

Guide to Overview & Scrutiny In York

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What is Scrutiny?

The Local Government Act 2000 set out to modernise local government by ending the traditional committee system and replacing it with a system where decisions are taken by a small group of councillors known as Executive Members (similar to the Cabinet in central government),

Councillors who are not members of the Executive (known as non-executive members) act as watchdogs by examining Executive decisions, and the policies and performance of the Council. They can make recommendations to the Executive where they think things could be improved for residents. This function is called 'Overview and Scrutiny'.

Overview & Scrutiny is designed to be non-party political. All Overview & Scrutiny Committees must be politically balanced and are chaired by a member of the leading opposition party.

Roles of Scrutiny

The original guidance from the Department of the Environment, Transport and Regions (DETR) set out five main roles for Overview & Scrutiny to perform:

1. Holding the Executive to account

This can be either scrutinising decisions before they are made/implemented or scrutinising decisions after implementation, through a call-in system. Call-in

2. Policy review

This can take many different forms, for example examining the implementation of a policy or the co-ordination of policies across the authority. Examples of previous policy review carried out by Overview & Scrutiny in York include looking at street cleaning services, considering how the authority dealt with anti-social behaviour in council tenancies and examining CYC funding for voluntary organisations.

3. Policy development

Although there isn't always a clear distinction between reviewing and developing policy, Overview & Scrutiny in York has been successful in finding and seeking to fill gaps in policy. For example, the former Community, Economic Development and Commercial Services Scrutiny Board considered whether City of York Council

should develop a social inclusion strategy and subsequently this strategy was put in place.

4. Best Value Reviews

Central government guidance sets out three options for linking Best Value reviews in to political structures: Overview and Scrutiny committees to oversee Best Value reviews; the Executive to be responsible for Best Value reviews; or, a joint forum of Executive and Scrutiny councillors. It is at the discretion of individual authorities which option they choose. Previously in York, the Executive were responsible for Best Value reviews, and Overview & Scrutiny did not have a formal role, although there were examples of Scrutiny reviews working closely with Best Value reviews - such as street cleaning and inclusion in schools. However, following a recent restructure of the Overview & Scrutiny function Best Value reviews will in the future be carried out by the Overview & Scrutiny Committees.

5. External Overview & Scrutiny

Overview & Scrutiny Committees are not limited to examining the council's own functions, but can consider anything which they feel affects the local area or residents. Examples of this in York include scrutinising police funding and rail side safety. In addition, unitary, county and metropolitan authorities have the power to scrutinise local health services. These powers were introduced in the Health and Social Care Act 2001 and came into force in January 2003.

Overview & Scrutiny Committees in York

Scrutiny Management Committee

The Scrutiny Management Committee (SMC) manages and co-ordinates the scrutiny function. It is politically balanced and meets periodically throughout the year to:

- Consider any pre or post Executive/Executive Member decisions or key decisions delegated to an officer that are 'called-in'
- Consider proposals for corporate priorities
- Consult on budget proposals
- Receive annual reports from the Audit Commission from the Local Strategic Partnership bodies
- Receive final reports arising from completed scrutiny reviews carried out by the Overview & Scrutiny Committees

Overview & Scrutiny Committees

There are 5 Overview & Scrutiny Committees , whose remits are designed around the 'Local Area Agreement' themes:

Effective Organisation
Economic & City Development
Health
Learning & Culture
Community Safety

In carrying out their individual remit each Overview & Scrutiny Committee must ensure their work promotes inclusiveness and sustainability which are the common threads running throughout the Local Area Agreement.

As with the SMC, each Committee is politically balanced. They can also choose to 'co-opt' extra members if they have particular expertise e.g. the Learning & Culture Overview & Scrutiny Committee has statutory co-optees to represent parents and religious groups.

Ways of Working

formal meetings and reports are an important part of the Overview & Scrutiny function, but there are also many other styles of working which can be appropriate e.g.

- Site visits (e.g. to household waste sites both in York and Leeds, walking along the Ouse in the city centre)
- Attending/observing other group's meetings (e.g. Nuisance Action Group, Federation of Tenants and Residents Associations)
- Informal discussions with residents/officers (e.g. 2 councillors visiting a resident, or meeting with an officer)
- Small Task Groups (e.g. 3 councillors discussing a particular issue and reporting back to the full Overview & Scrutiny Committee)
- Open 'drop in' sessions
- External witnesses to inform and widen the perspective
- Inviting experts in to give presentations / host seminars

Summary

In summary, Scrutiny should be a member-led, non party-political review mechanism that works to improve quality of life for residents. It should play a central role in ensuring the Council has open and accountable democratic arrangements in place.

Roles Within Scrutiny

Members of the Scrutiny Management Committee

- Responsible for overseeing and co-ordinating the scrutiny function
- exercise the right to call-in any pre or post Executive/Executive Member decisions or key decisions delegated to an officer
- receive bi-annual reports from the Scrutiny Committees on progress against their workplans
- consider and comment on any final reports arising from completed reviews produced by the Scrutiny Committees, prior to their submission to the Executive
- advise the Executive on the development of the Sustainable Corporate Strategy and monitor its overall delivery
- provide an annual report to the Council on the work of the overview and scrutiny function
- periodically review the overview and scrutiny procedures to ensure that the function is operating effectively and recommend any constitutional changes, to Council
- Consider and recommend to council a budget for Scrutiny and then monitor the allocated budget on a regular basis
- Allocate responsibility for issues which fall between more than one Overview & Scrutiny Committee

Members of the Overview & Scrutiny Committees

- Meet on a regular basis
- Prepare for meetings and visits by reading briefing papers and preparing any questions for witnesses
- Formulate and agree an annual work plan for their Committee, in consultation with the relevant Scrutiny Officer
- Discuss and decide on the remit and scope of each scrutiny review they undertake
- Contribute to discussions as community representatives but without a political agenda
- Develop each review through constructive debate
- Participate as fully in Scrutiny reviews as their time commitments will allow - e.g. by attending site visits and taking part in smaller task groups
- Make recommendations based on their deliberations and information received
- Take ownership of their final reports and any recommendations, and work with the Scrutiny Officer on their production
- Monitor Scrutiny recommendations approved by the Executive to see how they are being implemented
- Treat officers, witnesses and other members with respect and consideration

Chairs of the Overview & Scrutiny Committees:

In addition to their member role, each Chair will:

- Provide leadership and direction
- Work with the Scrutiny Officer to decide how each meeting will be run and agree the agenda
- Work with the scrutiny officer and senior officers to ensure an effective exchange of information
- Ensure an appropriate timescale is agreed for a review, taking into account the Scrutiny team's workload
- Ensure everyone gets the opportunity to contribute and that they are heard and considered
- Ensure that officers and witnesses are introduced to the Committee and that they are always treated with respect and consideration
- Work with the scrutiny officer on the production of any final reports
- Present the final report and recommendations to the Executive
- Vice chairs perform the chair's role in their absence. They are also invited to attend chair's briefing sessions

Statutory Co-optees

- Are required for the Learning & Culture Scrutiny Committee, to represent parents and religious groups
- Participate fully within the Scrutiny work as a member of the Committee (see member's role) and vote on issues within the remit of a review
- Provide advice and information to the Committee based on their specific skill, knowledge or expertise

Non-statutory Co-optees

- Are invited by a Committee to provide advice and information based on their specific skill, knowledge or expertise, either on a permanent basis or for the duration of a review.
- Participate as a member of the Committee would do, but cannot take part in a vote if one is held during a meeting

The Scrutiny Services Team

- Facilitate and support SMC and the Overview & Scrutiny Committees, and organise events and meetings
- Support the SMC in reviewing and improving the Overview & Scrutiny function
- Work with the Committees to develop their individual work plans, and with SMC to co-ordinate the overall scrutiny function
- Provide independent and impartial advice to Councillors

- Carry out research and gather information as directed by the Committees
- Provide a link between the Committees, senior officers of the council and external witnesses, inviting them to meetings and supporting them throughout the scrutiny process to ensure an effective exchange of information
- Liaise and consult with residents, partnerships and other external parties on behalf of the Committees
- Write up final reports in close consultation with the Chairs of the Committees
- Forward reports and agenda items to the appropriate Democracy Officer on time so these can be published
- Stay up to date with new developments in Scrutiny legislation and implement changes as necessary

Assistant Directors and/or Senior Officers

- Provide support and expertise to an Overview & Scrutiny Committee
- Have input to the production of the Committee's workplan and use their ability to influence appropriately; particularly where there are significant resource implications for their Directorate
- Ensure resources are subsequently made available to the Committee and Scrutiny Officer as agreed in the plans and highlight any problems
- Work with the Chair and the Scrutiny Officer to ensure an effective exchange of information
- Attend chair's briefings and scrutiny meetings as required
- Provide a link with the Directorate and work to raise the profile of Scrutiny there
- Assist in defining responsibilities for progressing recommendations from Scrutiny

Democracy Officers

- Provide constitutional advice at scrutiny meetings or to Scrutiny Officers and councillors when required
- Timetable meetings
- Book meeting rooms and cancel bookings when necessary
- Receive reports and compile agenda for meetings, publish and circulate within the legal deadlines
- Write Minutes of scrutiny meetings, consult with Scrutiny Officer afterwards and get Minutes signed off by the Chair of the Committee
- Provide a registration facility for members of the public wishing to speak at scrutiny meetings

Technical Officers

- Work with the Scrutiny Officer, Chair and senior officers to consider the requirements of a scrutiny review
- Provide written and/or verbal information to a Committee relevant to a topic under review
- Work with the scrutiny officer and the assistant director to ensure an effective exchange of information
- Attend Scrutiny meetings to offer evidence as a witness when requested

Further Information

Further information about Overview & Scrutiny can be accessed from the Improvement and Development Agency(I&DeA)'s best practice toolkit for Overview and Scrutiny at: www.idea-knowledge.gov.uk

The website also gives access to a national database of Scrutiny reviews, 'OSCAR', and contains information from the Centre for Public Scrutiny.

For more information about Overview & Scrutiny in York, please contact one of the Scrutiny Team:

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Email: dawn.steel@york.gov.uk

Melanie Carr, Scrutiny Officer

Tel: 01904 552063

Email: melanie.carr@york.gov.uk

Tracy Wallis, Scrutiny Officer

Tel: 01904 551714

Email: tracy.wallis@york.gov.uk

Responsible for the following Overview

& Scrutiny Committees:

Effective Organisation

Learning & Culture

Community Safety

Responsible for the following Overview

& Scrutiny Committees:

Economic & City Development

Health

?, Scrutiny Assistant

Tel: 01904 551088

Email: ?.?@york.gov.uk

Address: Scrutiny Services
The Guildhall
York, YO1 9QN

Scrutiny Topic Registration Guide

Registration

Possible topics for scrutiny review can be submitted by members of the public or by a Councillor. In order to register a topic, a Scrutiny topic registration form should be filled in (see copy of form on page 10). This can be completed on-line by going to: [insert link](#) or by submitting a paper copy to Scrutiny Services.

The registration form is designed to help the person proposing the topic to develop a clear and concise description of the topic, give their view on its importance, and provide all the relevant background information needed. Remember, the more detailed information provided in the registration form, the easier it will be for the relevant Overview & Scrutiny Committee to decide to carry out a review and agree a purposeful remit outlining the objectives and scope for the review.

On receiving a completed registration form, the relevant Scrutiny Officer will produce a feasibility report. This may involve meeting with the person who registered the topic to discuss the details of the topic further. If the topic doesn't fit easily into the scope of a single Committee, the topic registration form will be considered by the Scrutiny Management Committee (SMC) who will decide which Committee will receive and consider the feasibility report, based on their individual workloads and knowledge base. If the topic is urgent then other arrangements might need to be made depending on timing (see below).

The feasibility report will summarise the topic, explaining how it fits with the following eligibility criteria:

- i. Public Interest (ie. in terms of both proposals being in the public interest and resident perceptions)
- ii. Under Performance / Service Dissatisfaction
- iii. In keeping with corporate priorities
- iv. Level of Risk
- v. Service Efficiency

As a general rule, topics will only proceed to review if they meet three of the eligibility criteria. However, where it is adequately demonstrated that a topic is of significant public interest and fits with the first criteria but does not meet three, the relevant Overview & Scrutiny Committee may still decide to allocate the topic for review.

The feasibility report will also detail what's happening elsewhere in regard to the subject matter i.e. on a local, regional and/or national basis, and any future work planned by the Council which could have an affect on the findings of the review. The

report will include comments from the person who submitted the topic, as well as key officers from relevant Departments/Directorates, the Policy Development Team and external sources. Finally the report will suggest methods for carrying out the review e.g. who should be consulted, where supporting information could be drawn from, how long the review would take, its impact on Council resources, and on that basis will recommend whether or not to proceed with the review.

When the Committee consider the feasibility report, they will decide what should be done about the topic. If they decide to carry out the review, a remit will be agreed and a decision as to its place in the work plan will be made.

Topics

It is important to recognise what kind of topics are appropriate for Overview & Scrutiny. A number of factors need to be considered before a Committee makes their decision to carry out a review. These might include:

- How the issue was brought to the attention of Overview & Scrutiny e.g. through Members surgeries or other constituency activities, a unresolved 'Councillor Call for Action' (CCfA), through external audit or an Inspectorate Report e.g. 'Best Value', or by a member of the public who has been unable to resolve a issue by other means e.g. the complaints procedure
- The importance of the issue to the people of York e.g. public interest highlighted in local media or a high level of public/user dissatisfaction with a service
- The urgency of the topic (see below), and whether it:
 - a) highlights a pattern of budgetary overspending/under spending
 - b) supports a CYC corporate priority
 - c) provides policy development opportunities
- The potential benefits of carrying out the review

Urgency

A topic is considered urgent if there is a strict time constraint (i.e. an event about to occur or presently occurring) or if it is of high visibility, such as an issue that has strong media interest or public pressures to respond.

In the case of an urgent topic, the topic should be considered at the next relevant Overview & Scrutiny Committee meeting. If the next meeting is more than six weeks away, and a meeting of SMC is scheduled before then, then the feasibility report could be presented to SMC instead. SMC will decide whether the review should be carried out and which Committee to allocate it to.

SCRUTINY TOPIC REGISTRATION FORM

| | | | | |
|---|---|-----------------------------|--------------------------------|---------------------------------------|
| PROPOSED TOPIC: | | | | |
| COUNCILLOR(S) REGISTERING THE TOPIC: | | | | |
| <p>SECTION 1: ABOUT THE TOPIC</p> <p>Please complete this section as thoroughly as you can. The information provided will help Scrutiny Officers and Scrutiny Members to assess the following key elements to the success of any scrutiny review:</p> <p><i>How a review should best be undertaken given the subject</i></p> <p><i>Who needs to be involved</i></p> <p><i>What should be looked at</i></p> <p><i>By when it should be achieved; and</i></p> <p><i>Why we are doing it ?</i></p> | | | | |
| <p>Please describe how the proposed topic fits with 3 of the eligibility criteria attached.</p> <p><i>As a general rule, topics will only proceed to review if they meet 3 of the criteria below. However, where it is adequately demonstrated that a topic is of significant public interest and fits with the first criteria but does not meet 3, Scrutiny Management Committee may still decide to allocate the topic for review. Please indicate which 3 criteria the review would meet and the relevant scrutiny roles:</i></p> | | | | |
| | ✓ | Policy Development & Review | Service Improvement & Delivery | Accountability of Executive Decisions |
| Public Interest (ie. in terms of both proposals being in the public interest and resident perceptions) | | | | |
| Under Performance / Service Dissatisfaction | | | | |
| In keeping with corporate priorities | | | | |
| Level of Risk | | | | |
| Service Efficiency | | | | |
| National/local/regional significance e.g. A central government priority area, concerns joint working arrangements at a local 'York' or wider regional context | | | | |

Set out briefly the purpose of any scrutiny review of your proposed topic. What do you think it should achieve?

If you have not already done so above, please indicate in response to this, how any review would be in the public or Council's interest e.g. reviewing recycling options in the city would reduce the cost to the Council for landfill

Please explain briefly what you think any scrutiny review of your proposed topic should cover.

This information will be used to help prepare a remit for the review should Scrutiny Management Committee decide the topic meets the criteria e.g. How much recycling is presently being done and ways of increasing it

Please indicate which other Councils, partners or external services could, in your opinion, participate in the review, saying why.

Involving the right people throughout the process is crucial to any successful review e.g. CYC Commercial Services / other local councils who have reviewed best practice for recycling / other organisations who use recycled goods

Explain briefly how, in your opinion, such a review might be most efficiently undertaken?

This is not about who might be involved (addressed above) but how the review might be conducted e.g. sending a questionnaire to each household to gather information on current recycling practices and gathering information on how recycling is carried out in Cities similar to York

Estimate the timescale for completion.

Please circle below the nearest timescale group, in your estimation, based on the information you have given in this form.

- (a) 1-3 months;
- (b) 3-6 months; or
- (c) 6-9 months

PLEASE ENCLOSE ANY SUPPORTING DOCUMENTS OR OTHER INFORMATION YOU FEEL MIGHT BE USEFUL BACKGROUND TO THE SUBMISSION OF THIS TOPIC FOR CONSIDERATION.

Guide to Scrutiny Reviews

On commencement of a scrutiny review, the Overview & Scrutiny Committee will consider a scoping report. This will summarise the topic under review and provide information on who registered the topic, the reasons for the registration and how it fits with the eligibility criteria. The report will also explain the review's remit and objectives, and detail the proposed methods for carrying out the review e.g. the consultation activities and events and its timetable for completion.

The Committee may choose to carry out the review as a whole or create a 'Task Group' from within their membership, to carry out the review on their behalf. Alternatively a Task Group can be formed to examine specific aspects of a review and report back its findings to the Committee. The Committee may also appoint non-voting co-optees for the duration of a review. Such co-optees will be chosen for their relevant professional knowledge and expertise, or to ensure that the views of local residents or interested parties are represented.

Public Participation

City of York Council has adopted a public participation scheme which encourages residents to attend its meetings and participate. Residents are welcome to come along and observe any public meeting and may choose to contribute to the debate and express their views by registering to speak. To register to speak at a meeting, contact Democratic Services on 01904 551088 by 5pm on the (working) day before the meeting.

Progressing A Review

The Scrutiny Officer will produce a number of interim reports analysing the findings to date. The Committee will meet to consider each report and agree how to progress the review and what additional information needs to be sought. The Committee may also be requested to (or choose to) produce an interim report to update SMC, during an ongoing review.

During the review, the Committee may:

- seek the advice of an Expert Advisor (one who has previously been identified to support the work of the Scrutiny Committee based on their relevant academic knowledge)
- hold enquiries, go on site visits, conduct public surveys, and do all other things that they reasonably consider necessary to inform their deliberations, subject to budget availability.

- ask any external consultants / witnesses to attend to address them on any matter under consideration - see Witness Charter on page 16.
- require any Councillor (including Members of the Executive) or officers to attend a meeting to explain about matters within their remit. If required, it is the duty of those persons to attend and answer questions relating to any particular decisions or series of decisions, the extent to which the actions taken implement Council policy and/or their performance.

All attendees (Councillor or officer) must be informed of why they have been asked to attend, the date and time of the scheduled meeting, what they need to prepare i.e. produce a report or provide statistical information, and be given enough time in which to do so. All such Councillors and officers will be treated fairly and considerately in accordance with the Witness Charter. Where, in exceptional circumstance, an attendee is unable to attend on the required date then the Scrutiny Officer in consultation with the Chair shall arrange an alternative date for attendance.

Diary of Meetings

In order to progress the review, the Overview & Scrutiny Committee may agree some additional formal public meeting dates and these will be added to the Committee's workplan and the Council diary of meetings. They may also choose to hold a number of informal information gathering sessions in order to progress the review and ensure the review remains on focus - these will not appear in the Council diary of meetings. These meetings are usually supported by an informal briefing note to update members on the review's progress.

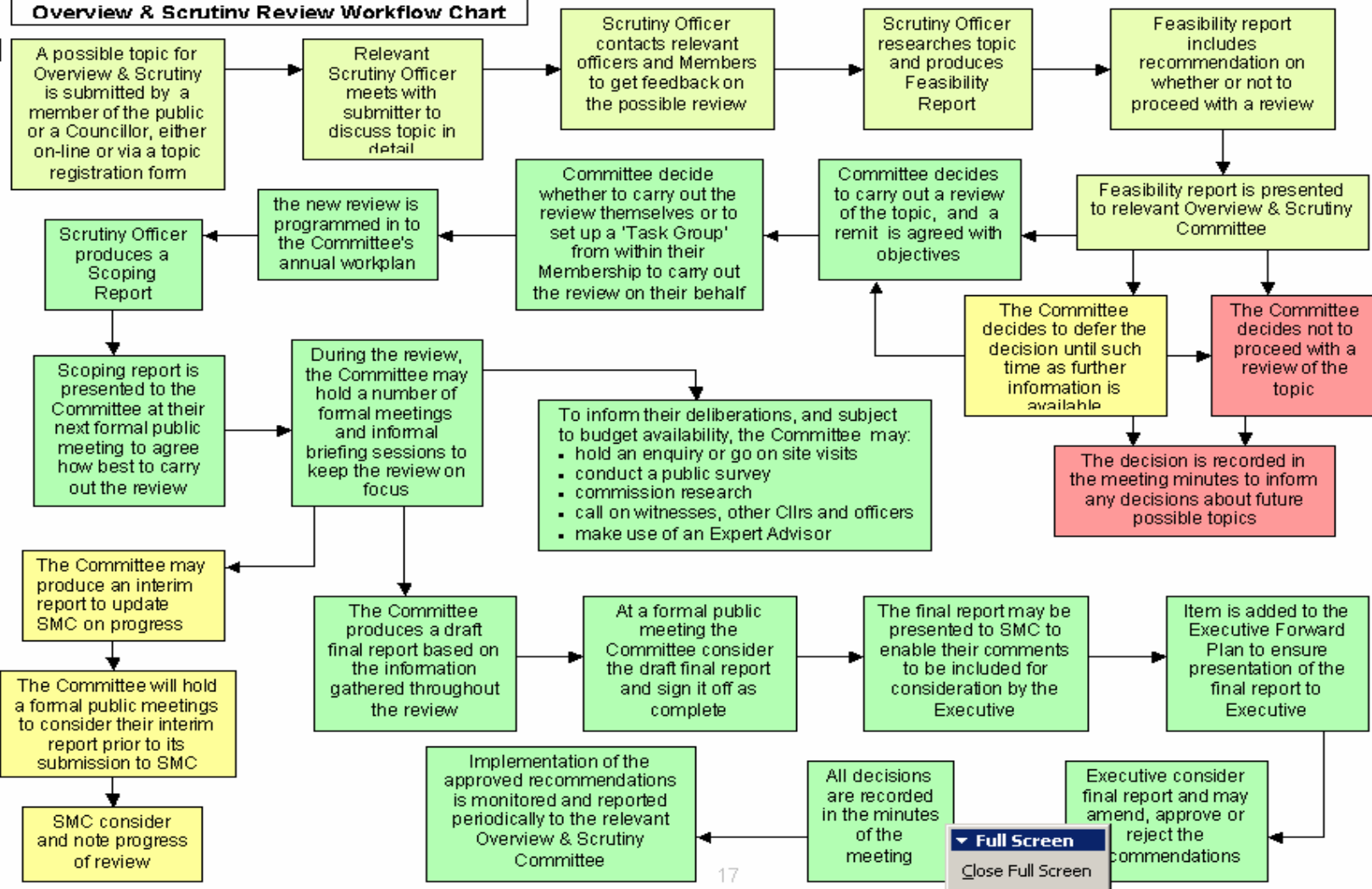
Review Recommendations

Once the review has been completed and the recommendations have been formed, the Committee will prepare a final report containing their recommendations, for submission to the Executive and/or Council. If requested, it must also be presented to SMC for their consideration.

On the rare occasion where an Overview & Scrutiny Committee cannot agree on one single final report or the recommendations contained therein, then up to one minority report may be prepared and submitted for consideration at the same time as the majority report. In these circumstances each member of the Committee may support (by signature) no more than one report. The report with the support of the greatest number of members shall be the report of that Committee and the report with the support of the least number of members shall be the minority report.

The final report shall be added to the Executive Forward Plan for consideration by the Executive within one month of it being submitted (or at the earliest available meeting if there is not a meeting scheduled within one month).

Overview & Scrutiny Review Workflow Chart



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Full Screen
Close Full Screen

Scrutiny Witness Charter

Attending a Scrutiny Committee meeting as a witness is voluntary and often a new experience for people. The City of York Council recognises the need to support witnesses. We will keep witnesses informed throughout the scrutiny process to try and ensure that the experience is as stress free as possible.

The Council will:

- 1 inform the witness of the time, date and place of the scrutiny meeting at which their evidence is to be taken.
- 2 inform the witnesses of the matters about which the scrutiny committee wish to ask them. Inform the witnesses of any documents that the scrutiny committee wish to have produced for them.
- 3 provide reasonable notice of all of the requirements of the scrutiny committee to enable the witness to respond in full at the earliest opportunity.
- 4 provide copies of all relevant reports, papers and background information.
- 5 arrange for the Chair of the scrutiny meeting to introduce him/herself to the witness prior to the proceedings.
- 6 ensure that all witnesses are treated with courtesy and respect and that all questions to witnesses are made in an orderly manner as directed by the Chair of the meeting.
- 7 ensure where appropriate that the witness is provided with information about claiming witness expenses.
- 8 following the proceedings, write to the witness and where appropriate, inform them of the outcome.
- 9 the Council's protocol on Officer/Member relations will apply to all internal witnesses.

Guidance Notes for Witnesses

Who will be at the scrutiny meeting?

All formal scrutiny meetings are held in public and the press and media may be present. In practice, unless it is a high profile issue it is rare for there to be more than one journalist taking notes. Members of the public are always welcome, but are not usually present in large numbers. Members of the scrutiny committee will be elected Councillors and possibly one or two co-opted Members e.g. from the voluntary sector. A Scrutiny Officer will be present (usually the person you've had contact with about attending the meeting), and a Democracy Officer will minute the meeting. Other officers with an interest in the scrutiny topic(s) on the agenda may also be present.

What happens when I arrive to attend a scrutiny meeting?

Upon arrival at the venue for the scrutiny meeting you will normally be met by someone from the Scrutiny team. The Scrutiny Officer will make contact with you prior to the meeting to confirm the arrangements, and where possible give you an indication of when your evidence is likely to be heard and explain the format for the meeting. If you have any particular anxieties or questions then you should not hesitate to raise these with the Scrutiny Officer. The Chair of the scrutiny meeting will also introduce him/herself to you before the start of the meeting.

What happens when I give evidence?

Witnesses are welcome to attend the entire meeting or can wait at reception until the board or panel reach the relevant agenda item. When you are called you will be shown to a seat at the table with the Members of the scrutiny committee. Members of the scrutiny committee will ask you questions in an orderly and respectful manner as directed by the Chair of the meeting. Remember:

- Take your time and speak slowly and clearly;
- Ask for questions to be repeated if you don't understand or cannot hear;
- If you are not sure of the answer then say so.

After you have finished giving your evidence you are free to leave if you wish.

Can I claim expenses?

If as a result of being asked to attend a City of York Council scrutiny committee you have incurred expenditure then you are entitled to claim reasonable "out of pocket" expenses. You should, where possible obtain receipts of any expenditure. If you would like to claim for your expenses, please ask the Scrutiny Officer and they will provide a form for you to make your claim. The Council does not reimburse the expenses of witnesses employed by the City of York Council.

Tracking of Approved Scrutiny Recommendations

When the Executive considers a final report from a completed scrutiny review, they are asked to approve the recommendations made by the Overview & Scrutiny Committee. In most cases they will approve all of the recommendations made and will instruct officers to proceed with the actions required in order to implement those recommendations.

Each Overview & Scrutiny Committee is responsible for monitoring the progress of implementation and receives regular update reports from the Scrutiny Officer. These reports detail the relevant information which has sought through consultation with senior officers and technical officers in Directorates/Departments, and those officers are invited to attend the meetings to answer any questions the Committee may have.

Once the Committee are confident that a recommendation has been fully implemented they will agree to sign it off. Once all the recommendations have been signed off the review itself is signed off.

Annual Scrutiny Report

Each year the Scrutiny team produce an Annual Report detailing all the reviews completed since the last Annual Report and giving an update on any reviews still on going.

The report details how each review supported the Corporate Strategy, who participated in the review e.g. any external bodies and/or partner organisations, the consultation and events held and the recommendations arising from the review.

The report is considered by Full Council and approved for publication for a wider external audience e.g. other local Authorities, CPfS and the Council's partners. It is also made available on the Council's website at: [insert link](#)