



A Report from the
Overview and Scrutiny Manager

Annual Report of the Overview and Scrutiny Committees 2002/03

Report Reference: OS 02/03

March 2003

1. CONSTITUTIONAL POSITION

The Council has established three Overview and Scrutiny Committees and an Overview and Scrutiny Management Committee.

Briefly, the Management Committee's responsibilities are to approve work programmes, decide which committee will deal with a cross-cutting issue, allocate work referred by the Executive or Council and oversee the workload of the individual Overview and Scrutiny Committees.

The three Overview and Scrutiny Committees each have responsibility for functions exercised by two or more Executive Portfolio Holders. The Overview and Scrutiny Committees and the Portfolios for which they are responsible are set out below:

Committee	Portfolios
Community	Community Activities Health and Wellbeing
Corporate Resources	Corporate Resources Strategy and Performance Finance and Resources Promoting Carlisle
Infrastructure	Economic Prosperity Infrastructure Environment and Transport

Each Overview and Scrutiny Committee has 8 Members and is politically balanced. Each of the 3 political groups (Conservative, Labour, Liberal Democrat) hold a chair of one of these committees, whilst the Managing Committee is chaired by a Member of the controlling group. The committees meet on a 6 weekly cycle.

The minutes of Overview and Scrutiny Committees are reported to full Council where each of the chairmen also presents a personal report on that period's business in respect of his or her committee.

Where Overview and Scrutiny Committees make recommendations, references or comment to the Executive, these are individually itemised on the Executive Agenda. A separate report is prepared where appropriate and Chairs are also invited to attend Executive meetings to speak to referred items if they so wish.

The Chairs and Vice-Chairs of the respective committees are currently as follows:

Committee	Chairman	Vice-Chairman
Management Committee	Councillor Jefferson	Councillor E Mallinson

Corporate Resources	Councillor Guest	Councillor Bowman
Community	Councillor Knapton	Councillor Boaden
Infrastructure	Councillor Rutherford	Councillor E Mallinson

It is a constitutional requirement that the committees review ways of working and produce an Annual Report the requirement reads as follows:

"Overview and Scrutiny Committees must report annually to full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate."

2. MEMBER TRAINING

As it is still a new function and continues to evolve it is particularly important that training is an integral part of our arrangements. If Members are to fulfil their various roles a programme to meet their needs is essential. Regular refresher sessions and training for new Members will also be important.

Each committee reviewed its own training needs at the start of the year and subjects covered or planned as a result include Budgets/Finance, Best Value, Performance Management, Team Working, Chairing, Overview and Scrutiny Specialist Skills.

3. OFFICER SUPPORT

Council agreed that Overview and Scrutiny required senior, experienced and dedicated Officer support. The Head of Corporate Policy and Strategy was seconded to this role from the start of the new structure. A new post of Overview and Scrutiny Support Officer was also created and this was filled with effect from the start of 2002

The Organisational Assessment Best Value Review completed in November 2002 confirmed this level of dedicated support with the Head of Corporate Policy and Strategy transferring into the new post of Overview and Scrutiny Manager. In the longer term the level of support will need to be kept under review as the function continues to develop, especially in the areas of subject inquiry/reviews and external scrutiny. Experience elsewhere shows that subject reviews/inquiries grow both in number and extent as the process matures. Also Government expectations are that Local Authorities will have an increasing external scrutiny role (e.g. in both health and transport scrutiny).

A budget of £5,000 has been provided to support research, consultation, expert witnesses and other direct expenses associated with Overview and Scrutiny.

4. NETWORKING ACTIVITY

In order to provide a vehicle to share experiences as Overview and Scrutiny develops, to disseminate best practice and to share training and development

opportunities the North West Employers Organisation formed two separate networks in which the council participates. These both meet approximately quarterly, one being for Overview and Scrutiny Chairs across the north west region and the other being for Officer practitioners. Both these networks have provided substantial benefits for those who have participated.

On a local level the Overview and Scrutiny Manager has initiated and administers an Officer Group for authorities in Cumbria to compliment the regional network. This acts as a forum for discussion of common issues including problem solving, joint working and external scrutiny. A specialist officer from District Audit Regional Office has joined this network reflecting the importance attached to this function by that organisation and the central role they see for it in future inspection regimes. The group has organised joint training in 'Chairing Skills for Overview and Scrutiny' for all seven Cumbrian authorities. At members' request the group is also exploring the feasibility of an equivalent member network for the county.

5. FUNCTIONS OF OVERVIEW AND SCRUTINY

The main functions of Overview and Scrutiny under Carlisle City Council's Constitution can be summarised as follows:

Holding the Executive to Account, Call-In, Policy Development, Best Value Reviews, Monitoring Best Value Action Plans, Subject Based Reviews/Inquiries, Consultative (both internal and external), Performance Monitoring and Audit Matters (Corporate Resources Overview and Scrutiny Committee only).

6. WORK PROGRAMMING

Each committee develops a work programme for the year which is then approved by the Management Committee and reviewed at each individual meeting to monitor progress, schedule future work, consider any additional proposals and review workload issues.

A simple tabular presentation of these work programmes is used which shows specific items of business under functional headings. It also identifies Portfolio Holders and Lead Officer(s) and reporting dates. The current overall work programme is included within this report as Appendix 1.

This year saw a heavy workload for the authority, and hence Overview and Scrutiny, in relation to several major corporate initiatives. These included the Organisational Assessment Best Value Review, Large Scale Voluntary Stock Transfer (to Carlisle Housing Association) and the externalisation of Leisuretime services (to Carlisle Leisure Limited). This workload undoubtedly impacted on the committees' progress on other elements of their work.

The next sections of this report give a brief review of the work undertaken under each of the Overview and Scrutiny functional headings.

7. BEST VALUE REVIEWS

Each committee is responsible for conducting such reviews with each first being the subject of a "scoping" exercise by the Management Committee to give direction to that review. The Management Committee allocates a review to a particular committee and considers participation by chairs of other committees if appropriate.

Community Overview and Scrutiny Committee has been responsible for BV Reviews of:

Community Safety – concluded with an Action Plan which particularly focuses on improvements to the working of the Crime Reduction Partnership.

Bereavement Services – concluded, planned further improvements to this high performing service.

Strategic Approach to Housing – partly overtaken by Comprehensive Performance Assessment, but with a new Housing Strategy in preparation.

Democratic Engagement – currently being scoped.

Corporate Resources Committee has undertaken BV Reviews of:

Customer Contact – concluded with an extensive Action Plan to achieve a radical and comprehensive new service.

Risk and Safety Management – almost completed but with key actions already agreed and being implemented.

Organisational Assessment (through a sub-committee established for this purpose) – completed with a new authority-wide structure now in place.

Infrastructure Committee's BV Reviews are:

Supporting Communities (originally Regeneration) – now progressing well after initial difficulties.

Planning Services – recently scoped and about to start in earnest.

One of the problematic areas of BV Reviews used to be effective member engagement; experience to date shows that this has been addressed successfully by BV Reviews being done by Overview and Scrutiny Committees. Customer Contact being a good example of a completed review featuring excellent member participation, direction and ownership. It is recognised that thematic reviews pose particular difficulties in certain areas (e.g. compete and challenge) and with this in mind training is planned to address this.

8. MONITORING BEST VALUE ACTION PLANS

Upon completion each Best Value Review produces an Action Plan which may include planned improvements over up to five years. It is obviously good practise to monitor these and each Action Plan is reviewed on a six-monthly basis. Ten such Action Plans have been included in the work programme; the focus being a review of actions to date to ensure continued improvement and the giving of future direction to these Action Plans.

9. PERFORMANCE MONITORING

The committees have each considered quarterly Performance Indicator reports and comparative reports against the Council's family group and also against a wider group of similar authorities on a more structured basis. Members have made suggestions relating to future reporting including the provision of background information and the style and content of these reports, which have or are in course of being taken on board.

In the current year an important direction was set for the main focus of this work. It was decided to concentrate scrutiny on indicators of less good performance with a view to identifying and recommending means of securing improvement. A methodology for this was agreed and each committee had a series of sessions programmed to consider relevant background information, interview responsible officers and seek ways of improving performance to be action planned and then monitored. Some initial successes have already been achieved including in relation to Sickness Absence and a dramatic improvement in Disabled Access. This approach is to continue in the coming year with a range of appropriate indicators being developed for this work.

10. SUBJECT REVIEWS/INQUIRIES

This is a particularly important function of Overview and Scrutiny. An important development for this year was the decision to consult on suggestions for this work. Consultation took place with members, staff and the Citizens Panel. These consultations brought forward over 280 individual ideas, which were clustered and brought together in a composite consultation report with suggestions listed by committee. To determine priorities to go forward each committee then undertook an exercise to 'score' each of the suggestions within its responsibility (and those of a cross-cutting nature) by reference to a matrix of criteria (list of criteria attached as Appendix 2). The outcomes were then used by Management Committee to set a programme for the year.

The programme, determined as above, resulted in the following reviews/inquiries: - Public Toilet Provision, Theatre/Arts Centre, Safety in Play Areas, Area Working, Service Standards, Streetworks, Environmental Performance of the Council and Tourism (with some reserve topics also being selected). In order that these potentially time-consuming reviews do not dominate their work and/or the resources available each committee sets its

priorities and usually undertakes only one such review at a time. The first step in each review is a background report that sets the scene and leads to setting of terms of reference and direction for the conduct of that review.

These reviews in particular allow contribution from external witnesses which can be very helpful and indeed inspirational. They also allow the committees to be flexible and innovative in their approaches.

The Tourism review has been completed and those in respect of Theatre/Arts Centre and Area Working are underway. Environmental Performance of the Council has recently started and Streetworks has been delayed due to difficulties with participation by the County Council.

When completed these reviews are usually the subject of formal Overview and Scrutiny reports (in the style of this document). These provide both a record of the committee's work and a clear focus for the views and recommendations which came out of the review. It also enables circulation and publication of this work to other interested authorities and external partners.

11. CALL-INS

There have been only two decisions called-in during this year (the first in relation to a Development Brief for land at Viaduct Estate and the second relating to Raffles Strategy) in neither case was the decision changed. However, as part of consideration of the first it was agreed that a protocol be introduced. This provided for those members calling-in a decision to outline their reasons in order that members and officers involved are better able to prepare. It became apparent during the meeting that considered the second call-in that if the report, which preceded the decision, had included more supporting information then that call-in may not have taken place.

In several instances where members have considered calling a matter in the Overview and Scrutiny Manager has been able to provide background information; or bring members and officers and/or members and portfolio holders together. This has obviated the potential call-in as greater understanding or a mutually acceptable way of proceeding has resulted.

Call-in's are by their nature often political and can be sensitive and controversial as a consequence, however, their infrequent use can be seen as a positive indication for the new political system.

12. OTHER ELEMENTS OF WORK

The committees give views on a wide range of policy reports, consultations and matters referred from the Executive. They have also followed a programme of Service Plan presentations to familiarise Members with those services for which their committees have scrutiny responsibility.

The Corporate Resources Committee also provides scrutiny of the budget and its associated reports and processes. The committee's views were influential in changing the Executive's Budget proposals in relation to both savings and new bids (examples included Communications savings and Sports Development funding). Arrangements have been agreed which should improve the budget scrutiny process in future years. It also acts as the Council's Audit Committee.

As well as taking evidence from external witnesses a number of partners have participated in deliberations where items are of mutual interest, including Parish Councils Association and the Environment Forum.

A degree of progress has been made on external scrutiny. The Police Area Commander has been questioned on behalf of the local Crime and Disorder Reduction Partnership. Cumbria Tourist Board has had their policies and performance in relation Carlisle District tested. The Regional Officer of North West Arts was questioned on national and regional policies as they affected Carlisle.

We are working with County and District colleagues to introduce Health Scrutiny arrangements under the Health and Social Care Act 2001.

13. NATIONAL RESEARCH AND FUTURE DEVELOPMENTS

Central Government (Office of the Deputy Prime Minister – ODPM) has kept all aspects of the modernising agenda under review. At the end of September the ODPM published an important report entitled 'The Development of Overview and Scrutiny in Local Government'. The research having been undertaken for ODPM by INLOGOV, University of Birmingham and De Montfort University, Leicester.

The report covers the development of Overview and Scrutiny since its introduction and identifies best practise drawn from the research conducted. The Overview and Scrutiny Manager was invited to give evidence to the research team and several examples of our approach in Carlisle appear in the report as illustrations of good practise. The findings of this research report formed an important input to the annual review workshop (see section 15 below).

The authority is also participating in a five-year ODPM study of the new political structures and Members and officers gave initial evidence to researchers in December 2002.

Overview and Scrutiny will continue to develop on, at least two fronts, the first reflecting the ongoing modernisation agenda where it will have an important contribution, including in relation to Comprehensive Performance Assessment (e.g. performance management), partnership working (e.g. Public Service Agreements) and E-Government (e.g. achievement of national targets).

The second aspect relates to what is scrutinised and how? The authority's change agenda has influenced work programming, over time a balance of

work which allows more time and effort to be devoted to external scrutiny and joint working should emerge and through this help to fulfil the authority's community leadership role.

14. REVIEWING PROGRESS - WORKSHOPS

Whilst issues are usually addressed as they arise and improved ways of working identified on an ongoing basis, it is important to stand back, take stock and review progress from time to time.

As with last year such a review was undertaken in a Workshop for Group Leaders, Chairs and Vice-Chairs of Overview and Scrutiny which was held on 28th January 2003. The session was facilitated by the Overview and Scrutiny Manager and proved both to be constructive and productive. It resulted in a broad consensus in relation to all the main topics discussed and a significant number of improvements were agreed. These are detailed in the next section of this report.

Workshops have also been used as a productive tool within the working of the committees being used to input to and scrutinise the new Corporate Plan, to receive and process the consultation results on subject review/inquiry topics and also during Best Value Reviews. Substitute members of the committees were involved in some of these workshops to facilitate their contribution and as a development opportunity.

15. AGREED IMPROVEMENTS - WORKSHOP OUTCOMES

OVERVIEW AND SCRUTINY WORKSHOP

a. Working within the System

- (1) **Committee Working** – less formal approaches such as workshops, talking to people informally, face to face meetings with members, officers and external interested parties should be used more.
- (2) **Focus on Outcomes** – It was agreed that the role of O&S should not be about "nit-picking" over individual Executive Decisions. There should be a move towards examining outcomes (e.g. achievement of City Vision and Corporate Plan priorities) rather than inputs (individual Executive decisions). This was seen as a way of making a greater difference/adding value.

b. Development of Overview and Scrutiny

- (3) **Review of O&S Committee Structure** – a review of the Overview and Scrutiny Committee structure and composition should be undertaken. The number, responsibilities and size of O&S Committees should be reviewed (including options of more Committees, setting up Sub-

Committees, one Committee having a corporate role, engaging more Members by increasing number of Members on Committee or co-opting backbench Members). The Management Committee should undertake the Review and consider options. It was recognised that this could lead to changes to the City Council's Constitution

- (4) **Involvement of Communities** – Community engagement should be fostered through individual studies and reviews. Points to recognise:
 - ☐ how do we ensure we are talking to a cross-section of people
 - ☐ co-option of interested parties
 - ☐ protocol to engage with relevant community stakeholders
- (5) **External Scrutiny** – external scrutiny is important for the Council to fulfil its Community Leadership role. Overview and Scrutiny Committees should consider the priority to be given to external scrutiny when the Work Programme is being considered. (Examples of possible external scrutiny - Post-16 education, University of Cumbria, Health, Flooding, Fire safety, Post F&M Health and Environmental matters)
- (6) **Assessing Success of Overview and Scrutiny** – The success of O&S can be measured by looking back and assessing if O&S has made a difference or added value. Mechanisms to enable this to happen were needed, a move to looking at outcomes would help.

c. Processes and Procedures

- (7) **Executive's Forward Plan** – Committees should look at Forward Plan items before the report going to the Executive is written. Officers should be invited to meetings in advance of Executive reports being written, allowing the Committee to provide input to and influence policy development.
- (8) **Holding Reports** - there should not be any "holding reports" – rather just a note on the Executive agenda as to why there is no report. The O&S Management Committee receive a report on changes to the Forward Plan.
- (9) **Executive Reports** – Overview and Scrutiny should not just be seeing reports which have been written for the Executive. By being involved at an earlier stage of the process, O&S should have input to issues under discussion before they are in the form of a report to Executive.
- (10) **Decisions and Communications** - The onus is on the Chairman to sum up, with a clear resolution of what has been agreed by the Committee. The Committee's position is therefore comprehensive and understandable. The Executive should then be able to understand what they are being asked to do and give a clear and comprehensive response.

If a consensus is not reached the Clerk will record this in the minutes.

Overview and Scrutiny and Executive both need to work on improving the two-way communication process.

- (11) **Minutes** – minutes should reflect the general nature of debate leading to the resolution, summarising how the Committee reached the resolution and clearly stating if there was disagreement. Minutes should not be a record of what each Member said.
- (12) **Decisions and Communications – Best Value Review Final Reports-** BV Review final reports should have three separate sets of recommendations addressed to each of the following (to ensure that each audience is clear about what they are being asked to do):
 - ☐ Overview and Scrutiny Committee
 - ☐ Executive
 - ☐ City Council
- (13) **Balance of Work/Work Programme** – when Work Programmes are agreed, the Committees should be clear about prioritisation and what they want to focus on. An option was to concentrate on one major Review with a comprehensive report.
- (14) **Work Programme – Performance Indicators** – The Executive would be undertaking a prioritisation exercise – which would also involve Overview and Scrutiny. O&S could be involved in the development of indicators around the Council's priorities for moving the whole organisation forward.

O&S performance monitoring role could include:

 - ☐ continuation of the focus on low performers; and
 - ☐ input to development of indicators for measuring performance against the Council's priorities.
- (15) **Frequency and timetabling of meetings** – the proposed timetable of O&S meetings for 2003/04, as submitted to the City Council was endorsed. It was recognised that this could change after the review of O&S to be undertaken by the Management Committee.
- (16) **Budget Scrutiny** – The Executive make their budget policy statement in autumn, this would be the appropriate time for policy items to be programmed to go to the appropriate Overview and Scrutiny Committees. A more structured timetable for the budgetary process would help O&S to consider and respond to Budget issues.

Action to implement these outcomes is underway.

16. CONCLUSION

Carlisle City Council aspires to be high performing in its Overview and Scrutiny function. Transition to this radically new system was successfully achieved despite inherent difficulties. Good progress has been achieved in each of the functions assigned to these committees. Members and officers have together responded well to the challenges and dedicated and committed officer support is in place. Overview and Scrutiny is making a strong contribution to the authority's corporate agenda yet, crucially, is also acting as a critical friend. Most importantly a review mechanism is in place and there is a determination to continue to improve, develop and succeed.

John Mallinson
Overview and Scrutiny Manager
March 2003

APPENDIX 1

Overview and Scrutiny Work Programme 2002/03

Review	Portfolio Holder & Lead Officer	Reporting Date(s)
O & S Management Committee		
<i>Best Value Reviews (Scoping)</i>		
Housing Strategy	Councillor Bloxham/Kamla Pattni	15/08/02
Democratic Engagement	Councillor Ellis/Carolyn Taylor/David Taylor	17/12/02 13/03/03
Planning	Councillor Prest/Chris Hardman	30/01/03
Community O&S Committee		
<i>Best Value Reviews 2001/02</i>		
Community Safety	Councillor Ellis/Paul Musgrave	29/11/01 21/02/02 20/08/02(special) 09/01/03
Bereavement Services	Councillor Bloxham/Euan Cartwright	06/06/02 04/12/02
Strategic Approach to Housing	Councillor Bloxham/Kamla Pattni	
<i>Best Value Reviews 2002/03</i>		
<i>Monitoring BV Action Plans</i>		
Leisuretime	Councillor Bloxham/	10/10/02
Elderly Services	Councillor Bloxham/John Little	10/01/02
Housing Debt Recovery	Councillor Bloxham/Stephen Soars	10/01/02 18/07/02
Housing Empty Property Management	Councillor Bloxham/Sean Parnaby	29/11/01
<i>Performance Monitoring</i>		
Performance Indicators Periodic Reports	Councillor L Fisher/	29/08/02
Lower quartile PI's Disabled Access	Councillor J Geddes/Gordon Nicholson	29/08/02 10/10/02
Crime	Councillor Ellis/Paul Musgrave Councillor Bloxham/	10/10/02 21/11/02 27/03/03

Food Premises Inspections	Richard Speirs Councillor Bloxham/	21/11/02 09/01/02
Subject Reviews/Inquiries		
Smart Cards	John Mallinson/David Taylor	29/11/01, 10/01/02, 21/02/02, 04/04/02 18/07/02
Public Toilet Provision		
Theatre/Arts Centre	Councillor Bloxham/O&S Support	29/08/02 10/10/02 21/11/02 27/03/03
Safety in Play Areas		
Service Plans		
Sport & Recreation	Councillor Bloxham/Helen Ryan	06/06/02
Tullie House Development & Marketing Plan	Councillor Bloxham/	18/07/02
Environmental Services	Councillor Bloxham/Richard Speirs	21/11/02
Reports Requested		
References from Executive, Management Committee & Consultations		
Community Sports Development Plan	Councillor Bloxham/Helen Ryan	06/06/02
Cultural Strategy	Councillor Bloxham/	
LSVT	Councillor Bloxham/	17/06/02
Local House Condition Survey	Councillor Bloxham/ Alan Dickson	18/07/02
Tullie House Savings and Options for Future Management	Councillor Bloxham/	10/10/02
Monitoring Rural Strategy	All/David Beaty	29/08/02
CPA Update	All/Karen Hook	10/10/02

Corporate Resources O&S Committee

Best Value Reviews 2001/02		
Customer Contact	Councillor Geddes/John Nutley	06/12/01, 24/01/02, 28/02/02, 18/04/02, 13/06/02, 01/08/02 05/09/02
Risk and Safety Management	Councillors Geddes & Stevenson/Mike Battersby	18/04/02 13/06/02 01/08/02 05/09/02 28/11/02 16/01/03
Organisational Assessment (sub-committee)	Peter Stybelski/HACAS	24/01/02, 22/02/02, 15/03/02, 22/03/02, 31/05/02, 18/07/02, 07/08/02 05/11/02
Best Value Reviews 2002/03		
Monitoring BV Action Plans		
Communications	Councillor Mitchelson/	24/01/02
Property Management	Councillor Stevenson/David Atkinson	18/04/02
Municipal Maintenance	Councillor G Prest/John Robinson	16/01/03 10/04/03
Performance Monitoring		
Performance Indicators Periodic Reports	Councillor L Fisher/	01/08/02
Lower Quartile PI's Sickness Absence/III Health Retirement	Councillor Geddes/	01/08/02 05/09/02 10/04/03?
Disabled/Ethnic Minority Employees	Councillor Geddes/	05/09/02 10/04/03?
% Council Tax/NNDR Collected	Councillor Stevenson/Peter Mason Councillor	28/11/02 20/02/03
Benefit User Satisfaction	Councillor Stevenson/Peter Mason	

Residents Satisfaction	Councillor L Fisher/Peter Stybelski	10/04/03
Total Spend per Resident	Councillor L Fisher/Angela Brown	10/04/03
Subject Reviews/Inquiries		
Area Working	All/Jim White&John Mallinson	05/09/02 24/10/02 28/11/02 16/01/03 10/04/03
Service Standards		
Facilities for Young People(13- 17 years old)	Reserve Topic	
Council Budget		
Budget	Councillor Stevenson/Angela Brown	28/06/02 05/09/02 24/10/02 28/11/02 09/01/03(special)
Service Plans		
Financial Services	Councillor Stevenson/	13/06/02
Revenues and Benefits	Councillor Stevenson/Peter Mason	01/08/02
IT Services	Councillor L Fisher/John Nutley	
Reports Requested		
References from Executive, Management Committee & Consultations		
Monitoring Rural Strategy	All/David Beaty	05/09/02
CPA Update	All/Karen Hook	05/09/02
Audit Committee Matters		
Housing Benefit and Council Tax Counter Fraud Strategy	Councillor Stevenson/Peter Mason	12/11/02 (special)
Sundry Debtors & Periodic Income VFM Study	Councillor Stevenson/Gill Martin	28/11/02 20/02/03
Grants Study	All/Gill Martin	28/11/02 16/01/03

Infrastructure O&S Committee

Best Value Reviews 2001/02		
Supporting Communities	Councillors Ellis & G Prest/Catherine Elliot	31/01/02 20/06/02 08/08/02 12/09/02 05/12/02 23/01/03
Best Value Reviews 2002/03		
Planning	Councillor Prest/Chris Hardman	
Monitoring BV Action Plans		
Waste Management	Councillor G Prest/Richard Speirs	05/12/02
Economic Development	Councillor Firth/Catherine Elliot	08/08/02
Tourism	Councillor Firth/John Bell	12/09/02
Concessionary Fares	Councillor G Prest/Peter Mason	23/01/03
Performance Monitoring		
Performance Indicators Periodic Reports	Councillor L Fisher/	08/08/02
Lower Quartile PI's New Homes on Brownfield Sites	Councillor G Prest/Alan Eales	08/08/02 12/09/02 27/02/03
Planning Applications	Councillor G Prest/Alan Eales	12/09/02 27/02/03
Household Waste Collected	Councillor G Prest/Richard Speirs	23/10/02 23/01/03
Subject Reviews/Inquiries		
Local Plan Roll Forward	Councillor G Prest/Chris Hardman	March 2003
Dog Fouling	Councillor Bloxham/Richard Speirs	31/01/02 20/06/02

Environmental Performance of the Council	Councillor G Prest/Mike Battersby	27/02/03
Streetworks	Councillor G Prest/Duncan Fone	12/09/02 23/10/02
Tourism	Councillors E Firth, M Mitchelson/John Bell	13/12/02
Abandoned Vehicles	Reserve Topic	
Service Plans		
Parks & Countryside	Councillor G Prest/Steve Crabtree	20/06/02
Economic Development		
Carlisle Works		
Reports Requested		
Relationship City/County/Capita	Councillor G Prest/Mike Battersby	13/12/01 31/01/02
Development Briefs		
References from Executive, Management Committee & Consultations		
Monitoring Rural Strategy	All/David Beaty	12/09/02 27/02/03
CPA Update	All/Karen Hook	12/09/02
Conservation Areas (Brampton and Talkin Tarn)	Councillor Prest/Chris Hardman	27/02/03

APPENDIX 2

CRITERIA USED TO 'SCORE' CONSULTEES SUGGESTED SUBJECT REVIEW/INQUIRY TOPICS

Poor performing service

(PI's, user surveys, public concerns)

Issue important to community

(citizens panel, media coverage, member's surgeries)

High cost or overspending service

(council budget, supplementary estimates)

Council and/or Government priority

(corporate plan, improvement target, grant settlement, new guidance/white paper or legislation)

Issue raised by DA or Internal Audit or external report/inspection

(management letter, value for money, Audit Commission Study)

Forward looking,

innovative, creative

(subjective view)