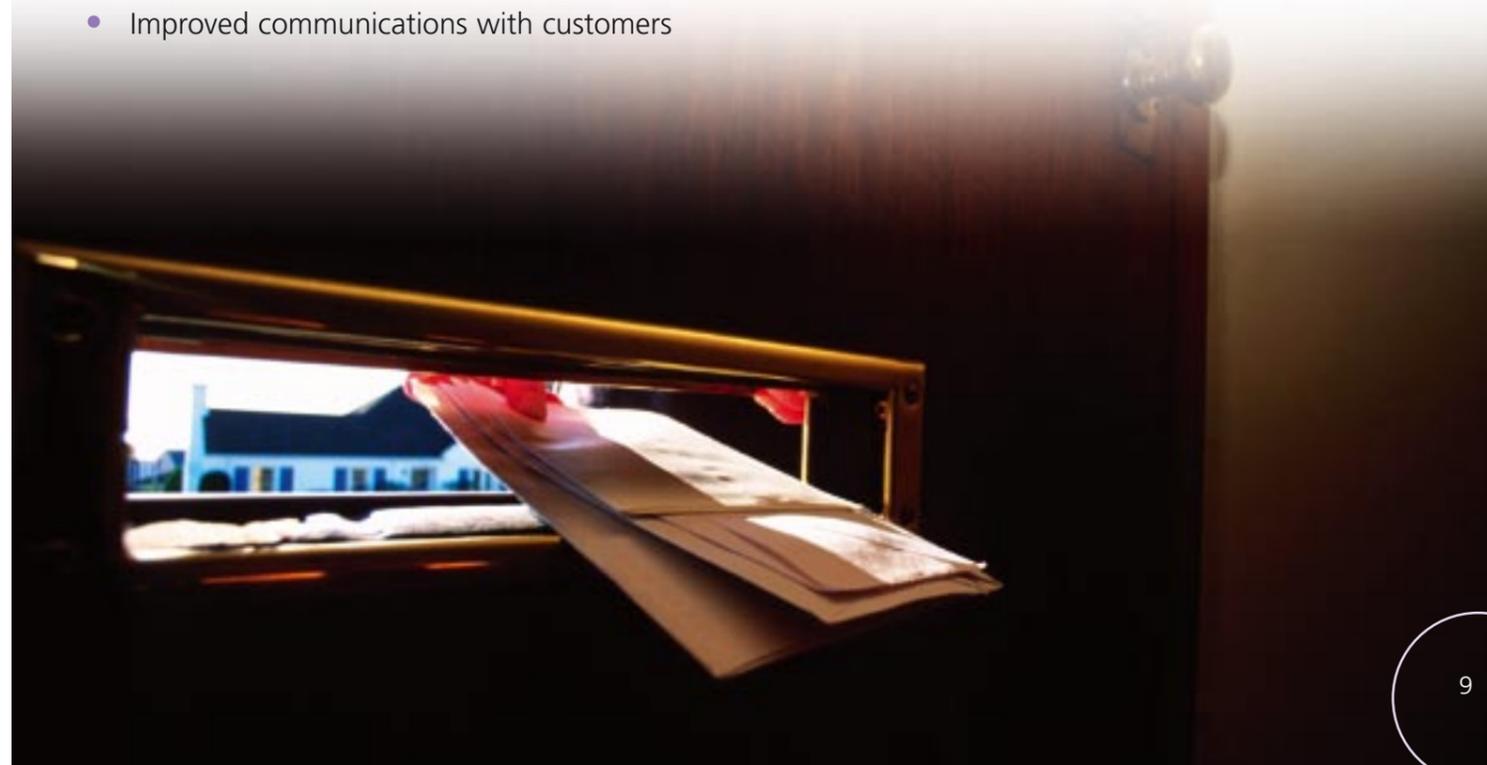
Representatives from Royal Mail, Postwatch and the Communication Workers Union were invited and all attended the single issue meeting of the Committee on 26 October 2004.

The Scrutiny Support Manager prepared a briefing paper, based on the Committee's concerns, including some suggested questions for the Committee to ask, covering the following areas:

- Reliability and speed of service
- Timing of postal deliveries and misdelivered mail
- Bulk collection and delivery service

The Post Office representatives committed to investigate a number of specific concerns that had been raised. The Committee agreed that it would scrutinise the issue again in six months time to see what progress had been made with:

- Customer complaints
- Deliveries in rural areas, especially to new businesses setting up in rural areas
- Progress with manpower planning
- Reliability of the postal service and staffing
- The use of trains and Norwich Airport to assist with Norfolk deliveries
- Improved communications with customers



## Other Achievements and Outcomes of the Cabinet Scrutiny Committee



### Norfolk Schools PFI Project

The Cabinet Scrutiny Committee continued to monitor the project's progress throughout the year. The Committee raised concerns and exposed issues at every stage, providing a greater Member involvement in the decisions made.

### The Capital Costs of School Buildings

This was first scrutinised in February 2002, a number of recommendations were made to the Cabinet in March 2003 and a further update on progress was reported in March 2005. The Committee were satisfied with the progress with the recommendations.

### Norfolk Children's Fund

This is a national government initiative targeting children likely to be experiencing social exclusion. The Cabinet Scrutiny Committee identified the lack of information available on decisions taken about the Children's Fund and noted that there was no Member representation on the Norfolk Children's Fund Partnership Board. The Children's Fund agreed to make details of funding of each scheme available to Members and undertook to ensure Members would be adequately briefed in the future. Member representation on the Children's Fund Partnership Board would also be a consideration for the future.

### Educational Achievements of Children looked after in 2004

Following a report to the Committee in January 2004 it was agreed further monitoring was necessary in view of councillors' role as corporate parents. In January 2005 a further report to the Committee highlighted the educational achievements of children in Norfolk's care, which were both academic and non-academic. The Committee heard work was underway to investigate why some looked after children were not sitting external examinations and the possible need of assistance in schools to enable these children to succeed. A focus on specialist teaching and other strategies to support looked after children in attaining qualifications, was also being addressed.

### Section 17 of the Crime and Disorder Act 1998

The Cabinet Scrutiny Committee set up a working group to consider the County Councils obligations under the act and what could be done to ensure these were met. The working group successfully raised the profile of s17 within the County Council, ensuring due attention was paid to the need to consider s17 in it's work. Arising from this work the Cabinet Scrutiny Committee identified an additional area of work around children either formally or informally excluded from school. A working group on **Exclusions from Schools** was set up to look at the area of exclusions and will be reporting its findings in April 2005.

## Achievements and Outcomes of the Corporate Affairs Review Panel

The Corporate Affairs Review Panel's remit means that it covers a wide range of departments and services. The Panel received a number of detailed reports on these, which have provided useful and informative background knowledge.

The panel considered a wide range of issues from the Office Accommodation Strategy, the Compliments and Complaints Policy and Procedure and the Public Involvement Group to Employing People with Disabilities, Member Training and Development and the Race Equality Scheme.

A lot of the Panel's attention has been focused on scrutinising the Medium Term Plan and budget process. This has resulted in the Corporate Affairs Review Panel, and all other Review Panels, now receiving quarterly reports on their respective revenue budgets and capital programmes.

A task and finish group was set up by the panel to formulate a draft response to the consultation paper from the Electoral Commission entitled 'How old is old enough? The minimum age of voting and candidacy in UK elections'. The group was assisted by a member of the Youth Parliament and members of the Connexions Youth Council and recommended a response, which was considered by Cabinet in October 2003.

Issues relating to the County Council's appointments to outside bodies have also been considered by a CARP task and finish group. The group made a number of recommendations, which were subsequently approved by Cabinet in November 2003.

Following a review of the local member protocol and departmental member liaison officer arrangements by the Member Support and Development Advisory Group, the panel recommended a number of changes, which were approved by Cabinet in April 2004.

The Corporate Affairs Review Panel has been involved in the preparation of the 2005/06 member training and development programme, including a comprehensive induction process for newly elected members following the May 2005 County Council elections. The Member Support and Development Advisory Group carried out initial work prior to the draft programme being reported to the panel. Cabinet agreed the final programme in January 2005.

The Review Panel recommended to Cabinet a number of pilot arrangements for ensuring the effective engagement of members with their local government colleagues at a very local level involving the County Council Divisions of Wissey and Sheringham, the town of King's Lynn and the Borough of Great Yarmouth. Cabinet agreed these models as part of the County Council's overall approach to working locally as a pilot running until March 2006. After March 2006, the panel will undertake a review of the effectiveness of the pilot models and report back to Cabinet. The Sheringham Forum has already begun meeting and the others are being developed on the new divisional boundaries for implementation after the May 2005 election.

The panel's work has been driven by its forward work programme, which is continually updated following contributions and suggestions from both members of the Panel and officers.

### Ian Monson

Chairman of the Corporate Affairs Review Panel

## Achievements and Outcomes of the Education & Cultural Services Review Panel

The Education and Cultural Services Review Panel has had a full scrutiny programme during the year 2004-2005. Five working groups have reported their findings to the panel and an initial report on Work Experience in Norfolk was brought to the panel in response to a request from Cabinet Scrutiny Committee. In addition the panel received an update on the "Thinking Schools Thinking Children" initiative which had been the subject of an earlier scrutiny exercise.

The topics which have been scrutinised are:

- Traveller Education
- The Gifted and Talented Strategy in Schools
- Schools Capital Works
- The Museums Education Service
- The Role of Support Staff in Schools

The final reports have been the result of a number of different approaches to scrutiny, which have included talking to expert witnesses, visiting schools and museums, talking to children and observing good practice.

Members have especially valued the opportunity to visit schools and see for themselves how policies which they oversee, translate into practice. There have been a number of very positive outcomes from this year's programme:

- Following a recommendation from the Gifted and Talented Working Group, the amount of officer time dedicated to supporting schools in implementing the Gifted and Talented Strategy has been increased
- As a result of the Schools Capital Works Scrutiny, schools are better informed as to the choices they have in 'testing the market' when selecting a contractor to carry out capital works and of the costs associated with building projects
- There is raised awareness of the work of the Museums Education Service and the Traveller Education Service
- The panel is better informed about the increasingly important role played by Teaching Assistants and other support staff in schools

- Two Members had the opportunity to visit the Appleby Horse Fair

Perhaps the most positive outcome of all is the growing view that scrutiny is a valuable formative function of the review panel, and that participation in a scrutiny exercise is both informative and enjoyable.

### David Rye

Chairman of Education and Cultural Services Review Panel



## Achievements and Outcomes of the Fire and Community Protection Review Panel

The Panel has a wide-ranging remit encompassing Fire, Trading Standards, Emergency Planning, Community Safety and Youth Offending Services. Over the last four years, it has completed scrutiny reviews across the breadth of these services. The programme included the following issues and outcomes:

- Public Awareness of Trading Standards
- Exercise Dimming Sun
- Emergency Planning arrangements at Bacton Gas Terminal
- Specialist Fire Appliances

The Panel recognise the importance of achieving positive improvements as a result of scrutiny. In terms of these reviews, it has supported initiatives to raise public awareness of trading standards and identified changes to the provision of specialist fire appliances, which have been adopted.

In carrying out these reviews the Panel has adopted a range of working methods, including site visits and presentations to the Panel. For most scrutiny topics, a member/officer working group has been set up under terms of references to enable a focussed and more detailed examination of the issue followed by a report with recommendations to the Panel.

The Panel reviewed its scrutiny programme for 2004/05 and decided to focus on two topics:

- Community/Shared use of Fire Stations
- Arson Reduction Programmes for Young People

The Arson Scrutiny Working Group have met with a wide range of stakeholders including the Police, Housing Associations, Community Safety and Youth Offending Team. Importantly they have met with the victims of arson and school pupils to gain a wide view on the experience, causes and effective responses to see the incidents of deliberate fire setting reduce. The Community use of Fire Stations Working Group have visited fire stations and examined options for wider use. Both Scrutiny Working Groups have studied best practice from other parts of the country.

Both Working Groups will be reporting back to the Panel with their recommendations shortly.

### Wyndham Northam

Chairman of the Fire and Community Protection Review Panel



## Achievements and Outcomes of the Social Services Review Panel

In the past four years the Social Services Review Panel has looked at 18 scrutiny items. Some, such as Occupational Therapy Services in Great Yarmouth, were dealt with quickly, by way of a report to Members. Others, such as Recruitment and Retention within the Department, were scrutinised by a small working party of Members who were supported by officers from within the Department.

Two other major scrutiny projects resulted in changes being made. Scrutiny of Foster Care and support to foster carers was carried out by a member working group who recommended some simple changes to the way we support foster carers. This led to the Department developing an action plan to improve the way we pay, support, listen to and recruit carers which is helping us to recruit more in-house foster carers and reduce the number of foster carers bought in from independent providers.

In 2004/05, the Review Panel completed its third major item of scrutiny.

The third working party established considered administration within the Social Services Department, looking at the use of computers and the quality and suitability of office accommodation.



Site visits to a number of offices where Members were able to meet with staff and listen to their issues proved helpful in drawing together a set of proposals to improve the tools we give staff to do the job. Several new offices have come on stream, or are planned. Many new computers have been issued within the Department, networks have been improved and plans for a major replacement of the existing client database are well under way.

To improve staff safety, mobile phones have been issued to front line staff, which also enables us to work more efficiently by enabling us to contact them more easily.

Social Services Review Panel monitors progress on the items it has scrutinised by asking for regular update reports.

The current scrutiny programme lists 9 outstanding items. These will be reviewed when the new Review Panel arrangements are in place to reflect the creation of the Children's Services and Adult Social Services Department.

### Shelagh Gurney

Chairman of the Social Services Review Panel

## Achievements and Outcomes of the Planning, Transportation, Environment, Waste and Economic Development Review Panel

Over the past four years the Review Panel has scrutinised many of the service areas within its wide-ranging remit. It has employed various methods, including full Panel scrutiny, in depth task and finish group work, and fast track examination of issues that needed more urgent attention.

Recommendations have been put into effect through action plans and the departmental service plans. The process has been particularly useful in producing service improvement ideas for inclusion in the next five year Local Transport Plan.

In 2004-05, the Review Panel placed more emphasis on task and finish group scrutiny. This has proved an effective way for members of the Panel to hear the views of stakeholders before recommending service improvements. It has also encouraged positive community involvement in the work of Economic Development and Planning and Transportation.

### Outcome of Scrutiny Completed in 2004-05

- **Walking and cycling** - action plan to improve effectiveness of schemes currently being implemented
- **City centre traffic queues** - measures to minimise congestion
- **Signage to local business and tourist destinations** - new eligibility criteria under consideration
- **Reducing road accidents** - Ongoing work in conjunction with Norfolk Constabulary
- **Snow situation 28/1/04** - operational improvements to the inter-agency response to severe weather
- **Closure of urban Post Offices** – objections to closures made known to the Government
- **Trading on the highway** – improvements to effectiveness of protocol with District Councils



The Review Panel also embarked upon or continued scrutiny of seven other topics in 2004-05.

### Stephen Bett

Chairman of the Planning, Transportation, Environment, Waste and Economic Development Review Panel

## Achievements and Outcomes of the Norfolk Health Overview and Scrutiny Committee

The power of local authorities to scrutinise the health services can be seen as a natural extension to the powers of well-being already given to councils. The idea, first given flight in the Government's NHS Plan published in July 2000, was intended to bring a democratic element to the provision of local health services. In many ways it was part of a replacement and widening of the Community Health Councils, which had been variously successful around the country.

It was not until January 2003 that our statutory powers came into effect, meaning that this committee has only been operating fully for around two years. Guidance from the Department of Health did not follow until May 2003, allowing us to 'go it alone' and anticipate the best way forward. The fact that our model has been adopted by many other local authorities, who had not taken the plunge as early as Norfolk, indicates that our approach of simplicity and pragmatism has paid off.

### 2003 to 2005

The Committee operated in 'shadow form' from the Summer of 2002 in anticipation of its powers in January 2003. In this time, two early decisions have helped mould the Committee. First, we have ensured that members for each of the district councils are equal members of the Committee, as attested to by the appointment of a Vice-Chairman from a district. Second, we have adopted simple tenets that dominate the forward work programme wherever possible: the recognition of inequity (as opposed to inequality), the recognition that public needs and wants are often very different and that the public health issues are very much the issues that should concern councillors.

The early work laid the ground for knowledge among the members of the Committee, starting at the simple end — such as what is a primary care trust — and progressing to more specialist topics such as mental health and maternity services.

As time has gone on, some members of the Committee may have changed but the collective learning and understanding has increased. The public meetings are a chance for the Committee and members of the public to establish those areas in health in Norfolk that are most in need of their attention — and these may not always be those that the health service feels warrant further 'inspection'.

But it is often the work done outside the formal committee meetings that has paid off most. Task-and-finish working groups with just a handful of members, with appropriate officer support, allow the issues to be examined in-depth and in a measured way. The greater depth of understanding and the greater freedom offered to those helping us, generally mean the issues can be given more thorough treatment than can be achieved in a public committee meeting. Members certainly can become experts in fields they might not have previously known much about, which has a benefit to their wider role as community leaders and shapers of future council policy. Examples of such work include Cromer and District Hospital, GP issues, Child and Adolescent Mental Health and 'Better Care for Central Norfolk'. The first three have all resulted in reports that we believe have influenced positively some aspects of health delivery; the latter is an ongoing process.

### The Past Year

In the year 2004–05, much of the groundwork laid in the previous 18 months has paid off. Although the Committee did much work and learning at its public meetings, it was not until October 2004 that its first major report (GP Issues) was published. This was followed swiftly in



December by the report on Child and Adolescent Mental Health. We have learnt much from this work — not just how to do the work, but also how to report it and what responses to expect from the health services.

We reached an agreement with all the health trusts in Norfolk, with the Strategic Health Authority and our colleagues in Cambridgeshire, Suffolk and Peterborough on the protocols for health scrutiny, what we expect from the NHS and public and patient involvement and consultation. Although this has brought greater clarity to the process, it is clear that the biggest obstacle to successful health scrutiny is a lack of awareness in some parts of the NHS that there is a statutory duty to Overview and Scrutiny Committees. Another obstacle is the sheer size and scope of change in the NHS and the limited resources available to us — we can only tackle a relatively small amount at a time. Hence our regular 'awayday' sessions to prioritise our work programme. This year we have developed a 'matrix' against which we can evaluate the priorities given to proposed issues.

Some of the issues the Committee looked into this year included: access to NHS dentistry, Norfolk LIFT and the one-stop centre in Thetford, out-of-hours service provision, 'star' ratings of NHS organisations, transport, elderly mental health, and midwifery services.

We were also successful in this year in winning funding from the Centre for Public Scrutiny for a discrete health scrutiny project, one of only nine authorities nationally. We chose to look at the way death and dying is managed in Norfolk because of the perception that many people who die in hospital would rather die at home and that death is not always well managed.

### Looking Forward

An election in May 2005 means that some members of the Committee will have changed but unlike the other council committees, there is in-built continuity in the district councillors who make up half the numbers. Therefore the work that has been set in motion in these early days will continue and will be built upon. The level of statutory consultation by the NHS looks set to increase, possibly to a level that would prevent the Committee from completing its own agenda. Our extensive forward work programme will focus more on public health issues for the next year, grounding the new Committee firmly in public needs territory.

### Dr Jim Norris

Chairman of the Norfolk Health Overview and Scrutiny Committee

## New member induction after the election

A detailed induction programme for new Members of the Council is currently being planned. An introduction to the scrutiny role of various Member bodies will begin before the first meeting of each body and continue during the autumn.

The very successful series of scrutiny workshops run internally by the scrutiny support team and the political assistants will be repeated to suit the particular needs of new (and existing) Members as they are identified. The workshops are likely to focus on particular scrutiny skills such as chairing, questioning, report writing and achieving outcomes.

It may be possible to work with colleagues from the Norfolk Scrutiny Network to put on joint scrutiny skills workshops.

The new Chairs of the Cabinet Scrutiny Committee, the Health Overview and Scrutiny Committee and the Review Panels will be encouraged to get involved in the Norfolk Scrutiny Network.

## Contact details

For further information about this annual report or any aspect of scrutiny work in Norfolk County Council please contact:

Scrutiny Support Team  
4th Floor  
County Hall  
Martineau Lane  
Norwich  
NR1 2DW

Tel: 01603 228911

Fax: 01603 222781

[scrutinysupport@norfolk.gov.uk](mailto:scrutinysupport@norfolk.gov.uk)

You can also visit our website at [www.norfolk.gov.uk/scrutiny](http://www.norfolk.gov.uk/scrutiny)

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