

# Scrutiny Annual Report 2012-13





## Chair's Foreword

### Councillor David Southward MBE

I am delighted to write this foreword to the 2013 Annual Scrutiny Report. I shall begin by thanking our senior scrutiny manager, Tracey Ingham and scrutiny officers, Linda Graham and Vic Milbourne who together provide a tremendous service to members both in board meetings and in support of task group work. I also wish to pay particular tribute to Paul Glazebrook who left the authority in September. Paul supported health scrutiny with dedication and distinction for three years and will be sorely missed, particularly as responsibility for public health returns to the County Council in April.

I am pleased that the call-in procedure continues to be used sparingly and no Community Call for Action was received this year. The panels still receive progress reports on important topics and performance management is considered by a sub-group led by the vice-chair of SMB, freeing up time in board meetings to give more consideration to the task group work programme. I believe this displays a positive trend in the evolution of scrutiny that I hope will be maintained in the next council.

As this council draws to a close I think it is appropriate to review progress over the four years' period. Undoubtedly working relations with the directorates have improved and now function in a perfectly satisfactory manner. The Vice-Chair and I attended a meeting of the Corporate Management Team and relations with members of the Executive are generally cordial. On occasion the executive has pursued an initiative in parallel with scrutiny, which gives rise to confusion, although generally I am pleased that scrutiny's overview function is well received by Cabinet.

The formal scrutiny structure in the council comprising Scrutiny Management Board, four advisory boards, the health committee and the new police and crime panel is to my mind too bureaucratic and cumbersome. For many years I have tried to guide scrutiny towards a more streamlined and simpler structure that would free up officer time to support effective work in task groups. Before this council ends I intend to address this issue again in the hope that our successors will be better placed to conduct scrutiny more efficiently in the years ahead.



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# Part 1 Scrutiny at the County Council 2012-13 and Beyond

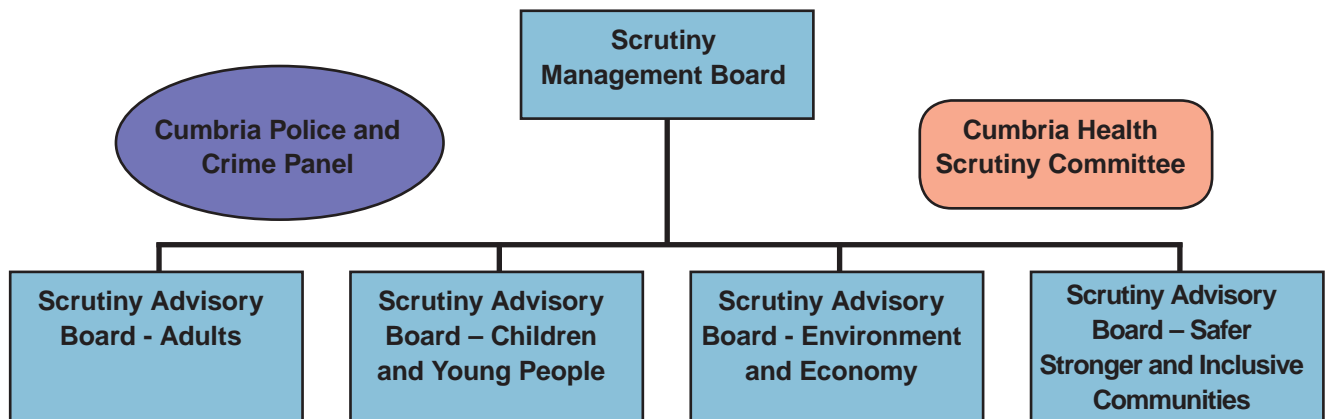
## Our Structure

Scrutiny at Cumbria County Council consists of 5 Scrutiny Boards who meet regularly to look at a range of issues from highways and waste through to the Council's budget, and safeguarding the most vulnerable people in our communities.

In addition to these Council focussed Boards, there is also a Health Scrutiny Committee, whose role is to constructively challenge and provide a check and balance to the health providers who operate across the county. Unlike the other Boards, this Committee is joint with the six District Councils, each of which have a named member of the Committee with full voting rights.

The final strand of the Cumbrian scrutiny structure is the recent (2012) introduction of the Cumbria Police and Crime Panel. This fully joint committee with membership made up of all of the local authorities in Cumbria is hosted by the County Council with the Scrutiny team and Democratic Services providing the support and guidance to the new Panel.

Our current structure is outlined below:



In line with many authorities across the country early discussions have begun, looking at the current structure and posing the question of how to improve this both in terms of ensuring the robustness and independence of the function, whilst maximising non executive Member engagement. At the same time as exploring how to streamline the current structures to ensure the greatest efficiency and value for money. This work will continue over coming months with an aim to implement any changes during 2013.

## Task Group work

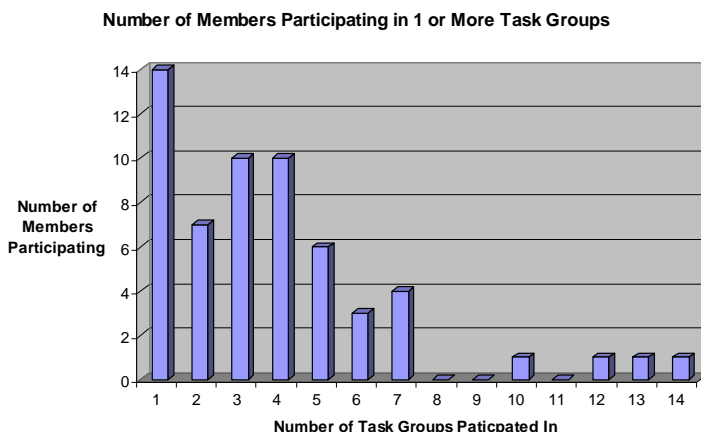
Whilst formal Board meetings are important for ensuring scrutiny and challenge is made in a transparent and public manner, the majority of detailed scrutiny work is carried out in time limited task and finish groups. The task groups are open to all non executive members, and work to explore issues in a very detailed manner. This is through conducting witness interviews, undertaking research, and making site and best practice visits to other authorities where appropriate to investigate alternative ways of working and service delivery.

The task group reviews carried out during 2012/13 were:

Parent Board	Task Group Review Topic
Scrutiny Management Board	Customer Services Absenteeism Unitary Authority
Adults Services	Complex Needs in Residential Care Safeguarding Adults in Cumbria Library Services Review Consultation Allerdale & Distington Care Home Consultation
Economy and Environment	Private Sector Procurement Cumbria Tourism
Children and Young People	Support for schools with Budget Difficulties Inspira Contract
Safe Stronger and Inclusive Communities	Animal Health Fleet Management
Health Scrutiny Committee	Self Management of Long Term Conditions - Diabetes

Participation in task group reviews has continued to grow steadily over the last four years, and over the life of this Council 75% of all non executive members have participated in at least 1 task group review, with many taking part in a number of different reviews.

These levels of engagement are illustrated below:



One of the barriers to Member participation has been identified as the time commitment required to attend meetings. For example if a Member from the Barrow area of the County were to need to attend a task group meeting in Carlisle, in addition to the meeting length itself, they would need to set aside up to an additional 4 hours to cover travelling time. This in reality means that a 1 hour task group could take the bulk of a day if they were to attend.

One of the ways in which the Scrutiny Team is trying to support Members to be able to participate in reviews and to minimise the travelling time requirements is through increasing use of video conferencing. This is now regularly used for a range of different types of meetings from task group meetings to Tripartite sessions.

A good example of this is the recent task group looking at governance structures in Cumbria. Early on in the review Members identified that it would be key to speak to a number of different authorities as part of their evidence gathering. Rather than spend significant amounts of time and money travelling over 600 miles to visit all of these witnesses however, the task group very successfully 'met' with them via video conferencing or telephone conferencing.

In just one year through this approach Scrutiny has saved:

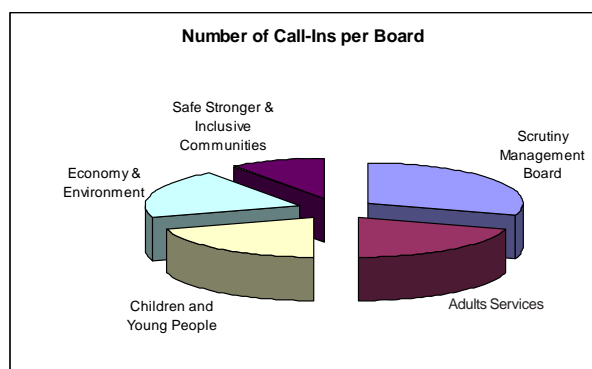
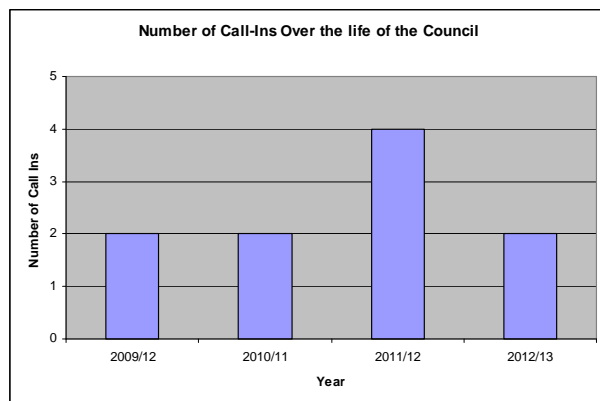
- 6689 Miles
- 17,219kg Carbon
- £2,836

## Scrutiny use of the Call-In system

One of the powers of Scrutiny is that any three non executive councillors are able to “call-in” an executive decision made by the Cabinet or a Local Committee, if they have concerns about that decision. If valid (meeting certain criteria laid out in the constitution) a special scrutiny meeting is called and the relevant Scrutiny Board have the opportunity to test the merits of the decision. It also provides an opportunity to ask the decision makers to reconsider their decision - if members think this is necessary.

In 2012/13 there have been two Call-Ins, the first in May 2012 related to the Allerdale Care Homes Consultation, and the second in February 2013 concerned the Council's decision to withdraw from the Managing Radioactive Waste Safely (MWRS) process.

Over the course of the life of this Council there have been a total of 10 call-ins held, and the two charts below show how the frequency each year and the split across the Scrutiny Boards.



## Developments in 2012 /13

Over the past twelve months Scrutiny has continued to work to deliver against the twelve key areas of improvement previously identified by Members in 2011:

- More outward facing work;
- More Member input;
- Clearer working to deadlines;
- Performance monitoring;
- Tracking the outcomes of completed project work;
- Joint scrutiny;
- Promoting overview and scrutiny;
- Enhancing relations between Members and Officers;
- Dedicated Scrutiny Officer Support;
- Guarding the independent role and function of scrutiny;
- A need to streamline scrutiny reporting processes;
- Fewer information reports.

A detailed report was presented to Scrutiny Management Board in January 2012 updating on progress against each of these. Developments have continued throughout 2012 and significant progress has been made in many of these areas, with some specific successes outlined below:

### Key successes include:

- Strengthened Member monitoring of performance, with the establishment of Performance Lead Members;
- Clear working to deadlines is now in place with SMB having good oversight and control of the Scrutiny Work Programme;
- Dedicated Scrutiny Officer support is provided to every task group review in addition to the Boards themselves;
- Through work such as the creation of a Scrutiny Newsletter and having a specific Scrutiny item on every Full Council meeting to enable the Chairman to update all councillors of the work of Scrutiny, the profile of this important function has continued to be developed and strengthened.
- Work has also taken place to enhance Member and Officer relations through innovative practices such as the Member Champion Scheme and through more traditional mechanisms for example the Chair and Vice Chair attended a Corporate Management Team Meeting;
- Through close working with the Member Development Officer a number of specific development sessions have been put in place over the course of the year to enable Members to gain a more detailed understanding of some of the key areas and issues affecting the authority such as local government finance;



- The Cumbria Health Scrutiny Committee has had another busy year with significant levels of work taking place due to all of the changes and concerns that have arisen in the health service. Two major areas the Committee have input into particularly include inviting the Cooperation and Competition Panel (an advisory panel to the Department of Health and Monitor) to Cumbria to meet to discuss the acquisition and merger of the North Cumbria University Hospitals Trust by Northumbria Healthcare Foundation Trust. The second area is regarding the vascular services service review. For the first time the Committee have exercised their powers and referred the NHS proposal around this service reconfiguration to the Secretary of State for Health for investigation and reconsideration

**Further details on some of these key areas are outlined below:**

## Case Study: Member Champions

The member champion initiative has been running in the Safe Stronger and Inclusive Communities Scrutiny Board during the course of the last year. Those members involved have found that they are getting to find out much more about how the Council operates and as well as increasing their own knowledge and forming better relationships with officers, and this is helping them in their work with their own constituents.

The Cabinet member has recently commented that

*"It is great having the member champions in scrutiny, taking a particular interest in a part of a directorate, meeting with the staff and service users and bringing what they learn back to their respective panels and passing the information onto senior managers, directors and of course Cabinet members"*

**The current member champions are:**



**Marjorie Rae**  
Trading Standards



**Jo Stephenson**  
Health and Safety



**Tina Macur**  
Resilience



**Andrew Wonnacott**  
Health and Safety



**Val Tarbitt**  
Community Safety



**Martin Stephenson**  
Fire and Rescue



**Mike Hawkins**  
Fire and Rescue



**Dave Roberts**  
Fire and Rescue

The following are quotes put forward by some of the member champions

*"I think the idea of having Member Champions is fantastic, giving us a much better understanding of the Services we provide, and I would recommend it to all other Members."*

*"When the option to become a member champion was raised in the Scrutiny Board meeting earlier this year I was keen to take up the opportunity as I felt it would help members to learn more about the work of the County Council and to build up knowledge in the areas in which they were interested. I have thoroughly enjoyed by experience of being the Trading Standards member champion so far and look forward to more interesting work in the future."*

*"I have found my role of one of the Fire Service champions a useful one both for me and the service as there is a two way flow of information and idea's. I would support the continuation of the Champions into the new council so long as they were targeted at specific areas where greater knowledge would benefit councillors in general."*

The following are quotes from some of the officers who have been involved.

*"Most officers have limited contact with Members so it provided an opportunity for the officers to have a greater awareness and understanding of the role of Members and vice versa. Trading Standards is a front-line service and Members are expected to be an advocate for the Council in the ward and communities they serve, it is therefore important that they have an understanding of the services provided within their communities."*

*"The Trading Standards Member Champion has been involved in promoting initiatives such as the Nominated Neighbour Scheme and has disseminated information about Trading Standards initiatives to other Members and community groups. Member Champions can help officers to identify and understand the needs of communities and can provide a vital link between the communities and services."*

*"I found it an extremely useful exercise. I have met with my member champion on several occasions since we started, and he has also visited Whitehaven Fire Station to chat with crews and Managers about the challenges facing the modern Fire Service. We even managed to take him out to an incident, which he found extremely beneficial. I was also able to advise him on his latest feedback report to Scrutiny to ensure that they received a balanced perspective on the role of CFRS in West Cumbria and beyond. I think it is an excellent idea and should be extended to give more Members a greater understanding of Directorate working, whilst at the same time increasing our understanding of local Politics."*

We are reviewing the working of the Member Champion initiative with a view to making a suggestion to the new Council following the election as to whether we continue with the arrangements and possibly try to roll them out across other areas of the Council. We are also seeking the views of all those involved on what improvements we can make for the future.

## Case study: Performance Management – one year on . . .

I would like to thank the Members Performance Group for their good work and continued support over the past 12 months - Kevin Lancaster, Marjorie Rea, Trevor Fee and Tina Macur. Also the Performance Lead Staff and the Communications Team for their invaluable contributions.



During the past 12 months the Scrutiny Member Performance Leads Group has been monitoring the overall performance of the Council with the expertise of the Lead Performance Officers – which, considering the major changes having taken place within the Authority, has performed remarkably well, with a few exceptions. The group has developed a new form of public performance reporting using graphics to present information in a more accessible way.

Working with Senior Manager Duncan McQueen and Communications Manager Sara Turnbull, the group looked at a number of other authorities with the view of 'Best Practice'. Following a brain-storming session it was concluded that a more interesting and accessible methodology was called for, simplicity was the 'buzz-word' and the use of graphics would provide a clearer message to present information to staff, members and most importantly the public.

The first version of this new report was launched at Cabinet in November 2012, and it is now intended that the Group will develop the report into a fully interactive version to be made available online.





## Brand Identity

At the beginning of 2011/12 there was no clear brand guidance or identity for the Council. During the year, a full brand toolkit was developed using staff family and friends (very cost effective) and approved and rolled out. Rebranding work is now underway to work with schools across the county, and the resigning of Archives is complete.

The Council continues to host the Cumbria Intelligence Observatory and to provide resources to share briefings, assessments and other information on the people and places in Cumbria, all of which can be accessed at [www.cumbriaobservatory.co.uk](http://www.cumbriaobservatory.co.uk).

The Observatory published further detailed briefings using the latest Census data for Cumbria. This information can be accessed via the Observatory website which has provided a further opportunity to communicate the value of the Observatory and the information it holds.



## Cumbria Police and Crime Panel

Following the Police Reform and Social Responsibility Act 2011 each police area in England (other than the metropolitan police district) is required to establish a Police and Crime Panel to publically scrutinise the new Police and Crime Commissioners.

In Cumbria the Police and Crime Panel is made up of ten councillors and two independent members. Each of the six districts councils in Cumbria and the County Council will have one place each and the remaining three will be allocated by agreement between the councils. It has been agreed that Cumbria County Council will serve as the host authority, providing the administrative and democratic support to the Panel.

Membership of the Panel for 2012/13 is:

- Councillor Celia Tibble (Allerdale BC) – Chair
- Councillor Barry Doughty (Barrow BC) – Vice-Chair
- Councillor Geoff Garrity (Copeland BC)
- Councillor Stephen Bowditch (Carlisle CC)
- Councillor Sid Simpson (Eden DC)
- Councillor Graham Vincent (South Lakeland DC)
- Councillor David Wilson (Allerdale BC)
- Councillor Jo Stephenson (Cumbria CC)
- Councillor Joe Cowell (Cumbria CC)
- Councillor Roger Bingham (Cumbria CC)
- Beth Furneaux – Independent Member
- Linda Vance – Independent Member

Full details of this Panel, its work and papers can be found at [cumbriapcp.org.uk](http://cumbriapcp.org.uk)



## Further Development

Whilst there are real strengths and improvements in the way that Scrutiny continues to work and be delivered, there are still areas where further development is required, and which will continue to be focussed on and developed in the new Council year.

As part of wishing to gain a full understanding of the strengths and issues faced by Scrutiny one of the more recent councillors to join the authority was invited to put his thoughts forward as to how Scrutiny is performing from a fresh perspective. His article outlining his thoughts and findings is outlined below:

### Scrutiny - first impressions

When I joined the Council last May, longer serving members encouraged me to get involved in Scrutiny work. As the title says, these notes are very much first impressions: I have been part of just one task and finish group; taken part in one call-in meeting; and attended the regular meetings of the Economy and Environment (E&E) Scrutiny Advisory Board.

The Unitary Task Group was set up to review the pros and cons of multi- versus single-tier local government in Cumbria. Over 4 months, the 9 members with officer support collected nearly 70 pages of evidence from representatives of the County, the 6 districts, 5 major partner organisations, and 5 comparator local authorities. The final report of just under 30 pages plus appendices was approved by Scrutiny Management Board in January, and at the time of writing is about to go to Cabinet.

The Task Group process proved fit for purpose - given a firm steer from the chair and a capable support officer, the process can deliver a sound report across the political divide and different points of view. Of course, the real test is whether the report captures the imagination of members, secures the support of Cabinet, and ultimately results in actions which are tracked and followed through to completion.

In February I attended my first call-in, of the hotly-debated Cabinet decision not to progress to the next stage of the Managing Radioactive Waste Safely (MRWS) process. In view of the controversial nature of the subject matter, the Chair agreed to double the normal time allowance for each side to present its case.

Following a fairly short question and answer session where members questioned both sides, the meeting was unconvinced by the arguments given in the call-in request, and unanimously agreed to uphold the original Cabinet decision.



Again, I believe the call-in process did prove its worth, but the odds are weighted against the calling-in members. They must prepare their case carefully in a very short space of time, and argue it well on the day. This is a big ask, when the best outcome of all this work can be no more than a delaying of the original decision.

In addition to these one-off events, I've also attended a handful of the routine meetings of the E&E Scrutiny Advisory Board. These are intended to provide an opportunity for members to receive reports, and to question closely corporate directors and cabinet members. I have found these to be the least developed part of Scrutiny. As long as it is acceptable for witnesses to say simply that they can't answer a question at the meeting, but will provide a written answer, even about items which are showing red on status reports, then a meeting ceases to be an effective mechanism for probing decision making.

So, my first impression is that Scrutiny has its good parts, but there is scope for further development to make it a truly effective tool for ordinary members to monitor and influence the policy, decisions, and operations of the Council.

Feedback from all who take part in Scrutiny, whether through task groups, at meetings, or through development sessions, is essential to helping the function continue to develop and improve. This has led to a number of changes over the past twelve months, including revising the scoping process for reviews and updating the constitution in relation to numbers of members participating in task groups. We will continue to update and develop scrutiny, and in 2013 for example we will review the call in process to ensure that it is appropriately robust with adequate lengths of time allowed for full examination of the issues being raised.





Specific areas that have been highlighted as needing further development in 2013/14 and beyond include:

- Tracking the outcomes of completed project work and reporting them back to Scrutiny Members in a more regular and managed way. - Whilst the 2012/13 year has seen the introduction of a standard recommendation monitoring template which enables the Scrutiny Team to clearly report back to the Board which recommendations were or were not accepted by Cabinet, there needs to be a stronger mechanism for ensuring that 6-12 monthly updates from those who will be implementing any recommendations agreed occur in a timely manner. The Scrutiny team are working with directorates to look to improve this key area with a view to ensuring that it is in place for the 2013/14 Council year.
- Ensuring that robust challenge and scrutiny of issues takes place across all Panels is essential. Whilst this is largely the case, for example with the Health Scrutiny Committee recently exercising its right to refer concerns to the Secretary of State for Health, some specific concerns have been raised during the year. The Council's OFSTED report noted that "Scrutiny arrangements by elected members are not robust with an over reliance on officer briefings." As part of the overall action plan arising from this inspection specific Scrutiny related actions have been developed including undertaking a skills analysis and holding appropriate Member development sessions. This work has started and will continue to progress and develop and will be built into the 2013/14 induction process for all Members, new and existing alike.

## Moving Scrutiny Forward

It is generally felt that Scrutiny on the whole at the County Council is a valuable tool that can add real constructive challenge and benefit to the organisation and the authority's decision making process. The high number of recommendations accepted by the authority's Cabinet and the enthusiasm with which high numbers of Members continue to participate in the work of Scrutiny is a clear indication of the way that this crucial area of work has developed.

Whilst suggestions as to possible structures for the Scrutiny Boards are being explored at the end of 2012/13, work is already underway to continue to develop Scrutiny in the new Council what ever the Board structure. This work includes:

- Working with the Member Development Officer to develop scrutiny induction sessions for the new Council and also to identify and deliver a programme of specific Scrutiny Development Days over the next twelve months;
- Refreshing and revising the Scrutiny Toolkit and guidance;
- Updating the Scrutiny Scoping document to build in feedback received from Members over the past twelve months;
- Developing a witness leaflet to support task group witnesses in knowing what to expect when attending scrutiny;
- Working with colleagues in other authorities to identify areas of good practice and learning that can be brought forward as part of a scrutiny resource for reviews and Board work.

# Part 2 Scrutiny Boards and their Work 2012 – 2013

## Scrutiny Management Board

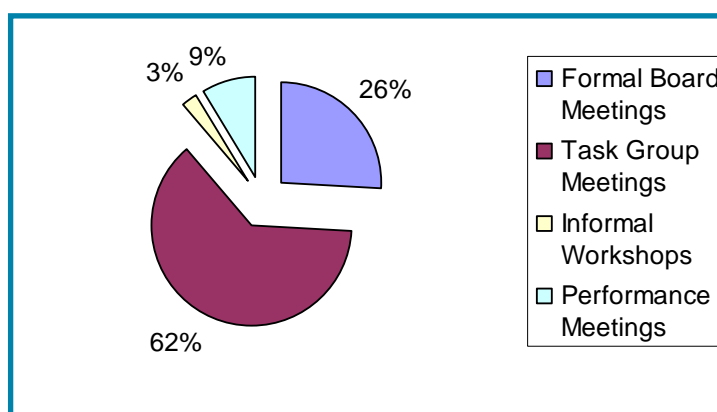


### Councillor David Southward MBE

Scrutiny within the council and the work of SMB has enjoyed a useful and productive year. The chair of SMB now has a standing agenda item at full council to update members about scrutiny activities and respond to questions. The close links with member development continue to flourish and this year successful events were held covering local government finance, localism and performance management. The oversubscription of some task groups even required an amendment to the constitution to regularise the selection of members.

The performance lead group is now firmly established; no fewer than 47 task groups have been completed during this council; three quarters of non-executive members have participated in at least one review and, through the increased use of video conferencing, last year alone the council saved 6,000 miles of travelling worth over £2,500 and avoided 16 tons of CO<sub>2</sub> production.

### SMB Workload 2012-13



This year the concept of member champion was introduced in the Safer Stronger and Inclusive Communities Board and is likely to be rolled out further in the next council. Certain Board meetings were convened in service related venues so that members could meet employees and witness service delivery first hand. A very useful seminar was held last summer to develop the work programme in as open and democratic a manner as possible and I really hope that will be repeated annually. All the completed scrutiny reports are available on the county council's website and in particular I would commend the reviews on 'Better places for work', 'Communications strategy', 'Household waste recycling' and 'Unitary Cumbria'.

In conclusion and at the risk of repeating myself from the foreword to this report; I should like to thank the scrutiny team for their unstinting hard work, members of CMT and officers who have assisted with scrutiny and of course the chairs, vice-chairs and members of the boards and task groups who made invaluable contributions over the year and indeed over the life of the council.



## Case study: Unitary Task Group.



After putting my name forward to take part in the Unitary Authority task and finish group, I was delighted not only to be selected to be on the group but also to chair the review. The task group was made up of a really good mixture of members both in terms of geographical spread and also experience, with a range of new and long standing members taking part.

We agreed that the focus of the review would be to *“explore whether the county could be best served by some form of unitary governance or if the present two tier system could be enhanced, and if so identify ways in which this could be developed.”* We deliberately kept to this broad focus as we didn't feel that it was appropriate for the task group to identify and work up specific governance models for consideration, rather agreeing that drawing some broad conclusions and ensuring that there was a solid evidence base for consideration would be most valuable at this stage. What was particularly interesting as part of this process is that at the outset of the review not all members of the task group were sold on the concept of unitary authorities, however by the end of the review Members unanimously agreed that some form of unitary governance arrangements for Cumbria would be the best way forward.

This was one of the most detailed review groups I have participated in with evidence being gathered from a huge range of witnesses including all 6 District authorities, key Cumbrian partners and also 5 other English councils. This meant a very heavy workload for Members with a large number of meetings taking place over a relatively short period of time. We also received tremendous support from the Scrutiny Manager, and I would like to express enormous thanks to everyone who supported and participated in this review.

I look forward to presenting our report and findings to Cabinet, and hope that it will prove valuable in providing a basis for future discussions, and hopefully in the long term help support some form of successful unitary bid for Cumbria

**Councillor John Mallinson**







## Cumbria Health Scrutiny Committee



**Chair's  
Introduction:  
Councillor  
Bill Wearing**

The Cumbria Health Scrutiny Committee has been exceptionally busy over the past twelve months and with the changes to the health service including the moving of Public Health into the County Council I believe that these high levels of work can only continue. I would like to begin my review of the year in Health Scrutiny by paying tribute to Paul Glazebrook our former Health Scrutiny Manager, for the excellent support he provided to the Committee over the past couple of years.

A significant amount of the Committee's work this year has been monitoring the continuous changes in the two Main Hospital Trusts:

The North Cumbria Hospital Trust is at present in the process of being taken over by Northumbria Foundation Trust. This is on track to be completed later this year and a new build at Whitehaven Hospital has started.

As part of our support and challenge role the Committee invited the Cooperation and Competition Panel to Cumbria to meet to discuss this acquisition and merger to feed in the Committee's views and have its support for this process formally recorded within the decision making process.

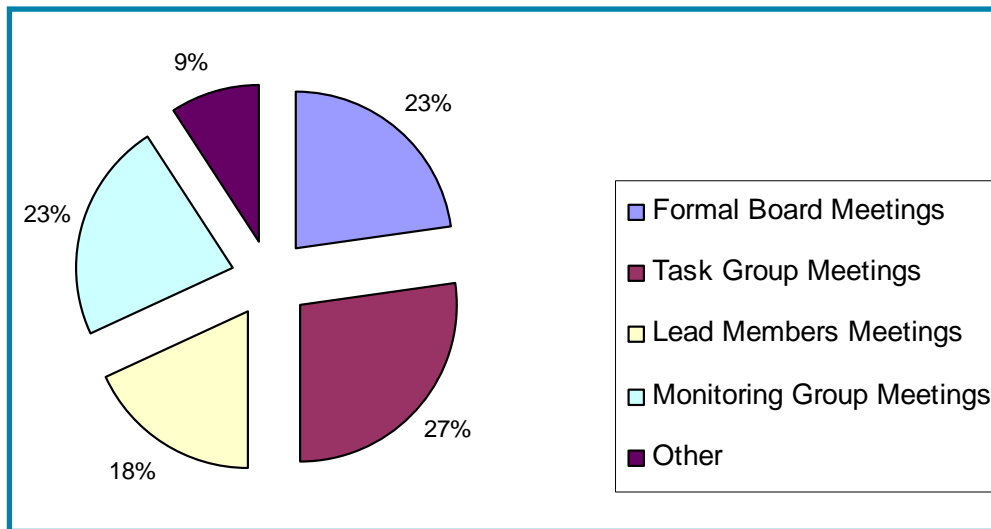
The Northumbria new management team have promised to improve and enhance the health care provided in the North and the Committee will be holding them to account on this basis over the coming year.

The University of Morecambe Bay Foundation Hospital Trust which runs our Hospitals in the South of the County has recently had a complete management change over which hopefully will improve services in the South after a few adverse CQC reports. The Committee has been listening to concerns raised by the public, Councillors and other stakeholders and has been holding some robust discussions and challenge with the Trust around issues such as Maternity Services at Furness General Hospital.

Both through the full Committee and the Lead Members meetings regular dialogue challenge and scrutiny continues to take place, and encouragingly we are finding the new management to be willing to engage more proactively with Scrutiny.

This also needs close monitoring which the committee will continue to do so.





**Cumbria Health Scrutiny Committee Workload 2012-13**

The new arrangements for health care come into effect on the 1st April with the abolition of the Primary Care Trust. The Clinical Commissioning Group (Local GP's) will take on most of their work with the County Council taking on Public Health. These arrangements will need to be monitored closely and the specialised services will be over seen now by the Commissioning Board of England.

As with the other Scrutiny Boards, the Committee undertakes at least one piece of time limited task and finish group work per year. In recent months the Committee has been looking at long term conditions which people suffer from and bringing suggestions to the Health community to help and enhance the health of our population. This report has been well received and we will continue to monitor the implementation of recommendations over the coming months.

Perhaps the biggest piece of work for the Committee over the past eighteen months has been in relation to the proposed new arrangements for Vascular Services in Cumbria and Lancashire. This piece of work has recommended going from eight centres to three covering Cumbria and Lancashire and in the Committee's opinion does leave a problem in the South of the County. The proposed sites are Carlisle, Blackburn and Preston, meaning that for those residents in South Cumbria and North Lancashire there will be significantly longer transfer times to access one of the facilities. This brings with it a whole raft of concerns and issues that the Committee do not feel have been fully addressed.

The Joint Health Scrutiny Committee of Cumbria and Lancashire also looked at this issue; however at their January meeting concluded that they were satisfied with the proposals. In contrast when challenging the proposals at their meeting of 31

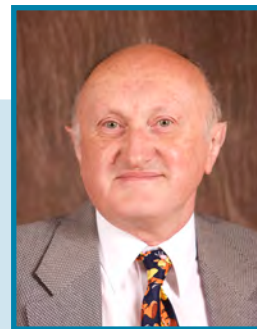
January the Cumbria Health Scrutiny Committee did not feel that the concerns that had been raised by a number of stakeholders, including clinicians had been addressed. The Committee therefore resolved for the first time to use its powers and refer the matter to the Secretary of State for Health for further review based on three primary concerns:

1. The consultation carried out for this review has been inadequate, with no satisfactory explanation provided for not carrying out a more comprehensive process.
2. The evidence base in support of the proposed model for vascular service reconfiguration is not clear.
3. The proposals are not in the best interests of the residents of South Cumbria and North Lancashire, and will lead to increased risk whilst directly and indirectly reducing patient choice. The Committee strongly believe that from the evidence heard these changes will result in life threatening situations and potential loss of life or limb for people in South Cumbria and North Lancashire.

We will now need to await the response from the Secretary of State.

As you can see the Committee has a wide ranging remit over the Health Economy of our County and I have not touched on many other services like the Ambulance Service which we do monitor.

As Elected Members we could not do this work on behalf of our communities here in Cumbria without the dedicated Scrutiny Team here at the County Council. So on behalf Of the Committee I would like to say a big thank you to the Scrutiny Manager and her team for providing us with such a high level of support.



## Case Study: Self Management of Long Term Conditions

I am pleased to report on this important piece of work carried out by the Health Scrutiny Committee task and finish group. This review was established back in July 2012 following a stakeholder event where it was highlighted that self-management increases people's confidence to understand and manage conditions, and can reduce hospital admissions and the cost burden upon NHS. The question of how self management is currently supported and how this could be developed was therefore felt to be a key topic for review.

Whilst wishing to review the overall impact of self management of long term conditions, the Committee agreed to focus specifically on diabete. This condition was used as a case study, from which good practice and learning could be established, and used to inform recommendations to help support improvement for a range of long term conditions.

We carried out this review over a period of 5 months, and the task group examined a wide variety of evidence to inform the review. This evidence included:

- Undertaking research;
- Meeting with a range of medical professionals;
- Meeting with service users.

The overall findings of this review fell into three broad categories of issues outlined below, the key points of which are shown in bold font:

1. As could be expected the evidence gathered over the course of this review clearly shows that the **prevention** of diabetes would be the best solution for individuals and their families and also in terms of costs to the health care system. Whilst this may seem to be an obvious observation, the task group were concerned to hear over the course of the review that there are significant numbers of people at risk from diabetes who are unaware of this, and who potentially could prevent the onset of the condition. If people actually have diabetes, **early diagnosis** is essential in reducing the risk of further complications and therefore improving

the long term quality of life of those with the condition.

This reduction in further complications will not only have benefits to the individuals but will also help to reduce costs for the health service

2. There are a number of very successful **education** programmes and methods of providing information to service users for diabetes. In the broader sense education and support in relation to other skills and pastimes that could help people to live a healthier lifestyle would add value not only to diabetes self management but also the self management of other long term conditions. Examples quoted to the group included cookery classes to support healthy eating.
3. The third key area that the task group highlighted is the need to ensure that there is a **joined up approach** in relation to the management of long term conditions between all service providers. This is because there is a clear interrelation between the broader issue of healthy lifestyles, identification and management of conditions and the need to ensure that they are managed and supported in a hospital setting. It is essential that service providers for all of these key areas work together and ensure that there is a consistency in approach across all services and throughout the county.

Based on these key findings the task group made a series of 8 recommendations which were taken to the Health Scrutiny Committee at its meeting of 31 January for consideration. The Health Scrutiny fully supported the work and recommended that Cabinet, the Health and Wellbeing Board, Clinical Commissioning Group and Hospital Trusts adopt and implement them to help drive further improvement.

**Councillor Bill Wearing**





## Adults Services Scrutiny Advisory Board



**Chair's  
Introduction:  
Councillor Barbara  
Cannon**

The Adults Scrutiny Board have had another busy year, with members undertaking 5 reviews in total, showing an equitable balance between culture-based topics and those focusing upon adult social care issues.

Cumbria, with its mix of urban and rural communities, presents unique challenges for local government and partners in supporting adult social care services, complicated by the economic climate going forward and the increasingly ageing population. Cumbria faces greater challenges than other counties, with around 37.5% of the county's population being aged 60 and over by 2028. In tandem with this, the population of people aged 75-84 years is predicted to increase by 66% and over 85 year olds by 117%. With these increases in mind, the Adult and Local Services Directorates is planning services with a view to targeting resources against increasing demand going forward.

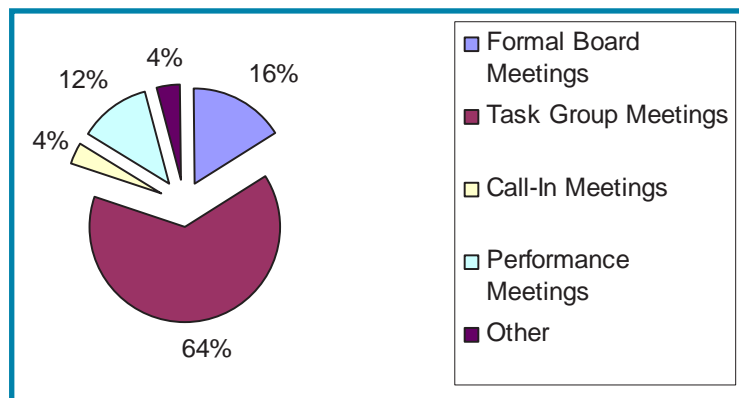
The Scrutiny Board are mindful of these challenges and have this year focused three of their reviews on the care service arrangements for adults with complex needs, the systems in place to tackle issues around safeguarding of adults and the review of care homes in the Allerdale and Distington area.

The current economic climate means that local authorities are looking at the services they provide and how they might tailor these to better address customer need, whilst being the most efficient they can possibly be. In line with this, the Board has undertaken reviews on the archives service and library services across the county.

The Board comprises 13 elected members and has a remit to examine issues pertaining to the care and support services for older adults and adults at risk from harm. The remit also encompasses libraries and archives services. The Board has undertaken the following reviews over the last year:

- Access to Archives;
- Library Services Review Phase 2;
- Allerdale and Distington Care Homes Consultation;
- Safeguarding Adults in Cumbria;
- Complex Needs Care in Cumbria.

The Board has 3 key review topics it would put forward for the forthcoming 2013-14 scrutiny work programme and these cover: Monitoring Adults Care Contracts; Better Provision for People Staying at Home; Isolation of Older People. These reviews as a group show a proposed focus for the arrangements for, and the impact of, care services now and in the future.



### Adult and Local Services Workload 2012-13



## Case Study: Library Services Task Group

Councillors have undertaken a second review of the library service, following their initial work in 2011 which helped to inform the broader consultation process on library services in Cumbria. Whilst libraries enjoy a lot of public support, national statistics prove that numbers of people using libraries is reducing year on year, and some forms of income for libraries, such as DVD and CD hire, have declined as new technologies allow people to purchase music and films through downloads etc.

Libraries need to appeal to the 21st century customer, they must move with the times. To this end, the task group interviewed colleagues from Edinburgh City Council library services who had brought innovation to their library services such as downloading e-books, engaging users through social media, co-location of services, sharing good practice with colleagues from other authorities.

There was an opportunity to share good practice with Edinburgh colleagues, suggesting they might schedule some site visits to libraries in Cumbria, particularly where revenue was being created through on-site shops selling book-related products. One positive outcome of this part of the review was an invitation to County Council members and officers to attend the annual **'Edge Conference'** in Edinburgh, where representatives from libraries across the country come together to share ideas and explore good practice.

Part of the Council's consultation process included representation from Local Committees. It was recognised that libraries in localities had different requirements in order to provide a suitable service. It was also highlighted that some library buildings must be used in partnership with other services, such as 'Links' offices etc.

**As an example;** Wigton Library has been refurbished to include an office for the Registrar. But don't worry, guests will not be reading '50 Shades of Grey' whilst the wedding service is taking place, wedding services will be conducted in a dedicated room in the recently refurbished Market Hall. This move will enabled the disposal of the existing registry offices as part of the County Council's property review.

**Councillor  
Joe Cowell**







## Children and Young People Scrutiny Advisory Board



**Chair's  
Introduction:  
Councillor  
Tina Macur**

I have enjoyed my time as Chair of the Children and Young People Advisory Board and have taken the time to reflect on the work carried out by the Board during the last 12 months.

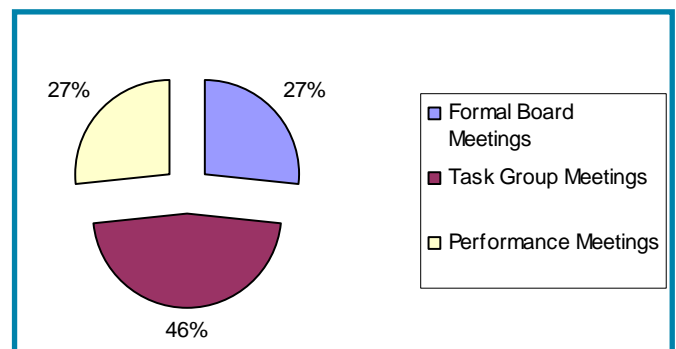
Reviews have been commenced into schools experiencing budget difficulties and the new contract with Inspira. The schools budget report has been presented to Cabinet and some of the changes suggested in that report will be used to determine future policy, whilst others are already being implemented. For example Governor Support Services are now delivering budget courses for those schools who may be going into deficit and for those already in deficit.

The Task Group looking at the new contract with Inspira (formally Connexions) gathered a good deal of information on the new contract and members met with area staff to assess how the service is running across the county. However, the contract had only been in place for a very short time and it was agreed that a findings report would be submitted at this stage but that this is an area for

a new task group following the election when the position across the county will be assessed and compared to establish whether there is a consistent approach.

During the course of the year the Board has been updated on progress following the Ofsted review of safeguarding and looked after children services and has received feedback from the cross party children's services working group which is looking into addressing the findings of the review. I have been working with officers to consider arrangements for training for the new members of the Board following the election.

Other areas that the Board has requested information on include the numbers of looked after children in the county and how these figures are broken down across the different districts, the high costs of sending some children out of the county for appropriate care packages and the focus family approach being adopted in Cumbria.



**Children and Young People  
Workload 2012-13**



## Case Study: Inspira review

In June 2012 myself and a group of members met to commence a review into the youth contract with Inspira (the new name for the body formerly known as Connexions Cumbria) and the scope of the review was agreed as

- to review the operation of the new contract with Inspira and to assess whether this contract will continue to meet the ongoing needs of young people when the contract is renegotiated for 2014-17;
- to assess whether the monitoring of sub contractors undertaken by Inspira ensures the appropriate outcomes for young people are being met and that they are providing value for money.

The following members agreed to be part of the review and I agreed to act as the Chair:

Val Tarbitt, John Mallinson, Keith Little, Wendy Skillicorn, Willie Whalen, Kevin Hamilton.

We spoke to the Chief Executive of Inspira and then went on to meet on an area basis with the local Inspira officer and the local county council officers for the youth service.

Cabinet approved the contract with Inspira with effect from April 2012. This date was some months later than had originally been envisaged and we found that when we commenced the review there was insufficient data available to interrogate with a view to establishing whether the new contract is working or not. Accordingly the task group decided not to pursue the review any further at this stage but to recommend that it form an area of investigation during the new administration which will come into place following the election in May 2013.

**Councillor Tina Macur**







## Economy and Environment Scrutiny Advisory Board



**Chair's  
Introduction:  
Councillor  
Dave Roberts**

As Chair of this Board for 3½ years I have seen an increase in the challenges facing both the local economy and environment and ensuring that services are provided in a well planned, timely and effective manner to meet those challenges.

The Board has tended to focus on topics for scrutiny review dealing with environmental issues, but this year has commissioned two pieces of work that focus on the local economy, whilst ensuring that its Board meetings have a balance between economy and environment.

The two reviews are on:

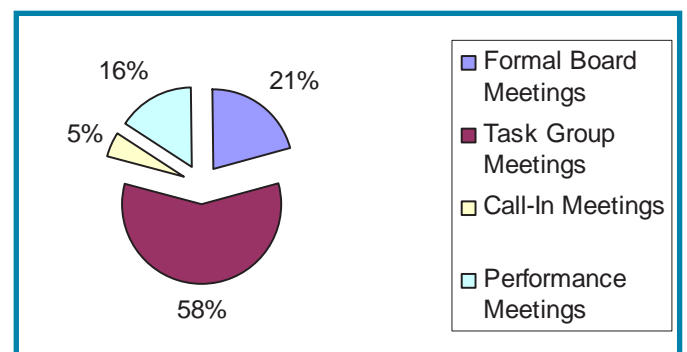
- Cumbria Tourism;
- Private Sector Procurement.

Through its quarterly Board meetings members continue to keep up to date with developments and key issues affecting the county, including the Council's new responsibilities on flood management and both winter maintenance issues and issues arising from Cumbria's extensive road network.

Indeed this year has seen the conclusion of the authority's highways contract with Amey, with the function coming back in-house. Members are keen to ensure that the transition is a smooth one and will be keeping a monitoring eye on any issues arising from the ensuing restructuring of this service provision.

Members continue to monitor the progress of the new waste processing facilities, with two mechanical biological treatment centres, one already open at Carlisle and one scheduled for opening in Barrow in April 2013. This represents an important step in waste processing for Cumbria, with these facilities helping to reduce the amount of waste going to landfill, and therefore reducing the cost to the county in EU landfill fines. The Board have been invited to view the Carlisle facility, and will be updated on the timescales for the Barrow launch.

The Board have kept an overview of key areas of service delivery through regular performance reporting and the nomination of the vice-chair as performance lead, reporting back key issues to members on a quarterly basis.



**Economy and Environment  
Workload 2012-13**



## Case Study: Private Sector Procurement in Cumbria

A task group of 3 members set out to examine what the County Council could do to encourage key industries in Cumbria to retain at least some of their supply chain within the county.

The group set out to determine how small and medium sized enterprises in Cumbria could be supported in being competitive and having a chance at securing significant long-term opportunities that will help in turn to support the local economy in the county.

A range of witnesses were interviewed, including representatives from Invest in Cumbria, Action with Communities in Cumbria, the County Council, Sellafield Ltd and Cumbrian Colleges. The aim was to achieve a 360° view of what support structures exist in Cumbria to encourage local businesses, and in turn the local economy, to prosper and grow.

A key finding from this review was the need to highlight, across the Council and its key partners, the need to identify and address the skills gaps in Cumbria. By ensuring that young people are afforded appropriate training opportunities, Cumbria

can produce a workforce that can meet the needs and challenges of key industries in the county. This in turn helps to bolster the economic future of the county, and in turn has a knock on effect on local infrastructure.

Retaining the supply chain and equipping the current and future workforce with the requisite skills set would have a positive impact on the county, and the task group have been keen to explore how that is being realised across the county, through the efforts of private, public and voluntary sectors.

The task group found that there is a lot of good partnership working in Cumbria with the public, private and voluntary sectors engaged in collaborative activities to support businesses in the county. The group have made a series of recommendations suggesting some improvements to current arrangements, which will be considered by the Council's Cabinet in April.

**Councillor Ron Munby**







## Safe Stronger and Inclusive Communities Scrutiny Advisory Board



### Chair's Introduction: Councillor Jo Stephenson

The Safe Stronger and Inclusive Communities Board has had another varied and interesting year mirroring the range of services falling within its

remit. During the year and following the end of the Amey contract responsibility for the County Councils fleet passed to the Safer and Stronger Directorate and a subsequent task and finish group review was established to review the needs for investment and developments in the councils fleet. (Please see the case study below).

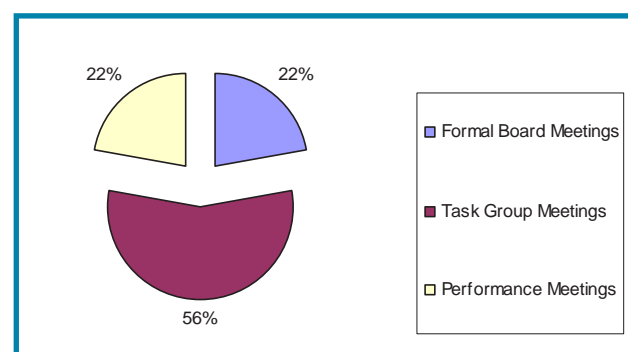
The Board has continued the practice of holding meetings at venues around the county associated with the service area and has combined meetings at some of the new fire stations with tours of the premises including an interesting visit to the new emergency control centre. Members also had the opportunity to watch some of the Road Accident Training videos used by the fire service to help educate young people about the dangers of driving. There are excellent community facilities at most of the new fire stations and members may wish to find out more about these for themselves and publicise them in their local areas.

The Board has continued to work with the member champion arrangements and there is an article on this area elsewhere on this annual report.

In my capacity as Chair of the Board I was appointed as the County Councils representative on the Cumbria Police and Crime Panel working with and scrutinising the newly elected Police and Crime Commissioner. This is a new way of working for us and our district and independent partners and it will be interesting to see how the work of the Panel develops.

The Board have been looking closely at some performance issues that have been raised including issues with the number of home safety visits carried out. Members have been kept up to date with the reasons for the reduction in the visits and the vice-chair of the Board in her capacity as lead performance member is regularly updated with information on numbers. The Directorate are working hard to achieve the targets but this may be an area that would benefit from a task and finish review following the election.

The Board has received a number of presentations during the year covering a wide range of issues including domestic violence, community messaging and focus families.



### Safer Stronger and Inclusive Communities Workload 2012-13



## Case Study: Fleet Task Group Review

Myself and a group of other members met in September to consider a review into fleet management arrangements and agreed that the scope of the review would be as follows:-

To review the fleet management arrangements for the County Council and make recommendations in relation to any suggested improvements in the following areas:

- workshops/tranman (a fleet management software system);
- procurement of fleet;
- procurement of consumables including fuel;
- driver safety and training;
- accident reporting system ;
- grey fleet issues.

I agreed to take the chairmanship of the group and the following were also members of the task group

Ray Cole  
Joe Cowell  
Jim Hamezeian  
Kevin Hamilton  
Tom Lowther  
Dave Roberts

The timing of the review coincides with the transfer back to the council of the fleet management operation following the expiry of the Amey contract.

We have held a very interesting series of meetings with internal officers and have taken part in a series of visits to the 7 council workshops throughout the county where we found that some significant investment is required in order to bring the workshops up to modern standards. A rationalisation of the number of workshops will be carried out at locations where there have previously been two separate workshops for both the county council and the fire and rescue service.

We have also found that, in time, there are interesting possibilities for more shared working with other public bodies in the area of fleet repairs and management.

An area of concern is how the Council is responding to the “grey issue”. The term “grey fleet” generally applies to vehicles that are owned by employees but used on business activities. This includes staff, members and volunteers. There are approximately 3500 expense claiming drivers with the Council driving approximately 7.7m business miles per year and the Council needs to be assured that all the relevant health and safety requirements have been complied with.

The task group will be submitting its final report which will incorporate recommendations in these areas to Cabinet in April, 2013.

**Councillor Eric Nicholson**



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## Scrutiny Support at the County Council

The County Council currently has a dedicated team to support Scrutiny within the authority:

### Tracey Ingham

Tracey is the Scrutiny Manager and has worked in Local Government for 7 years, both at a District and county level. Tracey is primarily responsible for supporting Scrutiny Management Board and their work programme. She also provides support to the Health Scrutiny Committee and Police and Crime Panel.

T: **01228 226259**

E: **tracey.ingham@cumbria.gov.uk**



### Vic Milbourne

Vic is the longest standing Member of the Scrutiny team, having worked in Scrutiny at the Council since 2006. Over that time she has supported a number of Scrutiny Boards including a two year secondment running the Countywide Joint Scrutiny Committee. Vic Currently supports the Economy and Environment and Adults Scrutiny Advisory Boards. She also provides support to the Health Scrutiny Committee and Police and Crime Panel.

T: **01228 226564**

E: **vic.milbourne@cumbria.gov.uk**



### Linda Graham

Linda is the newest member of the scrutiny team but has worked for the Council for over 30 years, many of which were as a Senior Democratic Services Officer working closely with both Executive and Non-Executive Members. Linda is primarily responsible for supporting the Children & Young People, and Safe, Stronger and Inclusive Communities Scrutiny Advisory Boards. She also provides support to the Health Scrutiny Committee and Police and Crime Panel.

T: **01228 226362**

E: **linda.graham@cumbria.gov.uk**



In addition to the Scrutiny officers further support is provided by the Democratic Services Team who support the formal Panel meetings. This support is currently provided by:

- **Scrutiny Management Board – Glynis Andrews**
- **Adults Scrutiny Board – Glynis Andrews**
- **Children and Young People Scrutiny Board – Sian Horsley**
- **Cumbria Health Scrutiny Committee – Lynn Harker**
- **Economy and Environment Scrutiny Board – Lynn Harker**
- **Safe Stronger and Inclusive Communities Scrutiny Board – Lynn Harker**
- **Cumbria Police and Crime Panel – Michael Turner**

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