



A Report from the
Overview and Scrutiny Manager

Annual Report of the Overview and Scrutiny Committees 2003/04

Report Reference: OS 03/04

April 2004

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.

When first established in 2001/02 the three Overview and Scrutiny Committees (Community, Corporate Resources, Infrastructure) each have responsibility for functions exercised by two or more Executive Portfolio Holders. At the start of the current year, however, the Leader of the Council (who determines the number and responsibilities of portfolios as set out in the Council's Constitution) reduced the number of portfolios to from eight to six. This resulted in portfolios which in some cases cross Overview and Scrutiny committees areas of responsibility. The terms of reference of each Overview and Scrutiny Committee are set out in detail in Part 4 on the Council's Constitution and, for ease of reference, also analysed in a report showing which Overview and Scrutiny Committee each individual policy or service area within each portfolio is covered by.

The Overview and Scrutiny Committees and the principal areas for which they are responsible are set out below:

Committee	Main Areas of Responsibility
Community	Community Activities, Health and Wellbeing and Culture and Recreation
Corporate Resources	Corporate Resources, Finance and Best Value
Infrastructure	Economic Prosperity and 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 Dodd
Corporate Resources	Councillor Guest	Councillor J Mallinson
Community	Councillor E Mallinson	Councillor Parsons
Infrastructure	Councillor Rutherford	Councillor Martlew

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 relatively 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.

During the year the following Member training was delivered: Induction for New Overview and Scrutiny Members, Overview and Scrutiny Specialist Skills, Chairing Skills for Overview and Scrutiny, Budgets and Finance, Performance Management.

Henceforth individual Members needs will be identified and addressed via the recently introduced Framework for Member Development. Key core skills for Overview and Scrutiny will continue to be made available within this framework.

3. OFFICER SUPPORT

From the outset the Council agreed that Overview and Scrutiny required senior, experienced and dedicated Officer support. This is provided by the Overview and Scrutiny Manager and an Overview and Scrutiny Support Officer. National studies covering the effectiveness of Overview and Scrutiny have shown that adequate support is a key factor in determining success.

Bearing this in mind, in the longer term the level of support may need to be reviewed 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.

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 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 the Audit Commission Regional Office is a member of 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 events for all seven Cumbrian authorities and a number of those referred to in section 2 above were delivered in this cost-effective way.

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 Improvement 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.

During the current year changes to the Council's Forward Plan, which were identified during the preparation of last year's Annual Report, were put in place. These have resulted in an improved Forward Plan, which gives clearer and more comprehensive information and has resulted in more effective planning for appropriate Key Decisions to be scrutinised.

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

7. HOLDING THE EXECUTIVE TO ACCOUNT

O&S committees consider and comment on many individual Key Decisions and the Executive listens to their views, whether or not they are taken on board. A big improvement has been made to the Forward Plan, there are no longer standing items or holding reports. The format is greatly improved with clarity of O&S information and officers are now proactively planning for O&S involvement in taking issues forward.

Whilst these improvements facilitate better scrutiny of individual key decisions, the Executive are not yet being effectively held to account at an outcome level. This was recognised at last year's workshop but progress has not been possible since improvements to performance management systems are an essential requirement. Another prerequisite is having a set of clear and manageable Council and Executive priorities, which has also not yet been achieved. Work is underway on both these barriers to progress and improvement in this area of work should follow.

8. POLICY DEVELOPMENT

As already mentioned improvements to Forward Planning have facilitated O&S input to policy reports as they make their way to Executive. There are a number of examples where this has been productive including the Housing Strategy and its related new policies.

Portfolio Holders attended early meetings of the committees this year to discuss upcoming policy related issues. This identified at least one important piece of policy development work for O&S, namely Industrial Estates.

9. 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:

Bereavement Services – concluded after some delay to allow for further improvements to the Action Plan for this high performing service.

Democratic Engagement – has almost concluded with an extensive Action Plan in preparation.

Corporate Resources Committee has undertaken BV Reviews of:

Risk and Safety Management – the work has all been completed and key actions agreed and being implemented, the Final Report has been delayed because of key staff illness.

Revenues and Benefits – recently scoped and now underway.

Infrastructure Committee's BV Reviews are:

Supporting Communities – has now been concluded after initial difficulties and a re-focussing exercise.

Planning Services – proceeding well.

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. Members play an effective part in Review Teams and the committees are fully engaged with the use of workshops being a particularly valuable tool for this work.

10. MONITORING BEST VALUE IMPROVEMENT PLANS

Upon completion each Best Value Review produces an Improvement Plan, which will usually include planned improvements for both short and medium term. It is obviously good practise to monitor these and each Improvement Plan is reviewed on a six-monthly basis for at least two years after approval.

11. PERFORMANCE MONITORING

The committees continue to consider quarterly Performance Indicator reports and comparative reports against a wider group of similar authorities. However, the authority is reviewing its performance management systems and reporting arrangements and as a result changes have been made. New clearer and user-friendly report formats have been introduced along with greater analysis and supporting information. New software is to be introduced and a review of performance indicators is underway alongside this.

Last year it was decided to concentrate scrutiny on indicators of less good performance with a view to action planning improvement following an agreed methodology. This has resulted in successes and the action plans are now being monitored. The approach will be considered again for a further group of indicators when the current review of indicators has concluded.

With the establishment of the authority's new Business Units (following an organisational review) monitoring of their Business Plans has started on a rolling programme basis. This not only scrutinises performance against key challenges linked to council objectives but also enables members to more easily see the issues behind current performance. In addition it allows an opportunity to celebrate success.

12. SUBJECT REVIEWS/INQUIRIES

This is a particularly important aspect of Overview and Scrutiny and one which is widely accepted as a critical success factor for this function. However, 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. Members can find this work particularly rewarding and that they can be powerful tools to influence change.

Last year saw a extensive consultation with members, staff and the Citizens Panel designed to elicit review topics. These consultations brought forward over 280 individual ideas, which were clustered and the suggestions were then evaluated using a matrix of relevant criteria. The outcomes were then used by Management Committee to set a programme for that year. Those consultation suggestions were carried forward and, together with additional ideas suggested by the committees used to select a short programme for this year (including some uncompleted reviews carried over).

The programme, determined as above, resulted in the following reviews/inquiries: - Theatre/Arts Centre, Post Foot and Mouth Disease Environmental and Health Matters, Area Working, Streetworks, Environmental Performance of the Council, Transport/Modal Balance (with some reserve topics also being selected).

When completed these reviews have been 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.

Outcomes of these reviews (as opposed to findings/recommendations, for which see Final Reports) in summary are:-

Theatre/Arts Centre – Recommendations accepted by Executive.

Post Foot and Mouth Disease Environmental and Health Matters – 31 findings referred to external partners and agencies – responses awaited.

Area Working – whilst principle accepted by Executive, implementation still outstanding.

Streetworks – some recommendations accepted and actioned by Executive and partners others remain to be addressed.

Environmental Performance of the Council – recommendations accepted and being addressed in the authority's medium and long-term planning.

Transport/Modal Balance – review has resulted in establishment of a longer-term relationship with partners and community representatives which should bear fruit over time.

It is interesting to note that in four of the above reviews the Final Report attracted considerable press coverage across radio, TV and print media reflecting the relevance of these subjects to the community.

13. CALL-INS

There have been four decisions called-in during this year (although one was in fact called in by all three committees and a second by two committees) in each case the protocol introduced last year was used to aid the process.

The first related to the Sheepmount Project and, although the decision that triggered the call-in was ultimately not actioned, the call-in did result in further detailed scrutiny of this project. The second related to policy in relation to Regional Government and was a call-in by all three committees with each making separate resolutions. One of these called for changes to the way in which the issue was to be dealt with which was not taken up by Executive or Council. The third call-in related to Tullie-Card Eligibility and resulted in the decision-maker withdrawing the decision pending further consideration of the proposal behind it. The fourth related to the provision of electricity infrastructure to industrial land in the north of the city, after questioning officers and Portfolio Holders it was decided to accept the original decision.

It became apparent during some of the meetings that considered call-ins that if the report or decision notice, which preceded the decision, had included more supporting information then the call-in could have been conducted more efficiently and effectively and indeed possibly may not have taken place.

Occasionally 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.

14. OTHER ELEMENTS OF WORK

The Corporate Resources Committee provides scrutiny of the budget and it's associated reports and processes. Following agreement at last year's workshop the budget timetable was revised and with only minor exceptions was adhered to. This enabled Overview and Scrutiny's comments to be made on time and in detail. Community and Infrastructure Committees' input was built in and worked as programmed. Although volumes of paper were still inevitably considerable, officers put great effort into structuring agendas and removing duplication. Corporate Resources Committee also acts as the Council's Audit Committee and this involves setting the annual internal audit programme and receiving the resultant reports. This committee also considers the Council's external Auditor's reports.

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 Cumbria County Council.

The Overview and Scrutiny Manager worked closely with County and District colleagues to introduce Health Scrutiny arrangements under the Health and Social Care Act 2001. He arranged two training events for those involved. The County Health and Well-Being Committee which resulted is now working effectively.

15. MEASURING IMPACT OF OVERVIEW AND SCRUTINY

Call-in, Subject Reviews/Inquiries, Policy Development, Best Value Reviews and Performance Monitoring work all have outcomes and outputs in terms of changing direction, influencing thinking and highlighting issues. It is clearly difficult to analyse these impacts in a more formal way, however, as a first step at measuring the impact of O&S on the Executive the following table shows how the Executive has responded to specific references from O&S:-

References from Overview and Scrutiny Committees to Executive

Date/Ref	Issue	Exec Decision
Infrastructure		
April IOS.31/03	Brampton Conservation Area	Agreed and noted
April IOS.32/03	Supporting Communities Best Value Review	Noted
July IOS.65/03	Subject Reviews – Street Works	Inform of discussions with County
Sept IOS.75/03	Subject Review – Environmental Performance of the Council	Deferred (included in Corporate Plan)
Sept IOS.82/03	Interim report on a review of Streetworks	Noted, support concerns
Sept IOS.74/03	Best Value Review Waste Management and Public Conveniences	Notes and welcomes support

Oct IOS.95/03	Dogs (Fouling of Land) Act 1996 – Extension of designated areas	Received
Jan IOS.05/04	Regional Government & Local Government Review	Suggestion on public debate agreed
Management		
May OSM.33/03	Monitoring Rural Strategy	Issue to rest with Community Cttee
Jan OSM.07/04	Supporting Communities Best Value Review	Comments (plain English & exit strategy) referred back
Corporate Resources		
June CROS.60/03	Area Working	Called for officer report
June CROS.63/03	Area Working	Called for officer report
June CROS.71/03	Interim Review of the Audit Plan 2003/04	Noted, portfolio to discuss with officers
July CROS.83/03	Area Working	Noted
Oct CROS.124/03	Review of financial limits and delegations	Noted (decision in line with O&S views)
Oct CROS.120/03	Elected members support services	Deferred for further consultation
Oct CROS.119/03	Area Working	Officer report referred
Jan CROS.6/04	Executive Budget Proposals 2004/05	To be taken into account
Community		
July COS63/03(b)	Community Safety Co-ordinator Post	Discussions on recruitment in hand
July COS.70/03	The Museum Art Service – Options for the future delivery of service	Comments to be taken into account
July COS.69/03	Bereavement Services Best Value Review – revised Improvement Plan	Noted, one aspect to be kept under review
Oct COS.95/03	Licensing Policy	Guidance awaited
Oct COS.96/03	Sheepmount Project Update	Officer to address in January report
Oct COS.99/03	Crime and Disorder Performance Indicators	Action in hand
Oct COS100/03	Attendance at the National Association of Councillors Conference	Noted

Jan COS.7/04	Regional Government	To be taken into account
Jan COS.13/04	Provision for Disabled Access at Old Tullie House and the Guild Hall	Agreed and officer to lobby govt
Jan COS.18/04	Sheepmount Project – Update	Noted and considered in private
Feb COS.33/04	State of the City Debate	Regional Govt debate constituted this

Obviously there are limitations in presenting what can be quite extensive information in a simple way; the table does, however, show action taken in respect of a number of matters. It is nevertheless clear that in some cases the Executive Decision falls short of a detailed response to the O&S reference. It should, also be noted that the Executive has recently agreed to give fuller responses to references from O&S. Where chairmen attend the Executive meeting they can help facilitate an appropriate response.

Gathering this limited information has been time-consuming as it has had to be done manually from formal written minutes. The new committee administration software will, when introduced, help in obtaining and presenting this type of analysis.

16. NATIONAL RESEARCH AND FUTURE DEVELOPMENTS

The authority is participating in a five-year ODPM study of the new political structures and Members and officers gave initial evidence to researchers in December 2002 and again in February 2004.

It is well recognised nationally that Overview and Scrutiny is still a developing function and this is also the case here in Carlisle. We have continued to make progress but still need to put significant effort into development issues.

Our CPA report made the following comments on O&S: -

'O&S has been set up to provide both challenge and policy development support to the Executive. While this role is not yet fully understood and embedded, there are some early examples of engagement of O&S in monitoring service delivery, driving best value reviews and challenging the Executive.'

'O&S Committees have been involved in identifying poor performing areas, such as sickness absence and planning turnaround times, and developing action plans to address them. O&S Committees have also played a key role in driving performance through best value reviews.'

The CPA Action Plan will include an action on 'the development of Overview and Scrutiny'.

The annual review workshop (see below) itself represents best practise and is the key vehicle used to identify how we should proceed with that development of Overview and Scrutiny.

17. REVIEWING PROGRESS - ANNUAL WORKSHOP

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 previous years such a review was undertaken in a Workshop for Group Leaders, Chairs and Vice-Chairs of Overview and Scrutiny which was held on 26th January 2004. The session was chaired by the Chairman of Management Committee and 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.

18. AGREED IMPROVEMENTS - WORKSHOP OUTCOMES

OVERVIEW AND SCRUTINY WORKSHOP, 26TH JANUARY 2004

The workshop followed a similar format to previous years and included O&S Chairmen and Vice-chairmen, Executive representatives, Town Clerk and Chief Executive, O&S Support Staff and Committee Administration staff. Outcomes are recorded under each element of O&S's work together with a further section covering over-arching and general issues.

a. Holding the Executive to Account

It was agreed that clearer priorities and improved performance management arrangements (which were both in hand) would enable improvement in scrutiny of overall corporate performance on an outcome basis.

It was felt that there was more scope for Portfolio Holders (rather than, or in addition to officers) to be questioned about both performance and policy matters.

b. Call-In

If a decision was called-in by more than one O&S Committee it was agreed that a joint session would be held to question Portfolio Holder(s), officers and any external contributors. This to be followed by each committee separately determining its decision on the call-in.

c. Policy Development

Executive Members were happy for O&S to be involved in more such work. O&S could be involved at an earlier stage in more routine policy work. It was also agreed that Executive would provide more feedback to O&S when their views/comments were put to the Executive.

d. Best Value Reviews

Executive Members would participate in Review Teams and O&S would extend that invitation when such a team was formed. Portfolio Holders would take ownership of Final Reports and Improvement Plans.

e. Monitoring Best Value Action Plans

Separate monitoring of these would be exception based and would end once an Improvement Plan was embedded in appropriate Business Plan(s), and after a maximum of two years in any event.

f. Subject Reviews/Inquiries

These were popular with O&S Members and the select committee approach should be used for appropriate issues. A sustainable programme of such reviews should be undertaken.

The difficulties in minuting these were recognised and having appropriate breaks would be built into evidence sessions. Where appropriate, witnesses would be asked to provide electronic or hard copy of their evidence. The use of recording equipment (as an aide-memoire) would be explored and reported to Management Committee.

As with policy recommendations the Executive would give a fuller response to Final Reports.

g. Consultative (both internal and external)

Where a cross cutting issue required consideration by all O&S Committees the report/presentation would be to a joint meeting, followed by the individual committees meeting separately to agree their respective resolutions on the issue.

h. Performance Monitoring

It was agreed that the traffic light system of highlighting performance should be used whenever PI information was reported.

PI reporting should draw Members attention to movement between quartiles. PI monitoring reports should include lead officer comments on any exceptions.

Business Plan Monitoring reports should be consistent in style and presentation, and PI data therein consistent with PI monitoring reports.

Corporate Priorities should influence focus in PI work.

Where a PI(s) were subject to detailed scrutiny the appropriate Business Plan need not repeat PI data but cross refer to the detailed work.

i. Overarching and general issues

Budget Scrutiny

O&S would make budget bids arising from their work whenever these occurred, the Portfolio Holder confirmed that under three year financial planning such bids could come forward at any time. O&S Support staff could keep a record of them to check that they did receive consideration in the annual budget process.

Ways of Working

Select committee approach, workshops, task groups, single-issue meetings and joint working were all supported as productive ways of working. Meetings should get away from the traditional local authority committee as much as possible.

Length of Meetings and Prioritisation of Agenda Items

Chairmen need to consider draft agendas carefully. There should be a presumption in favour of doing fewer things well.

Officers should not present reports to committee except for a brief executive summary or highlighting of key issues when necessary.

Community and Infrastructure Committees would henceforth have two sessions to their meetings (unless the amount of business did not require it).

This would allow for one session before lunch and one after, (with lunch provided) and agenda's would be structured accordingly. Officers would be encouraged to take advantage of the facility to be summoned for their items by Committee Administration/O&S Support.

Chairmen would pay particular attention to maintaining the committee's focus during discussion and to summarising at end of each item.

j. Other issues

It was agreed that O&S Committees (and the public) required reports that were free standing, in terms of providing adequate information; and more tailored to O&S's needs to facilitate effective scrutiny. The Chief Executive would raise this with officer colleagues and members would give feedback where they felt that reports required improvement and if necessary would defer a matter if the information provided was inadequate.

Action to implement these outcomes is underway.

18. CONCLUSION

Carlisle City Council aspires to be high performing in its Overview and Scrutiny function. Notwithstanding that this is, both nationally and locally, still a developing and challenging function, good progress continues to be achieved in each of the functions assigned to these committees. Members and officers have together responded well to these challenges. Our CPA Report recognised that 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.

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APPENDIX

Overview and Scrutiny Work Programme 2003/04

Review/Issue	Portfolio Holder & Lead Officer	Reporting Date(s)
Community O&S Committee		
<i>Best Value Reviews 2003/04</i>		
Democratic Engagement	Councillor Knapton/ Carolyn Taylor, David Taylor	05/06/03 22/07/03 (workshop) 28/08/03 13/11/03 08/01/04 18/03/04 06/05/04
<i>Monitoring BV Action Plans</i>		
Leisuretime	Councillor Knapton/Mark Beveridge	10/10/02
Bereavement Services	Councillor Bloxham/Richard Speirs	
Community Safety	Councillor Bloxham / Steven O'Keeffe	06/05/04
<i>Performance Monitoring</i>		
Performance Indicators Periodic Reports	Councillor Firth/Vivienne Coleman	02/10/03 13/11/03
Lower quartile PI's Disabled Access	Councillor J Geddes/Gordon Nicholson	29/08/02 10/10/02 05/06/03 02/10/03 08/01/04(museums) 08/01/04(E&CDev)
Crime	Councillor Bloxham/Steven O'Keeffe	10/10/02 21/11/02 27/03/03 02/10/03 06/05/04
Food Premises Inspections	Councillor Bloxham/Richard Speirs	21/11/02 09/01/02 13/11/03

Business Plan Monitoring		
Culture Leisure & Sport	Mark Beveridge	02/10/03 08/01/04 18/03/04
Economic & Community Development	Catherine Elliot	02/10/03 08/01/04 18/03/04
Environmental Protection	Richard Speirs	13/11/03 12/02/04 06/05/04
Subject Reviews/Inquiries		
Theatre/Arts Centre	Councillor Knapton/O&S Support	29/08/02 10/10/02 21/11/02 27/03/03 17/07/03 28/08/03 18/03/04
Post FMD Environmental & Health Matters	O&S Support	28/08/03 28/10/03 Special 26/11/03 Special 17/12/03 30/03/04 Special
Evening Economy	O&S Support	TBA
Reports Requested		
Homelessness Strategy	Councillor Bloxham/Simon Taylor	18/06/03
Tullie House Management Options	Councillor Knapton/Mark Beveridge	17/07/03 13/11/03
Hostel Accommodation	Councillor Bloxham/Richard Speirs	17/07/03 18/03/04
Monitoring CHA Contract	Councillor Bloxham/Richard Speirs	17/07/03 28/08/03 12/02/04
Local Air Quality	Councillor Bloxham/Richard Speirs	?
CCTV Annual Report	Councillor Bloxham/Michael Battersby	17/07/03 Shopwatch & Pubwatch, CCTV Review 2004
Sheepmount	Councillor Knapton/Mark Beveridge	02/10/03 23/01/04 special
Crime & Disorder – Audit & Strategy 2005-2008 Plan	Councillor Bloxham / Steven O'Keeffe	06/05/04

<i>References from Executive, Management Committee & Consultations</i>		
Monitoring Rural Strategy	All/David Beaty	13/11/03 18/03/04 (Rural Proofing) 06/05/04
Affordable Warmth Strategy	Councillor Bloxham/Richard Speirs	17/07/03 08/01/04
Licensing Policy	Councillor Bloxham/Richard Speirs	Early04
Benefits Advice Centre	Councillor Knapton/Maggie Mooney	13/11/03 12/02/04
Housing Strategy	Councillor Bloxham/Richard Speirs	06/05/04
Corporate/Performance Plan 2004/05	Councillor Firth/Karen Hook	30/03/04 06/05/04 Special
Joint Community Strategy	Councillor Mitchelson/Karen Hook	06/05/04
CPA – Balancing Housing Markets Action Plan	Councillor Bloxham/Richard Speirs	12/02/04

Corporate Resources O&S Committee

Best Value Reviews 2002/03		
Risk and Safety Management	Councillors Geddes & Firth/Mike Battersby	18/04/02 13/06/02 01/08/02 05/09/02 28/11/02 16/01/03 13/05/04?
Best Value Reviews 2003/04		
Revenues and Benefits	Councillor Firth/Peter Mason	01/04/04 22/07/04 02/09/04 14/10/04
Monitoring BV Action Plans		
Communications	Councillor Mitchelson/Carolyn Taylor	24/01/02
Property Management	Councillor Firth/David Atkinson	18/04/02 12/06/03
Customer Contact	Councillor Geddes/John Nutley	27/11/03
Organisational Assessment (sub-committee)	All/Executive Directors	
Performance Monitoring		
Performance Indicators Periodic Reports	Councillor Firth/Vivienne Coleman	16/10/03 27/11/03 19/02/04
Lower Quartile PI's Sickness Absence/III Health Retirement	Councillor Geddes/David Williams	01/08/02 05/09/02 10/04/03 04/09/03 19/02/04
Disabled/Ethnic Minority Employees	Councillor Geddes/David Williams	05/09/02 10/04/03 12/06/03 13/05/04
% Council Tax/NNDR Collected	Councillor Firth/Peter Mason	28/11/02 20/02/03
Business Plan Monitoring		
Finance	Angela Brown	16/10/03 13/05/04
Member Support & Employee	David Williams	16/10/03

Services		01/04/04
Strategic & Performance Services	Karen Hook	46/10/03 13/05/04
Customer & Information Services	John Nutley	27/11/03 19/02/04 13/05/04
Legal & Democratic Services	John Egan	27/11/03 19/02/04 13/05/04
Revenues & Benefits	Peter Mason	19/02/04 13/05/04
Property Services	David Atkinson	19/02/04 13/05/04
Subject Reviews/Inquiries		
Area Working	All/	05/09/02 24/10/02 28/11/02 16/01/03 10/04/03 16/10/03 27/11/03
Industrial Estates Policy	Councillor Firth/David Atkinson	19/02/04 20/04/04Special
Council Budget		
Budget	Councillor Firth/Angela Brown	14/11/03 12/01/03
Reports Requested		
Monitoring City Vision & Corporate Plan	Councillor Firth/Karen Hook	04/09/03 ?
Trades Union Consultation and CJC Minutes	Councillor Geddes/David Williams	24/07/03 04/09/03 16/10/03 01/04/04 13/05/04 22/07/04 14/10/04
Local Public Service Agreements	All/Karen Hook	13/08/03
Development Agreement Lower Viaduct	Councillor Firth/David Atkinson	13/08/03
Admin Support for Members	Councillor Geddes/David Williams	16/10/03 27/11/03
Framework for Member Development	Councillor Geddes/David Williams	16/10/03
IIP Action Plan	Councillor	01/04/04

	Geddes/David Williams	
Member Development Proposals	Councillor Geddes/David Williams	13/05/04
References from Executive, Management Committee & Consultations		
IEG 3	Councillor Geddes/John Nutley	27/11/03
Prioritisation/Next Steps	Councillor Firth/Karen Hook	12/01/04
CPA Action Plan	Councillor Firth/Karen Hook	01/04/04
Procurement Strategy	Councillor Firth/J Gooding	11/02/04
Corporate/Performance Plan 2004/05	Councillor Firth/Karen Hook	01/04/04 13/05/04
Joint Community Strategy	Councillor Mitchelson/Karen Hook	TBA
Audit Committee Matters		
Sundry Debtors & Periodic Income VFM Study	Councillor Firth/Gill Martin	28/11/02 20/02/03 12/06/03
Grants Study	All/Gill Martin	28/11/02 16/01/03 10/04/03 27/11/03
Repairs and Renewals VFM		12/01/04
Use of Consultants VFM		13/05/04
Strategic Plan, Audit Plan 2004/05, VFM Study Proposals		01/04/04
Review of Financial Delegations	Councillor Firth/Angela Brown	16/10/03
Final Accounts 2002/03	Audit Commission	27/11/03
Annual Audit Letter	Audit Commission	01/04/04

Infrastructure O&S Committee

Best Value Reviews 2001/02		
Supporting Communities	Councillors M L Bowman, Knapton / Catherine Elliot	31/01/02 20/06/02 08/08/02 12/09/02 05/12/02 23/01/03 17/04/03 19/06/03 31/07/03 23/10/03 22/01/04
Best Value Reviews 2002/03		
Planning	Councillor Bloxham / Chris Hardman	17/04/03 19/06/03 11/09/03 4/12/03 22/01/04 04/03/04 15/04/04
Best Value Reviews 2003/04		
Monitoring BV Action Plans		
Waste Management	Councillor Bloxham / Richard Speirs	05/12/02 11/09/03
Economic Development	Councillor M L Bowman / Catherine Elliot	08/08/02 31/07/03
Tourism	Councillor M L Bowman / John Bell	12/09/02
Concessionary Fares	Councillor Bloxham / Peter Mason	23/01/03
Performance Monitoring		
Performance Indicators Periodic Reports	Councillor Firth / Vivienne Coleman	23/10/03 04/12/03
Lower Quartile PI's New Homes on Brownfield Sites	Councillor Bloxham / Alan Eales	08/08/02 12/09/02 27/02/03
Planning Applications	Councillor Bloxham / Alan Eales	12/09/02 27/02/03 11/09/03
Household Waste Collected	Councillor Bloxham / Richard Speirs	23/10/02

		23/01/03
<i>Business Plan Monitoring</i>		
Planning	Alan Eales	23/10/03 22/01/04 15/04/04
Commercial and Technical	Mike Battersby	22/01/04
<i>Subject Reviews/Inquiries</i>		
Local Plan Review	Councillor Bloxham / Chris Hardman	24/03/03 22/01/04 04/03/04 15/04/04
Environmental Performance of the Council	Councillor Bloxham / Mike Battersby	27/02/03 31/07/03 11/09/03 23/10/03
Streetworks	Councillor Bloxham	12/09/02 23/10/02 31/07/03
Transport: Modal Balance in Carlisle	Councillor Bloxham	09/02/04 Special Further sessions tba
Abandoned Vehicles	Councillor Bloxham/ Mike Battersby	Delayed until 2004
<i>Reports Requested</i>		
<i>Development Briefs</i>		
<i>References from Executive, Management Committee & Consultations</i>		
Climate Change Strategy	Councillor Bloxham/ Richard Speirs	??/??/??
Burgh-by-Sands Parish Design Statement and Parish Plan (Possible Adoption as Supplementary Planning Guidance)	Councillor Bloxham/ Chris Hardman	11/09/03