

TERMS OF REFERENCE

Executive Summary

The Chairman has requested that the Terms of Reference for the Committee be brought to the first meeting of the municipal year. Please find the following attached:

- Appendix 1 - Extract from The Constitution – “Article 6 – Overview and Scrutiny Committee”
- Appendix 2 - Extract from The Constitution – “Overview and Scrutiny Procedure Rules”
- Appendix 3 - Extract from The Behaviour and Skills Framework – “Roles and Responsibilities of Chairmen”
- Appendix 4 - The Scrutiny Toolkit

The Scrutiny toolkit was last reviewed by the Committee in September 2018.

Recommendations

The Committee is requested to:

RESOLVE That the report be noted

The Committee has the authority to determine the recommendation(s) set out above.

Background Papers: The Behaviour and Skills Framework

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Article 6 – Overview and Scrutiny Committee**Appendix 1****6.01 Terms of Reference**

The Council will appoint the Overview and Scrutiny Committee to discharge the functions conferred by section 21 of the Local Government Act 2000 and the functions of a crime and disorder committee under section 19 of the Police and Justice Act 2006.

6.02 General Role

Within its terms of reference, the Overview and Scrutiny Committee will:

- (a) review and/or scrutinise decisions made (or to be made) or actions taken (or to be taken) in connection with the discharge of any of the Council's functions;
- (b) make reports and/or recommendations to Full Council and/or the Leader/Executive;
- (c) consider any matter affecting the area or its inhabitants;
- (d) exercise the right to call-in, for reconsideration, Executive decisions made but not yet implemented; and
- (e) deal with crime and disorder matters referred to it under the Police and Justice Act 2006;
- (f) consider any valid Councillor Call for Action.

6.03 Specific Functions

- (a) Policy development and review.

The Overview and Scrutiny Committee may:

- i) assist the Council and the Leader/Executive in the development of its Budget and Policy Framework by in-depth analysis of policy issues;
- ii) conduct research, community consultation and other consultation in the analysis of policy issues and possible options;
- iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- iv) question the Leader, members of the Executive and/or Committees and Corporate Management Group members about their views on issues and proposals affecting the Borough; and
- v) liaise with other external organisations operating in the Borough, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

(b) Scrutiny.

The Overview and Scrutiny Committee:

- i) may review and scrutinise the decisions made or to be made by and performance of the Leader/Executive and/or Committees and Council officers, both in relation to individual decisions and over time;
- ii) may review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- iii) may question the Leader, members of the Executive and/or individual members (to the extent that the latter have been granted powers in relation to their ward) and/or Committees and Corporate Management Group members 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 projects;
- iv) may make recommendations to the Leader/Executive and/or appropriate Committee and/or Council arising from the outcome of the scrutiny process;
- v) may review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance;
- vi) may question and gather evidence from any person or organisation (with their consent) and require information from partner authorities;
- vii) may review and scrutinise equality issues, and
- viii) shall be responsible for ensuring effective scrutiny of the Treasury Management Strategy and Policies

(c) Finance.

The Overview and Scrutiny Committee have overall responsibility for the finances made available to them.

(d) Annual Report.

The Overview and Scrutiny Committee shall publish an annual report outlining work undertaken during the year, and may make recommendations for future work programmes and amended working methods (if appropriate).

(e) Petitions.

The Overview and Scrutiny Committee is responsible for considering petitions received under the Petition Scheme that fall into the following categories:

- Petitions requiring a Senior Officer to give evidence to the Overview and Scrutiny Committee;
- Appeals from Petitioners who are not satisfied with the response to a petition, and
- Where the petition has been referred to the Committee for further investigation.

6.04 Proceedings of Overview and Scrutiny Committee

The Overview and Scrutiny Committee will conduct its proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

Overview and Scrutiny Procedure Rules**Appendix 2****1. General Arrangements**

The Council will have the Overview and Scrutiny Committee set out in Article 6 and will appoint to it at its first ordinary meeting in accordance with Standing Order 20.

The terms of reference of the Overview and Scrutiny Committee will be as provided in Article 6 and in the Responsibility for Functions in Part 3 of this Constitution and shall include the functions of a crime and disorder committee under Section 19 Police and Justice Act 2006.

2. Membership

The membership shall comprise ten elected councillors. All councillors except members of the Executive may be members of the Overview and Scrutiny Committee. However, no member may be involved in scrutinising a decision in which he/she has been directly involved.

3. Co-optees

The Overview and Scrutiny Committee shall be entitled to recommend to Council the appointment of a number of people as non-voting co-optees.

4. Meetings

There shall be between eight and ten ordinary meetings of the Overview and Scrutiny Committee in each year. In addition, extraordinary meetings may be called from time to time as and when appropriate. An Overview and Scrutiny Committee meeting may be called by the Chair of the Committee or by the Proper Officer if he/she considers it necessary or appropriate.

5. Quorum

The quorum for an Overview and Scrutiny Committee shall be as set out for Committees in Standing Order 20.10, i.e. one-third of the number of members of the Committee (with such rounding-up as may be necessary to achieve whole numbers).

6. Work Programme

The Overview and Scrutiny Committee will be responsible for setting its own work programme. An annual meeting of the Committee shall be held to set the work programme for the coming year, and the Committee shall have particular regard to the time and resources (including officer time) needed to deliver the programme. The Committee shall be assisted in its work by sight of the Leader's draft Forward Plan for the whole year.

7. Agenda Items

Any member of the Council shall be entitled to give notice to the Proper Officer that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of the Committee. On receipt of such a request the Proper Officer will ensure that it is included on the next available agenda. This provision shall not have effect in relation to the Councillor Call for Action. The Chairman of the Overview & Scrutiny Committee shall determine whether or not a Councillor Call for Action should be accepted in accordance with the adopted procedures. In the event that a Councillor Call for Action is submitted by the Chairman, the Vice-Chairman will determine whether or not it should be accepted and reported to the Committee in accordance with the adopted procedures.

8. Task Groups

Task Groups shall be established as follows. The Committee shall receive draft terms of reference for consideration. These shall be debated and agreed as necessary. The Committee shall also consider the number of persons to be appointed to the Task Group and its political balance; usually the composition of the Task Group shall take into account proportionality without applying it inflexibly. Nominations to the Task Group shall be agreed by the Committee and, if necessary, determined by voting.

Subject to the above and to applying the guidance of the Toolkit when commissioning work, the Committee may appoint such Task Groups as it thinks fit. Task Groups shall make report to the Committee or direct to the Executive as required, and Task Group members shall be entitled to attend and speak at Committee meetings where the work of their Group is under consideration.

Task Groups shall meet in public and may co-opt councillors and non-councillors as may assist them in their work (including councillors who do not sit on the Overview and Scrutiny Committee). Non-councillors shall be eligible for the reimbursement of their expenses.

A permanent Task Group shall consider the financial aspects of the Council's business. The establishment of other standing Task Groups shall be considered.

A dedicated officer resource shall be made available from within Democratic Services to assist, support and coordinate the work of the Overview and Scrutiny Committee and its Task Groups.

9. Policy Review and Development

- (a) The role of the Overview and Scrutiny Committee 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.
- (b) In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committee may make proposals to the Leader/Executive for developments in so far as they relate to matters within their terms of reference.
- (c) The Overview and Scrutiny Committee may hold inquiries 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.

10. Reports from Overview and Scrutiny Committee

- (a) Once it has formed recommendations on proposals for development, the Overview and Scrutiny Committee will prepare a formal report and submit it to the Proper Officer for consideration by the Leader/Executive if the proposals are consistent with the existing budgetary and policy framework, or to the Council as appropriate. The Overview and Scrutiny Committee may publish its report or recommendations.
- (b) If the Overview and Scrutiny Committee cannot agree on one single final report to the Council or Leader/Executive as appropriate, then up to one minority report may be prepared and submitted for consideration by the Council or Leader/Executive with the majority report.

- (c) The Overview and Scrutiny Committee shall by notice in writing require the Council or the Leader/Executive:-
- (i) to consider the report or recommendations,
 - (ii) to respond to the Overview and Scrutiny Committee indicating what action (if any) the Council or the Leader/Executive proposes to take,
 - (iii) if the Overview and Scrutiny Committee has published the report or recommendations, to publish a response,
 - (iv) if the Overview and Scrutiny Committee provided a copy of the report or recommendations to a member of the Council under section 21A(8) of the Local Government Act 2000, to provide the member with a copy of the response,
- and to do so within two months beginning with the date on which the Council or the Leader/Executive received the report or recommendations or (if later) the notice.
- (d) The Council or Leader/Executive shall consider the report of the Overview and Scrutiny Committee within one month of it being submitted to the Proper Officer.

11. Overview and Scrutiny Reports: Consideration by the Executive

- (a) Once an overview and scrutiny report on any matter which is the responsibility of the Leader/Executive has been completed, it shall be referred to the Leader/included on the agenda of the next available meeting of the Executive unless the matter which is the subject of the report is already scheduled to be considered by the Leader/Executive on an agreed date.
- (b) The Overview and Scrutiny Committee will in any event have access to the forward plan and timetable for decisions and intentions for consultation. Even where an item is not the subject of detailed proposals from an Overview and Scrutiny Committee following a consideration of possible policy/service developments, the Committee may respond in the course of the Leader/Executive's consultation process in relation to any key decision.

12. Rights of Overview and Scrutiny Committee Members to Documents

- (a) In addition to their rights as councillors, members of the Overview and Scrutiny Committee have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.
- (b) Nothing in this paragraph prevents more detailed liaison between the Leader/Executive and Overview and Scrutiny Committee as appropriate depending on the particular matter under consideration.

13. Members and Officers Giving Account

- (a) The Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require the Leader, any member of the Executive allocated particular political accountability, or any councillor exercising functions of the Council in relation to their ward, or any senior officer, to attend before it to explain in relation to matters within their remit:
 - i) any particular decision or series of decisions;

- ii) the extent to which the actions taken implement Council policy; and/or
- iii) their performance.

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

- (b) Where, in exceptional circumstances, the member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee shall in consultation with the member or officer arrange an alternative date for attendance.

14. Attendance by Others

The Overview and Scrutiny Committee may invite people other than those people referred to in paragraph 13 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend. The Committee shall have rights under Section 22A Local Government Act 2000 and regulations made thereunder to call for information from partner authorities.

15. Call-In

- (a) When a decision is made by the Leader, the Executive or it's Committee, an Executive member, a Councillor exercising powers in relation to their ward, or a key decision is made by an officer with delegated authority from the Leader, the decision shall be published in draft form electronically, and shall otherwise be available at the main offices of the Council, within 24 hours of the decision being made. All members of the Council shall receive electronic notification of such decisions within the same timescale by the person responsible for publishing the decision.
- (b) That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of five working days after the publication of the decision, unless the Overview and Scrutiny Committee objects to it and calls it in. Urgent decisions shall be dealt with as provided for in paragraph (h) below.
- (c) During that period, the Proper Officer shall call-in a decision for scrutiny by the Committee if so requested by the Chair or any three members of the Committee, and shall then notify the decision-taker of the call-in. The notice to the Proper Officer shall state the reasons for the call-in, and these reasons shall be made available to all members of the Council. He/she shall call a meeting of the Committee on such date as he/she may determine, where possible after consultation with the Chair of the Committee, and in any case within five working days of the decision to call-in.
- (d) If, having considered the decision, the Overview and Scrutiny Committee wishes to take action it may refer the decision back to the decision-making person or body for reconsideration, setting out in writing the nature of its concerns or refer the matter to the next ordinary meeting of Full Council. If referred back to the Executive, it shall be reconsidered at the next ordinary meeting of the Executive's Committee or earlier if the Leader determines. Where the decision was made by an individual, the individual will reconsider within five working days of the request. The decision-making person or body shall reconsider the decision, amending the decision or not as the case may be, before adopting a final decision.
- (e) If following an objection to the decision, the Overview and Scrutiny Committee does not meet in the period set out above, or does meet but does not refer the matter back to the decision-making person or body, the decision shall take effect on the date of

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the Overview and Scrutiny meeting, or the expiry of the five day period, whichever is the earlier.

- (f) If the matter was referred to Full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, it has no locus to make decisions in respect of an executive decision unless it is contrary to the policy framework, or contrary to or not wholly consistent with the budget. Unless that is the case, the Council will refer any decision to which it objects back to the decision-making person or body, together with the Council's views on the decision. That decision-making body or person shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the Executive or by its Committee of it, a meeting will be convened to reconsider within five working days of the Council request. Where the decision was made by an individual, the individual will reconsider within five working days of the Council request.
- (g) If the Council does not meet, or if it does but does not refer the decision back to the decision-making body or person, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.
- (h) The call-in procedure set out above shall not apply where the decision being taken is urgent. A decision will be urgent if any delay likely to be caused by the call in process would be seriously prejudicial to the Council's or the public's interests. The notice by which the decision or proposed decision is made public shall state whether in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in. The notice shall state that the decision, if agreed, shall take immediate effect. Decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.

16. Questions

- (a) Members of the Council may ask questions of the Chairman of the Overview and Scrutiny Committee at meetings of the Committee regarding matters that come within the remit of the Committee.

- (b) Notice of Questions

Notice of a question must be given by delivering it in writing or by electronic mail to the Chief Executive no later than 5.00pm, five days before the day of the meeting (e.g. 5.00pm Wednesday for a meeting on the following Monday). Each question must give the name of the Councillor.

- (c) Number of Questions and Length of Question-Time

At any one meeting, no Councillor may submit more than three questions. The total time for question-time shall be 30 minutes or such longer time as the Chairman shall in his/her discretion allow.

- (d) Scope of Questions

The Chairman may reject a question if it:-

- is not about a matter for which the Council has a responsibility or which affects the Borough;

- is defamatory, frivolous or offensive; or
 - requires the disclosure of confidential or exempt information
- (e) Procedure at the Meeting
- Copies of all questions and the draft replies shall be prepared, laid round the table and made available to the public attending the meeting. The Chairman shall ask the Councillor if he/she is satisfied with the answer. A Councillor who has put a question in person may put one supplementary question without notice. It will be at the Chairman's discretion whether supplementary questions may be put by other members of the Committee or whether a discussion on the topic takes place.
- (f) Written Answers
- Any question which cannot be dealt with during question-time through lack of time will be dealt with by a written answer.
- (g) Reference Elsewhere
- Any member may move that a matter raised by a question be referred to another Committee. Once seconded, such a motion shall be voted on without discussion.

17. Crime and Disorder

- (a) The Overview and Scrutiny Committee shall have power:-
- to review or scrutinise decisions made, or action taken, in connection with the discharge by the Council, Surrey Police and Surrey County Council ("responsible authorities") of their crime and disorder functions
 - to make reports or recommendations to the Council with respect to the discharge of those functions
- (b) If the Overview and Scrutiny Committee makes a report or recommendations, it shall provide a copy:-
- to each of the responsible authorities; and
 - to each of the persons with whom the responsible authorities have a duty to cooperate under Section 5(2) of the Crime and Disorder Act 1998 ("the cooperating persons")
- (c) Where a member of the Council is asked to consider a crime and disorder matter by a person who lives or works in the area that the member represents:-
- the member shall consider the matter and respond to the person who asked him/her to consider it, indicating what (if any) action he/she proposes to take;
 - the member may refer the matter to the Overview and Scrutiny Committee
- (d) Where a member of the Council declines to refer a matter to the Overview and Scrutiny Committee, the person who asked him/her to consider it may refer the matter to the Leader/Executive.
- (e) Where a matter is referred to the Leader/Executive under (d) above:-

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- the Leader/Executive shall consider the matter and respond to the person who referred the matter to it, indicating what (if any) action he/she/it proposes to take;
 - the Leader/Executive may refer the matter to the Overview and Scrutiny Committee
- (f) The Overview and Scrutiny Committee shall consider any crime and disorder matter:-
- referred to it by a member of the Council (whether under (c) above or not) or
 - referred to it by the Leader/Executive under (e) above
- and may make a report or recommendations to the Council with respect to it.
- (g) Where the Overview and Scrutiny Committee makes a report or recommendations under (f) above, it shall provide a copy to such of the responsible authorities and to such of the cooperating persons as it thinks appropriate.
- (h) An authority or person to whom a copy of a report or recommendations is provided under (b) or (g) above shall:-
- consider the report or recommendations;
 - respond to the Overview and Scrutiny Committee indicating what (if any) action it proposes to take;
 - have regard to the report or recommendations in exercising its functions

18. Councillor Call for Action

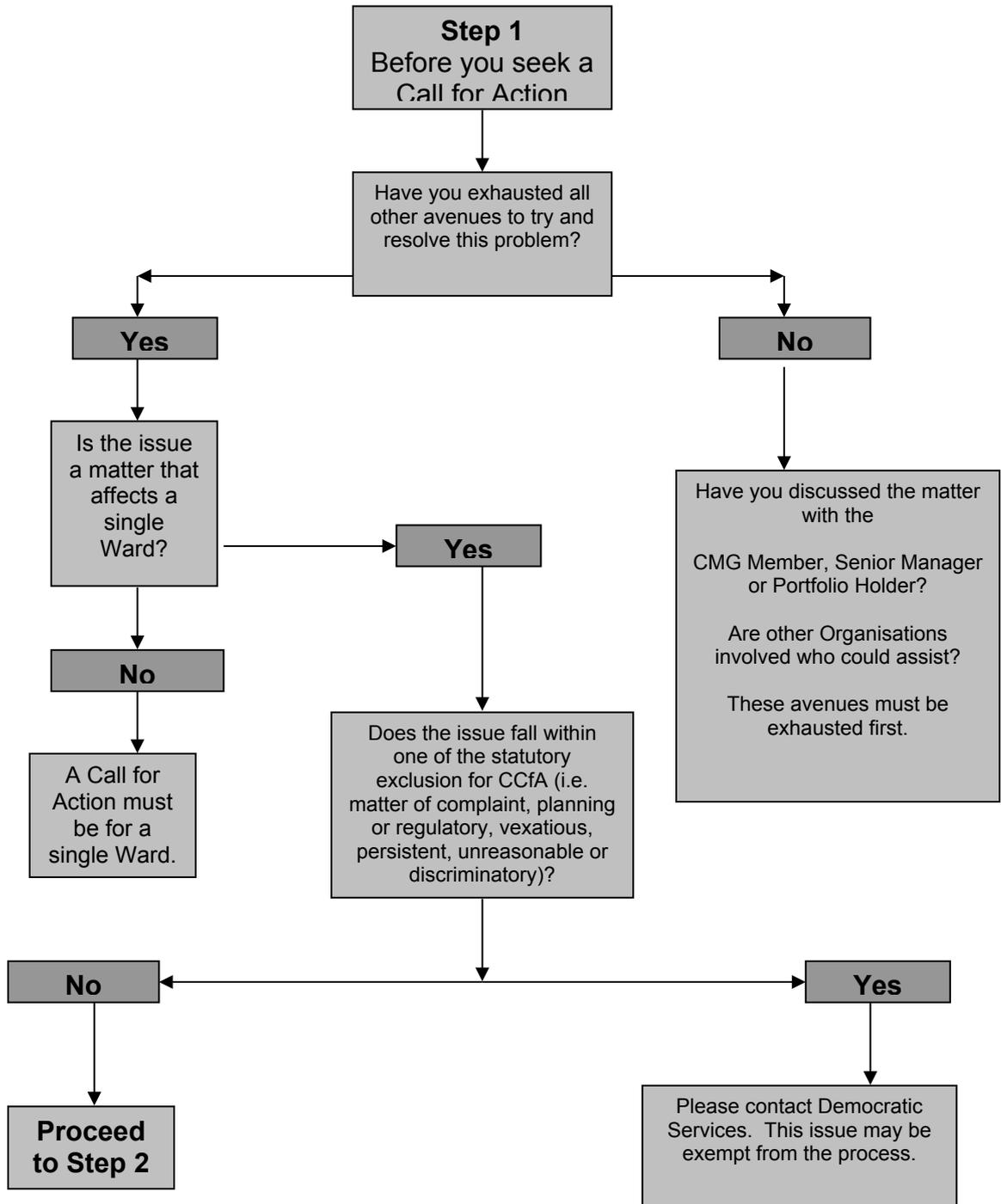
- (a) The Overview and Scrutiny Committee will consider a Councillor Call for Action (CCfA) that:
- has been submitted in relation to a matter that affects a single Ward;
 - has been submitted by a Councillor from the Ward affected;
 - is in relation to a Local Government matter (including the “well-being” powers under the Local Government Act 2000);
 - demonstrates that all existing avenues have been exhausted and that it is a matter of a “last resort”;
 - has been submitted on the CCfA Request Form;
 - adheres to the process set out in the steps documented in the flowchart at Annex 1 attached; and
 - states:
 - the nature of the issue;
 - what action has been taken to resolve the issue;
 - an outline of the resolution to the problem being sought; and
 - an indication of any other organisations involved in the CCfA.

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- (b) The Overview and Scrutiny Committee will not consider a CCfA that:
 - is a vexatious, persistent, unreasonable or discriminatory request, or
 - is in relation to a planning, licensing or regulatory application
- (c) Details of requests for a CCfA which have been rejected by the Chairman will be reported to the Overview and Scrutiny Committee. The Committee will consider any representations by the Member responsible for the request and determine whether to uphold the Chairman's decision or agree that the CCfA be taken forward to step 4 – Initial Report to the Committee.

The following is a step process for the operation of a Councillor Call for Action. A Councillor Call for Action is a 'last resort' option for Councillors to have a matter reviewed by the Overview and Scrutiny Committee. It is a process to assist in tackling Ward based community problems on behalf of constituents.

The following diagram should assist in preparing a Councillor Call for Action:



Step 2 Call for Action Form

In completing the form you should:

- State what the issue is;
- State what action has been taken to resolve the issue;
- Include an outline of the resolution being sought;
- Indicate any other organisations that are involved in the CCfA
- **Send your completed form to Democratic Services.**

Step 3 Chairman's consideration of the CCfA Form

The Chairman of the Overview and Scrutiny Committee determines whether or not to accept the CCfA for consideration

In doing so he will ask if:

- All existing options to resolve the problem have been exhausted;
- There are potential resource implications in the Committee's work programme to accommodate the CCfA; and
- The statutory exclusions have been considered eg subject of a complaint, vexatious, persistent, unreasonable or discriminatory.

In the event a Call for Action is submitted by the Chairman, the Vice-Chairman will determine whether or not the Call for Action is considered.

Step 4 Overview and Scrutiny Committee

The Initial Report allows the Committee to determine the appropriate priority in its work programme for the CCfA.

It will include information on:

- What the Councillor is requesting as the proposed outcome (with an opportunity to speak on the item);
- Action taken prior to the Call for Action being made;
- Any other known information;
- Exclusions process information;
- Which organisation/ Business Managers would be affected;
- Potential resource implications; and
- Whether and when to include CCfA into the work programme.

Details of requests for a Call For Action which have been rejected by the Chairman will be reported to the Overview and Scrutiny Committee. The Committee will consider any representations by the Member responsible for the request and determine whether to uphold the Chairman's decision or agree that the Call for Action be taken forward.

Step 5 Overview and Scrutiny Committee

Once the CCfA is in the Committee's work programme it will receive:

- a report including the background to the CCfA;
- comments from partner organisations;
- other information submitted for consideration by the Committee; and
- evidence from appropriate experts.

The Committee will seek to recommend a resolution to the CCfA.

Step 6 Seeking a resolution

The Overview and Scrutiny Committee makes recommendations to the Executive if it is a Council matter or to other partners.

CCfAs may be about matters that cut across the remit of partner organisations. The Committee will send its recommendations direct to the organisation concerned.

The Committee might say that there is no action to be taken.

Step 7 Monitoring of Recommendation

The Overview and Scrutiny Committee will monitor the implementation of its 'recommendations'.

Appendix 3

○ **Roles and Responsibilities of Chairmen**

○ **Chairman of the Overview and Scrutiny Committee**

Purpose of Position

- To provide leadership and direction to the work of the Overview and Scrutiny Committee in contributing to the continuous improvement of the Council's services through the full range of its work.
- To chair Committee meetings and ensure the Committee achieves its terms of reference.
- To monitor and manage the annual work programme of the Overview and Scrutiny Committee and work with the Chairmen of Task Groups, by sharing experience, exchanging ideas and best practice and monitoring their work programmes.

Specific Tasks

- To ensure the effective running of the Overview and Scrutiny Committee, chairing meetings in line with the constitution and adopting an investigative, evidence-based approach with witnesses, visits and written evidence in addition to formal reports and traditional committee practice.
- To encourage the Committee to adopt an outward-looking focus by actively engaging service users, other stakeholder groups and the public in its work.
- To work with the Vice-Chairman and Officers in the development and delivery of the annual Work Programme.
- To hold regular draft agenda meetings with the Vice-Chairman and Officers to draw up the agendas for forthcoming meetings.
- To encourage Committee members to obtain the necessary skills to carry out the scrutiny role and to work with officers to provide training if necessary.
- To endeavour to engage all members of the Committee within the scrutiny process, allowing robust debate and constructive criticism leading to clear and measurable outcomes.
- To lead the Committee in prioritising its work so as to ensure effective scrutiny, and to lead the Committee in conducting an annual review of performance.
- To develop a constructive relationship with the Executive, especially with relevant portfolio holders.
- To develop a constructive relationship with the Strategic Directors/Heads of Service in the areas that the Committee scrutinises.
- To co-ordinate the Committee's work with the Chairmen of Task Groups, especially in ensuring that positive outcomes are delivered which make clear recommendations for service improvement.

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- To introduce Committee reports to the Executive and Council and elsewhere, and to represent the agreed views of the Committee.
- To speak on behalf of the Committee in promoting effective communications with the media and the public in its work.
- To promote the implementation of the best practice and procedures set out in the Council's Scrutiny tool kit.
- To promote Member development to the Members of the Committee.

Personal Attributes

- Committed to the role and public service.
- Professional – acts in keeping with the responsibilities of the role and upholds the Council's Code of Conduct, Constitution and ethical standards.
- Committed to and demonstrates the Council's Vision:
 - ❖ Our Vision – Towards Tomorrow Today.
- Committed to and demonstrates the Council's Values:
 - ❖ People – A healthy, inclusive and engaged community.
 - ❖ Place – An enterprising, vibrant and sustainable place.
 - ❖ Us – An innovative, proactive and effective Council.
- Thinks Woking-wide, taking into account local needs.
- Committed to equal opportunities and values diversity.
- Works in partnership.
- Seeks continuous personal development.
- Is an advocate of the Borough Council.
- Supports transparency in decision-making processes.
- Approachable, empathetic and understanding.
- Ensures that the Committee makes positive, clear and actionable decisions.

Skills/Knowledge

- Good communication and interpersonal skills.
- Ability to analyse and grasp complex issues.
- Leadership and chairing skills.
- Project and time management skills.
- Ability to influence and work constructively with Members, officers, the public and outside organisations.
- Ability to build and work as part of an effective team.
- Have detailed knowledge of the procedures for Call-in Notices, Call for Action requests, and the receipt of petitions.
- Have detailed knowledge of, and encourage the application of, the Council's Scrutiny tool kit.
- Have experience of questioning witnesses, experts, elected Members, Officers and others who may appear before the Committee as part of a scrutiny review. *Note: The above duties and responsibilities are in addition to the Member's role as a Councillor.*