

## **7. CHAIR OF A SCRUTINY COMMITTEE**

### **7.1. Accountability**

Full Council  
To the electorate

### **7.2 Role Purpose & Activity**

#### **Provide leadership and direction**

Provide confident and effective management of the committee  
Promote the role of scrutiny within and outside the council, liaising effectively both internally within the council and externally with the council's partners  
Develop in consultation with the Executive Board and Officers a balanced forward work programme for the committee, which should include policy development and review, investigative scrutiny, and performance monitoring  
Ensure that the forward work programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues  
Demonstrate an objective and evidence based approach to scrutiny  
Evaluate the impact and added value of scrutiny activity and identify areas for improvement  
Contribute to the strategic development of scrutiny by participation in the Council's Chairs and Vice Chairs of Scrutiny Forum

#### **Manage the work programme**

Ensure that the work programme is delivered  
Report on progress against the work programme to Council, and others as appropriate  
Liaise with officers, other members and community representatives to resource and deliver the work programme

## **Holding the Executive to account**

Evaluate the validity of executive decisions and challenge inappropriate decisions through the Council's call in arrangements

## **Effective meeting management**

Set agenda containing clear objectives and outcomes for the meeting

Manage the progress of business at meetings, ensuring that meeting objectives are met and that the code of conduct, standing orders and other constitutional requirements are adhered to

Ensure that the necessary preparation is done beforehand

Ensure that all participants have an opportunity to make an appropriate contribution

## **Community leadership**

Act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function

Build understanding and ownership of the scrutiny function within the community

Identify relevant community based issues for scrutiny

Fully involve external stakeholders, service users, expert witnesses and partners in scrutiny activity

## **Involvement and development of committee members**

Encourage high performance from all committee members in both committee and task and finish groups

Assess individual and collective performance within the committee and facilitate appropriate development

## **Values**

To be committed to the values of the Council and the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability

## **7.3 Person specification for the Chair of a Scrutiny Committee**

**To fulfil his or her role laid out in the role description an effective Scrutiny Chair requires the following:**

### **Provide leadership and direction**

Understanding of the council's role and functions

Understanding of the role of scrutiny, terms of reference for the committee, role of chair, and other aspects of the democratic arrangements

## **APPENDIX D**

Understanding of scrutiny support functions  
Understanding of council priorities and risks  
Ability to develop work programmes  
Understanding of community issues  
Objectivity  
Negotiation and consensus building  
Ability to build constructive and 'critical friend' relationships with the Executive

### **Manage the work programme**

Ability to manage projects and resources  
Ability to manage people  
Ability to prioritise  
Ability to report progress to different groups in different styles

### **Holding the executive to account**

Understanding the Council's arrangements for call in

### **Effective meeting management**

Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements  
Ability to chair meetings effectively, managing the agenda and progressing business  
Ability to facilitate effective discussions  
Ability to listen and question effectively

### **Community leadership**

An understanding of the community leadership role  
Knowledge of local issues and expectations  
Ability to work effectively with all members of the community and build understanding and ownership of scrutiny  
Knowledge of the individuals and organisations in the community especially those traditionally excluded

### **Involvement and development of committee members**

Understanding of the role and skills of the scrutiny committee and its individuals  
Ability to support members and the committee in assessing their performance  
Ability to identify any training and development needs and in consultation with officers procuring appropriate learning and development

## 8. VICE CHAIR OF A SCRUTINY COMMITTEE

### 8.1 Accountability

To Full Council  
To the Chair of the Scrutiny Committee  
To the members of the Scrutiny Committee  
To the electorate

### 8.2 Role Purpose and Activity

#### **Provide leadership and direction**

Assist the Chair in providing confident and effective management of meetings and facilitate inclusivity and participation  
Assist the Chair in ensuring that the committee conducts its meetings in line with the Council's Standing Orders  
Assist the Chair in promoting the role of scrutiny within and outside the Council, liaising effectively both internally within the Council and externally with the Council's partners  
Demonstrate an objective and evidence based approach to scrutiny.  
Evaluate the impact and added value of scrutiny activity and identify areas for improvement  
Contribute to the strategic development of scrutiny by participation in the Council's Chairs and Vice Chairs of Scrutiny Forum

#### **Manage the work programme**

Assist the Chair in ensuring that the work programme is delivered  
Assist the Chair in liaising with officers, other members and community representatives to resource and deliver the work programme

#### **Holding the Executive to account**

Evaluate the validity of executive decisions and challenge inappropriate decisions through the Council's call in arrangements

#### **Effective meeting management**

Assist the Chair in setting agenda containing clear objectives and outcomes for the meeting  
Assist the Chair in managing the progress of business at meetings; ensuring that meeting objectives are met and that the code of conduct, standing orders and other constitutional requirements are adhered to  
Assist the Chair in ensuring that the necessary preparation is done beforehand  
Assist the Chair in ensuring that all participants have an opportunity to make an appropriate contribution

### **Community leadership**

Assist the Chair in acting as a focus for liaison between the council, community and external bodies in relation to the scrutiny function  
Build understanding and ownership of the scrutiny function within the community.  
Identify relevant community based issues for scrutiny  
Fully involve external stakeholders, service users, expert witnesses and partners in scrutiny activity

### **Involvement and development of committee members**

Assist the Chair in encouraging high performance from all committee members in both committee and task and finish groups  
Assist the Chair in assessing individual and collective performance within the committee and facilitate appropriate development

### **Values**

To be committed to the values of the council and the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability

### **8.3 Person specification for the Vice Chair of a Scrutiny Committee**

**To fulfil his or her role as laid out in the role description, an effective member requires the following:**

#### **In the absence of the Chair to chair committee meetings**

Skills to chair meetings, to ensure business is carried out effectively and all those attending participate  
An understanding of the Council's Constitution and Standing Orders

#### **Provide leadership and direction**

- Understanding of the council's role and functions
- Understanding of the role of scrutiny, terms of reference for the committee, role of chair, and other aspects of the democratic arrangements
- Understanding of scrutiny support functions
- Understanding of council priorities and risks
- Ability to develop work programmes
- Understanding of community issues
- Objectivity
- Negotiation and consensus building

## **Manage the work programme**

Ability to manage projects and resources  
Ability to manage people  
Ability to prioritise  
Ability to report progress to different groups in different styles

## **Holding the executive to account**

Understanding the Council's arrangements for call in

## **Effective meeting management**

Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements  
Ability to chair meetings effectively, managing the agenda and progressing business  
Ability to facilitate effective discussions  
Ability to listen and question effectively

## **Community leadership**

An understanding of the community leadership role  
Knowledge of local issues and expectations  
Ability to work effectively with all members of the community and build understanding and ownership of scrutiny  
Knowledge of the individuals and organisations in the community especially those traditionally excluded

## **Involvement and development of committee members**

Understanding of the role and skills of the scrutiny committee and its individuals  
Ability to support members and the committee in assessing their performance  
Ability to identify any training and development needs and in consultation with officers procuring appropriate learning and development

## **9. SCRUTINY COMMITTEE MEMBER**

### **9.1 Accountability**

Chair of the appropriate scrutiny committee  
Full Council  
To the electorate

### **9.2 Role Purpose & Activity**

To participate fully in the activities of the Scrutiny Committee, assist in the delivery of its work programme and the work of any associated task and finish groups

## **Reviewing and developing policy**

Assist in the creation, development, improvement and refinement of Council policy  
Challenge policies on a sound basis of evidence for example against legislation or local political priority  
Assess impact of existing policy

## **Monitoring performance and service delivery**

Monitor the performance of internal and external providers against standards and targets  
Contribute to the identification and mitigation of risk  
Investigate and address the causes of poor performance

## **Promoting the work of scrutiny**

Promote the role of scrutiny within and outside the Council, developing effective internal and external relationships  
Demonstrate an objective and evidence based approach to scrutiny  
Add value to the decision making and service provision of the Authority through effective scrutiny

## **Community leadership**

Use scrutiny as a means to address community issues and engage the public  
Encourage stakeholders to participate in the work of the authority  
Develop locally viable and acceptable policy solutions  
Build a dialogue around priorities, objectives and performance, among communities and stakeholders

## **Meeting participation**

Make adequate and appropriate preparation for meetings through research and briefings  
Participate in a proactive, informed and effective manner taking account of the Code of Conduct, Standing Orders and other constitutional requirements  
Request that any matter relevant to the remit of their committee is placed on the agenda and discussed.

## **Holding the Executive to account**

Evaluate the validity of executive decisions and challenge inappropriate decisions through the Council's call in arrangements

## **Values**

To be committed to the values of the Council and the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect

Equality and fairness  
Appreciation of cultural difference  
Sustainability

## **9.3 Person specification for a Member of a Scrutiny Committee**

**To fulfil his or her role as laid out in the role description, an effective scrutiny member and is required to:**

### **Participate fully in the activities of the scrutiny function**

Have a full understanding of the scrutiny remit and role, and terms of reference for their own committee and others  
Have an understanding of scrutiny support functions  
To work within the guidance of the chair

### **Be involved in reviewing and developing policy**

Knowledge of and ability to evaluate existing policy  
Understanding of best practice  
Understanding of national, regional and local legislative and policy context

### **Be involved in monitoring performance and service delivery**

Understanding of the Wales Programme for Improvement (WPI)  
Understanding of the principles and practice of performance management  
Understanding of the Council's performance management arrangements  
Ability to analyse data and challenge performance  
Be involved in promoting the work of scrutiny

Ability to negotiate and build consensus  
Ability to act objectively and on the basis of evidence

### **Be involved in community leadership**

An understanding of the community leadership role  
Knowledge of local issues and expectations  
Ability to work effectively with all members of the community and build understanding and ownership of scrutiny  
Knowledge of the individuals and organisations in the community especially those traditionally excluded

### **Meeting participation**

Ability to interpret information and data from a range of sources  
Understanding and application of meeting protocols, Code of Conduct, Standing Orders and other constitutional requirements  
Ability to participate in meetings including effective listening, questioning and speaking

### **Holding the Executive to account**

Understanding of the Council's arrangements for call in