

SECTION 7 – SCRUTINY COMMITTEES

Introduction

- 7.1 The Council is required by Law to discharge certain overview and scrutiny functions. These functions are an essential component of local democracy. The Scrutiny Committees should be powerful committees that can contribute to the development of Council policies and also hold the Cabinet to account for its decisions. Another key part of the overview and scrutiny role is to review existing policies, consider proposals for new policies and suggest new policies.
- 7.2 Overview and scrutiny should be carried out in a constructive way and should aim to contribute to the delivery of efficient and effective services that meet the needs and aspirations of local inhabitants. Scrutiny Committees should not shy away from the need to challenge and question decisions and make constructive criticism.

Scrutiny Committees

- 7.3 In order to achieve this, the Council have appointed four Scrutiny Committees which between them will:

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- 7.3.1 review or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions whether by the Cabinet or another part of the Council;
- 7.3.2 make reports or recommendations to the Cabinet or the Council in connection with the discharge of any functions;
- 7.3.3 consider any matter which affects the Council's area or its inhabitants; and
- 7.3.4 exercise the right to call in for reconsideration decisions made, but not yet implemented, by the Cabinet and Officers.

Role, Scope and Membership

- 7.4 The role, scope and Membership of the Scrutiny Committees are described in the table below:

Committee and Membership	Terms of Reference / Areas of Responsibility
Audit 21 Councillors – Politically Balanced At least 1 Co-opted Lay Member with voting rights (See Rule 7.5.2 below)	<ul style="list-style-type: none"> • Approve statement of accounts, income and expenditure and balance sheet; • Commissioning and Procurement Working Group (Joint Working Group with the People Scrutiny Committee) • External Audit Reports; • Finance Monitoring – Council wide; • Internal Audit Reports; • Oversee the authority's internal and external audit arrangements; • Performance Monitoring – Council wide, including workforce; • Review and assess risk management, internal control and corporate governance arrangements and make reports and recommendations on the adequacy and effectiveness of those arrangements; • Review and scrutinise the authority's financial affairs and make reports and recommendations on the

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	<ul style="list-style-type: none"> • authority's financial affairs; • Review the financial statements prepared by the authority. •
<p>Place Scrutiny Committee 21 Councillors – Politically Balanced 1 Non-Voting Co-optee for crime and disorder functions</p>	<ul style="list-style-type: none"> • Building and Engineering; • Built Heritage grants • Car parks • Catering; • Cleaning; • Climate Change; • Community Grants. • Council buildings and Property including Maintenance; • Council fleet; • County Farms; • Crime and Disorder – delivering safer communities, road safety; • Customer Services; • Environmental Health; • European matters and RDP • Grounds and Woodlands; • Homes for Older People • Housing Stock; • ICT infrastructure; • Leisure Centres and Sports Centres, Outdoor Recreation, Sports Pitches, Countryside Services/Rights of Way. • Licensing; • Markets • Planning and Development Control; • Regeneration – Grants and Job Creation / Business support (inc. grants) • Regeneration and Procurement (Joint working with the People Scrutiny Committee) • Roads; • Street cleaning, public conveniences; • Street Lighting; • Tourism; • Trading Standards; • Transportation; • Village Halls; • Waste; Refuse and Re-cycling. • Workshops • Youth Offending

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<p>People Scrutiny Committee Membership: 21 Councillors – Politically Balanced; 3 parent governor representatives; 1 Church in Wales Diocese representative; 1 Roman Catholic Church Diocese representative,</p>	<ul style="list-style-type: none"> • Adults' Social Services; • Arts & Culture • Children's Social Services; • Commissioning and Procurement Working Group (Joint Working Group with the Audit Committee) • Education & Learning; • Equalities and Welsh Language; • Finance – Revenues, Benefits; • Gypsies • Housing-Tenancies and Homelessness. • Libraries, Museums and Archive Services. • Mental Health; • Older People and Health; • Substance Misuse; • Voluntary Sector • Workforce /HR • Youth Services;
<p>Local Service Board Scrutiny Committee (with immediate effect)</p> <ul style="list-style-type: none"> • 4 Elected Members of Powys County Council (the 4 Chairs on the Joint Chairs Steering Group with the 4 Vice-Chairs to be substitute representatives in the absence of a Chair); • 1 non-executive representative of Powys teaching Local Health Board; • 1 non-executive representative from PAVO; • 1 representative of the Police and Crime Commissioner; • 1 non-County Councillor representative from Powys Community Health Council; <p><u>Substitutes:</u> Nominated substitutes will be allowed for the representatives listed above.</p>	<ul style="list-style-type: none"> • To provide a 'critical friend' challenge to the Local Service Board; • To scrutinise, evaluate and actively promote improvement in work carried out in line with Local Service Board priorities and its terms of reference and not that of those individual constituent organisations represented on the Local Service Board; • To develop and deliver a forward work programme which seeks to contribute to the performance management and governance arrangements of the Local Service Board, and its projects; • To commission Research & Evaluation Group investigations into areas identified on its forward work programme. • To submit reports to the Local Service Board (as appropriate) and make recommendations for consideration and adoption; • To ensure through the Joint Chairs and Vice-Chairs Steering Group that there is no duplication of work between the County Council scrutiny committees, the LSB Scrutiny Committee and any other joint scrutiny arrangements with other authorities;

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<p>Public Service Board Scrutiny Committee (from 1st April, 2016)</p> <ul style="list-style-type: none"> • 4 Elected Members of Powys County Council as follows: <ul style="list-style-type: none"> • Chair of the People Scrutiny Committee; • Chair of the Place Scrutiny Committee; • Chair of the Audit Committee; • Chair of the Democratic Services Committee. • 1 non-executive, non-Councillor representative of Powys teaching Local Health Board; • 1 non-executive representative from PAVO and is not a representative on the LSB; • 1 representative of the Police and Crime Commissioner; • 1 non-County Councillor representative from Powys Community Health Council; • 1 non executive and non-Powys County Councillor representative from the Mid and West Wales Fire and Rescue Authority; • 1 non-executive representative from the Natural Resources Wales Board. <p><u>Substitutes:</u> Nominated substitutes will be allowed for the representatives listed above.</p>	<ul style="list-style-type: none"> • To provide a 'critical friend' challenge to the Public Service Board; • To scrutinise, evaluate and actively promote improvement in work carried out in line with Public Service Board priorities and its terms of reference and not that of those individual constituent organisations represented on the Public Service Board; • To develop and deliver a forward work programme which seeks to contribute to the performance management and governance arrangements of the Public Service Board, and its projects; • To commission Research & Evaluation Group investigations into areas identified on its forward work programme. • To submit reports to the Public Service Board (as appropriate) and make recommendations for consideration and adoption; • To ensure through the Joint Chairs and Vice-Chairs Steering Group that there is no duplication of work between the County Council scrutiny committees, the PSB Scrutiny Committee and any other joint scrutiny arrangements with other authorities;
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Membership of the Audit Committee.

7.5.1 The Audit Committee will comprise 21 Councillors, appointed to achieve as far as reasonably practicable a political balance on the committee plus 1 voting Lay Member plus such other co-optees as may be appointed by the Council (subject to the total number of co-optees being less than one third of the total membership).¹

7.5.2 In accordance with Section 82 of The Measure:

7.5.2.1 At least one member of the Audit Committee must be a voting Lay Member;

¹ See Section 82 of The Measure.

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7.5.2.2 An act of the Audit Committee will be invalid if the membership of the committee breaches any of the membership requirements set out in Rules 7.5.1 and 7.5.2.1.

7.5.2.3 The Chair of the Audit Committee is appointed by it and the Chair:

- cannot be a member of the Cabinet;
- can be a Lay Member or a Co-Opted Member;
- can only be a member of an executive group if there are no opposition groups. (See Rule 7.5.4 below)

7.5.3 The Vice-Chair of the Audit Committee will be appointed annually by the Committee who may appoint a Councillor, the Lay Member or a Co-Opted Member. (see Rule 7.5.4 below)

7.5.4 A person presiding at an Audit Committee can only be a member of an executive group if there are no opposition groups.

General Functions

7.6 Within their terms of reference, Scrutiny Committees will:

7.6.1 review and / or scrutinise decisions made, or other action taken in connection with the discharge of any function of the authority;

7.6.2 make reports and / or recommendations to the Full Council and / or the Cabinet, and / or any joint committee or Area (Shire) Committee in connection with the discharge of any function of the authority;

7.6.3 consider any matter affecting the area or its inhabitants;

7.6.4 exercise the right to call-in, for reconsideration, decisions made but not yet implemented, by the Cabinet, a committee of the Cabinet, a member of the Cabinet, an officer exercising functions delegated by the Cabinet, and / or any Area (Shire) Committee exercising functions delegated by the Cabinet. (See Call-In Procedure – Rule 7.37);

Specific Functions

Policy Development and Review

7.7 The Scrutiny Committees may:

7.7.1 assist the Council and the Cabinet in the development of its Budget and Policy Framework by in depth analysis of policy issues, including pre-scrutiny of draft or amended policies;

7.7.2 conduct research, site visits, community and other consultation in the analysis of policy issues and possible options;

7.7.3 question members of the Cabinet and/or Committees and Chief Officers from the Council about their views on issues and proposals affecting the area;

7.7.4 liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interest of local people are enhanced by collaborative working;

7.7.5 consider the impact of policies to assess if they have made a difference;

7.7.6 consider and implement mechanisms to encourage and enhance community

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- 7.7.7 participation in the scrutiny of the development of policy options; and investigate or review a particular matter in depth, reporting their conclusions and making any recommendations to the Council or Cabinet as appropriate.

Scrutiny

7.8 Scrutiny Committees may:

- 7.8.1 review and scrutinise the decisions by and performance of the Cabinet and/or Committees and Council Officers in relation to individual decisions and over time;
- 7.8.2 review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- 7.8.3 question members of the Cabinet and/or Committees and Chief Officers from the Council about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or project;
- 7.8.4 make recommendations to the Cabinet and/or appropriate Committee and/or Council arising from the outcome of the scrutiny process;
- 7.8.5 review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Committee and local people about their activities and performance;
- 7.8.6 question and gather evidence from any person (with their consent);
- 7.8.7 review and scrutinise the budget setting process;
- 7.8.8 conduct research, site visits, community (and other) consultation for the purposes of analysing issues and developing where appropriate; possible options, through liaison with the area/community partnerships; and
- 7.8.9 consider and report on mechanisms to encourage and enhance community participation in the development of service delivery options.

Finance

7.9 Scrutiny Committees may exercise overall responsibility for the finances made available to them.

Annual Report

7.10 The Scrutiny Committees may report annually to the Full Council on their workings.

Head of Democratic Services

7.11 One of the roles of the Head of Democratic Services under section 8 of The Measure is to promote the role of the Council's Scrutiny Committees and to promote support and guidance to members and Officers generally about the functions of the Scrutiny Committees .

Who May Sit on Scrutiny Committees ?

- 7.12.1 Subject to Rule 7.12.2. below all Councillors (except members of the Cabinet) may be members of the Scrutiny Committees. However, no Member may be involved in scrutinising on decisions in which s/he has been directly involved.
- 7.12.2 In accordance with Section 82 of The Measure no more than one member of the Cabinet may be a member of the Audit Committee (but there is no requirement for Full Council to appoint a member of the Cabinet to the Audit Committee). The Leader

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cannot be a member of the Audit Committee.

Co-Optees

- 7.13.1 The People Scrutiny Committee shall include in its membership the following voting representatives:
- 7.13.1.1 One Church in Wales diocese representative;
 - 7.13.1.2 One Roman Catholic diocese representative; and
 - 7.13.1.3 Three parent governor representatives (covering so far as practicable the primary, secondary and special needs sectors)
- 7.13.2 When matters which are not education matters, which are the responsibility of the Cabinet, fall to be considered by the People Scrutiny Committee, the co-opted representatives specified in rule 7.13.1 shall not vote, although they may stay in the meeting and speak.
- 7.13.3 The Place Scrutiny Committee shall include in its membership in a non-voting capacity 1 representative from the Police and Crime Panel (or from such other body which replaces the Panel), subject to that representative not being a Powys County Council representative on the Police and Crime Panel.
- 7.13.4 In addition to co-optees appointed under rules 7.13.1.1 to 7.13.1.3 above, Scrutiny Committees may recommend to Full Council the co-option of other persons as voting or non-voting representatives. In exercising or deciding whether to exercise a co-option, the Authority must, under section 76 of The Measure, have regard to guidance given by the Welsh Ministers and comply with directions given by them
- 7.13.5 The total number of co-optees on each Scrutiny Committee may not exceed more than one third the membership of the committee.²

Who Chairs Scrutiny Committees (other than the Chair of the Audit Committee)?

- 7.14 The arrangements included in sections 66-75 of The Measure will be followed for appointing persons to chair Scrutiny Committees (other than the Chair of the Audit Committee who will be appointed in accordance with Rule 7.5.2.3)³.

Role of the Chair of Scrutiny Committees

- 7.15.1 The chairs of the Scrutiny Committees will liaise with the Cabinet and the Head of Paid Service and will supervise the work programme for their Scrutiny Committee and identify cross cutting themes arising from the various Scrutiny Committees .
- 7.15.2 In summary, therefore, the Chair will:
- 7.15.2.1 be accountable for delivering effective scrutiny;
 - 7.15.2.2 will regularly monitor the work programmes for their Scrutiny Committee; and
 - 7.15.2.3 will liaise with the Cabinet on issues affecting the scrutiny work programme.

Work Programme

- 7.16 The Scrutiny Committees will be responsible for setting their own work programme and in doing so they should take into account wishes of members of that Scrutiny

² Paragraph 8.19 Statutory Guidance from the Local Government Measure 2011 (issued by Welsh Government June 2012)

³ For provisions relating to the Chair of the Audit Committee See Rule 7.3.2(b)(ii) above.

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Committee who are not members of the largest political group on the Council. It may also consider urgent and unforeseen matters not included in the work programme.

Meetings

- 7.17.1 The Scrutiny Committees will have at least 4 meetings a year.
- 7.17.2 The Audit Committee must also meet if:
- (a) the Full Council resolves that the Committee should meet; or
 - (b) at least one third of the members of the Audit Committee requisition a meeting by one or more notices in writing to the chair.
- 7.17.3 Extraordinary meetings may be called from time to time where the chair of a Scrutiny Committee considers it is necessary to do so.

Joint Scrutiny Committees

- 7.18 Under section 58 of The Measure, regulations may be made to permit two or more local authorities to appoint a joint Scrutiny Committee. This is set out in the Local Authority (Joint Overview and Scrutiny) (Wales) Regulations 2012.

Rules of Procedure and Debate (“Scrutiny Procedure Rules”)

- 7.19 Rules 7.19 to 7.37 (inclusive) shall be known as the Scrutiny Procedure Rules and will apply to meetings of the Scrutiny Committees.

What will be the Number and Arrangements for Scrutiny Committees ?

- 7.20.1 The Council will have four Scrutiny Committees set out in the table in Rule 7.3 and will appoint to them as it considers appropriate from time to time. The Scrutiny Committees may appoint smaller groups (Member and Officer Working Groups) to carry out detailed examination of particular topics for report back to the committee. Such groups may be appointed for a fixed period on the expiry of which they shall cease to exist or may be appointed on a task and finish basis. Such Member and Officer Working Groups should work on a non-political basis and wherever possible should comprise as many political groups as practicable.
- 7.20.2 The terms of reference / areas of responsibility of the various Scrutiny Committees will be as set out in Rule 7.4 above.
- 7.20.3 Each Scrutiny Committee (with the exception of the Audit Committee and the Local Service Board Scrutiny Committee) will be Chaired by a chair appointed by the Full Council from the membership of that Scrutiny Committee and there will be cross party membership of all Scrutiny Committees.

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Meetings of the Scrutiny Committees

- 7.21.1 Subject to Rule 7.17 above the Full Council may determine a cycle of meetings for scrutiny committees . If the Full Council does not set the cycle, each Scrutiny Committee shall determine their own cycle of meetings. The chair, or in their absence the vice chair, may change the date or cancel meetings, or call additional meetings as they consider necessary to deal with the Scrutiny Committee's work programme.
- 7.21.2 In addition, extraordinary meetings may be called from time to time by:
- 7.21.2.1 the Full Council by resolution; or
 - 7.21.2.2 the relevant Scrutiny Committee by resolution; or
 - 7.21.2.3 the chair of the relevant Scrutiny Committee; or
 - 7.21.2.4 any 5 members of the relevant Scrutiny Committee; or

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- 7.21.2.5 the Head of Paid Service; or
- 7.21.2.6 the Monitoring Officer; or
- 7.21.2.7 the Section 151 Officer;

as s/he / they considers necessary or appropriate.

Quorum

- 7.22 The quorum of a meeting will be 25% of the number of members of that Scrutiny Committee. During any meeting, if the chair declares that there is not a quorum present, then the meeting will adjourn immediately. Remaining business will be considered at a time and date fixed by the chair. If s/he does not fix a date, the remaining business will be considered at the next ordinary meeting of the Scrutiny Committee..

Business at First Meeting Following the Annual Meeting of the County Council

- 7.23 The first meeting of a scrutiny committee following the Annual Meeting of the County Council will (as may be appropriate):
- 7.23.1 elect a chair of the Audit Committee;
 - 7.23.2 elect a person to preside if the chair of the Committee is not present;
 - 7.23.3 elect the vice-chair of the Committee
 - 7.23.4 (unless the committee decides unanimously to dis-apply the political balance requirements) allocate seats to political groups on sub-committees authorised by the Full Council.
 - 7.23.5 make appointments to sub-committees authorised by Full Council (see Rules 4.6.1; 4.6.7; 4.15.7; and 4.18.6); such appointments to be in accordance with the wishes of the groups unless the committee decides unanimously to dis-apply the political balance requirements;
 - 7.23.6 establish or re-establish Member and Officer Task and Finish Working Groups and make appointments thereto as appropriate;
 - 7.23.7 to approve the committee's work programme for the forthcoming year;
 - 7.23.8 deal with those items of business listed in Rule 7.24 below as may be appropriate.

The order of business, with the exception of items 7.23.1 and 7.23.2 may be altered by the chair.

Business at Other Meetings

- 7.24 At all other meetings of committee, the committee will (as may be appropriate)
- 7.24.1 elect a person to preside if the chair and vice-chair of the Committee are not present;
 - 7.24.2 elect the chair of the Audit Committee in the event of there being a vacancy
 - 7.24.3 elect a vice-chair of the Committee in the event of there being a vacancy;
 - 7.24.4 receive declarations of interest (including whipping declarations);
 - 7.24.5 make appointments to sub-committees and Member and Officer Task and Finish Groups in the event of there being a vacancy;
 - 7.24.6 receive apologies for absence;
 - 7.24.7 approve the minutes of the last meeting;
 - 7.24.8 receive any announcements from the chair;

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- 7.24.9 receive reports from the Cabinet and / or from any other committees, and / or from officers;
- 7.24.10 make recommendations to the Cabinet or Full Council;
- 7.24.11 deal with any business outstanding from the last meeting;
- 7.24.12 (where the Leader or a Cabinet member attends a meeting of the committee) to receive a presentation from the Leader or a Cabinet member and / or to put questions to, and to receive responses from the Leader or a Cabinet member;
- 7.24.13 put questions to the chair or relevant officers of the Council where appropriate on items of business before the committee and to receive responses.
- 7.24.14 receive reports from sub-committees and Member and Officer Task and Finish Groups;
- 7.24.15 to consider requests from members of the committee for items of business to be considered at a future meeting or at the meeting when the request is made if the chair is satisfied that the matter is urgent (the reason for the urgency being recorded in the minutes), and that the committee is able to have the necessary professional advice of officers;
- 7.24.16 consider motions without notice as set out in the Full Council Procedure Rules in Section 4 of this Constitution;
- 7.24.17 review the Committee's Work Programme for the forthcoming year and make such alterations as are necessary;
- 7.24.18 consider such other business specified in the summons to the meeting;
- 7.24.19 consider other business, not specified in the summons as the chair considers urgent, subject to the nature of the urgency being specified in the minutes;
- 7.24.20 to exclude the public for the consideration of any item in accordance with the Access to Information Procedure Rules;
- 7.24.21 receive notes of meetings of the Joint Chairs and Vice-Chairs Steering Group.

The order of business, with the exception of items 7.24.1 to 7.24.4 may be altered by the chair.

Agenda Items

- 7.25.1 Any member of a Scrutiny Committee shall be entitled to give notice to the chair of the Scrutiny Committee that s/he wishes an item relevant to the functions of that Scrutiny Committee to be included on the agenda for the next available meeting. The chair will decide in his / her absolute discretion whether or not the matter will be placed on the agenda for the next meeting.
- 7.25.2 Scrutiny Committees shall also respond, as soon as their work programme permits, to requests from the Full Council and/or the Cabinet to review particular areas of Council activity. Where they do so, the particular Scrutiny Committee shall report their findings and any recommendations back to the Cabinet and/or Council as appropriate. The Council and/or the Cabinet shall consider the report of the Scrutiny Committee and respond (if appropriate) within 6 weeks of its consideration

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Policy Review and Development

- 7.26.1 The role of Scrutiny Committees in relation to the development of the Council's Budget and Policy Framework is set out in detail in the Budget and Policy Framework Procedure Rules in Section 15.
- 7.26.2 In relation to the development of the Council's approach to other matters not forming part of its Budget and Policy Framework, Scrutiny Committees may make

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proposals to the Cabinet for developments in so far as they relate to matters within their terms of reference.

- 7.26.3 Scrutiny Committees may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration and may pay any advisers, assessors and witnesses a reasonable fee and expenses for doing so.

Reports from Scrutiny Committees

- 7.27.1 All formal reports from Scrutiny Committees will be submitted to the Monitoring Officer for consideration by the Cabinet (if the proposals are consistent with the existing Budget and Policy Framework), or to the Council as appropriate (e.g. if the recommendation would require a departure from or a change to the agreed Budget and Policy Framework).
- 7.27.2 If a Scrutiny Committee cannot agree on one single final report to the Council or Cabinet as appropriate, one minority report may be prepared and submitted for consideration by Full Council or Cabinet with the majority report.
- 7.27.3 A Scrutiny Committee may publish any non-confidential report.

Making sure that Scrutiny Reports are considered by Full Council or Cabinet

- 7.28.1 The reports of Scrutiny Committees shall be referred to the Cabinet (as determined by the Scrutiny Committee) within one month or to the next meeting of Full Council (where applicable). Where an item is not considered by Full Council or Cabinet within the period specified above, the Full Council or Cabinet will give an explanation of the reasons to the chair of the relevant Scrutiny Committee as soon as practicable.
- 7.28.2 Where a scrutiny report is referred to the Cabinet the relevant Portfolio Holder(s) and senior officers will attend the meeting of the Cabinet wherever possible. The Portfolio Holder(s) and senior officers will respond and if requested to do so by the Scrutiny Committee they will attend a future meeting of that Scrutiny Committee to present their response.

Rights of Members of Scrutiny Committees to Documents

- 7.29.1 Members of Scrutiny Committees have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Section 14 of this Constitution.
- 7.29.2 Nothing in this paragraph prevents more detailed liaison between the Cabinet and the Scrutiny Committees as appropriate depending on the particular matter under consideration.

Members and Senior Officers Giving Account

- 7.30.1 Scrutiny Committees may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions within its remit. As well as reviewing documentation, in fulfilling the Scrutiny role, it may require any member of the Cabinet, the Chief Executive and/or any senior Officer to attend before it to explain the following matters within their remit:

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- 7.30.1.1 any particular decision or series of decisions; and / or
- 7.30.1.2 the extent to which the actions taken implement Council policy; and/or
- 7.30.1.3 the implementation of decision(s) and or Council policy

and it is the duty of those persons to attend if so required.

- 7.30.2 Where there are concerns about the appropriateness of the Officer who should attend, the relevant chief Officer shall discuss this with the appropriate Scrutiny Chair or Vice Chair with a view to achieving consensus.
- 7.30.3 Where any Member or Officer is required to attend Scrutiny Committees under this provision, the Chair of that Committee will inform the Monitoring Officer. The Monitoring Officer (or officers nominated by him / her) shall inform the Member or Officer, if necessary in writing, giving at least 5 working days' notice of the meeting at which s/he is required to attend (unless agreed otherwise). Any notice will state the nature of the item on which he or she is required to attend to give account and whether any papers are required to be produced for the Committee.
- 7.30.4 For the purposes of attendances of members or Officers at the Audit Committee only, in accordance with Section 83(6) of The Measure, a person is not obliged to answer any question which the person would be entitled to refuse to answer in, or for the purposes of, proceedings in a court in England and Wales.
- 7.30.5 Where the account to be given to a Scrutiny Committee will require the production of a report, then the Member or Officer concerned will be given sufficient notice to allow for its preparation.
- 7.30.6 Where, in exceptional circumstances, the Member or Officer is unable to attend on the required date, then the Scrutiny Committee shall in consultation with the Member or Officer arrange an alternative date for attendance.

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Attendance by Others

Attendance of Leader or Cabinet Member

- 7.31 Subject to the Members' Code of Conduct, the Leader or a Cabinet member in the role of the Leader's representative may attend and speak but not vote at meetings of Scrutiny Committees where the Leader has a specific issue to raise with the committee. The attendance of a Cabinet member in all other cases will be at the invitation of the chair or the Scrutiny Committee.

Attendance of Members at Committee Meetings

- 7.32.1 In addition to their right to attend all meetings of committees of which they are members, Members (with the exception of Cabinet members) shall have the right to attend any meeting of a Scrutiny Committee and to remain present notwithstanding the passing of a resolution to exclude the public.
- 7.32.2 Such attendance shall be as observer only, with no right to vote, the attendance not being included in the relevant quorum, and no right to speak, provided that the chair in his / her discretion may permit the member to speak on a particular issue.
- 7.32.3 Such right of attendance is subject to the Councillor not having a Prejudicial Interest in the matter under discussion under the Members' Code of Conduct and subject to any legal provisions and any limitations or restrictions within this Constitution.

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Others

7.33 Scrutiny Committees may invite people other than those people referred to in Rules 7.30 and 7.31 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders, members and officers in other parts of the public sector and shall invite such people to attend.

The Party Whip in Scrutiny

7.34 If a member of a Scrutiny Committee is subject to a party whip in respect of an issue to be considered by it, that member must declare the existence of the whip and the nature of it before the commencement of deliberations on the matter. The declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting. The member declaring the existence of a whip may speak at the meeting but is not entitled to vote on the question.⁴

Procedure at Scrutiny Committee Meetings

7.35.1 The Rules of Procedure at Scrutiny Committees will be the same as the Full Council Procedure Rules set out in Section 4 of this Constitution except that the chair of the meeting may allow the rules of debate to be relaxed to enable a full contribution by those attending the meeting whether members of a Scrutiny Committee or in any other capacity which allows them to contribute to the worth of the meeting.

7.35.2 Scrutiny Committees may ask people to attend to give evidence or answer questions about any items on their agenda. Meetings should be conducted in accordance with the following principles:

7.35.2.1 that the business be conducted fairly and all members of the Scrutiny Committee be given the opportunity to ask questions of attendees, and to contribute and speak;

7.35.2.2 that those assisting by giving evidence be treated with respect and courtesy;

7.35.2.3 that the business be conducted as efficiently as possible.

7.35.3 Following any investigation or review, a Scrutiny Committee shall prepare a report, for submission to the Cabinet and/or Full Council as appropriate and shall make its report and findings public.

Matters within the Remit of more than one Scrutiny Committee

7.36 Where a matter for consideration by Scrutiny Committees falls within the remit of more than one Scrutiny Committee the decision as to which Scrutiny Committee is to consider the matter will be resolved by the respective Chairs or, the Joint Chairs and Vice-Chairs Steering Group, or if they fail to agree, the decision will be made by Monitoring Officer.

⁴ Section 78(1) of the Local Government (Wales) Measure 2011.

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Call-In Procedure Rules

- 7.37.1 Where a decision is made by the Cabinet or an individual member of the Cabinet or a Committee of the Cabinet or under joint arrangements with other public bodies, the decision shall be published by the Monitoring Officer, including where possible by electronic means, and shall be available at the main offices of the Council normally within 2 working days of it being made. All Councillors will be sent copies of the records of all such decisions within the same time scale.
- 7.37.2 The communication to Councillors sending them the decision will (a) bear the date on which the decision is published and (b) will specify the date when the decision will come into force (subject to Rule 7.37.3) and may then be implemented, on the expiry of five clear days (the “Call-in Period”) after the date of publication of the decision, unless the appropriate Scrutiny Committee objects to it and calls it in for review within the Call-in Period.
- 7.37.3 During the Call-in Period the Monitoring Officer shall call-in a decision for scrutiny by a Scrutiny Committee if so requested in the specified format (“the Call-In Request”⁵) by the chair or 5 members of a Scrutiny Committee PROVIDED THAT the Monitoring Officer and / or the Chief Finance Officer are satisfied that the following conditions are met:
- 7.37.3.1 the decision or action was contrary to the policy framework or budget, or fell outside the functions of the Cabinet; or
 - 7.37.3.2 the Cabinet or decision maker had not followed agreed procedures or failed to consult (where required) before reaching its decision; or
 - 7.37.3.3 the Cabinet had not followed, or had failed to take account of, any legal obligations, including regulations or statutory guidance governing the Council’s actions, or other guidance adopted by the Council.
- 7.37.4 Where the Monitoring Officer and / or the Chief Finance Officer are satisfied that one or more of the conditions set out in rule 7.37.3 above have been met, they shall produce a written report setting out the reasons for coming to this conclusion and the Monitoring Officer will then arrange for a “Call-In Notice”⁶ to be issued in accordance with Rule 7.37.5 below.
- 7.37.5 A Call-In Notice must contain the following:
- 7.37.5.1 details of the condition set out in rule 7.37.3 above being relied upon;
 - 7.37.5.2 the reasons why it is believed one or more of the conditions are satisfied;
- 7.37.6 The Monitoring Officer shall call a meeting of that Scrutiny Committee on such a date as s/he may determine, where possible after consultation with the chair or vice chair of that the appropriate Scrutiny Committee, and usually within 10 clear days of the receipt of the Call-In Request (the “Scrutiny Period”) (only in exceptional circumstances will the chair of the Scrutiny Committee consider extending this time limit and the period of extension cannot in any circumstances exceed a further 5 clear days).

⁵ See Appendix 1 to this Section.

⁶ See Appendix 2 to this Section.

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- 7.37.7 If, having considered the decision, the Scrutiny Committee remains concerned about the decision, then the Committee may refer it back to the decision making body for reconsideration, setting out in writing the nature of its concerns or refer the matter to Full Council for review. If the decision is referred back to the decision maker, the decision maker shall then reconsider the decision within 10 clear days of the date of the reference. That decision making body or person shall choose whether to amend the decision or not before reaching a final decision and implementing it. The final decision cannot be the subject of a further call-in.
- 7.37.8 If a Scrutiny Committee does not meet within the Scrutiny Period the decision shall take effect and be implemented on the next day following the expiry of the Scrutiny Period (as extended pursuant to Rule 7.37.6 as the case may be).
- 7.37.9 If following an objection to the decision, a Scrutiny Committee does not refer the matter back to the decision making person or body or to Full Council, the decision shall take effect on the date of the Scrutiny Committee meeting.
- 7.37.10 If a Scrutiny Committee refers the matter to Full Council, the Monitoring Officer shall call a meeting of the Full Council on such a date as s/he may determine, where possible after consultation with the chair or vice chair of the Full Council, and usually within 10 clear days of the receipt of the referral (the "Council Scrutiny Period") (only in exceptional circumstances will the chair of the Full Council consider extending this time limit and the period of extension cannot in any circumstances exceed a further 5 clear days).
- 7.37.11 If, having considered the decision, the Full Council remains concerned about the decision, then the Full Council may refer it back to the decision making body for reconsideration, setting out in writing the nature of its concerns. If the decision is referred back to the decision maker, the decision maker shall then reconsider the decision within 10 clear days of the date of the reference. That decision making body or person shall choose whether to amend the decision or not before reaching a final decision and implementing it. The final decision cannot be the subject of a further call-in.
- 7.37.12 If the Full Council does not meet within 10 clear days of the date of the reference ("the Council Scrutiny Period"), the decision shall take effect on the day after the expiry of the Council Scrutiny Period.
- 7.37.13 If the Full Council does not refer the matter back to the decision making person or body, the decision shall take effect on the date of the Full Council meeting.
- 7.37.14 In order to ensure that call-in is not abused, nor causes unreasonable delay, certain limitations are to be placed on its use. These are:
- 7.37.14.1 each Scrutiny Committee may only call-in a total of five decisions per year;
 - 7.37.14.2 where a Call-in Request has been made by five members of a Scrutiny Committee in accordance with Rule 7.37.3 those five members must come from at least two political groups, or one political group and / or one or more non-aligned Councillor(s);
 - 7.37.14.3 once a Member (the chair of the Scrutiny Committee excepted) has signed a Call-in Request s/he may not do so again until the period of six months has expired.
 - 7.37.14.4 no Education Co-opted members may request a decision be called in.
 - 7.37.14.5 only decisions involving expenditure or reduction in service over the threshold value for tenders set out in Section 17 of this Constitution may

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Commented [WR12]: NEW

SECTION 7 – SCRUTINY COMMITTEES

be called-in.

7.37.14.6 the decision being called-in, or broadly the same decision, has been called in during the last 6 months.

7.37.14.7 the provisions of Rule 7.38.1 apply (Urgency)

7.37.15 The Monitoring Officer and / or the Chief Finance Officer may veto any request for call-in if it falls outside the remit of this scheme.

7.37.16 Save in exceptional circumstances all members of a Scrutiny Committee requesting a matter be called in must attend the meeting at which the matter is being considered.

7.37.17 For the avoidance of doubt a Call-In remains valid even if one or more of the members who have signed the Call-in Request do not attend the Scrutiny Meeting at which the Call-in is debated.

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Call-In and Urgency

7.38.1 The call-in procedure set out in Rule 7.37 above shall not apply where the decision being taken is urgent. A decision will be urgent if:

7.38.1.1 any delay likely to be caused by the call-in process would seriously prejudice the Council's or other public interests; and

7.38.1.2 the Head of Paid Service and / or the Monitoring Officer and / or the Chief Finance Officer certifies in writing that any delay likely to be caused by the call-in process could seriously prejudice the Council, or the public interest; and

7.38.1.3 the chair of the relevant Scrutiny Committee agrees in writing to the decision being treated as a matter of urgency. In the absence of the Scrutiny chair then either the Scrutiny vice chair or the chair of Council may agree to the decision being treated as a matter of urgency; and

7.38.1.4 the record of the decision, and notice by which it is made public, shall state that the decision is an urgent one, and that the urgency of the matter has been approved by the Head of Paid Service and / or the Monitoring Officer and / or the Chief Finance Officer and by the chair of the relevant Scrutiny Committee or Scrutiny vice-chair or the chair of Council.

7.38.2 Decisions taken as a matter of urgency can be implemented forthwith but must be reported at the next available meeting of the relevant Scrutiny Committee, together with the reasons for urgency.

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Joint Chairs and Vice-Chairs Steering Group – Scrutiny and Democratic Services Committees (“the Steering Group”).

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Role, Scope and Membership.

7.39

7.39.1 Membership: Chairs and Vice-Chairs of the following committees:
People Scrutiny Committee;
Place Scrutiny Committee;
Audit Committee;
Democratic Services Committee.

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- For the sake of clarity the Chair of the Local Service Board / Public Service Board Scrutiny Committee will not be a member of the Joint Chairs steering Group.
- 7.39.2 Chair : Elected annually in rotation by the Steering Group from the Chairs of the Committees detailed in “Membership” above.
- 7.39.3 Vice-Chair: Elected annually in rotation by the Steering Group from the Chairs of the Committees detailed in “Membership” above.
- 7.39.4 Meetings: Meetings of the Steering Group will be held bi-monthly. Additional meetings of the Steering Group can be called with the consent of the Chair.
- 7.39.5 Notes of Meetings: Notes of the meetings of the Steering Group will be considered by the Scrutiny Committees and the Democratic Services Committees.

Terms of Reference:

- 7.40 The Steering Group will:
- 7.40.1 co-ordinate the work programmes of the Scrutiny Committees;
 - 7.40.2 assess potential items for their suitability for a scrutiny review, and allocate those items if suitable to the appropriate scrutiny committee for review;
 - 7.40.3 consider items referred from the Scrutiny Committees;
 - 7.40.4 ensure the co-ordination of the Scrutiny Committees’ Work Programmes with the Cabinet Work Programme;
 - 7.40.5 receive a summary report on the progress being made by scrutiny working groups in relation to their reviews;
 - 7.40.6 discuss with the Chief Executive and Strategic Directors / Directors any items for inclusion on Scrutiny Committees’ Work programmes;
 - 7.40.7 undertake an annual review of the Draft One Powys Plan and make recommendations to the Cabinet;
 - 7.40.8 undertake an annual review of the draft budget proposals and make recommendations to the Cabinet;
 - 7.40.9 review the Cabinet’s Statement of Intent and make recommendations to the Cabinet;
 - 7.40.10 review the draft Annual Governance Statement and make recommendations;
 - 7.40.11 review as appropriate the performance evaluation grids which form the basis of the draft Annual Improvement Report;
 - 7.40.12 review the draft Annual Improvement Report and make recommendations to the Cabinet;
 - 7.40.13 consider the Wales Audit Office Annual Improvement Report and consider any matters for inclusion in the Scrutiny Committees’ Work Programmes;
 - 7.40.14 to ensure in conjunction with the Local Service Board Scrutiny Committee that there is no duplication of work between the County Council scrutiny committees, the Local Service Board Scrutiny Committee and any other joint scrutiny arrangements with other authorities;
 - 7.40.15 such other matters which relate to or affect the operation of the Scrutiny Committees.

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Councillor Call for Action

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- 7.41.1 The Councillor Call for Action is a mechanism for enabling Councillors to bring matters of local concern to the attention of the Council via the Scrutiny process. It should be an option of “last resort”.
- 7.41.2 Any Councillor may request that an item is placed on the agenda of the relevant Scrutiny Committee for consideration.
- 7.41.3 The procedure for dealing with a Call for Action is set out in the Councillor Call for Action - Guidance for Councillors attached to this section of the Rules at 7.42 to 7.46

Councillor Call for Action - Guidance for Councillors

Introduction

- 7.42.1. The Local Government Wales Measure 2011 introduced a number of new provisions aimed at strengthening local democracy. Section 63 of the Measure introduced a provision for “Councillor Calls for Action” (CCfA) which enables Councillors to refer issues of local importance to Scrutiny Committees .
- 7.42.2 CCfAs are intended to enable local Councillors and their electors to obtain a response from their Council Leadership on issues of local importance. CCfAs should be regarded as one of a series of tools which Councillors have at their disposal to resolve local issues and make a positive difference in their community. Previously in Wales, only local Crime and Disorder issues could be referred by the local Councillor to the designated Place Scrutiny Committee for action and it should be noted that these local crime and disorder referrals will remain in place under separate legislation.
- 7.42.3 As part of their community leadership role, Councillors have always attempted to resolve issues on behalf of their local residents and CCfAs provide an additional avenue for Councillors to follow if the normal ways of resolving an issue have not been successful and the issue meets the criteria for a referral. It should be noted that a referral under this process should be seen as a last resort after all other avenues have been exhausted.
- 7.42.4 CCfAs have been introduced alongside other powers for scrutiny, including powers to scrutinise a wide range of bodies not previously subject to local authority scrutiny. CCfAs are intended to enable any Councillor to refer to a Scrutiny Committee, “a local government matter” which falls within the Scrutiny Committee’s remit.

How Should I Normally Attempt to Resolve a Local Issue in My Area?

- 7.42.5 Local issues can be resolved in a number of ways by Councillors on behalf of their residents as listed in the Welsh Government’s Statutory Guidance from the Local Government Measure 2011:
 - 7.42.5.1 informal discussions with Officers or other Councillors;
 - 7.42.5.2 informal discussions with partner representatives;
 - 7.42.5.3 referral to other “scrutiny” bodies such as Community Health Councils or internal audit committee;
 - 7.42.5.4 formal discussions with Officers and Councillors;

Commented [WR17]: INSERT LINK to Guidance.

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- 7.42.5.5 formal letters to the Cabinet members;
- 7.42.5.6 asking questions at Full Council;
- 7.42.5.7 submitting a motion to Full Council;
- 7.42.5.8 organising public meetings;
- 7.42.5.9 use of petitions;
- 7.42.5.10 making a complaint;
- 7.42.5.11 freedom of information requests;
- 7.42.5.12 communication with local AMs or MPs;
- 7.42.5.13 use of social media or email based campaigns.

- 7.42.6 This is not an exhaustive list and Councillors may choose different routes for specific issues. If an issue has not been resolved after exhausting all possible alternative routes, then a local Councillor can refer it to the appropriate Scrutiny Committee as a CCfA.

What is a Councillor Call For Action?

- 7.42.7.1 In order for a Scrutiny Committee to accept a CCfA as an agenda item for discussion at one of their meetings, the issue must affect either all or part of a Councillor's electoral area or it must affect someone who lives or works in that area and come within that Scrutiny Committee's remit.
- 7.42.7.2 A Councillor does not however need a referral from a constituent in order to start the process. It is important to recognise that a CCfA is not guaranteed to solve a given problem, though it can provide a method for discussing such problems and, through discussion, attempt to overcome them.

How and When Should I Make a CCfA?

- 7.42.8.1 A flowchart showing the process is provided at Rule 7.45. A Councillor may initiate the process by completing the form at Rule 7.46. Further copies are available from the Scrutiny Manager. It is important that the local Councillor specifies what outcome is expected from the referral. After completion the form should be returned to the Scrutiny Manager who will log and acknowledge the referral within five working days, to track its progress and forward a copy of the form to the Monitoring Officer.
- 7.42.8.2 The Monitoring Officer will confirm whether or not the referral satisfies the requirements outlined in Rule 7.42.9 below to enable it to be placed on the agenda for discussion at a meeting of the relevant Scrutiny Committee. The Monitoring Officer reserves the right to exclude from the agenda any matter which is vexatious, discriminatory or otherwise potentially unlawful; and the Councillor will be informed of this outcome as soon as practicable.

Criteria To Be Followed By A Scrutiny Committee Dealing With CCfAs

- 7.42.9 It is up to the chair of a Scrutiny Committee in consultation with the Monitoring Officer to decide whether, and in what form, to take the matter further. The chair will use the following criteria to decide whether or not the referral is appropriate to be considered by its Scrutiny Committee :
- 7.42.9.1 does the matter fall within the remit of that Scrutiny Committee?
NB: Crime and Disorder referrals should be directed to the Place Scrutiny Committee.

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- 7.42.9.2 is that Scrutiny Committee satisfied that all reasonable attempts have been made to resolve the issue by the local Councillor? Do the responses received by the referring Councillor demonstrate that the matter is not being progressed?
 - 7.42.9.3 has that Scrutiny Committee considered a similar issue recently? If so, have the circumstances or evidence changed?
 - 7.42.9.4 is there a similar or related issue which is the subject of a review on the current work programme? It may be more appropriate to link the new issue to an existing review, rather than hold a separate CCfA hearing. Relevant time pressures on resolving the CCfA should be taken into account.
 - 7.42.9.5 have all relevant service areas or partner organisations been informed and been given enough time to resolve the issue? What response has the Councillor received?
 - 7.42.9.6 is this a case that is being or should be pursued via the Council's corporate complaints procedure?
 - 7.42.9.7 is it relating to a "quasi-judicial" matter or decision such as planning or licensing?
 - 7.42.9.8 is the matter an issue of genuine local concern which impacts on the local community rather than a personal matter?
 - 7.42.9.9 is this an issue currently being looked at by another form of external scrutiny?
 - 7.42.9.10 and, as with all scrutiny, does the matter have the potential for scrutiny to produce recommendations which could realistically be implemented and lead to improvements for anyone living or working in the Councillor's electoral division?
- 7.42.10 If a Scrutiny Committee decides not to accept the CCfA it must inform the Councillor of the decision and the reasons for it.
- 7.42.11 If a Scrutiny Committee decides to accept the CCfA the Councillor will be informed and advised of the agreed Protocol, e.g. the Councillor will be given adequate notice (a minimum of 10 clear days) of the date of the Scrutiny Committee's meeting. The Councillor will be requested to attend the Scrutiny Committee and informed that s/he will have five minutes in which to address the Scrutiny Committee. The Scrutiny Committee may then wish to question the Councillor further before deciding how it intends to take the matter forward. This could include:
- 7.42.11.1 asking the relevant responsible authorities to respond to the CCfA;
 - 7.42.11.2 setting up a research or task and finish group to undertake a more in-depth review;
 - 7.42.11.3 asking for further evidence and/or witnesses to be brought to a future meeting. The Scrutiny Committee has the power to request "designated persons"⁷ such as representatives from other public bodies/agencies to attend, where relevant, and to request information.

⁷ The Welsh Government have yet to publish a list of "designated persons".

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Potential Outcomes From a CCfA

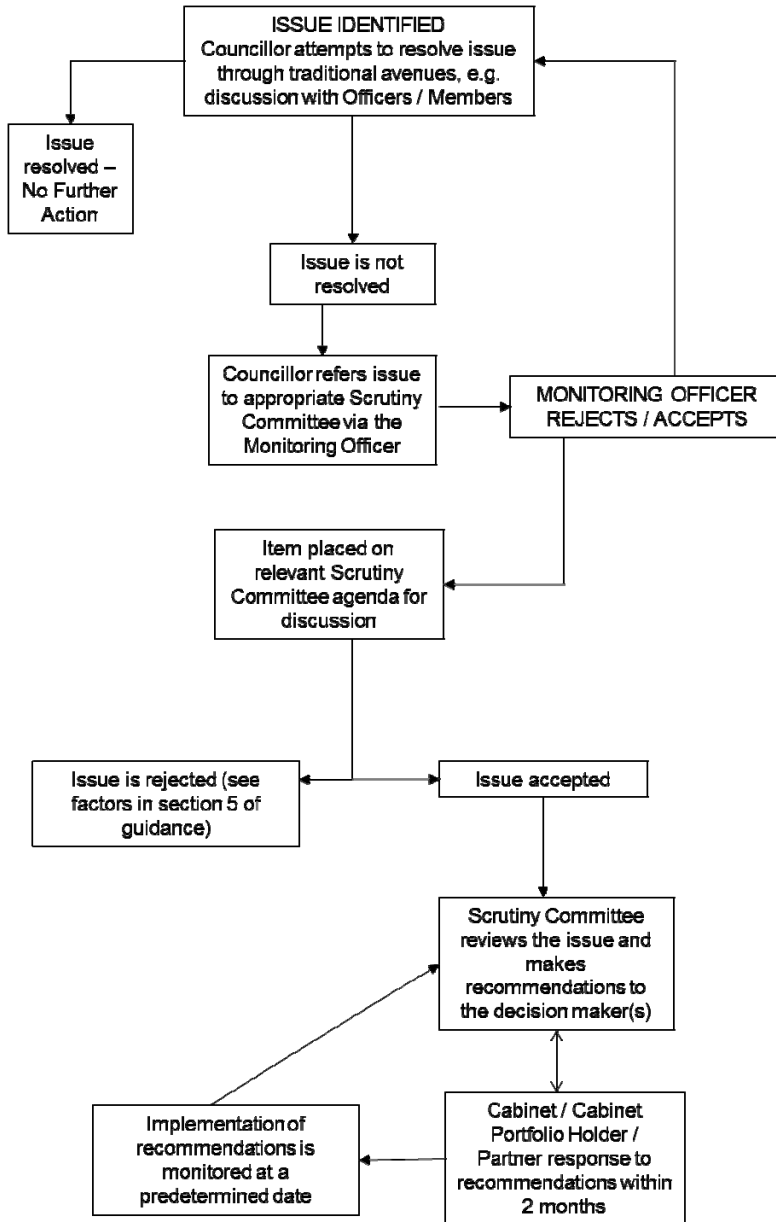
- 7.43.1 A Scrutiny Committee could:
- 7.43.1.1 determine that it is a complex issue that requires further investigation and commission a scrutiny review of the issue;
 - 7.43.1.2 write a response and make recommendations on the CCfA to a relevant responsible authority;
 - 7.43.1.3 decide that further action is not appropriate giving its reasons.
- 7.43.2 Once a Scrutiny Committee has completed its work, the Councillor who made the referral will receive a copy of any response or recommendations made.

Timescales for Dealing With a CCfA

- 7.44.1 Within 10 working days of receipt of a CCfA the chair of the relevant Scrutiny Committee will consult with the Monitoring Officer to determine if the criteria set out in Rule 7.42.9 above have been met so as to ensure that it is appropriate for the CCfA to be dealt with at the next meeting of the Scrutiny Committee.
- 7.44.2 In exceptional circumstances, for example where there are unavoidable time constraints, the chair may convene a special meeting of the Scrutiny Committee.
- 7.44.3 Should a CCfA result in recommendations to the Cabinet or other responsible authorities, they will be requested to make a response to the recommendations within 28 days and two months respectively.
- 7.44.4 The Scrutiny Committee will monitor implementation of any recommendations as part of its Forward Work Programme.

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7.45



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Councillor Call for Action Referral Form 7.46

Name of Scrutiny Committee	
Date given to the Monitoring Officer	
Name of Councillor making CCfA	Councillor
Councillor's Electoral Division	
Councillor's Address	
Councillor's Telephone	
Councillor's E-mail	
SUBJECT of CCfA	
Details Please briefly explain what the issue is and how it affects either all or part of your electoral area, or how it affects someone who lives or works in your electoral division.	
Action taken to date Please explain what steps you or others have taken, and with whom, to try to resolve the issue (please tick the actions you or others have taken to date) or add additional actions.	<ul style="list-style-type: none"> <input type="checkbox"/> Informal discussions with Officers or other councillors <input type="checkbox"/> Informal discussions with partner representatives <input type="checkbox"/> Referral to other "scrutiny" bodies such as Community Health Councils or internal audit committee <input type="checkbox"/> Formal discussions with Officers and councillors <input type="checkbox"/> Formal letters to the Cabinet members <input type="checkbox"/> Asking questions at Full Council <input type="checkbox"/> Submitting a motion to Full Council <input type="checkbox"/> Organising public meetings <input type="checkbox"/> Use of petitions <input type="checkbox"/> Making a complaint <input type="checkbox"/> Freedom of Information requests <input type="checkbox"/> Communication with local AMs or MPs <input type="checkbox"/> Use of social media or email based campaigns Other Actions (Please Specify).

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Expected Outcome Please describe the outcome you hope to gain via this referral.	
Papers attached Please list documents attached which should evidence the impact of the issue, the steps taken and any responses received.	1. 2. 3. 4. 5. 6.

Administration only.

Date received by Monitoring Officer	
Date CCfA accepted by Monitoring Officer	
Date of Next Scrutiny Committee Meeting	

Notes for Councillors:

- 7.46.1 The following criteria will be taken into consideration when a Scrutiny Committee decide whether to progress with your CCfA:
- 7.46.1.1 have all reasonable attempts been made to resolve the issue? Do the responses received by you demonstrate that the matter is not being progressed?
 - 7.46.1.2 has the committee considered a similar issue recently – if yes have the circumstances or evidence changed?
 - 7.46.1.3 is there a similar or related issue which is the subject of a review on the current work programme? It may be more appropriate to link the new issue to an existing review, rather than hold a separate CCfA hearing. Relevant time pressures on resolving the CCfA should be taken into account.
 - 7.46.1.4 have all relevant service areas or partner organisations been informed and been given enough time to resolve the issue? What response have you received?
 - 7.46.1.5 is this a case that is being or should be pursued via the Council's corporate complaints procedure?
 - 7.46.1.6 is it relating to a "quasi-judicial" matter or decision such as planning or licensing?
 - 7.46.1.7 is the matter an issue of genuine local concern, which impacts on the local community rather than a personal matter?

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- 7.46.1.8 is this an issue currently being looked at by another form of external scrutiny?
- 7.46.1.9 and, as with all scrutiny, does the matter referred have the potential for scrutiny to produce recommendations, which could realistically be implemented and lead to improvements for anyone living or working in your electoral division.
- 7.46.2.1 Consider whether your referral might be considered premature by the Scrutiny Committee.
- 7.46.2.2 Consider whether other potential remedies have been exhausted, before a referral is made.
- 7.46.3 Members should be aware that if a premature referral is made, the Committee is likely to refuse to deal with the issue, based on the criteria outlined above. If the Monitoring Officer believes that the referral is premature, s/he will advise you accordingly.

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Appendix 1 – "Call-In Request"

**CALL-IN OF LEADER / CABINET / CABINET COMMITTEE /
PORTFOLIO HOLDER DECISION - REQUEST FORM.**

CALL-IN REQUEST FOR A MATTER TO BE CALLED-IN BY A SCRUTINY COMMITTEE.

TO: The Monitoring Officer.

I County Councillor _____ Chair of the

People Scrutiny Committee.	YES / NO
Place Scrutiny Committee.	YES / NO

We 5 County Councillors being Members of the

People Scrutiny Committee.	YES / NO
Place Scrutiny Committee.	YES / NO

Request the call in of the decision referred to in Schedule 1 (Attached) to be reviewed by the Committee of which [I am Chair] [We are Members].

I / We confirm that the matter is one which falls within the remit of the Committee of which [I am Chair] / [We are Members].

I / We make this request on the ground(s) following written advice from the Monitoring Officer and / or Chief Finance Officer (Attached at Schedule 2):

- (i) that the decision or action is contrary to the policy framework or budget, or falls outside the functions of the Cabinet; and / or
- (ii) that the Cabinet or decision maker had not followed agreed procedures on consultation before reaching its decision; and / or
- (iii) that the Cabinet had not followed, or had failed to take account of, any legal obligations, including regulations or statutory guidance governing the Council's actions, or other guidance adopted by the Council.

Date: _____

Name:	Signature:

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IMPORTANT NOTE TO CHAIRS AND MEMBERS OF A SCRUTINY COMMITTEE:

If you consider that a Cabinet decision falls within one or more of the categories set out above it is your responsibility to obtain from the Monitoring Officer and / or the Chief Finance Officer their written confirmation that he / she / they agree with your view and that their written advice is appended to this request for a Call-In.

This form must be wholly completed – including Schedules 1 and 2 and must be received by the Monitoring Officer **by no later than 5 p.m. on the 5th Working Day following publication of the Cabinet decision.**

Thus by way of example where (as is usually the case) a Cabinet decision is published on a Thursday this completed form must be received by the Monitoring Officer by no later than 5 p.m. on Thursday of the following week. Where a bank holiday Monday intervenes then this deadline will be extended to 5 p.m. on the Friday of the following week.

Chairs / Members are particularly asked to note that incomplete forms **WILL NOT** be accepted nor will those received after 5 p.m. on the 5th day. No exception whatsoever will be made to this rule.

This process applies to all decisions relating to “Cabinet Functions” and so applies equally to decisions of the Leader, the Cabinet a Cabinet Committee or any decision by an individual Portfolio Holder.

PLEASE NOTE the following exceptions which apply to a Call-In Request:

In order to ensure that call-in is not abused or causes undue delay, certain limitations are to be placed on its use. These are:

- (i) that a scrutiny committee may only call-in 5 decisions per year.
- (ii) only decisions involving expenditure or reduction in service over a value of £25,000 may be called-in.
- (iii) five members of a scrutiny committee are needed for a decision to be called-in.
- (iv) once a member has signed a request for a call-in s/he may not do so again until a period of 6 months has expired.
- (v) the decision has not been determined to be urgent and not subject to a Call-In.

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SCHEDULE 1.

TO BE COMPLETED BY THE CHAIR OR 5 MEMBERS REQUESTING THE CALL-IN.

1.	Leader / Cabinet / Cabinet Committee / Individual Portfolio Holder Decision To Be Called-In <i>(Please include Date of Meeting and Agenda Reference Number):</i>

2. Reason for Call-In:

2.1 What is the reason for the Call-In Request. Please tick which of the conditions which you believe apply:

(i)	that the decision or action is contrary to the policy framework or budget, or falls outside the functions of the Cabinet; and / or	
(ii)	that the Cabinet or decision maker had not followed agreed procedures on consultation before reaching its decision; and / or	
(iii)	that the Cabinet had not followed, or had failed to take account of, any legal obligations, including regulations or statutory guidance governing the Council's actions, or other guidance adopted by the Council.	

2.2 Please provide an explanation in the box below as to why you believe that the conditions in 2.1 above apply.

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(Please continue on a separate sheet if necessary)

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2. Monitoring Officer's Advice.

Monitoring Officer's Advice on the Call-In Request.

(Please continue on a separate sheet if necessary)

Date: _____

Signature: _____

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FOR INTERNAL USE ONLY:

(a)	Date of Request to Call-In Decision (as above):	
(b)	Date of Cabinet Decision:	
(c)	Is Date of Request within 5 Working Days of Cabinet Decision:	YES / NO
(d)	Does the matter fall within the remit of the Scrutiny Committee?	YES / NO
(e)	Does the Chief Finance Officer's advice support a Call-In Request:	YES / NO
(f)	Does the Monitoring Officer's advice support a Call-In Request:	YES / NO
(g)	Signature(s) of Chair or 5 Members of Relevant Committee included:	YES / NO
(h)	Call-In Notice to be Issued:	YES / NO

(i)	Date of Committee Meeting to consider Call-In (within 10 working days of issue of notice):	
(j)	Name(s) of Relevant Cabinet Portfolio Holders to be Invited to Attend Meeting:	
(k)	Details of Strategic Directors / Heads of Service to be Invited to Attend Committee:	
(l)	Cabinet Portfolio Holders / and Strategic Directors / Heads of Service Advised of Committee Meeting (<i>insert date</i>):	YES / NO
(m)	Questions and Checklist prepared for the Committee:	YES / NO

SECTION 7 – SCRUTINY COMMITTEES

Appendix 2 – “Call-In Notice”

TO BE COMPLETED BY THE MONITORING OFFICER AND CHIEF FINANCE OFFICER.

1. Chief Finance Officer.

1.1 Please tick which of the conditions which you believe apply for a “Call-In Notice” to be issued:

(i)	that the decision or action is contrary to the policy framework or budget, or falls outside the functions of the Cabinet; and / or	
(ii)	that the Cabinet or decision maker had not followed agreed procedures on consultation before reaching its decision; and / or	
(iii)	that the Cabinet had not followed, or had failed to take account of, any legal obligations, including regulations or statutory guidance governing the Council's actions, or other guidance adopted by the Council.	

Please set out the reasons why it is believed that one or more of the conditions are satisfied:

(Please continue on a separate sheet if necessary)

Date: _____

Signature: _____

SECTION 7 – SCRUTINY COMMITTEES

2. Monitoring Officer.

2.1 Please tick which of the conditions which you believe apply for a “Call-In Notice” to be issued:

(i)	that the decision or action is contrary to the policy framework or budget, or falls outside the functions of the Cabinet; and / or	
(ii)	that the Cabinet or decision maker had not followed agreed procedures on consultation before reaching its decision; and / or	
(iii)	that the Cabinet had not followed, or had failed to take account of, any legal obligations, including regulations or statutory guidance governing the Council’s actions, or other guidance adopted by the Council.	

Please set out the reasons why it is believed that one or more of the conditions are satisfied:

(Please continue on a separate sheet if necessary)

Date: _____

Signature: _____

**Arrangements for the Scrutiny of the
Local Service Board / Public Service
Board in Powys.**

SECTION 7 – SCRUTINY COMMITTEES

1. Background.

- 1.1 Local Service Boards (LSBs) represent a new approach to the delivery of public services. They are a Welsh Assembly Government initiative to encourage public sector partners to work collaboratively.
- 1.2 Each partner organisation of the LSB brings a different contribution and perspective to the table, including their particular form of accountability and unique professional and service expertise. The aim is to create strong synergy by combining these in a public services team model, building on strengths and tackling barriers where they exist.
- 1.3 There are a number of different models of LSB scrutiny across Wales. One scrutiny model recognised by the Welsh Assembly Government as demonstrating best practice in this area is that used by Cardiff City and County Council. This model is led but not controlled by the City Council and includes appropriate representatives from all sectors included within the LSB's portfolio.
- 1.4 Any model of LSB scrutiny needs to ensure that there is no duplication of individual forms of partner accountability. Therefore the role of any group scrutinising the LSB will not be to scrutinise any individual service, but to ensure an effective whole-system response to the needs of citizens. To be clear the scrutiny of an individual person / organisation falls within the remit of the definition of "Designated Persons" under Section 61 of the Local Government (Wales) Measure 2011 which is a different form of scrutiny to that which is to be undertaken for the LSB.

2. National Context

2.1 Beyond Boundaries – Citizen Centred Local Services for Wales

- 2.1.1 Beyond Boundaries was launched on 10th July 2006. The review was commissioned by the Welsh Assembly Government as part of the action plan for implementing its *Making the Connections* strategy for improving public service delivery in Wales.
- 2.1.2 The report sets out that the role of Scrutiny should be "*to provide effective challenge to organisational culture and examine whether public services together are achieving desired outcomes*".
- 2.1.3 The report made a number of recommendations, of particular relevance to LSB scrutiny are:
 - Raising the profile of scrutiny, making it a strong vehicle for service improvement and citizen engagement, by involving a wide range of stakeholders and developing scrutiny skills across sectors;
 - Developing scrutiny mechanisms for jointly organised services.
- 2.1.4 The review drew from the Welsh Assembly's previously advocated citizen model as the driver for public service reform. The citizen model recognises that the public have both rights and responsibilities: rights to receive services but also responsibilities to be concerned about the services available to everyone else.

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2.2 Making the Connections - Local Service Boards in Wales: A prospectus for the first phase 2007-2008

2.2.1 In January 2007, the Assembly Government published its consultation paper regarding their vision for LSBs in Wales. In considering arrangements for LSB scrutiny the Assembly stated that LSBs should:

- *Act as a catalyst for the development of a more citizen-focused approach to scrutiny and improvement at local level, as envisaged in Delivering Beyond Boundaries. The aim is to move to a multi-disciplinary scrutiny process which examines the effectiveness of the public service response to citizens, in a fundamental, constructive and improvement-focused way. Local elected members will be at the heart of this process, reflecting their community leadership role, but they will need to involve other stakeholders, depending on the subject for scrutiny – both to ensure sufficiently cross-cutting expertise and to encourage an even-handed and objective approach.*
- *Contribute to policy review and strategy development, and consider real-time and retrospective reporting of performance. The process should involve citizens, service users, advocates and other stakeholders and be tailored to the issue under scrutiny. The governance and accountability arrangements of each of the public service partners must be respected.*

2.3 Local Government Policy Statement – A Shared Responsibility

2.3.1 In March 2007, the Assembly Government published 'A Shared Responsibility', the response to the Beecham Review in the area of local government.

2.3.2 Chapter six details commitments to a number of reforms including:

- Local authority scrutiny to cover all public services in an area;
- Introduction of joint scrutiny committees between two or more authorities;
- A power to co-opt non-Councillors as full members;
- Giving scrutiny committees the power to require public service providers to provide information and/or attend;
- Prohibition of whipping;
- Proportionate allocation of committee chairs.

2.4 Police and Justice Act 2006

2.4.1 From 1 October 2009, legislation requires Local Authorities to have an Overview & Scrutiny Committee with power to:

- *Review or scrutinise decisions made or action taken by the Responsible Authorities in connection with the discharge of crime and disorder functions;*
- *Make reports or recommendations to Council or Cabinet, as determined by responsibility for function, in connection with the discharge of those functions.*

2.4.2 The legislation also requires the Local Authority to:

- *Enable any Member of the Authority to raise a local crime and disorder matter and have the matter included as an agenda item and discussed at the meeting of*

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the Scrutiny Committee exercising the Crime and Disorder Scrutiny functions, to facilitate the “Councillor Call for Action”.

2.4.3 Draft Guidance defines a crime and disorder matter as including anti-social behaviour, behaviour adversely affecting the local environment, or the misuse of drugs, alcohol or other substances. To qualify as a local matter, the issue must affect either all or part of the electoral area for which that particular Member is elected, or it must affect a person who lives or work in that area.

2.5 The Well-Being of Future Generations (Wales) Act 2015.

2.5.1 The Act requires the establishment of a public services board (PSB) for each local authority area in Wales. These boards are also a statutory body whereas the LSB is not a statutory body. The membership of the public service board will also differ from that of the current LSB as set out below.

2.5.2 LSB and PSB Structures.

LSB	PSB
<u>Board:</u> PCC PtLHB PAVO Police Police and Crime Commissioner Welsh Government Representative.	<u>Board:</u> PCC PtLHB Fire and Rescue Natural Resources Wales
	<u>Invitees:</u> Chief Constable Police and Crime Commissioner Probation County Voluntary Council

2.5.3 PSBs will need to be established by 1st April, 2016.

3. The LSB / PSB Scrutiny Committee in Powys.

3.1 In establishing a committee to scrutinise the LSB, those arrangements must take account of the need to move to the scrutiny of the PSB as from 1st April, 2016. Therefore the membership of that committee must be transferrable and flexible to account for both requirements.

3.2 It also makes practical sense that any committee established should include representatives from each of the partner agencies, whilst recognising that those representatives could not be drawn from the “executives” of any of the organisations to ensure the split of responsibilities between those who are the “executive” of the organisation and those who undertake a “scrutiny” function. Having representation from the organisations who form the LSB / PSB should also provide “buy-in” to the scrutiny process.

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3.3 Format of the Committee.

3.3.1 It is suggested that the Committee be composed as follows:

Local Service Board Scrutiny Committee (from July 2015 to April 2016)	Public Service Board Scrutiny Committee (from 1st April, 2016)
<ul style="list-style-type: none"> • 4 Elected Members of Powys County Council as follows: <ul style="list-style-type: none"> • Chair of the People Scrutiny Committee; • Chair of the Place Scrutiny Committee; • Chair of the Audit Committee; • Chair of the Democratic Services Committee. • 1 non-executive, non-Councillor representative of Powys teaching Local Health Board; • 1 non-executive representative from PAVO and is not a representative on the LSB; • 1 representative of the Police and Crime Commissioner; • 1 non-County Councillor representative from Powys Community Health Council; <p><u>Substitutes:</u> Nominated substitutes will be allowed for the representatives listed above.</p>	<ul style="list-style-type: none"> • 4 Elected Members of Powys County Council as follows: <ul style="list-style-type: none"> • Chair of the People Scrutiny Committee; • Chair of the Place Scrutiny Committee; • Chair of the Audit Committee; • Chair of the Democratic Services Committee. • 1 non-executive, non-Councillor representative of Powys teaching Local Health Board; • 1 non-executive representative from PAVO and is not a representative on the LSB; • 1 representative of the Police and Crime Commissioner; • 1 non-County Councillor representative from Powys Community Health Council; • 1 non executive and non-County Councillor representative from the Mid and West Wales Fire and Rescue Authority; • 1 non-executive representative from the Natural Resources Wales Board. <p><u>Substitutes:</u> Nominated substitutes will be allowed for the representatives listed above.</p>

3.3.2 The Committee will be supported by the Powys County Council Scrutiny Services.

3.3.3 The Committee can invite any other persons with a particular interest / expertise to support the Committee work on an ad-hoc basis.

3.3.4 The Committee should develop a forward work programme for a 12 month basis.

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3.4 Terms of Reference of the Committee.

3.4.1 The Terms of Reference describe the purpose and structure of the Committee. The Terms of Reference should assist in developing a common understanding of the scope among stakeholders.

3.4.2 The Terms of Reference for the Scrutiny Committee are:

- To provide a 'critical friend' challenge to the Local Service Board / Public Service Board;
- To scrutinise, evaluate and actively promote improvement in work carried out in line with Local Service Board / Public Service Board priorities and its terms of reference and not that of those individual constituent organisations represented on the Local Service Board / Public Service Board;
- To develop and deliver a forward work programme which seeks to contribute to the performance management and governance arrangements of the Local Service Board / Public Service Board, and its projects;
- To commission Research & Evaluation Group investigations into areas identified on its forward work programme.
- To submit reports to the Local Service Board / Public Service Board (as appropriate) and make recommendations for consideration and adoption;
- To ensure through the Joint Chairs and Vice-Chairs Steering Group that there is no duplication of work between the County Council scrutiny committees, the LSB / PSB Scrutiny Committee and any other joint scrutiny arrangements with other authorities;

3.5 Meetings of the Committee.

3.5.1 Election of Chair – The Committee will elect a Chair from the membership of the Committee. Substitute Members will not be eligible for election as the Chair. The Chair will be appointed for a 12 month period. The appointment of Chair will rotate between the membership of the Committee.

3.5.2 It is suggested that meetings of the Committee will be held on a quarterly cycle to mirror the cycle of the LSB / PSB. However a degree of flexibility should be incorporated in line with the wishes of the Committee e.g. members may wish to consider issues on an ad-hoc basis.

3.5.3 The nature of Scrutiny work is such that ad-hoc meetings are also held to consider issues as and when appropriate. For example, the investigative work of the Committee may require the holding of interview sessions, site visits or seminars to discuss individual issues.

3.5.4 Notes of meetings will usually be brief, containing a summary of discussions and action points arising from them.

3.5.5 Where invitees are invited to address the Committee, draft notes will be sent to invitees to ensure accuracy prior to the notes being finalised and circulated.

3.5.6 A representative of Scrutiny Services will always be present at meetings to support the Chair and members of the Committee with advice and guidance.

3.5.7 The Committee may request any member of the LSB / PSB to attend a Committee meeting to assist with issues under consideration.

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- 3.5.8 Initially meetings of the Committee will not be held in public but this will be kept under review as the work of the Committee develops. If meetings are held in public in future there may be occasions when the nature of the matters being discussed mean that the Committee will need to move into a private session at which point the press and the public will be excluded from the meeting.
- 3.5.9 The quorum of the Committee will be when at least 2 County Councillors and at least 2 representatives of other organisations are present at a meeting.

3.6 Work Programme.

- 3.6.1 The Committee will establish a rolling forward work programme and Committee members will be asked to identify issues for consideration during the year.
- 3.6.2 The Committee may also receive requests for items to be included on the work programme from the LSB / PSB, individual organisations who sit on the LSB / PSB or from the County Council's scrutiny committees. Any such requests should include sufficient information for the Committee to understand the issues underlying the request, what outcome is being sought so that the Committee can assess the suitability of that item being included on the work programme. A representative of the body / organisation making the request may be invited by the Chair of the Committee to address the Committee to outline the request and respond to questions.
- 3.6.3 Items for inclusion on the work programme will be assessed using the criteria used by the Powys County Council scrutiny committees to determine whether an item should be included on the work programme.
- 3.6.4 If a request for an item to be included on the work programme is considered in line with paragraph 3.6.2 above, the requestor will be advised in writing of the Committee's determination as to whether the item is to be included on the work programme or not.

3.7 Reports by the Committee.

- 3.7.1 The Committee itself will prepare reports based on work undertaken by the Committee as a whole, or by Research and Evaluation Groups who will submit their finalised reports to the full Committee for consideration.
- 3.7.2 Reports once approved by the Committee will be submitted to the LSB / PSB for consideration.
- 3.7.3 Draft reports will be circulated to relevant individuals / groups to ensure accuracy before being finalised.
- 3.7.4 The LSB / PSB will be required to consider the report of the Committee and to determine:
- (a) to accept the report and / or the recommendations contained within it; or
 - (b) to not accept the report and / or the recommendations contained within it; and
 - (c) to advise Scrutiny Services of the outcome of the deliberations of the Board, who will make that determination known to members of the Scrutiny Committee.
- 3.7.5 The LSB / PSB will be required to:
- (a) Where the Board accepts the recommendations of the Scrutiny Committee, to provide the Scrutiny Committee with an action plan to address the recommendations made; or
 - (b) Where the Board does not accept the recommendations to advise the Scrutiny Committee as to the reasons why the recommendations are not accepted.

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- 3.7.6 The Scrutiny Committee (or a Research and Evaluation Group as appropriate) will / may:
- (a) Where an action plan has been prepared, monitor progress in implementation of the action plan and request periodic updates from the LSB / PSB, until such time as the action plan has been completed;
 - (b) Where recommendations have not been accepted, call representatives of the LSB / PSB to discuss the reasons why the recommendations were not accepted with the Scrutiny Committee or a Research and Evaluation Group.

4. Research and Evaluation Groups.

- 4.1 The Scrutiny Committee can undertake a review itself of any matters within its remit.
- 4.2 The Scrutiny Committee can establish Research and Evaluation Groups to undertake a review of any matters within the remit of the Scrutiny Committee.
- 4.3 The Research and Evaluation Group will establish and agree terms of reference for any reviews it undertakes as well as identifying the intended outcomes of the review.
- 4.4 Reviews.
 - 4.4.1 A Scrutiny investigation will be a detailed study of a subject, involving the gathering of evidence from a variety of sources. This will usually include an analysis of relevant documentation, interview sessions with invitees, consultation with relevant stakeholders and consideration of best practice. An investigation may take place over a period of a few months or even longer.
 - 4.4.2 Arising from an investigation, the Group will produce a report that will be presented to the Scrutiny Committee for approval.
 - 4.4.3 Once approved by the Scrutiny Committee, the Group's report will be submitted to the LSB / PSB. The relevant Board will then provide a formal response to the Committee's report outlining what recommendations have been approved or rejected with accompanying explanation.
- 4.5 The Research and Evaluation Group will usually consist of between 3 and 5 members of the Committee with the membership being determined by the Committee. The Lead Member of the Group will be determined when the Group is established by the Committee.
- 4.6 Research and Evaluation Groups can invite other persons with the relevant knowledge / expertise either as a co-opted member of the Group for the duration of the investigation or on an ad-hoc basis. Otherwise such persons can be invited to give evidence to the Group. If the Group decides to co-opt additional members for an investigation, the numbers of those co-opted should not exceed one third of the membership of the Group established by the Scrutiny Committee (e.g. one third of 3 or 5 members)
- 4.6 Research and Evaluation Group meetings are confidential to allow for flexibility, openness and transparency.
- 4.7 The Chair of the Committee will always be able to attend meetings of a Group, even if he / she is not a member of that Group.
- 4.8 A Research and Evaluation Group should where possible be comprised of representatives from individual organisations rather than multiple representatives from a single organisation.
- 4.9 Procedures.

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- 4.9.1 The Scrutiny Committee should not have more than 1 Research and Evaluation Group in operation at the same time to ensure sufficient resources are available to undertake the review both in terms of membership and also in terms of scrutiny officer support.
 - 4.9.2 Whilst the Scrutiny Committee will determine the broad area that a Research and Evaluation Group will investigate, the Group will determine the detailed terms of reference and expected outcomes for the investigation. The project plan and the approach to be adopted will include details of the evidence to be gathered, including invitees to be interviewed, documents to be considered, any consultation that will be undertaken and any other information that will be examined as part of the process, such as benchmarking information, consideration of best practice etc.
 - 4.9.3 Once the terms of reference and project plan have been agreed by the Research and Evaluation Group, the work can commence.
- 4.10 Reports.
- 4.10.1 The Research and Evaluation Group will prepare a report of its findings as a result of its investigation to include recommendations to address the issues highlighted.
 - 4.10.2 The draft report will be circulated to those consulted at part of the review to ensure accuracy.
 - 4.10.3 The final report will be presented by the Group to the Scrutiny Committee for approval and onward transmission to the LSB / PSB for consideration.
- 4.11 The Research and Evaluation Group may have a role in monitoring any action plans from the LSB / PSB resulting from a review report prepared by that Group.

The Use of Invitees in the Scrutiny Process

Examples of Invitees

1. Relevant Chief/Executive Officers
2. Relevant Cabinet Member(s)
3. Chairs of other internal bodies, such as quasi-judicial bodies
4. Members and Officers from other local authorities
5. Senior representatives from external local public agencies e.g. Directors of health trusts, Chairs of NHS bodies etc.
6. Senior Officers from external regional public agencies e.g. WAG Officers, Environmental Health Agency Wales, National Public Health Service etc.
7. Representatives from local voluntary sector organisations, regional organisations and national organisations

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8. Representatives from professional associations
9. Representatives from trade unions
10. Representatives from the private sector (Chamber of Commerce, Business in Focus)
11. Representatives of user groups (local, regional, national)
12. Community representatives
13. Recognised experts in the subject area (academics, public or private sector managers)