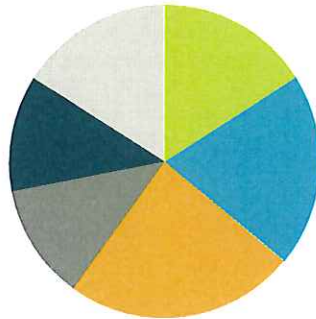


Governance: Officers' Questionnaire

Q2 What is your role?

Answered: 25 Skipped: 0



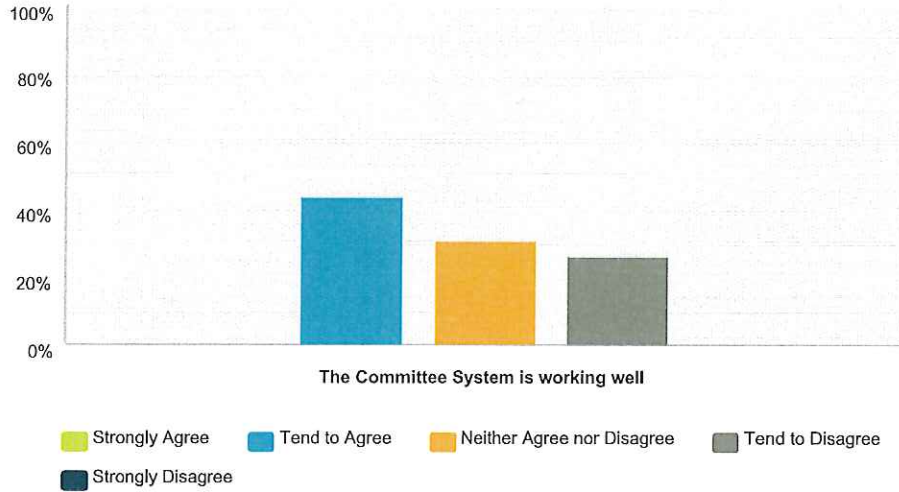
Head of Service
 Manager
 Professional Officer who regularly attends committee meetings
 Member of SCB
 Commissioning Director
 HB Public Law

Answer Choices	Responses	
Head of Service	16.00%	4
Manager	20.00%	5
Professional Officer who regularly attends committee meetings	24.00%	6
Member of SCB	12.00%	3
Commissioning Director	12.00%	3
HB Public Law	16.00%	4
Total		25

Governance: Officers' Questionnaire

Q3 To what extent do you agree or disagree with the following statements? (Please tick one option on each row)

Answered: 23 Skipped: 2

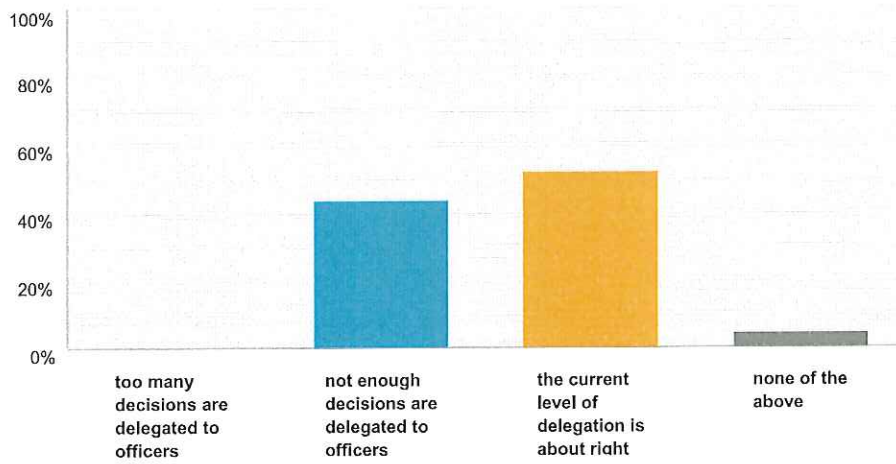


	Strongly Agree	Tend to Agree	Neither Agree nor Disagree	Tend to Disagree	Strongly Disagree	Total
The Committee System is working well	0.00% 0	43.48% 10	30.43% 7	26.09% 6	0.00% 0	23

Governance: Officers' Questionnaire

Q4 Considering the extent to which decisions are currently delegated to officers, please tell us which of the following statements most closely matches your opinion: (Please tick one option only)

Answered: 23 Skipped: 2



Answer Choices	Responses
too many decisions are delegated to officers	0.00% 0
not enough decisions are delegated to officers	43.48% 10
the current level of delegation is about right	52.17% 12
none of the above	4.35% 1
Total	23

Officers' Questionnaire

Q5 Please give reasons for your answers:

Answered: 16 Skipped: 9

Summary of points made in response

More matters could be delegated to officers.

Sometimes decisions might go to several committees before a final decision is made.

The scheduling of internal enabling boards in relation to the committees that they feed does not always seem to work

The ease by which decisions are referred to full council means we now just have to build council meeting dates into our plans on the assumption it will almost always happen.

Procurement decisions balance still not correct

There are a significant number of administrative type decisions that still require decisions to be made by committees eg appointment of governors or awarding of very small grants through the council grants programme.

It would be good to see the opportunity for more decisions to be taken by officers in consultation with members in order to address the perception that officers take too many delegated decisions.

For planning applications there are too many minor applications that are being considered at committee

In some instances, in some committees, the level of delegation is appropriate particularly around strategy and elements of budget setting. In other areas, such as land transactions, small grants and so on, decisions of a very small value go to committee which adds to the cost and bureaucracy of the system which seems disproportionate.

The committee system has too many council meetings (theme meetings) which means there are 3 months gaps between meetings and decisions

The distance between Members and the Chairman and officers means Members are not involved soon enough in decision-making and then their views and support is not as strong as they could be.

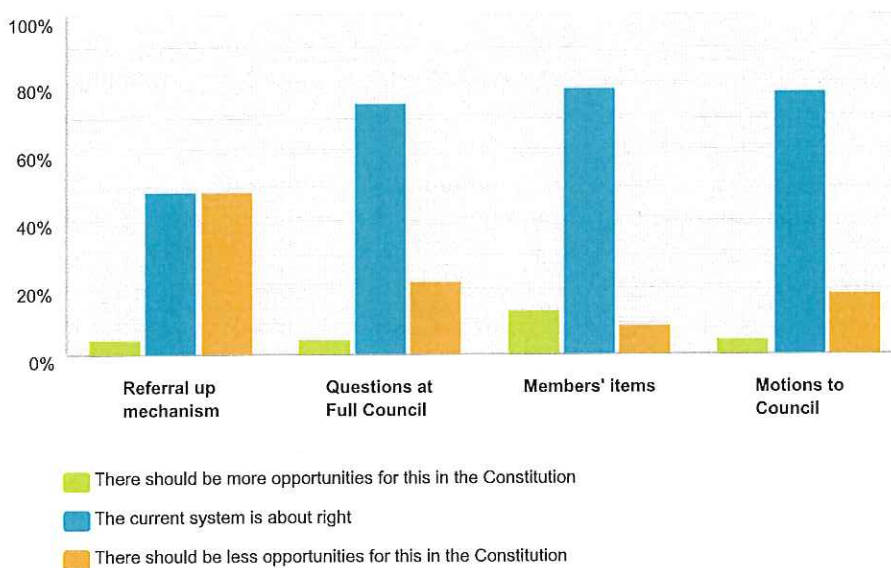
Both Housing and ARG work relatively well but some of our land and property rules are a little cumbersome.

There are too many reports that are just for information

Governance: Officers' Questionnaire

Q6 Considering the various opportunities to hold the administration to account, please tell us which of the following statements most closely matches your opinion: (Please tick one option on each row)

Answered: 23 Skipped: 2

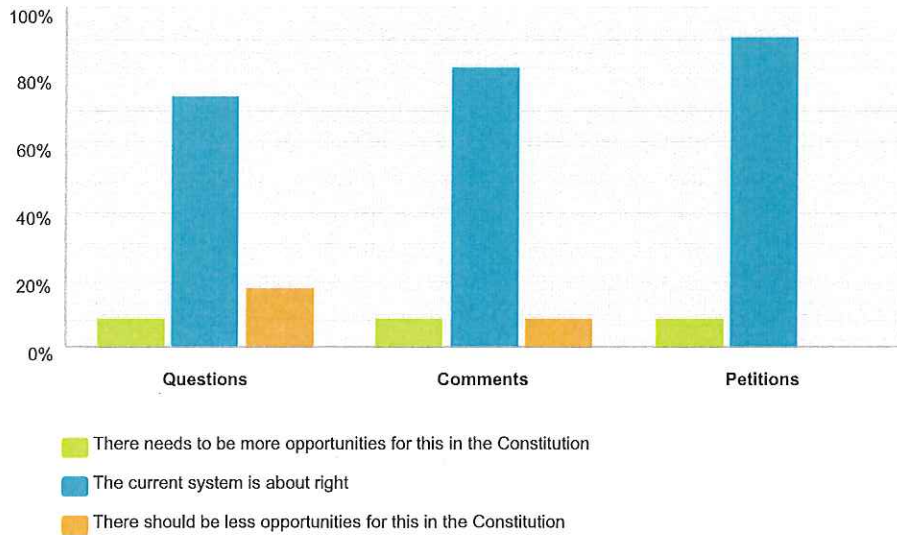


	There should be more opportunities for this in the Constitution	The current system is about right	There should be less opportunities for this in the Constitution	Total
Referral up mechanism	4.35% 1	47.83% 11	47.83% 11	23
Questions at Full Council	4.35% 1	73.91% 17	21.74% 5	23
Members' Items	13.04% 3	78.26% 18	8.70% 2	23
Motions to Council	4.55% 1	77.27% 17	18.18% 4	22

Governance: Officers' Questionnaire

Q7 In relation to the following opportunities for public participation and engagement, please tell us which statement you agree with most: (Please tick one option on each row)

Answered: 23 Skipped: 2

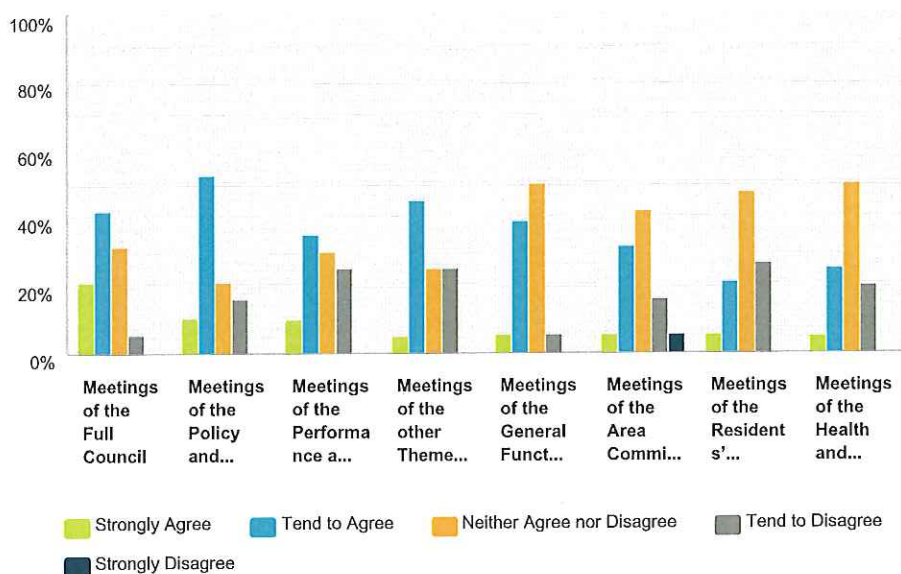


	There needs to be more opportunities for this in the Constitution	The current system is about right	There should be less opportunities for this in the Constitution	Total
Questions	8.70% 2	73.91% 17	17.39% 4	23
Comments	8.70% 2	82.61% 19	8.70% 2	23
Petitions	8.70% 2	91.30% 21	0.00% 0	23

Governance: Officers' Questionnaire

Q8 To what extent do you agree or disagree that the following committees have clear terms of reference? (Please tick one option on each row)

Answered: 21 Skipped: 4



	Strongly Agree	Tend to Agree	Neither Agree nor Disagree	Tend to Disagree	Strongly Disagree	Total
Meetings of the Full Council	21.05% 4	42.11% 8	31.58% 6	5.26% 1	0.00% 0	19
Meetings of the Policy and Resources Committee	10.53% 2	52.63% 10	21.05% 4	15.79% 3	0.00% 0	19
Meetings of the Performance and Contract Management Committee	10.00% 2	35.00% 7	30.00% 6	25.00% 5	0.00% 0	20
Meetings of the other Theme Committees	5.00% 1	45.00% 9	25.00% 5	25.00% 5	0.00% 0	20
Meetings of the General Functions Committee	5.56% 1	38.89% 7	50.00% 9	5.56% 1	0.00% 0	18
Meetings of the Area Committees	5.26% 1	31.58% 6	42.11% 8	15.79% 3	5.26% 1	19
Meetings of the Residents' Forums	5.26% 1	21.05% 4	47.37% 9	26.32% 5	0.00% 0	19
Meetings of the Health and Wellbeing Board	5.00% 1	25.00% 5	50.00% 10	20.00% 4	0.00% 0	20

Officers' Questionnaire

Q9 Please give reasons for your answer:

Answered: 15 Skipped: 10

Summary of points made in response

The current arrangements for public questions take a lot of officer time. I think that the system should be that the public ask the question and the answer is given at the meeting

There are a number of instances where the same decision could be taken by a number of different commissioning committees. For example section 75 agreements could be with P&R as a strategic partnership or with HWBB or with CELS/Adults and safeguarding committee.

HWBB remains problematic - lack of political balance means that the opposition have no ability to influence the commissioning decisions of the council in relation to public health except through health scrutiny.

The role of theme committees needs to be clarified in terms of strategy versus operations

Area committees and residents forums seem to occupy a potentially valuable space in terms of resident engagement, but do not appear to be operating effectively

Too much overlap between theme committees (inc P&R). For example, a proposal to build houses could be seen as housing or ARG, and the financial sign off is from P&R

While the TOR of PCM are clear, theme committee members clearly hanker after a performance review role

Performance being delinked from some of the theme committees appears to at times be a gap.

There is sometimes confusion about referring matters from one committee to another and where the proper place is to have debate on matters which impact on more than one committee area.

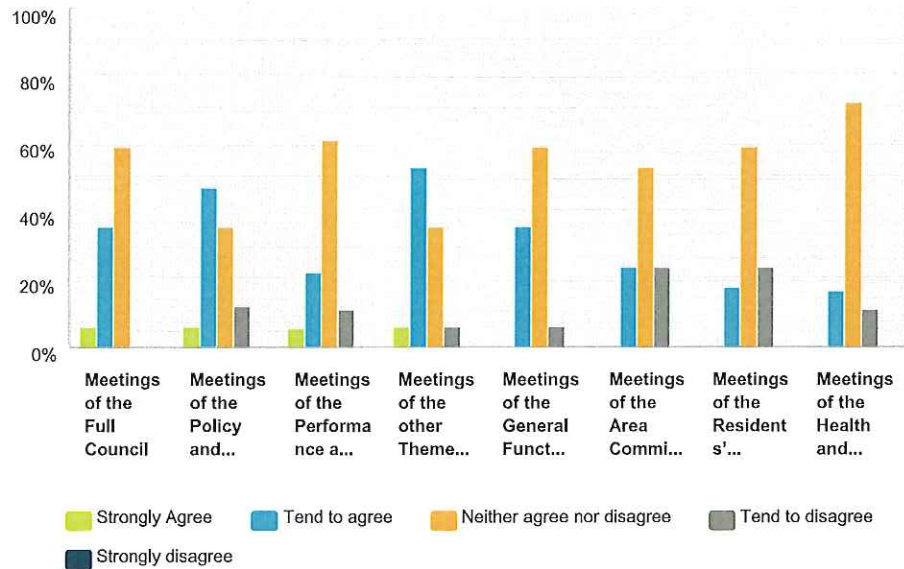
Theme committees only seem to be involved in a portion of the areas they cover. Performance is covered elsewhere, financial aspects are covered elsewhere and if it crosses over boundaries, P&R takes over

Trying to ensure that items only go to one committee is difficult within the current terms of reference therefore, although each committee may work on its own merits, not sure the whole system works.

Governance: Officers' Questionnaire

Q10 Overall, to what extent do you agree or disagree that the following committees work well? (Please tick one option on each row)

Answered: 19 Skipped: 6



	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Total
Meetings of the Full Council	5.88% 1	35.29% 6	58.82% 10	0.00% 0	0.00% 0	17
Meetings of the Policy and Resources Committee	5.88% 1	47.06% 8	35.29% 6	11.76% 2	0.00% 0	17
Meetings of the Performance and Contract Management Committee	5.56% 1	22.22% 4	61.11% 11	11.11% 2	0.00% 0	18
Meetings of the other Theme Committees	5.88% 1	52.94% 9	35.29% 6	5.88% 1	0.00% 0	17
Meetings of the General Functions Committee	0.00% 0	35.29% 6	58.82% 10	5.88% 1	0.00% 0	17
Meetings of the Area Committees	0.00% 0	23.53% 4	52.94% 9	23.53% 4	0.00% 0	17
Meetings of the Residents' Forums	0.00% 0	17.65% 3	58.82% 10	23.53% 4	0.00% 0	17
Meetings of the Health and Wellbeing Board	0.00% 0	16.67% 3	72.22% 13	11.11% 2	0.00% 0	18

Officers' Questionnaire

Q11 Please give reasons for your answer:

Answered: 9 Skipped: 16

Summary of points made in response

Performance and Contract Management Committee can sometimes stray into matters not within the terms of reference.

Policy and resources committee agenda contains items which are business type issues rather than matters which should be addressed by the councils most senior leaders.

Area forums have been going through period of transition and this will settle down, but other committees and policy and resources need to be using the area committees to support localism more.

It is not possible to treat the theme committees as a single group. Reports from other CDs suggest they have very different characters.

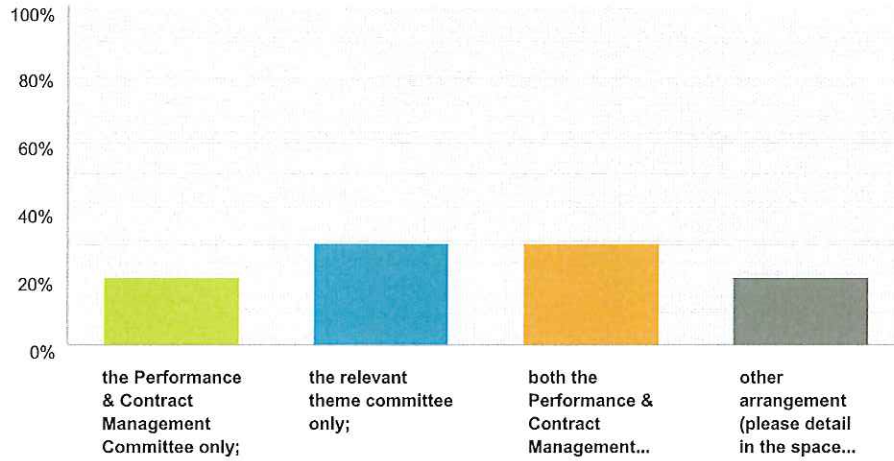
The call-over and briefing opportunities could be increased to enable the meetings to function better. politicians and officers will often see different priorities in an area and this issue can't really be avoided.

The P&CM has a scrutiny type of role, however committee members for this committee have expressed concern about how they can ensure the committee is effective.

Governance: Officers' Questionnaire

Q12 In relation to performance, do you think that performance information should be reported to....? (Please tick one option only)

Answered: 20 Skipped: 5

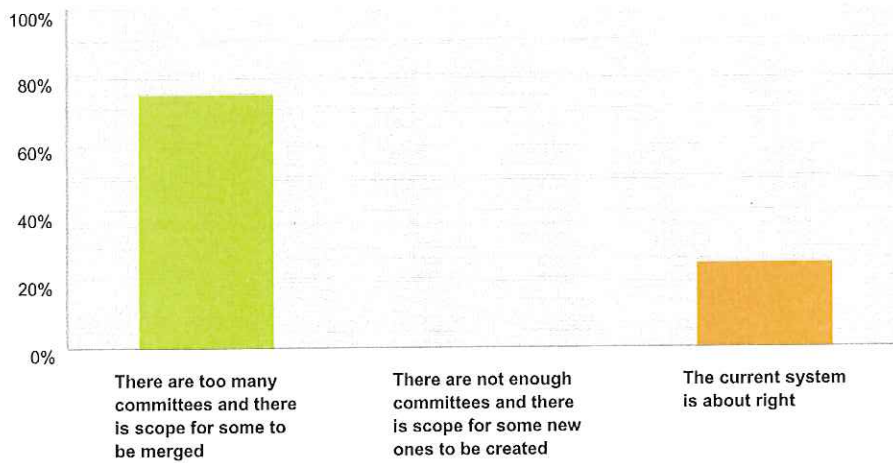


Answer Choices	Responses	
the Performance & Contract Management Committee only;	20.00%	4
the relevant theme committee only;	30.00%	6
both the Performance & Contract Management Committee and relevant theme committee; or	30.00%	6
other arrangement (please detail in the space provided below)	20.00%	4
Total		20

Governance: Officers' Questionnaire

Q13 Considering the current committee structure, please tell us which of the following statements most closely matches your opinion: (Please tick one option only)

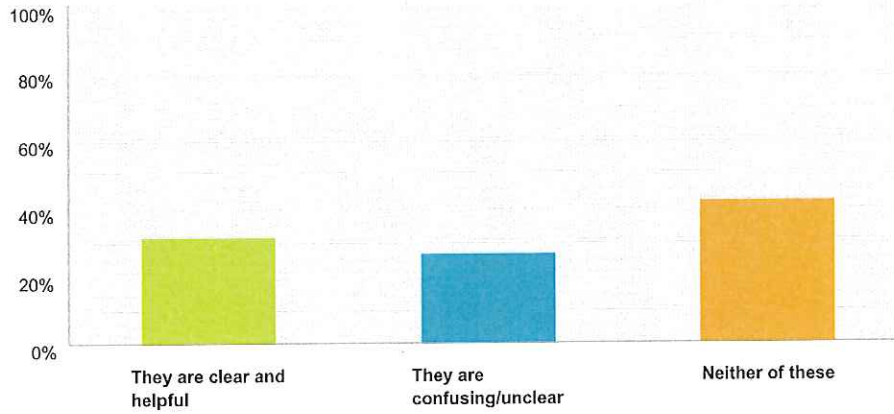
Answered: 20 Skipped: 5



Answer Choices	Responses	
There are too many committees and there is scope for some to be merged	75.00%	15
There are not enough committees and there is scope for some new ones to be created	0.00%	0
The current system is about right	25.00%	5
Total		20

Q14 In relation to Council Procedure Rules please tell us which statement you agree with most: (Please tick one option only)

Answered: 19 Skipped: 6

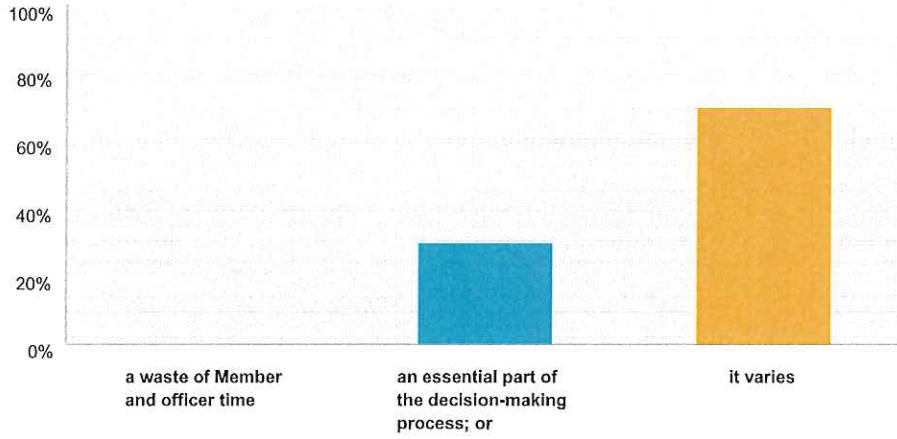


Answer Choices	Responses	
They are clear and helpful	31.58%	6
They are confusing/unclear	26.32%	5
Neither of these	42.11%	8
Total		19

Governance: Officers' Questionnaire

Q15 Do you think that the current system of pre-meeting and call-overs for committees is...? (Please tick one option only)

Answered: 20 Skipped: 5



Answer Choices	Responses	
a waste of Member and officer time	0.00%	0
an essential part of the decision-making process; or	30.00%	6
it varies	70.00%	14
Total		20

Officers' Questionnaire

Q16 Please give reasons for your answer:

Answered: 12 Skipped: 13

Summary of points made in response

Call overs should be held a few days in advance of the meeting so that if there are issues they can be addressed before the meeting.

These meetings are critical in order to ensure issues are fully understood prior to the committee debate.

Call over and pre meetings often go over the same issues. However there is a need to ensure that there are opportunities for effective engagement of the opposition in the work of the committee by officers which is supported and recognised by the administration.

There are too many meetings going over the same thing. Sometimes they are useful but they are usually duplicating discussions already had

Senior officers need to develop good working relationships with key committee members and should meet them regularly. They are also in event available to all members. If this works well there is less/no need for call overs.

Call overs three to four days after papers published work better than those immediately prior to meetings which are generally a waste of time.

Most call over meetings are helpful, however I believe that members of the Labour Party are sometimes concerned to raise matters in call over for fear that their "tactical" approach will be shared with the Conservative members.

You only need one or the other

The call-over with the opposition group seems a bit of a repetition of the pre-meeting which is held 1 week before

It can be very cumbersome and it is time consuming, particularly for officers who have remits that cut across committees. However, ensuring that members are fully briefed is crucial in this system, although can be disappointing when members do not make use of it.

Officers' Questionnaire

Q17 Are there any other issues relating to the working of the Committee system which you would like to raise?

Answered: 19 Skipped: 6

Summary of points made in response

Guidance is required on when DPRs are required

The role of partnership committees and decision-making processes.

The speaking arrangements for planning applications need to be clarified in respect of an application that is recommended for refusal. In particular when the applicant can speak.

The introduction of urgent items has been helpful.

The paper sign off process appears [as an outsider] bureaucratic and inflexible – it does not lend itself to efficient/nimble decision making.

Members' items take up a lot of officer time and there is often not enough time to prepare a briefing/info in time for the meeting because each member has his or her own item.

Too many committees with a lack of strategic focus and a risk of issues being siloed

Officers' Questionnaire

Q18 Are there any changes to the Constitution which you would like to see?

Answered: 19 Skipped: 6

Bring back the old Cabinet system, enabling Cabinet members to make delegated decisions much more

It needs to be tidied up significantly. It is not an easy document to follow or to find relevant information.

Need clarity on financial delegations.

Clarity about how referrals take place when they are from committees meeting after the publication of council papers.

The governance for section 75 should be made clearer.

More delegation to Chairs or reinstatement of lead Members

More delegated decisions

There should be a much clearer section setting out the role of the Lead Member for Children's Services in line with statutory guidance