

Overview and Scrutiny Structure

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Recommendation: that the Council be requested to amend the Council's constitution so that the Overview and Scrutiny Committee Structure is changed to that set out in Appendix B, C or D.

1 Background

The Committee may recall that Council agreed at its meeting on 17 April 2007 to change the structure of the Overview and Scrutiny Committees.

It agreed to formalise the existing OSC Chairs' Group into the Overview and Scrutiny Management Committee consisting of the Chairs and Vice Chairs of the other Overview and Scrutiny Committees plus one other member.

It also agreed that there would be three other Overview and Scrutiny Committees (13 members each), with responsibilities centred around the main themes in the Local Area Agreement, for Children, Young People and Healthy Communities; Economic Development and Enterprise; and Safer and Stronger Communities.

The terms of reference for these Committees is shown at Appendix "A".

2. Review of Structure

The opportunity has been taken now that the structure has been running for six months to review its effectiveness.

Since April a number of changes have happened that could influence the structure of the Overview and Scrutiny Committees. These are:

- The formal launch of the Council's Corporate Plan 2007 -2012 centered on the themes - effective leadership; achieving transformation and promoting prosperity.
- The appointment of Deputy Leaders to work towards the achievement of the three themes in the corporate plan.

- The establishment of a Joint Scrutiny Working Group that is looking into how to undertake effective Scrutiny of the Local Area Agreement. Councillor Mrs Y R T Clarkson with Councillor P Whalley as substitute are the Council's representatives on this joint group.

This Joint Scrutiny Group held a workshop on 21 September 2007 which looked at practical ways in which the County and Districts could work together in scrutinising the Local Area Agreement and what they might need to put in place to do this. The workshop looked at best practice advice from Oxfordshire County Council and The Improvement and Development Agency.

It has also become apparent that the Children, Young People and Healthy Communities Overview and Scrutiny Committee is having considerably less reports to it than the other committees particularly the Safer and Stronger Communities.

This is also reflected in the number of task and finish groups that have been set up by each committee. These are:

- Children, Young People and Healthy Communities – 0
- Economic Development and Enterprise – 2
- Safer and Stronger Communities – 4
- Management Committee – 2 (plus 1 Call In)

The reason for this seems to be the terms of reference of the Committees. The work of Children, Young People and Healthy Communities is more based on activities primarily undertaken by external organisations rather than this council's functions. However, Safer and Stronger Communities has little external work but a lot of work done by the council.

It would seem that the work of the council's Overview and Scrutiny Committees has become imbalanced due to how the Local Area Agreement is set up. Whilst the idea to set committees to mirror the Local Area Agreement is a good one the establishment of a joint working group to do this work lessens this idea somewhat.

It is worth remembering that an effective overview and scrutiny function should be able to demonstrate that it has: -

1. Held the decision-makers to account.
2. Supported the development of effective policies and initiatives, which have a beneficial impact on the community.
3. Contributed significantly to continuous improvement in services through Performance Management.

4. Positively impacted on the work and outcomes of external agencies.

There are many different examples of local authority overview and scrutiny structures nationally, however, these generally fall into three different categories: -

(a) A co-ordinating overview and scrutiny committee with a number of committees, sub-committees or panels reporting to it.

(b) A number of committees not reporting to a co-ordinating body.

(c) One scrutiny committee and multiple overview committees.

The Centre for Public Scrutiny supports the establishment of a structure for overview and scrutiny, of a co-ordinating body with a number of committees, sub-committees or panels reporting to it and they have indicated that their own work suggests that local authorities currently reviewing their arrangements for overview and scrutiny have also been keen to move in the direction of this type of structure.

The Council's Task and Finish Groups that have been set do seem to be working well. It is nationally recognised that in-depth reviews are the most beneficial area of overview and scrutiny in terms of impacting on the development of policies and services and engaging Members who are not on the Executive. It also enables Members to be involved in consideration of issues in which they have a particular interest or knowledge, thus utilising their skills and knowledge effectively.

The Centre for Public Scrutiny 'Local Authority Overview and Scrutiny Survey 2004' indicates that, on average, local authorities form 5 task and finish groups per year, rising to 12 among county and single tier authorities. The view was expressed during this review that the quality of reviews was more important than the quantity.

The structure that the committee agrees should enable the task and finish groups to continue to flourish and deal with the areas of most importance to the council in terms of their priority and performance.

3. OPTIONS

Two of the key aims of Overview and Scrutiny are to:

- Support the development of effective policies and initiatives, which have a beneficial impact on the community, and
- Contribute significantly to continuous improvement in services through Performance Management. (It is recognised nationally that there is an

important role for overview and scrutiny in relation to performance monitoring and review.)

There are four suggested options detailed below for the future Overview and Scrutiny Committee Structure. These are based on the assumption that a closer link to the council priorities or departments would enable the overview and scrutiny committees to better achieve these two aims. It would also enable a better lining up between overview and scrutiny and the portfolio holders and with the council's corporate team.

The options are:

1. Have a four Committee system with a management committee and three others with responsibilities set around the Corporate Plan/Deputy Leaders Roles.

Advantages:

- Reflects the council's priorities
- Allows relationship with portfolio Holder to be easily defined
- Performance Management done by coordinating Committee

Disadvantages:

- The role of the management committee may be minimised in this structure as some of its responsibilities would fall to one of the other committees.
- The effective leadership committee has a smaller terms of reference than the other two committees and struggle for sufficient items of business.
- Doesn't reflect departmental structure

A proposed terms of reference for this proposal is at Appendix "B".

2. Have a three Committee system without a management committee and three others with responsibilities set around the Corporate Plan/Deputy Leaders Roles.

This proposal has the management committee responsibilities added to the effective leadership committee.

Advantages:

- Less Committees will mean less strain on resources
- Allows relationship with portfolio Holder to be easily defined
- Reflects the council's priorities

- Each committee deals with cross cutting issues

Disadvantages:

- Management Committee role given to one of the main committees
- Doesn't reflect departmental structure
- Performance Management not done by coordinating Committee
- Effective Leadership Committee would become "first amongst equals"

A proposed terms of reference for this proposal is at Appendix "C".

3. Have a four Committee system with a management committee and three others with responsibilities set around the departmental structure.

Advantages:

- Clear delineation with departments and corporate team
- Most commonly used format in Cumbria
- Performance Management done by coordinating Committee

Disadvantages:

- Does not link up as well as with Corporate Priorities
- No clear link to portfolio holders
- May serve from "silo mentality"

A proposed terms of reference for this proposal is at Appendix "D".

4. **Keep the existing structure.**

Advantages:

- No need to change the structure

Disadvantages:

- Unbalanced terms of reference
- Not linked to the Council's priorities or departmental structures
- No clear link to portfolio holders
- Uncertain where some cross cutting issues should go
- Doesn't reflect departmental structure

4. **BENCHMARKING**

The Scrutiny structure of the other Cumbrian Borough/District Councils is detailed below.

Allerdale – 2 Overview and Scrutiny Committees:

Corporate Overview & Scrutiny - to scrutinise the policies on performance of the Council in relation to internal issues.

Community Overview & Scrutiny - to scrutinise the policies on performance of the Council in relation to external issues.

Both committees will undertake the following functions:-

- Holding the Executive to account
- Policy review and development
- Council reviews
- External scrutiny
- Performance management and review
- Ensuring corporate priorities are met
- Area scrutiny
- Engaging partners organisations
- Engaging the public
- Key decisions and the forward plan

Barrow - 2 Overview and Scrutiny Committees:

The **Regeneration & Community Services** Scrutiny Committee have the following areas of responsibility:

- Allotments
- Building Control
- Cemeteries and Crematorium
- Coastal Protection
- Community Centres
- Cultural Services
- Development Control
- Dog Warden
- Economic Development
- Emergency Planning
- Environmental Health
- Highways and Parking
- Housing Services
- Licensing
- Markets
- Neighbourhood Renewal
- Planning
- Policy and Strategy

- Public Conveniences
- Recycling
- Regeneration Partnerships
- Sports & Recreation
- Streetcare
- Town Centre Management
- Tourism

The **Corporate Services** Scrutiny Committee have the following areas of responsibility:

- Business Rate Collection
- Capital Programme
- Corporate and Democratic Services
- Council Tax Collection
- Elections
- Estates
- Financial Services
- Information Technology
- Land Searches
- Legal Services
- Local Authority Benefits
- Personnel

Carlisle – 4 Overview and Scrutiny Committees:

Overview and Scrutiny Management Committee

- To approve an annual overview and scrutiny work programme, including the programme of any sub-committees it appoints, to ensure that there is efficient use of the committees' and sub-committees' time, and that the potential for duplication of effort is minimised.
- Where matters fall within the remit of more than one overview and scrutiny committee or sub-committee, to determine which of them will assume responsibility for any particular issue, and to resolve any issues of dispute between overview and scrutiny committees.
- To receive requests from the executive and/or the full Council for reports from overview and scrutiny committees and to allocate them if appropriate to one or more overview and scrutiny committees.
- To put in place and maintain a system to ensure that referrals from overview and scrutiny to the executive, either by way of report or for reconsideration are managed efficiently and do not exceed the limits set out in this Constitution.
- At the request of the executive, to make decisions about the priority of referrals made in the event of reports to the executive exceeding limits in this Constitution, or if the volume of such reports creates difficulty for the

management of executive business or jeopardises the efficient running of Council business.

Community Overview and Scrutiny Committee:

Policy Areas

- Crime & Disorder Strategy
- Community Involvement Strategy
- Valuing Diversity (Equality & Equity Policy)
- Democratic Renewal
- Regeneration Strategy (including Social inclusion)
- Supporting Schools Policy (pre 16)
- Sports Development/Recreation Strategy
- Cultural Strategy
- Housing Strategy
- Health Promotion & Partnership
- Environmental Health Policies
- Environmental Protection Strategy
- Old People Strategy

Operational Areas

- Community Consultation
- Shop Mobility/Disabled Access
- Advice Centres including Benefits Advice Centre, Law Centre, Citizens Advice Bureau etc.
- Community Development
- Community Centres
- Grant Aid Young People
- Rural/Urban Policy
- Social Economic Development
- Community Safety
- CCTV
- Communicable Diseases
- Dog Wardens
- Environmental protection
- Food Standards
- Health and Safety
- Housing Conditions
- Pest Control
- Public Conveniences
- Public Health Complaints
- Regulation and Licensing
- Careline
- Cemeteries & Crematoria
- Health Development

- Housing Management
- Outdoor Recreation
- Pools
- Countryside (inc. ECCP)
- Sports Development

Corporate Resources Overview & Scrutiny Committee Policy Areas

- IT/Information/E-Government Strategy
- Customer Care Policy
- Emergency Plan
- Human Resources Strategy
- Training Plan
- Member Training & Development Plan
- Ethical Standards Policy
- Best Value Performance Plan
- Procurement Strategy
- Consultation Strategy
- Community Strategy
- Treasury Management Statement
- Medium Term Financial Plan
- Capital Strategy
- Budget Framework
- Asset Management Plan
- Promoting Carlisle Strategy
- Civic pride Policy
- Council Communications and PR Strategy
- Marketing Strategy
- City Vision

Corporate Resources Overview & Scrutiny Committee Operational Areas

- Telephones and Telephonists
- Building Maintenance
- Corporate Complaints
- Emergency Planning
- Land Charges
- Legal
- Licensing
- IT Services
- Electoral Registration
- Member Services & Committee Admin
- Keepers/Civic Suite
- Mayoral/Civic

- Secretarial Services
- Receptionists
- Building Cleaning
- Print Room
- Customer Care
- Health and Safety
- Employment Conditions /Recruitment
- Training and Development
- Member Training & Development
- Personnel Services
- Employee Relations
- Policy Development
- Corporate Planning
- Research & Information Service
- Corporate Management
- Best Value
- Performance Management
- Customer Care
- Service Standards
- Local Strategic Partnerships
- Accountancy
- Benefits Administration
- Cash Collection
- Council Tax Collection
- Internal Audit
- NNDR Collection
- Payments and Admin
- Sundry Debtors
- Property Management
- Insurance & Risk Management
- City Vision
- Promoting Carlisle
- Press & Public Relations
- Marketing
- Town Twinning
- Council Communication
- Civic Pride

**Infrastructure Overview & Scrutiny Committee
Policy Areas**

- Economic Development Strategy
- Tourism Action Plan
- Training and Education Policies (post 16)
- Local Agenda 21 Strategy

- Highways Partnership
- Strategic Transport/Infrastructure Plan
- Waste Management Strategy
- Planning Policy

Infrastructure Overview and Scrutiny Committee Operational Areas

- City Centre Management
- Business Support and Sector Development
- Education and Training Partnerships (Post 16)
- Inward Investment
- Tourism Management and Development
- Building Control
- Car Parking
- Concessionary Fares
- Conservation
- Development Control
- Land Drainage
- Local Plans
- Miscellaneous Highways
- Refuse Collection
- Street Cleaning
- Recycling
- Sewerage Management
- Street Lighting
- Landscapes
- Carlisle Works
- Grounds Maintenance
- Strategic Transport

Eden

Has no Executive and a committee structure that includes one scrutiny committee which acts as the Council's 'critical friend'. It challenges the four policy committees by scrutinising the decisions they have made and undertakes reviews into areas of Council policy or issues of local concern and develops recommendations for future policy.

South Lakeland – 3 Committees:

- **The Overview and Scrutiny Co-ordination Board** consists of six Members of the Council, these are the chairs and vice-chairs of each of the other Overview and Scrutiny Committees plus one other Member from each Committee.

The Board has no delegated powers, but makes administrative decisions in relation to the other two committees such as co-ordinating the use of their resources and ensuring that there is no duplication in the work that they carry out. The Board meets quarterly with the Leader of the Council and the Council's Management Team which allows them to discuss any upcoming issues, problems or potential topics which may be suitable for scrutiny to review.

- **Resources Overview and Scrutiny Committee** deals with:
Administrative Offices, Cash Collection/Local Tax Collection, Housing/Council Tax Benefits, Information Technology, Communications, Financial Planning and Policy, Internal Audit, Capital Programme, Legal Services, Debt Collection, Human Resources, Learning and Development, Member Services, Health and Safety (as employer), Design and Property Services, Emergency Planning, Partnerships, Procurement Use of Resources, Improvement Programme, Workforce Planning, Organisational Development, Code of Corporate Governance, E-Government, Risk Management and the resources aspect of Housing Enabling, Estates Management, Building Control, Development Control and Customer Access.
- **Community Services Overview and Scrutiny Committee** deals with:
Community Safety, Community Strategy, Community Engagement, Community Leadership, Housing Services, Street Lighting, Arts, Subscriptions and Grants, Parks, Sport, Museums, Community Leisure, Civic Matters, Public Conveniences', Environmental Protection, Water Quality, Cemeteries, Health Promotion, Coast Protection, Pest Control, Dog Wardens, Food Safety, Waste Management, Water Services (Drainage), Health and Safety Enforcement, Town Centre Management, Car Parks, Transportation, Markets, Economic Development, Concessionary Fares, Highway Services, Tourism, Local Plan, Local Land Charges, Conservation/Environmental Improvements, Sustainability, Crime and Disorder, Equalities and Diversity, Licensing and the functional aspect of Housing Enabling, Estates Management, Building Control, Development Control and Customer Access.

5. CORPORATE PLAN

Action	Outcomes (measurable)	Target date
Undertake a review of governance and constitutional issues	A fit-for-purpose organisation recognised through external scrutiny	2012

6. CONCLUSION

The Committee is invited to consider which of the options set out in section 3 above they would wish to be the structure of the Overview and Scrutiny Committees.

List of Appendices

- Appendix "A" – Current terms of reference for the Overview and Scrutiny Committees.
- Appendix "B" - Proposed terms of reference for a four Committee system with a management committee and three others with responsibilities set around the Corporate Plan/Deputy Leaders Roles.
- Appendix "C" - Proposed terms of reference for a three Committee system without a management committee and three others with responsibilities set around the Corporate Plan/Deputy Leaders Roles.
- Appendix "D" - Proposed terms of reference for a four Committee system with a management committee and three others with responsibilities set around the departmental structure.

List of Background Documents:

None

Terms of Reference for Overview and Scrutiny Committees

Overview and Scrutiny Management Committee

Working with the Local Strategic Partnership to develop our Community Plan
Performance Management
Monitoring services for customer-friendly practice
Our Comprehensive Performance Assessment (CPA)
Financial/human resources issues within the Council, including monitoring of the budgetary process.
IT & Communication issues including IEG
Electoral issues
Public relations issues
Reviewing executive decisions
Setting, co-ordinating and reviewing overview and scrutiny work plans
Cross Cutting scrutiny

Overview and Scrutiny Committee – Children, Young People and Healthy Communities

Health of young people
Sports, leisure and cultural activities for all young people
Standards in English, mathematics, and science in secondary education
School attendance
Standards in foundation stage education
Post-16 year old achievement
Young people in Higher Education
Improve access to accommodation for young people making the transition to adulthood
Children potentially at risk of significant harm
Reducing fear and improving safety
Opportunities for young people to make a positive contribution
Alcohol consumption
Harm from illegal drugs
Mental health and wellbeing

Health of people with a learning disability
Premature mortality rates
Smoking
Obesity
Vulnerable people living independently and safely at home
Falls prevention
Income of Older People
Access to leisure for people
Affordable Warmth.

Overview and Scrutiny Committee – Economic Development and Enterprise

Support for disadvantaged groups to enter the workforce
Create a culture of lifelong learning and improve skill levels and productivity
High quality employment sites in suitable locations
Access to the countryside
Employment and economic activity
Employment rate
Skills levels
Economic infrastructure
Balanced housing markets
Planning and housing intelligence
Planning issues
Affordable housing
Housing Market Renewal

Overview and Scrutiny Committee – Safer and Stronger Communities

Anti-social behaviour (Including fires) and disorder
Drug use/dealing
Crime and fear of crime
Domestic violence
Street cleanliness
Litter and detritus
Recycling and waste minimisation
Quality of parks and green spaces
Local voluntary and community sector
Voluntary sector involvement in public service provision

Participatory local decision making
Community cohesion
Road Maintenance, structures and transport
Sustainable Transport
Decent homes
Preservation and protection of the Environment
Energy efficiency and climate change
Flooding

Management Overview and Scrutiny Committee

Reviewing executive decisions
 Setting, co-ordinating and reviewing overview and scrutiny work plans
 Monitoring Scrutiny Recommendations to the Executive Forward Plan
 Performance/Budget/Complaints Monitoring Reports
 Cross Cutting Scrutiny
 Monitoring Joint Scrutiny Bodies
 Financial/human resources issues within the Council, including monitoring of the budgetary process.
 IT issues including IEG
 Public Relations Issues

Effective Leadership Overview and Scrutiny Committee

Leading local change; influencing national and regional change

- Develop a series of 1 year delivery plans. Monitor and review progress and take action as appropriate.
- Continue to monitor and review Government policy and lobby for the interests of Copeland. Produce and submit a catalogue of formal responses to Government white papers and formal consultation exercises.
- To work jointly with the other authorities in Cumbria to improve the system of local government for Cumbria.
- Adopt commitments within the Cumbria Agreement into all of the Council's performance planning. Agree priorities within the Cumbria Agreement for Copeland and strive to meet the Government's local area agreement targets.
- Further develop and deliver an improvement action plan; invite the Audit Commission to undertake a re-assessment.
- Undertake a review of governance and constitutional issues.
- Undertake a review of organisational effectiveness and support improvements in achieving: Value for money; Customer focus; Continuous improvement.
- Implement the IDEAs ethical governance framework.
- Provide responses to key national and regional consultation within the stated deadline. Initiate a database of Council responses to nuclear consultation and annually review the effectiveness of the response
- Take a lead role in advising government and related bodies on local communities and national nuclear policies. Seek to influence policy to the benefit of Copeland residents.

- Take a lead role in the development of regeneration and economic development strategy and delivery in West Cumbria. Ensure that the Council has a clear and strong set of plans, engaging services across the Council in delivering regeneration objectives

Providing clear direction

- Create and maintain a medium term Corporate Plan which sets out the vision, priorities and objectives for the Council.
- Survey staff satisfaction and awareness of the Council's direction; develop and implement improvement plans.
- Adopt and cascade communication strategies for corporate improvements, including communications tools for staff, members and stakeholders.
- Develop measures in the Corporate Plan for issues that Copeland can only influence (i.e. in the Cumbria Agreement (the local area agreement) and Strategy for Sustainable Communities in West Cumbria).

Strong, strategic partnerships

- Produce a definitive list of active strategic partnerships and devise the appropriate support and feedback mechanisms for them.
- Develop an action plan with partners to achieve 'Green Light' accreditation from the Government Office North West for the West Cumbria Strategic Partnership.
- Adopt a new Sustainable Communities Strategy and a new neighbourhood renewal strategy. Devise and implement local delivery plans.
- Develop, along side our internal system, a performance management framework for partnership working.
- Review and revise partnership working from the recommendations and priorities of the West Cumbria Strategic Masterplan.
- Develop new strategies and programmes in response to the requirements of the approved West Cumbria Strategic Masterplan.
- Work with the Lake District National Park Partnership to deliver its vision and aims.
- Work with the Cumbria Strategic Partnership to deliver its strategic programme.
- Neighbourhood Management delivery: governance structures will be put in place giving opportunities for greater participation by the community, working with agencies to identify and address local needs.

Achieving Transformation Overview and Scrutiny Committee

Creating opportunities for community involvement

- Democracy projects will be developed to raise participation in local issues.
- Implement an area committee structure and a programme for listening to the views and concerns of people; involving people in local decision-making and encouraging local activity.
- Review the use of local facilities and services to ensure that they meet the needs of the community in a sustainable way.
- Run a series of out-reach consultations and workshops on policy issues with local people.
- Provide feedback to the community on consultation outcomes and actions taken as a result.

- Work with Town Councils, Parish Councils and Parish Meetings to develop their role as champions of local communities.
- Promote quality parish and town council status within the Borough.
- Develop a local forum for the town of Whitehaven through consultation.
- Make more use of the Community Gateway and the West Cumbria Strategic Partnership to make direct links between the communities' views and the Council's services.
- Implement the Statement for Community Involvement.

Regenerating Copeland

- Implementation of the Whitehaven Regeneration Programme.
- Programme management of regional Development Agency regeneration initiatives such as the Market Town Initiatives (MTIs) in Millom and Egremont and the Coalfield Communities Campaign.
- Support delivery of regeneration in North East Copeland, linked to WLR investment programme.
- Review Economic Development / Regeneration Strategy in light of the West Cumbria Strategic Masterplan to achieve better engagement with businesses / employers.
- Contribute to the West Cumbria Delivery Team for regeneration projects.
- Develop structure for support of the Cumbria Agreement economic and enterprise block.
- Maximise external funding, in the context of the achievement of corporate objectives, and within the resources of the Council and partners to deliver.
- Secure adequate resources to implement sustainable regeneration by successfully securing funding through the funding bid process.
- Provide top quartile service in Development Control and Building Control.
- Enhance the architectural and historic environment in our towns.
- South Whitehaven Neighbourhood Management Board – working with the community to improve public service delivery.
- Secure resources to contribute to long term sustainability in recognition of the role the borough plays in hosting radioactive waste for the nation'.

Improving skills and education; retaining skills

- Appoint an internal 'Champion' for learning.
- Sports and arts development in schools.
- Work with partners to encourage businesses to support their staff to take up learning opportunities.
- Take a lead in setting an example to other employers: Encourage take up of learning opportunities amongst Copeland Borough Council staff; Provide opportunities for staff progression to take up hard to fill vacancies; Continue apprentice schemes; Develop new trainee schemes; Encourage the development of basic skills.
- Work with funding and delivery agencies to ensure that learning services are meeting the needs of the community in Copeland, particularly those in disadvantaged areas and groups; and that they are available in community accessible locations.
- Work with partners to raise the standard in educational institutions.

- Address with learning funders and providers key target areas such as skills for life.
- Address with learning funders and providers skills needs to contribute to reducing worklessness.
- Establish skills plans for Copeland residents to benefit from new employment opportunities inside the Borough or in the rest of West Cumbria and Furness.

Equality of opportunity

- Diversity and race equality scheme reviews completed.
- Copeland and Cumbria Equality and Diversity groups will develop an action plan to improve the Attitude Survey results.
- Implement project plan and actions against Equality and Diversity standard, and in line with the Council's Social Inclusion Policy.
- Develop action plans to help local residents access the benefits they are entitled to.
- Respond to the statutory guidance in relation to children and young people and the Every Child Matters Green Paper when the guidance is produced.

Customer focussed

- Survey customer satisfaction and stakeholder perception at agreed frequency.
- Implement an action plan arising from customer survey results.
- Broaden access to and delivery of services using appropriate new technology to give services which are well-designed, consistent and efficient and which meet the needs of individuals; better communication; and clearer public advice.
- Respond to community/parish plans; and accepting that one size does not fit all, act to distinguish between service delivery in different localities.
- Extend the services delivered through a single point of contact for all our customers.
- Service areas will improve delivery to meet internal and external customer needs.
- Service delivery to DWP performance standards.
- Execute a communications plan which seeks to explain policy, challenge views, and stimulate response in the community and customers.

Effective performance management and culture

- Create and deliver annual Member development programme, based on competencies.
- Create annual officers training and development plan to meet corporate objectives.
- Implement Pay and Workforce Strategy to meet business and staff needs.
- Ensure that the way the Council manages its Scrutiny function is at least equal to the national standard developed by the Centre for Public Scrutiny by completing the Centre's self-evaluation framework and developing an action plan arising from the self-evaluation.
- Implement effective performance management system for all staff.
- Develop the IT based performance monitoring system to meet all performance management needs.
- Develop and implement action plan to improve the quality of data collection systems and processes.

Strong financial and asset management

- Develop integrated medium term financial planning into corporate and service planning processes.
- Develop a robust budget model to assess future projections and risk assessments.
- Review and integrate the Asset Management Plan and the Capital Strategy.
- Develop financial management system to become a desktop tool for managers to manage/monitor and predict their budget.
- Put in place an assurance framework that maps the strategic objectives to risks, controls and assurance.
- Deliver an effective audit and fraud prevention process suitable to the needs of the corporate plan and in line with the CIPFA code of practice.

Promoting Prosperity Overview and Scrutiny Committee

Sufficient and diverse job opportunities

- Ensure sufficient employment sites and buildings available.
- Support the development of sustainable local businesses.
- Market Copeland opportunities to potential new employers.
- Develop opportunities in the nuclear sector.
- Secure and develop the number of jobs in the health sector.
- Increase tourism, culture and leisure spend through the Borough.
- Increase employment in town centre retail and service activity.

Safer Copeland

- Mainstream S17 of the Crime and Disorder Act 1998 in all Council activities through an audit process.
- Close gaps found in S17 audit.
- As a key partner in the Crime and Disorder Reduction Partnership (CDRP), support partners and receive assistance of partners in reducing levels of crime and fear of crime; including survey of fear of crime.
- Communications strategy for CDRP.
- Develop structure to identify resources used/ required to reduce crime and fear of crime; and benefits of actions taken.
- Work with partners to identify people (particularly young people) on the edge of criminality and provide diversionary activity.
- Address with partners the skills needs of offenders and those on the edge of criminality.
- Ensure that emergency planning procedures are constantly up to date and effective in accordance with the Civil Contingencies Act.
- Work to help the resettlement of offenders in accordance with the National Community Safety Plan.

Quality Living Environment

- Work will be undertaken to ensure those areas subject to heavier concentrations of litter and detritus are cleaned more frequently.
- Parks and open spaces will build upon successes, working with the community, to improve the quality and access to our green spaces.
- Undertake disabled accessibility audits and crime audits of all the principle green spaces.
- Share information and use the powers made available through the Clean Neighbourhoods and Environment Act 2005, Local Government Act, Crime and Disorder Act 1998 and Anti Social Behaviour Act 2005 to take action against those who litter, fly tip and allow their dogs to foul public places.
- Make CBC waste management practices more sustainable by increasing recycling rates and working with residents to reduce per capita waste production.
- Continue to work with the Cumbria Waste Partnership.
- Local development framework in place:
- Core strategy
- Action area plans
- Supplementary planning documents
- Maintenance and improvement of street scene.
- Investment in public realm and accessibility.

Sustainability

- Influence home energy conservation plans and tackling fuel poverty.
- Prepare and implement an environmental sustainability programme.
- Demonstrate the Council's commitment to the environment by achieving environmental management accreditation.
- Develop and implement a green policy for the Council.

Quality housing

- Work in partnership with Registered Social Landlords to ensure decent homes target is reached by 2010.
- Review the service provided by the Home Improvement Agency.
- Ensure balance of housing stock to meet local needs through:
 - Contributing to delivery of Housing Market Renewal
 - Local Development Framework policies
 - Inputting to Regional Spatial Strategy
 - Housing Grants policy
 - Working with housing providers
 - Area based strategies and plans
- Providing a good housing advice service particularly to vulnerable people, while looking to reduce the level of homelessness.
- Improve support to people with disabilities and older people to live independently.

Leisure and culture

- Develop interest and capacity amongst Copeland residents to take forward arts and sports activities after Copeland led start up projects, including organisations not traditionally involved in sports or arts activities.
- Provide plans for new built public leisure facilities within the Pow Beck valley area of Whitehaven.
- Endeavour to have new built public leisure facilities completed.
- Capture the interest and inspiration generated by London hosting the 2012 Olympic and Paralympic Games to ensure that Copeland benefits from the UK wide programmes and legacy initiatives as they develop.
- Remove barriers to participation in sports and arts events at all levels for communities in Copeland.
- Build on current skills development initiatives and position Copeland as a destination of choice for learning establishments to facilitate workforce development in arts and sports.

Improving health

- Lobby for accessible primary health care facilities for the people of the borough.
- Challenge any proposed reduction in the nature and quality of health care services in the borough through links with the West Cumbria Partnership and County Council Health Scrutiny.
- Encourage people to participate in active lifestyles.
- Develop policies and actions to improve the health of Copeland Borough Council's employees
- Support partnership working to reduce health inequalities.

Flexible transport infrastructure

- Submissions to Regional Spatial Strategy panel and Government for infrastructure improvements.
- Submissions to Government as part of the West Cumbria Masterplan.
- Coordination of regeneration programmes with infrastructure improvements via Local Transport Plan.
- In partnership with Cumbria County Council and others seek to ensure that all households are within 30 minutes of our key service towns by public transport.
- Work through the Road Safety Partnership to take direct actions to tackle number of Killed and Seriously Injured (KSI) casualties.
- Carry out a review and develop an action plan to assist in the provision of appropriate flexible transport to places of employment.

Effective Leadership Overview and Scrutiny Committee

Scrutiny

- Reviewing executive decisions
- Setting, co-ordinating and reviewing overview and scrutiny work plans
- Monitoring Scrutiny Recommendations to the Executive
- Forward Plan
- Performance/Budget/Complaints Monitoring Reports
- Monitoring Joint Scrutiny Bodies
- Financial/human resources issues within the Council, including monitoring of the budgetary process.
- IT issues including IEG
- Public Relations Issues

Leading local change; influencing national and regional change

- Develop a series of 1 year delivery plans. Monitor and review progress and take action as appropriate.
- Continue to monitor and review Government policy and lobby for the interests of Copeland. Produce and submit a catalogue of formal responses to Government white papers and formal consultation exercises.
- To work jointly with the other authorities in Cumbria to improve the system of local government for Cumbria.
- Adopt commitments within the Cumbria Agreement into all of the Council's performance planning. Agree priorities within the Cumbria Agreement for Copeland and strive to meet the Government's local area agreement targets.
- Further develop and deliver an improvement action plan; invite the Audit Commission to undertake a re-assessment.
- Undertake a review of governance and constitutional issues.
- Undertake a review of organisational effectiveness and support improvements in achieving: Value for money; Customer focus; Continuous improvement.
- Implement the IDEAs ethical governance framework.
- Provide responses to key national and regional consultation within the stated deadline. Initiate a database of Council responses to nuclear consultation and annually review the effectiveness of the response
- Take a lead role in advising government and related bodies on local communities and national nuclear policies. Seek to influence policy to the benefit of Copeland residents.
- Take a lead role in the development of regeneration and economic development strategy and delivery in West Cumbria. Ensure that the Council has a clear and strong set of plans, engaging services across the Council in delivering regeneration objectives

Providing clear direction

- Create and maintain a medium term Corporate Plan which sets out the vision, priorities and objectives for the Council.
- Survey staff satisfaction and awareness of the Council's direction; develop and implement improvement plans.
- Adopt and cascade communication strategies for corporate improvements, including communications tools for staff, members and stakeholders.
- Develop measures in the Corporate Plan for issues that Copeland can only influence (i.e. in the Cumbria Agreement (the local area agreement) and Strategy for Sustainable Communities in West Cumbria).

Strong, strategic partnerships

- Produce a definitive list of active strategic partnerships and devise the appropriate support and feedback mechanisms for them.
- Develop an action plan with partners to achieve 'Green Light' accreditation from the Government Office North West for the West Cumbria Strategic Partnership.
- Adopt a new Sustainable Communities Strategy and a new neighbourhood renewal strategy. Devise and implement local delivery plans.
- Develop, along side our internal system, a performance management framework for partnership working.
- Review and revise partnership working from the recommendations and priorities of the West Cumbria Strategic Masterplan.
- Develop new strategies and programmes in response to the requirements of the approved West Cumbria Strategic Masterplan.
- Work with the Lake District National Park Partnership to deliver its vision and aims.
- Work with the Cumbria Strategic Partnership to deliver its strategic programme.
- Neighbourhood Management delivery: governance structures will be put in place giving opportunities for greater participation by the community, working with agencies to identify and address local needs.

Achieving Transformation Overview and Scrutiny Committee

Creating opportunities for community involvement

- Democracy projects will be developed to raise participation in local issues.
- Implement an area committee structure and a programme for listening to the views and concerns of people; involving people in local decision-making and encouraging local activity.
- Review the use of local facilities and services to ensure that they meet the needs of the community in a sustainable way.
- Run a series of out-reach consultations and workshops on policy issues with local people.
- Provide feedback to the community on consultation outcomes and actions taken as a result.
- Work with Town Councils, Parish Councils and Parish Meetings to develop their role as champions of local communities.
- Promote quality parish and town council status within the Borough.
- Develop a local forum for the town of Whitehaven through consultation.

- Make more use of the Community Gateway and the West Cumbria Strategic Partnership to make direct links between the communities' views and the Council's services.
- Implement the Statement for Community Involvement.

Regenerating Copeland

- Implementation of the Whitehaven Regeneration Programme.
- Programme management of regional Development Agency regeneration initiatives such as the Market Town Initiatives (MTIs) in Millom and Egremont and the Coalfield Communities Campaign.
- Support delivery of regeneration in North East Copeland, linked to WLR investment programme.
- Review Economic Development / Regeneration Strategy in light of the West Cumbria Strategic Masterplan to achieve better engagement with businesses / employers.
- Contribute to the West Cumbria Delivery Team for regeneration projects.
- Develop structure for support of the Cumbria Agreement economic and enterprise block.
- Maximise external funding, in the context of the achievement of corporate objectives, and within the resources of the Council and partners to deliver.
- Secure adequate resources to implement sustainable regeneration by successfully securing funding through the funding bid process.
- Provide top quartile service in Development Control and Building Control.
- Enhance the architectural and historic environment in our towns.
- South Whitehaven Neighbourhood Management Board – working with the community to improve public service delivery.
- Secure resources to contribute to long term sustainability in recognition of the role the borough plays in hosting radioactive waste for the nation'.

Improving skills and education; retaining skills

- Appoint an internal 'Champion' for learning.
- Sports and arts development in schools.
- Work with partners to encourage businesses to support their staff to take up learning opportunities.
- Take a lead in setting an example to other employers: Encourage take up of learning opportunities amongst Copeland Borough Council staff; Provide opportunities for staff progression to take up hard to fill vacancies; Continue apprentice schemes; Develop new trainee schemes; Encourage the development of basic skills.
- Work with funding and delivery agencies to ensure that learning services are meeting the needs of the community in Copeland, particularly those in disadvantaged areas and groups; and that they are available in community accessible locations.
- Work with partners to raise the standard in educational institutions.
- Address with learning funders and providers key target areas such as skills for life.
- Address with learning funders and providers skills needs to contribute to reducing worklessness.

- Establish skills plans for Copeland residents to benefit from new employment opportunities inside the Borough or in the rest of West Cumbria and Furness.

Equality of opportunity

- Diversity and race equality scheme reviews completed.
- Copeland and Cumbria Equality and Diversity groups will develop an action plan to improve the Attitude Survey results.
- Implement project plan and actions against Equality and Diversity standard, and in line with the Council's Social Inclusion Policy.
- Develop action plans to help local residents access the benefits they are entitled to.
- Respond to the statutory guidance in relation to children and young people and the Every Child Matters Green Paper when the guidance is produced.

Customer focussed

- Survey customer satisfaction and stakeholder perception at agreed frequency.
- Implement an action plan arising from customer survey results.
- Broaden access to and delivery of services using appropriate new technology to give services which are well-designed, consistent and efficient and which meet the needs of individuals; better communication; and clearer public advice.
- Respond to community/parish plans; and accepting that one size does not fit all, act to distinguish between service delivery in different localities.
- Extend the services delivered through a single point of contact for all our customers.
- Service areas will improve delivery to meet internal and external customer needs.
- Service delivery to DWP performance standards.
- Execute a communications plan which seeks to explain policy, challenge views, and stimulate response in the community and customers.

Effective performance management and culture

- Create and deliver annual Member development programme, based on competencies.
- Create annual officers training and development plan to meet corporate objectives.
- Implement Pay and Workforce Strategy to meet business and staff needs.
- Ensure that the way the Council manages its Scrutiny function is at least equal to the national standard developed by the Centre for Public Scrutiny by completing the Centre's self-evaluation framework and developing an action plan arising from the self-evaluation.
- Implement effective performance management system for all staff.
- Develop the IT based performance monitoring system to meet all performance management needs.
- Develop and implement action plan to improve the quality of data collection systems and processes.

Strong financial and asset management

- Develop integrated medium term financial planning into corporate and service planning processes.
- Develop a robust budget model to assess future projections and risk assessments.
- Review and integrate the Asset Management Plan and the Capital Strategy.
- Develop financial management system to become a desktop tool for managers to manage/monitor and predict their budget.
- Put in place an assurance framework that maps the strategic objectives to risks, controls and assurance.
- Deliver an effective audit and fraud prevention process suitable to the needs of the corporate plan and in line with the CIPFA code of practice.

Promoting Prosperity Overview and Scrutiny Committee

Sufficient and diverse job opportunities

- Ensure sufficient employment sites and buildings available.
- Support the development of sustainable local businesses.
- Market Copeland opportunities to potential new employers.
- Develop opportunities in the nuclear sector.
- Secure and develop the number of jobs in the health sector.
- Increase tourism, culture and leisure spend through the Borough.
- Increase employment in town centre retail and service activity.

Safer Copeland

- Mainstream S17 of the Crime and Disorder Act 1998 in all Council activities through an audit process.
- Close gaps found in S17 audit.
- As a key partner in the Crime and Disorder Reduction Partnership (CDRP), support partners and receive assistance of partners in reducing levels of crime and fear of crime; including survey of fear of crime.
- Communications strategy for CDRP.
- Develop structure to identify resources used/ required to reduce crime and fear of crime; and benefits of actions taken.
- Work with partners to identify people (particularly young people) on the edge of criminality and provide diversionary activity.
- Address with partners the skills needs of offenders and those on the edge of criminality.
- Ensure that emergency planning procedures are constantly up to date and effective in accordance with the Civil Contingencies Act.
- Work to help the resettlement of offenders in accordance with the National Community Safety Plan.

Quality Living Environment

- Work will be undertaken to ensure those areas subject to heavier concentrations of litter and detritus are cleaned more frequently.

- Parks and open spaces will build upon successes, working with the community, to improve the quality and access to our green spaces.
- Undertake disabled accessibility audits and crime audits of all the principle green spaces.
- Share information and use the powers made available through the Clean Neighbourhoods and Environment Act 2005, Local Government Act, Crime and Disorder Act 1998 and Anti Social Behaviour Act 2005 to take action against those who litter, fly tip and allow their dogs to foul public places.
- Make CBC waste management practices more sustainable by increasing recycling rates and working with residents to reduce per capita waste production.
- Continue to work with the Cumbria Waste Partnership.
- Local development framework in place:
- Core strategy
- Action area plans
- Supplementary planning documents
- Maintenance and improvement of street scene.
- Investment in public realm and accessibility.

Sustainability

- Influence home energy conservation plans and tackling fuel poverty.
- Prepare and implement an environmental sustainability programme.
- Demonstrate the Council's commitment to the environment by achieving environmental management accreditation.
- Develop and implement a green policy for the Council.

Quality housing

- Work in partnership with Registered Social Landlords to ensure decent homes target is reached by 2010.
- Review the service provided by the Home Improvement Agency.
- Ensure balance of housing stock to meet local needs through:
 - Contributing to delivery of Housing Market Renewal
 - Local Development Framework policies
 - Inputting to Regional Spatial Strategy
 - Housing Grants policy
 - Working with housing providers
 - Area based strategies and plans
- Providing a good housing advice service particularly to vulnerable people, while looking to reduce the level of homelessness.
- Improve support to people with disabilities and older people to live independently.

Leisure and culture

- Develop interest and capacity amongst Copeland residents to take forward arts and sports activities after Copeland led start up projects, including organisations not traditionally involved in sports or arts activities.
- Provide plans for new built public leisure facilities within the Pow Beck valley area of Whitehaven.
- Endeavour to have new built public leisure facilities completed.
- Capture the interest and inspiration generated by London hosting the 2012 Olympic and Paralympic Games to ensure that Copeland benefits from the UK wide programmes and legacy initiatives as they develop.
- Remove barriers to participation in sports and arts events at all levels for communities in Copeland.
- Build on current skills development initiatives and position Copeland as a destination of choice for learning establishments to facilitate workforce development in arts and sports.

Improving health

- Lobby for accessible primary health care facilities for the people of the borough.
- Challenge any proposed reduction in the nature and quality of health care services in the borough through links with the West Cumbria Partnership and County Council Health Scrutiny.
- Encourage people to participate in active lifestyles.
- Develop policies and actions to improve the health of Copeland Borough Council's employees
- Support partnership working to reduce health inequalities.

Flexible transport infrastructure

- Submissions to Regional Spatial Strategy panel and Government for infrastructure improvements.
- Submissions to Government as part of the West Cumbria Masterplan.
- Coordination of regeneration programmes with infrastructure improvements via Local Transport Plan.
- In partnership with Cumbria County Council and others seek to ensure that all households are within 30 minutes of our key service towns by public transport.
- Work through the Road Safety Partnership to take direct actions to tackle number of Killed and Seriously Injured (KSI) casualties.
- Carry out a review and develop an action plan to assist in the provision of appropriate flexible transport to places of employment.

Management Overview and Scrutiny Committee

Reviewing executive decisions
Monitoring Scrutiny Recommendations to the Executive Forward Plan
Setting, co-ordinating and reviewing overview and scrutiny work plans
Performance/Budget/Complaints Monitoring Reports
Cross Cutting scrutiny
Our Comprehensive Performance Assessment (CPA)
Monitoring of Joint Scrutiny Groups

Corporate Overview and Scrutiny Committee

Policy and Performance
Personnel
Communications
Finance
ICT
E Government
Procurement
Legal
Member Services
Elections

Economic Development Overview and Scrutiny Committee

Planning
Building Control
Public Buildings Drainage
Inward Investment
Tourism

Housing
Community Regeneration
Nuclear

Quality of Life Overview and Scrutiny Committee

Leisure
Waste
Environmental Health
Parks and Open Spaces
Enforcement
Revenues and Benefits
Copeland Direct
Service Standards