

Part G – Overview and Scrutiny arrangements (Scrutiny Committees)

Every council with an executive management structure has to have an overview and scrutiny function. Somerset Council has appointed five scrutiny committees to perform this function:

- Adults and Health
- Children and Families
- Climate and Place
- Communities
- Corporate and Resources

All of the Scrutiny Committees will operate in accordance with the Committee procedure rules in Part D.

Membership, Chair and Quorum of each Committee

Number of Members	13
Substitute Members Permitted	Yes
Political Balance Rules apply	Yes
Appointments/Removals from Office	By resolution of full Council
Restrictions on Membership	Executive Members cannot be members of a committee
Restrictions on Chair/Vice- Chair	None
Quorum	5 members
Number of ordinary meetings per Council Year	At least 6 per year

The scrutiny committees each fulfil a check and challenge function for decisions and policies made by the Executive.

This section gives more details about these committees and the rules which govern how they work.

These rules are written in formal language. If you have specific questions our Democratic Services Team will be happy to help you.

Functions and terms of reference

- 1.1 The Council has appointed several Scrutiny Committees to fulfil the statutory "overview and scrutiny" functions of the Council, to influence the decision makers and drive improvement in public services in Somerset.
- 1.2 The Committees have no decision-making powers but have responsibilities delegated by Council. Each Committee can appoint a Task and Finish Group to undertake specific scrutiny review and recommendations back to it. A Task and Finish Group will operate in accordance with the Task and Finish Group Protocol.
- 1.3 At the annual meeting of the full Council, the Monitoring Officer in consultation with the Chief Executive will propose for the agreement of the Council, the number of Scrutiny Committees, the Terms of Reference and the number of scrutiny seats required to perform the scrutiny function for the forthcoming year. The Scrutiny Committees can work together on cross-cutting services or policies and their functional areas of responsibility are as follows:

Corporate and Resources

Functional areas that are the responsibility of the Committee are as follows:

- Finance and Procurement
- Strategic Asset Management
- ICT

- Partnerships and Localities
- Strategy and Performance
- Legal, Democratic and Governance
- Budget Monitoring and Financial Scrutiny
- Workforce
- Business Change and Transformation

Climate and Place

Functional areas that are the responsibility of the Committee are as follows:

Climate, Environment and Sustainability:

- Carbon Neutrality
- Climate Resilience and Adaptation
- Renewable Energy
- Country Parks, Local Nature Recovery Strategy, Local Nature Reserves, AONB Partnerships (Countryside Services)
- Biodiversity (and net gain) and Ecology
- Sustainability
- Waste Service
- Emergency Planning and Business Continuity
- Water Management
- Flooding Response
- Coastal Protection Authority
- Somerset Rivers Authority

Infrastructure & Transport:

- Highways Authority
- Public Rights of Way
- Parking
- Active Travel
- Traffic Management
- Transport
- Public Transport
- Fleet Management
- Contracted Transport
- Strategic Transport Planning
- Road Safety
- Infrastructure Commissioning

Economy, Employment & Planning:

- Economic Development
- Planning (conservation, enforcement, DM, local plan, waste and minerals, s106 allocations/CIL, Phosphates)
- Affordable Housing and Enabling
- City/Town Centre Management
- Trading Standards (Devon partnership)
- Skills
- Education Business Partnership
- Economic infrastructure , services and Innovation Centres
- Regeneration (non-housing)
- Major Projects
- Nuclear Power
- Scientific Services

Children and Families

Functional areas that are the responsibility of the Committee are as follows:

- Investing in and improving school facilities
- Education, Training & Skills
- Improving the health of children & young people
- Supporting educational achievement and improved outcomes for children & young people
- Improving young people's prospects and skills
- Delivery of Personalisation Agenda and Personal Budgets
- Protect and care for the most vulnerable
- Support and recruit more adopters and fosterers of children
- Improve prospects of disadvantaged children and young people and their families, and those at risk of being disadvantaged
- Specialist services for children with disabilities
- Special Educational Needs
- Safeguarding children
- School admissions
- Academy conversions.
- Youth offending and targeted youth work
- Early years and children's centres
- Appointment of school governors

Scrutiny for Policies, Adults and Health Committee

Functional areas that are the responsibility of the Committee cover personal services to individuals as follows:

- Health & Wellbeing (including Public Health Services)
- Learning and Physical Disabilities
- Adult Care & Support Services
- Community Safety
- Somerset Armed Forces Community Covenant
- In addition the Committee considers any referrals made by Healthwatch.

Scrutiny for Policies and Communities

Functional areas that are the responsibility of the Committee cover personal services to individuals as follows:

Housing:

- Strategy and HRA Business Plan
- Arms Length Management Organisation
- Homelessness - Rough Sleepers pathway
- Housing Options & Allocations – Homefinder Somerset
- Housing and Leaseholder Management
- Housing Maintenance - Responsive and Planned (capital programme), compliance, void management
- Housing Development & Regeneration
- Tenant Services –Worklessness & Tenancy Management (new tenancies, income, debt and benefit support, rent setting, service charges tenancy compliance)
- Sheltered and Extra Care
- Housing Property Service
- Registered Providers and Partnerships
- Gypsy, Traveller and Van Dweller Services
- People Displacement Schemes and Services

Customer Services:

- Customer Service Strategy and Standards
- Corporate Customer Services
- Compliments & Complaints, Ombudsman cases
- Local Service Centres
- Customer Engagement and Access

Cultural Services:

- Libraries, Museums, Theatres
- Leisure Centres, Facilities and Services (contract and direct)
- Sports Development Partnership
- Heritage Assets
- Arts Centres, Facilities, Services and Development
- Culture Facilities, Services and Development
- Tourism Facilities, Services and Development
- Community Facilities

Regulatory and Operational Services:

- Environmental Health and Licensing
- Registrars
- Coroners
- Environmental Protection and Enviro-crime
- Building Control
- Port Health Authority
- CCTV and anti-social behaviour
- Safety Advisory Group
- Private Sector Housing
- Street Cleansing
- Grounds Maintenance
- Unauthorised encampments
- Parks and Play Areas
- Public Toilets
- Dog Wardens
- Bereavement Services
- Fairs and Markets

- 1.4 The Scrutiny Committees are committed to the developing of a respectful relationship between themselves, the Executive and external partners. The work of the Scrutiny Committees is underpinned by the following six principles:-
- a. To contribute to sound decision-making in a timely way by holding councillors and key partners to account as a 'critical friend'.
 - b. Contribute to and reflect the vision and priorities of the Council.
 - c. Enable the voice and concerns of the public to be heard and reflected in the Council's decision-making process.
 - d. Engage in policy development at an appropriate time to be able to influence the development of policy.
 - e. To be agile and able to respond to changing and emerging priorities at the right time with flexible working methods.
 - f. For scrutiny to be a councillor led and owned function which seeks to continuously improve through self-reflection and development.
- 1.5 In addition to the principles set out at 1.2 above, in conducting its proceedings a Scrutiny Committee will have regard to the following principles:-
- a. At all times, while conducting its business in a tenacious matter, to do so with respect, equity, fairness, dignity and with regard to the principles of natural justice.
 - b. To ensure that all Members are given the opportunity to contribute to and speak at Scrutiny Committee meetings and to ask questions of those attending.
 - c. To conduct its business in a consensual, open, responsible and transparent manner across political divides and to avoid expressing views based purely on political considerations.
 - d. To conduct its business so as to maximise its efficiency.

- e. Not to seek to hold Officers and non-Lead Members to account for decisions taken by the Leader, Executive or Lead Members.
- f. To recognise that any question of officer discipline which may arise is to be dealt with through the appropriate employment procedures.

1.6 In respect of their functions, each committee will:

- (i) Advise the Executive, on the formative stages of key service developments and reviews;
- (ii) Influence planned key decisions before they are taken and make recommendations to the decision maker;
- (iii) Hold Executive decision-makers (including Officers) to account for Key decisions;
- (iv) Question members of the Executive and/or committees and senior officers about their decisions and performance standards;
- (v) Ensure that all the Council's performance management and assessment systems continually improve the Council's service delivery;
- (vi) Assist the Executive / Council in budget and policy development;
- (vii) Review delivery of key action plans (including external inspection action plans) and Council objectives through the achievement of outcomes;
- (viii) Consider any matter affecting the County of Somerset or its inhabitants (specifically children in the case of Scrutiny Children and Families);
- (ix) Ensure active engagement of Members, the public, media, stakeholders, partners and Officers in the work of the Council and the Committee and to enable the voice of the wider community to be heard within the Council;
- (x) Make reports and/or recommendations to the Full Council and/or the Executive, Council, other Committees and/or partner bodies;
- (xi) Scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to discuss their activities and performance.

1.7 **FORM AND COMPOSITION:** Each Committee comprises 13 elected Members reflecting the political composition of the Council. In addition, the membership of the Scrutiny for Policies, Children and Families Committee includes 2 co-opted church representatives, 2 co-opted parent governor representatives, 2 school governor representatives and 1 representative from the Schools Forum, all with voting rights (which are full voting rights) on educational matters only. Members of the Executive cannot be members of these committees.

1.8 **JOINT HEALTH SCRUTINY:** For significant proposals, eg, regional matters and ambulance NHS Trust matters or County wide Broadband, a Joint Overview and Scrutiny Committee of the relevant councils is appointed to provide a collective response. The Chief Executive approves the terms of reference, constitution and arrangements for such a Joint Committee on behalf of the Council.

1.9 **QUORUM:** A minimum of 5 elected members are required to be present for a valid meeting to take place.

1.10 **CHAIR:** The appointment of a Chair for each of the 5 Scrutiny Committees will be a member of an opposition party.

1.10 **COMMITTEE BUSINESS:** The following can include items on scrutiny agendas:

- (a) The Committee itself;
- (b) Full Council;
- (c) The Leader;
- (d) The Executive collectively;
- (e) Any Member of the Committee. The non-elected Members of the Scrutiny for Policies, Children and Families Committee may include items on the Committee's agendas in relation to education;
- (f) Any other Member, for an issue affecting their division and where all other methods of resolution have been exhausted may request a matter is considered as part of a Committee work programme;
- (g) The Monitoring Officer;
- (h) The County Solicitor;
- (i) Any Officer from the Senior Leadership Team;
- (j) The Scrutiny Officer.

In conducting its business a Scrutiny Committee may:

- a. Undertake in depth analysis of a policy issue;
- b. Receive briefings and presentations on issues under consideration;
- c. Undertake research, community and other public engagement, particularly in the analysis of policy issues and possible options;
- d. Consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- e. Hold inquiries, workshops, public meetings and conduct public surveys;
- f. Invite advisors and assessors to assist them;
- g. Question Lead Members, Associate Lead Members and seek their views on issues and proposals affecting the Council's area;
- h. Question senior officers, and where appropriate suppliers and seek their professional views on issues, and / or their decisions and performance either in relation to service plans or in relation to particular decisions, initiatives or project;
- i. Liaise with national, regional or local external organisations operating in the Council's area so as to ensure that the interests of local people are enhanced by collaborative working;
- j. As part of any investigation, review and scrutinise the decisions made by, and performance of, the Executive, Lead Members and senior officers as regards both individual decisions and over time;
- k. Question and collect evidence from any other person (with their consent) and invite witnesses to attend Scrutiny Committee meetings, proceedings or events.

CALL-IN OF KEY DECISIONS

1.11 "Call-in" is a facility which Members can use to challenge Key Decisions where a scrutiny committee has not been involved prior to the decision being taken or where a Member believes a decision has been taken without the proper process having been followed.

1.12 Call-in of Key Decisions is subject to the following rules:

- (a) General provisions:
 - (i) Call-in should be used on an exception basis and not to unnecessarily delay Council business;
 - (ii) An individual Key Decision should normally only be subject to scrutiny once, whether pre or post decision;
 - (iii) Key Decisions cannot be called in where the decision requires urgent implementation. Urgent implementation requires the approval of the Leader of the Council and the Chair of the relevant Scrutiny Committee;
 - (iv) Call-in only applies to decisions. Recommendations (for example, made by the Executive to Council) cannot be called-in.
- (b) Scrutiny of Key Decisions before they are taken: This should focus on ensuring that the decision-maker has all the necessary information, to take a fully informed decision and that any procedures have been properly followed. Any scrutiny review at this stage should not pre-empt the decision. The decision-maker must take the views of the relevant Scrutiny Committee into account before taking the decision.
- (c) Scrutiny of Key Decisions after they are taken but before they are implemented:
 - (i) Key Decisions are published to all Members and the public (via the website) within 2 working days of the decision date;
 - (ii) Key Decisions (unless urgency is agreed) must be called-in within 5 working days of publication or the decision will be implemented automatically.

- (iii) Any Member may request a call-in but the call-in must be supported by a Member of the relevant Scrutiny Committee and agreed by the Chair (or Vice Chair in their absence) of that Committee in order to be formally considered. The call-in must be submitted in writing or by email to the Chair of the relevant Committee;
 - (iv) The Chair of the relevant Scrutiny Committee will consider call-in requests against the principles of good decision-making and will either agree the request or detail their reasons for rejecting the request for report to the next available meeting of the relevant Committee;
 - (v) A call-in must specify the subject matter, the reason(s) for it, information required to enable full consideration and the preferred outcome;
 - (vi) Each call-in will be considered at the next meeting of the relevant Scrutiny Committee unless an alternative is agreed with the decision-maker;
 - (vii) The Scrutiny Committee having considered a call-in will report to the decision-maker. The Committee also has the option of reporting direct to the Council as well as or instead of the decision-maker;
 - (viii) Where an item has been subject to pre-decision scrutiny of the process, post decision call-in should normally only relate to the decision itself;
 - (ix) If there is no pre-decision scrutiny of an item then the process and/or the decision may be the subject of call-in.
- (d) Scrutiny of Key Decisions after implementation: This should only occur where the decision-maker was required to make a decision that was time critical or at a later stage to gauge the effect of the decision. Scrutiny in these circumstances is not part of the call-in process.

1.13 **REFERRAL OF NON-KEY MEMBER DECISIONS:** Non-key member decisions can be referred back to the decision-maker by Members prior to implementation as follows:

- (a) Non-Key Member Decisions are published to all Members and the public on the Council's website within 2 working days of the date of decision;
- (b) Any Member with the support of their Group Leader (or in their absence, the Deputy Group Leader) and the agreement of the Chair of the relevant Scrutiny Committee may refer a proposed decision back to the decision-maker within 3 working days of it having been published. The decision-maker will consider the referral prior to confirming the decision and its implementation.
- (c) If there is no referral the decision will be implemented automatically at the expiry of the 3 day notification period.
- (d) The only exception to this rule shall be 'urgent' decisions requiring immediate implementation. A decision will be urgent if any delay would, or would be likely to, significantly prejudice the Council's or the public interests. Urgent implementation requires the approval of the Leader of the Council and the Chair of the relevant Scrutiny Committee.

1.14 MEMBERS AND OFFICERS ATTENDING SCRUTINY COMMITTEES: A Scrutiny Committee can **require** a Member of the Executive, the Chief Executive and/or an appropriate Senior Officer or Officers (as agreed the Chief Executive) to attend a meeting in order to explain matters within their remit including any particular decision or series of decisions. Officers identified must attend.

1.15 ATTENDANCE BY OTHERS AT SCRUTINY MEETINGS: A Scrutiny Committee can **invite** others to address their meetings, discuss issues of local concern and/or answer questions. Attendance is optional.

1.16 REPORTING: A Scrutiny Committee can report and make recommendations to the Leader, the Executive or the Council, as appropriate, and to partner public bodies involved with Community Safety or the NHS. Each Committee presents a summary of its work to each Full Council meeting and reports annually to Full Council on its work, its future work programme and recommendations for improving the way it carries out its functions, if appropriate.

1.17 **FORWARD WORK PLANS OF BUSINESS:** The chairs and vice-chairs of each committee meet as and when required to organise and co-ordinate the forward work programmes of business for each Committee.

1.18 **Call for Action**

1.19. Any councillor shall be entitled to ask the Proper Officer for Scrutiny in writing to include any issue of concern to that councillor to be considered as part of the work programme of the appropriate Scrutiny Committee. In normal circumstances such a request must be made at least 10 clear working days before the meeting of the appropriate Scrutiny Committee.

1.20. At the meeting the councillor who has put the matter on the agenda may address the Committee on the matter. Members of the Committee should consider whether the issue raised is best addressed under the Councillor Call for Action (CCfA) procedure or another procedure (for example Call-In). In normal circumstances, the same issue will only be considered under one of these procedures. The Proper Officer for Scrutiny can advise Members of the Committee on this matter if requested.

1.21. Once determined as a CCfA matter, the following, in the order they appear on this list, (and if present) shall then respond:

- a. The relevant Lead Member and/or the Associate Lead Members;
- b. Another Lead Member;
- c. A senior officer with functional responsibility for the matter.

All speakers may address the Committee for up to three minutes as determined by the Chair unless otherwise agreed by the Chair. The Chair shall then invite Members of the Committee to discuss the matter to question and to consider any recommendation which has been submitted by the councillor as part of the agenda item.

1.22. The Committee may then:

- a. Resolve not to consider the matter further;
- b. Resolve to take no further action as the issue is one where an

individual or body has a statutory right to a review or appeal (or relates to an individual planning application or decision by a planning committee);

- c. Resolve to take no further action but at the meeting advise the councillor raising the matter what further action, if any, the councillor should take to resolve the matter;
- d. Refer the matter to the Lead Member or officer with responsibility for the matter to ask what can be done to resolve the matter;
- e. Place the item on its agenda for consideration by the Committee at a later meeting;
- f. Consider whether to commission a scrutiny task & finish group to consider the matter further;
- g. Make a report or recommendation to the Executive or Full Council, or to the appropriate executive body of any partner organisation.

Referrals from the Council or the Executive

1.23. The Scrutiny Committees will consider any matter referred to them by the Council or the Executive and recommend any appropriate action. The Executive may request a Scrutiny Committee to look at topics to assist and inform Executive decision-making.

1.24. In reviewing draft policies, plans strategies and the draft budget, a Scrutiny Committee will in particular consider:-

- a. Whether any appropriate criteria has been used;
- b. Whether consultation (if any) responses and engagement conclusions have been taken into account;
- c. Whether the decision is in accordance with the Council's policy framework;
- d. Whether the decision is within the powers of the Council;
- e. Whether the decision is lawful;

- f. Whether the decision contributes to the efficient, effective and economic performance of the function in question.

Scrutiny Task and Finish Group Protocol

What is a Scrutiny Task & Finish Group?

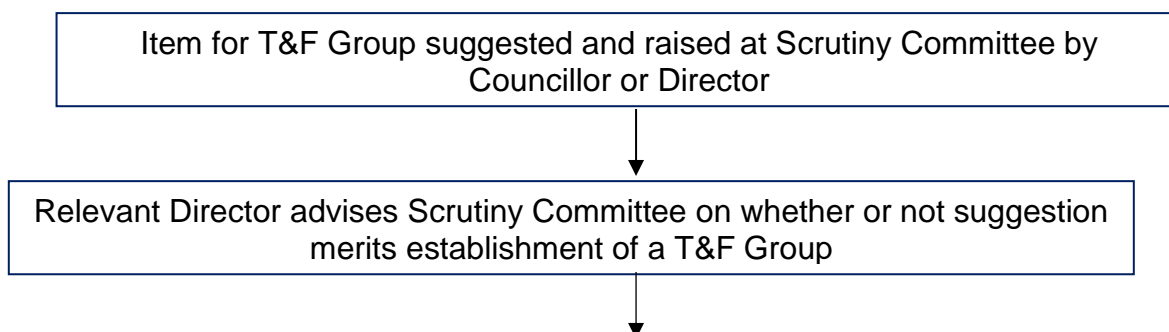
A Scrutiny Task & Finish Group is a small group of Councillors commissioned by a scrutiny committee to undertake a time limited review of a particular issue. As its title suggests the Group is set up for a specific purpose to undertake a review and report back within a defined timescale.

Background

All Scrutiny Committees can establish Councillor Task and Finish (T&F) Groups. These Groups are especially useful in allowing Councillors to look at an issue in which they have a particular interest, in more detail. They can take a variety of forms, from a detailed review to a short, sharp concentrated focus on a high profile issue. They offer the opportunity to use a variety of more diverse working methods (working flexibly to adapt to the needs of different reviews), including making visits, and use of interviews and publicity events to encourage community participation and public engagement in scrutiny.

This protocol provides information relating to the commencement and completion of work by T&F Groups. In doing so, it defines the key role that Directors and Strategic Managers have in helping to manage the process.

Diagram 1 – Overview of Process



Director & Governance Manager works with Chair/Vice-Chair to write a

Work on-going on project



With support from Director & Governance Manager, T&F Group writes report and presents it to the committee

Diagram 1 illustrates the process from inception to completion for T&F Groups.

Guidelines on Process:

- Ideas for establishing T&F Groups will be raised at the appropriate Scrutiny Committee via the Chair.
- Consideration should be given to:
 - **external or national priorities;**
 - **priorities identified within the SCC County Vision & Business Plan and in key Somerset policies** such as the Joint Strategic Needs Assessment (JSNA), Children & Young People’s Plan (CYPP) and Improving Lives Strategy (consideration should be given to which priorities may benefit from the intervention of scrutiny, for example, overview of progress against milestones or specific policy development in a priority area);
 - **key decisions** to be taken and the Cabinet and Scrutiny Committee’s **Forward Plan;**
 - evidence from recent public consultation or a trend emerging from Councillors’ case work which may be the subject of scrutiny.
- The Councillor or Director proposing the item for scrutiny should outline the proposed scope of the project and the desired outcomes. This discussion will be led by the relevant Director who will advise on the suitability/unsuitability

of the project. For example, if the proposal is too operational then the Director may recommend the project should not progress.

- If the Director and Members of the Committee agree there is merit within the item, a T&F Group can be created. The final decision of whether to form a T&F Group rests with Members of the Committee following careful consideration of the advice of the relevant Director.

- The Committee Chair & Vice-Chair (who may or may not chair the group) will work with the relevant Director & the Governance Manager to discuss the detailed scoping of the Group (see scoping document Appendix 1). This will then be agreed at the next meeting of the Scrutiny Committee as well as Group membership. The relevant Director should attend this meeting to answer any other questions members of the Group may have.

- As a guideline, T&F Groups will normally consist of three to five members depending on the nature and complexity of the review. Political balance of membership is not required. The Group should be chaired by a member of the scrutiny committee but this does not have to be its Chair or Vice-Chair. Substitute members should be discouraged, on the basis that members have built up a knowledge and expertise on the review subjects and it may be difficult for a new member to join the Group part way through a review or to attend single meetings and participate effectively.

- The Committee will decide if they wish to open up membership of the T&F Group to Councillors who are not on the Committee – it is good practice to make use of Councillor interest, experience or specialist knowledge.

- The Committee may also wish to make the T&F Group joint with the Council's other Scrutiny Committees or with partner organisations.
 - It is recommended that Councillors sit on no more than two Task and Finish Groups at any point in time.
 - Other Councillors and Non-Councillors may be co-opted to be members of a Task and Finish Group if they have specific knowledge or expertise.
 - Executive Lead Members and other members may be invited to the Group to give evidence.

- Meetings will take place as often as needed until the task is complete. Following the planning meeting, the Group should aim to hold the necessary meetings within as short a timeframe as possible so that findings are timely.
- Directors need not attend all meetings but they will be kept informed of progress from Democratic Services Officers. Notes of each meeting will be produced by Democratic Services Officers and comprise a record of the main facts gathered and points of discussion.
- As the T&F Group is completing its work, the relevant Director will review the Group's draft report and attend their final meeting to provide feedback.
- When the T&F Group has finished and agreed their report, the members of that Group will present their work to their relevant Scrutiny Committee. As part of this process, the Group will explain the work carried out and ask the Committee to support their recommendations. The Committee could also comment on the report or ask for further work to be done.
- Scrutiny Committee will then refer the report and recommendations to the Cabinet or relevant Cabinet Member for consideration.
- The Executive/Lead Member should then provide a formal response to the Scrutiny Committee within as short a timeframe as possible. A review of the Task & Finish Group outcomes by the Committee should be agreed accordingly by the Committee and the Executive/Lead Member.

Member Interests

- Meetings of Scrutiny Task and Finish Groups require members to declare any personal interest in any matter being considered at a meeting of the T&F Group in accordance with the Code of Conduct and if the matter is also prejudicial, the member should withdraw from consideration of that issue. A member should not join a T&F Group if they have a prejudicial interest which is likely to arise so frequently at meetings that they will be unable to make a worthwhile contribution. It should be noted that Parent Governor and Church Representatives on the scrutiny committee which has responsibility for education matters are also required to observe the Councillor Code of Conduct.

Role of Members

- Scrutiny Task and Finish Groups are member-led and members should control the direction of the review, but always in compliance with the defined terms of reference. All variations must be approved by the commissioning scrutiny committee.
- Members of the Group are responsible for setting the agenda within the above parameters.
- Members of the Group may question Cabinet Members, senior officers, and other contributors on issues related to the specific review subject.
- Members of the Group are responsible for making the recommendations in the final report (Officers are not part of the decision making process) and in so doing must observe the equality and diversity policies of the Council.

SCRUTINY COMMITTEE - TASK AND FINISH GROUP SCOPING DOCUMENT

Task and Finish Group Title:	
Membership of Working Group:	
Service Area:	
Key Officer Contacts: [Lead and support]	
Scoping form completed by:	
T&F Group requested by:	
Criteria for inclusion in work programme:	(If yes please provide details)
External or National Priorities:	

Priorities identified in Council Vision, Business Plan or other Key Policies/Plans:	
Planned Key Decisions or Forward Plans:	
Evidence from Public Consultation or trend from Councillor Case Work:	
Summary of anticipated benefits and outcomes: [Give a brief description of what we hope undertaking the review will achieve e.g. improved performance, amended policy, efficiencies or increased footfall]	
Indicators of success: [Include details of desired indicators of success and how these can be measured]	
Scope:	
In Scope: [Define what the scope of review is]	
Excluded from Scope:	

[Define the exclusions from the scope of the review]	
Council and Partner Involvement:	
Who would need to be involved from the Council?	
Which of our partners, stakeholders and Members of the community should we discuss this with?	
Review of Resources:	
Evidence: [Background Information and documents to look at]	
Witnesses: [Who to see and when]	
Site visits: [Details of site visits and when they will be held if appropriate]	
Democratic Services & Other Service Resource:	
Consultation:	

<p>[Is there any consultation which needs to be undertaken to feed into the review?]</p>	
<p>Expert Advice:</p> <p>[Do the Group require expert advice support due to the nature of the review? Note: if a cost is involved the senior officer will need to agree payment]</p>	
<p>Risks:</p>	
<p>What are the risks to the review?</p>	
<p>Timescales:</p>	
<p>Anticipated Review Start Date:</p>	
<p>Anticipated Reporting Date:</p>	
<p>Frequency of Meetings:</p>	
<p><i>Date to evaluate impact:</i></p> <p>[A review of the outcomes by the Committee should be agreed</p>	

accordingly by the Committee and the Executive/Lead Member]	
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