

**SCRUTINY REVIEW PANEL 1 – 2013/2014 – GOVERNANCE  
INTERVIEWS – EALING COUNCIL’S CURRENT GOVERNANCE ARRANGEMENTS  
NOTES OF OUTSTANDING COUNCILLOR INTERVIEWS**

	<b>What in your opinion works well?</b>	<b>What in your opinion does not work well?</b>	<b>How is the public engaged?</b>	<b>How would you improve decision making?</b>
1.	<p>General:</p> <ul style="list-style-type: none"> <li>- Was previously a Committee Chair.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Came into being in 2000 and has simplified decision making;</li> <li>- Every Member gets the Cabinet papers;</li> <li>- Has broken down the barriers and for Departments to work together rather than separate entities e.g. the previous Education Committee, etc.;</li> <li>- The Leader/Deputy Leader of the Opposition and the Shadow Portfolio Holders can speak at Cabinet;</li> <li>- The Cabinet cannot be seen in isolation as the local authority governance should be seen in totality;</li> <li>- Collective responsibility.</li> </ul> <p>Cabinet Roles:</p> <ul style="list-style-type: none"> <li>- It is not difficult for anyone with</li> </ul>	<p>Committee System:</p> <ul style="list-style-type: none"> <li>- The old Committees System provided plenty of political theatre/heat as it allowed for a lot of debate but was very time consuming;</li> <li>- The vertical division of local authority work was the opposite of the present joined-up working;</li> <li>- There was a cycle of meetings and then went to Full Council;</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Limited scope to debate;</li> <li>- Maybe we haven't got everything right but the Cabinet system cannot be seen in isolation;</li> <li>- Need to refine the system by thinking how it can be made live and involving more backbench Members.</li> </ul> <p>Cabinet Roles:</p> <ul style="list-style-type: none"> <li>- Deputy – need to develop</li> </ul>	<p>General:</p> <ul style="list-style-type: none"> <li>- There are Annual Surveys;</li> <li>- The public can get involved in Cabinet, Scrutiny (evidence), Council (petitions), etc.;</li> <li>- The problem is empathy;</li> <li>- The Localism Act has created further opportunities for the public;</li> <li>- It is the perception of people that the decision making process is remote from them;</li> <li>- Often during canvassing, some people slam the door in the face of the politicians;</li> <li>- People don't come to the meetings;</li> <li>- We are a local authority in name only;</li> <li>- There are arbitrary controls on capital/ ring fencing, etc.;</li> <li>- Local schools, police, etc. should be addressed by the local Portfolio Holder at a local level and not remotely</li> </ul>	<p>Cabinet:</p> <ul style="list-style-type: none"> <li>- There should be greater participation of backbench Members.</li> </ul> <p>Number of Councillors:</p> <ul style="list-style-type: none"> <li>- Having 3 volunteers in a Ward is a blessing;</li> <li>- Just one volunteer would not be sufficient;</li> <li>- A local authority is not really local;</li> <li>- need better engagement with local people.</li> </ul>

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	<p>reasonable intelligence to get into this role after a year;</p> <ul style="list-style-type: none"> <li>- Roles as Deputies could be live;</li> <li>- Can get involved in debates within the Groups</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- A lot of debate takes place here and is often seen as ‘theatre’;</li> <li>- It is a vigorous structure;</li> <li>- Ensures accountability;</li> <li>- Complements other parts of the Council’s governance structures.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Works very well;</li> <li>- Scrutiny is more strident than the old Committee System;</li> <li>- A vital and essential structure;</li> <li>- It is a much improved and innovative structure;</li> <li>- Enables ‘blue sky’ thinking;</li> <li>- It involves all entities;</li> <li>- The key stakeholders are consulted on issues.</li> </ul>	<p>and refine this role;</p> <ul style="list-style-type: none"> <li>- Whether have access to the same information;</li> <li>- Will help to plug the gap;</li> <li>- Lack of involvement in the process.</li> </ul> <p>Overall Governance:</p> <ul style="list-style-type: none"> <li>- A problem emerges if we just take one body in isolation;</li> <li>- Should see this in totality my taking a macro view of the working of the whole borough.</li> </ul> <p>Regulatory/Planning Committees:</p> <ul style="list-style-type: none"> <li>- Some decisions can be controversial/very controversial;</li> <li>- Not aware of any gaping holes in the way in which these function.</li> </ul> <p>Call-ins:</p> <ul style="list-style-type: none"> <li>- Need to ensure this process is not over-used or abused;</li> <li>- These should be for</li> </ul>	<p>by Westminster or Brussels.</p>	

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	<p>Call-ins:</p> <ul style="list-style-type: none"> <li>- Attended the one for library issues which were debated at various levels e.g. Cabinet, Scrutiny, Full Council, etc.</li> </ul> <p>Regulatory/Planning Committees:</p> <ul style="list-style-type: none"> <li>- These are quasi legal bodies;</li> <li>- Have been a Member of the Planning Committee but not the Regulatory Committee;</li> <li>- Members have to abide by the legal requirements so are not subject to whipping;</li> <li>- These Committees have a large interface with the public in licensing and granting permissions for their homes/ business, etc.</li> </ul> <p>Neighbourhood Ward Forums:</p> <ul style="list-style-type: none"> <li>- These are a success story;</li> <li>- Focus in the heart of the community;</li> <li>- Managed and bite size;</li> <li>- Minimal cost per Ward at a budget of £37,500 per annum</li> </ul>	<p>pragmatic reasons, in the interest of the borough, etc. and not for political reasons;</p> <ul style="list-style-type: none"> <li>- Voting patterns tend to be along political lines;</li> <li>- The intention of the system was not to be political.</li> </ul>		

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	for small projects.			
2.	<p>General:</p> <ul style="list-style-type: none"> <li>- Joined in 2002 so have not been on a Council with a Committee System;</li> <li>- Never had any training for being the Leader but luckily had a very good mentor (Simon Milton) from Westminster;</li> <li>- As a Leader, my biggest issue was officers – being able to understand and work with them effectively;</li> <li>- Have not been involved in the Regulatory and Licensing Committees;</li> <li>- Now a humble backbencher on a couple of Committees so no real main role to play.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Better debates – more topical;</li> <li>- The public element (petitions) has got better;</li> <li>- The public questions work the best;</li> <li>- Supplementary questions can</li> </ul>	<p>Committees:</p> <ul style="list-style-type: none"> <li>- Did observe the previous Transport Committee and found everything then went to Council so decision making became a very slow process.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Is the least productive area of the Council;</li> <li>- Lengthy meetings led to the introduction of the guillotine;</li> <li>- Needs to be tidied up;</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- A cross-party body gives a ‘free hit’;</li> <li>- In this Council, we often feel that if earlier pre-scrutiny has not been undertaken then people who attend Cabinet want to make a point;</li> <li>- Ward Councillors not having a right to speak at Cabinet;</li> <li>- One cannot criticise the Cabinet process and then not exercise ones right;</li> </ul>	<p>General:</p> <ul style="list-style-type: none"> <li>- There are various avenues for people to get involved;</li> <li>- People have got ‘lives’ so don’t get involved unless they need to.</li> </ul>	<p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Mentors for Portfolio Holders would be helpful;</li> <li>- Need to have a clear role for Deputies which should be written in the constitution.</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Need to bring in external trainers to train Members;</li> <li>- Need to give a proper reason(s) for why an application is rejected;</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- Would be useful to look at more strategic things that span several Wards;</li> </ul>

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	<p>be more challenging;</p> <ul style="list-style-type: none"> <li>- I am surprised more people don't just ask questions as petitions require lots of signatures;</li> <li>- Parts of the Council hold the Administration to account;</li> <li>- The ballot is free of the Whips;</li> <li>- Some important papers e.g. Borough Plan don't get sufficient debate.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Cabinet does work when you are in control;</li> <li>- Need to get the business done so it is useful to have such a body;</li> <li>- The present Leader allows people to speak at the meetings;</li> <li>- The quality of the decision is important;</li> <li>- Having Deputies is a good way to assess individuals and for them to learn the way in which the Council works.</li> </ul>	<ul style="list-style-type: none"> <li>- Had the Deputies for two years but never quite got this right – some relationships worked well whilst others didn't work as well due to different personalities. However, it can work as other Councils do this quite successfully;</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Personalities can play a crucial role. The Chair is often selected on a political basis and not necessarily on ability;</li> </ul> <p>Call-ins:</p> <ul style="list-style-type: none"> <li>- Weakness – Members don't always know their stuff;</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- As of now Planning is in trouble;</li> <li>- The reputation is not good;</li> <li>- The broad perception is that Members rubberstamp the officer recommendations;</li> </ul>		

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	<p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Productive work is done in the Scrutiny Committees;</li> <li>- Enjoyed serving on the Ealing Riots Panel – Members were engaged;</li> <li>- It was a short constructive Panel;</li> <li>- The Overview and Scrutiny Committee works well and is given the due respect;</li> <li>- A good testing ground in assessing whether the Chair can control a meeting, etc.;</li> </ul> <p>Call-ins:</p> <ul style="list-style-type: none"> <li>- Do like the Call-in process – at one time we even had a separate Scrutiny Panel dealing with this;</li> <li>- Have to respect this and take it seriously;</li> <li>- Things were not always black and white as one had thought so important that these are picked up at call-in;</li> <li>- Strength – even the Administration accepts to look</li> </ul>	<ul style="list-style-type: none"> <li>- The change in membership currently is not the best;</li> <li>- There is a personality problem and a number of people who do not know planning law can make decisions on a whim;</li> <li>- Therefore, officers are very strong;</li> <li>- Internal training sessions are not sufficient;</li> <li>- The Oaks Project, for example, was on the agenda with lots of other items so did not get well debated – had good opposition speakers but went through on vote. So the public was angry at the outcome.</li> </ul> <p>Number of Councillors:</p> <ul style="list-style-type: none"> <li>- Presently, there are lots of Councillors who are not engaged;</li> <li>- Perhaps there should be two Councillors per Ward.</li> </ul>		

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	<p>at things again;</p> <ul style="list-style-type: none"> <li>- On balance, this Administration has got it right;</li> <li>- The GLA is now moving to have Ad Hoc Panels;</li> <li>- I prefer the Specialist Panels but need to have the right Members on a Panel;</li> <li>- Over the years, some very good stuff has come out of the Scrutiny Panels.</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- I enjoy Planning;</li> <li>- Cllr Ian Potts and Cllr John Popham are very good on this Committee;</li> <li>- Allowing the public to speak at these meetings is a good thing;</li> <li>- The Chairs have been flexible in allowing people from both sides of the argument to speak;</li> <li>- The Arcadia Centre and Dickens Yard were unpopular decisions but are good examples of issues that were</li> </ul>			

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	<p>well debated.</p> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- I like these;</li> <li>- Previously used to get about 40-45 people but nowadays get about 20-25, mostly regulars;</li> <li>- Tend to discuss local matters that are relevant to the Ward;</li> <li>- It does test the Councillors’ knowledge of their areas;</li> <li>- Have not had any groups wanting to takeover.</li> </ul>			
3.	<p>General:</p> <ul style="list-style-type: none"> <li>- Ealing Council’s strength is its robust political structure, challenge and debate (have been seeing this at Scrutiny and Council).</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Should retain its debating role;</li> <li>- Best debate was on Council Tax and Budgets;</li> <li>- I enjoy the Shadow Budget Portfolio Speech (10 minutes) as 3 minutes are not sufficient</li> </ul>	<p>Council:</p> <ul style="list-style-type: none"> <li>- It doesn’t really work;</li> <li>- Works at a pantomime level;</li> <li>- Limiting speech is a major issue – limiting/guillotining the debate at 3 minutes is meaningless;</li> <li>- Does not make enough decisions – outcomes in terms of policy;</li> <li>- Questions involving the public would change the nature of what Council is all about as there are other</li> </ul>	<p>Planning:</p> <ul style="list-style-type: none"> <li>- Could manage large applications better e.g. the Havelock Estate Project is massive (Will have 1,000 homes and take 10 years to complete) yet we only had a visit and an hour’s debate on it;</li> <li>- The Arcadia Project was better debated and involved the public much more;</li> <li>- The public feels disfranchised e.g. for the</li> </ul>	<p>Council:</p> <ul style="list-style-type: none"> <li>- To be more effective, the live debate should be televised on the Council’s website, YouTube, etc.;</li> <li>- Should close down at 1.30am;</li> <li>- Need to have shorter more relevant agendas but lengthen the duration for debate.</li> </ul> <p>Cabinet:</p>

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	<p>for this.</p> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- The Overview and Scrutiny Committee is one of the few bodies that half serves it functions;</li> <li>- OSC does work;</li> <li>- Other Panels work well if there is a good Chair and the topic is right e.g. Cllr Phil Taylor was a good Chair of the CPZ Panel which had a lot of public interest so the Panel came up with some very useful recommendations.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- Have only been to my own Ward Forum;</li> <li>- The Northfields Ward Forum is well advertised with meetings rotated around the Ward;</li> <li>- The Council and the Ward Councillors widely advertise the meetings to the residents and residents’ associations, residents via email and</li> </ul>	<p>means for the public to be involved;</p> <ul style="list-style-type: none"> <li>- Council Questions – with the present format the Portfolio Holders can get away with dodging some questions;</li> <li>- Would be more powerful if one is expected to obey;</li> <li>- The Mayor should exercise more authority to ensure that we get full answers from the Portfolio Holders.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- From the Opposition’s point of view and anybody outside the Executive, this is a meaningless exercise;</li> <li>- Colleagues tend not to challenge other colleagues;</li> <li>- There is no debate;</li> <li>- It is just a rubberstamping exercise.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- The weakness of the Scrutiny Committees is that these are dominated by the majority</li> </ul>	<p>Oaks Project about 68 people could not get into the Council Chamber for the meeting.</p>	<ul style="list-style-type: none"> <li>- Should make it into a Joint Committee by joining it up with the Shadow Cabinet;</li> <li>- Could do away with it and go back to the old Committee System where all Committees then go to Council;</li> <li>- Should make Cabinet more competitive as a decision making body;</li> <li>- The Opposition Councillors should get more help from the officers.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Scrutiny should have a reverse proportionality of Members on these Committees to be more effective;</li> <li>- The Chairs should be selected appropriately for the job and not for political reasons;</li> <li>- Scrutiny holds the</li> </ul>

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	<p>newsletters;</p> <ul style="list-style-type: none"> <li>- It is down to the Councillors to drive up attendance at these meetings – we have got about 700 email addresses;</li> <li>- We usually get about 60 people in attendance at a meeting as we work hard to engage the local people;</li> <li>- We try and make the agendas relevant to the local people e.g. CPZ, planning process, etc. so it is a good formula that works.</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- I like Planning and think it works well;</li> <li>- It is guided by policy and depends on how good the Committee is;</li> <li>- Can sometimes make controversial decisions.</li> <li>- As a Councillor, my views carry more weight at this Committee than at any other that I sit on.</li> </ul>	<p>party;</p> <ul style="list-style-type: none"> <li>- The Chairs are often selected for political reasons.</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Criticisms are levelled at the planning reports which can be very poor;</li> <li>- I wish I had more powers as a Councillor but am pleased that my views are held in some esteem on this Committee.</li> </ul>		<p>Executive to account so need to beef up OSC to enable it to do this more efficiently.</p> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- Would like to see the S106 monies considered at this level so the community gets to decide where and how it should be spent.</li> </ul> <p>Number of Councillors:</p> <ul style="list-style-type: none"> <li>- Most Councillors work full time so to cut the numbers we would need to make the Councillor role full time and pay a proper wage or just take on retired people;</li> <li>- Need to structure the Committees to accommodate the existing number of Councillors e.g. we do a lot less scrutiny now;</li> <li>- Sitting on a Council</li> </ul>

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	<p>Regulatory/Licensing: - Have not been involved with either of these two Committees.</p>			<p>Committee is only about a third of a Councillor’s role as they also attend other meetings e.g. residents associations, hold surgeries, undertake case work, etc.;</p> <ul style="list-style-type: none"> <li>- 3 volunteer people per Ward is adequate;</li> <li>- If the Wards are made larger but have 3 Councillors per Ward then this could work – perhaps there could be 16 larger Wards instead of the present 23;</li> <li>- The Southall Gasworks Development is likely to create a new Ward in the borough;</li> <li>- Proportional representation will be coming to Local Government – the population has increased by about 35,000 in the last 7 years and in the next 5 years is likely to</li> </ul>

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				increase by another 40,000.
4.	<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>- A good opportunity to raise topical issues;</li> <li>- Tends to attract media attention;</li> <li>- Having petitions works quite well;</li> <li>- The mingling of Councillors over a beer in the Mayor’s Parlour after the meetings is a good thing to have.</li> </ul> <p><b>Cabinet:</b></p> <ul style="list-style-type: none"> <li>- It provides an opportunity to have a grumble but only rarely do things actually get changed.</li> </ul> <p><b>Scrutiny:</b></p> <ul style="list-style-type: none"> <li>- Some Panels work well and there have been some good outcomes from these;</li> <li>- There is a willingness by the Administration to implement scrutiny recommendations;</li> <li>- Pre-scrutiny can work well.</li> </ul>	<p><b>Council:</b></p> <ul style="list-style-type: none"> <li>- Harder to get topical items debated;</li> <li>- Motions used to be raised earlier and earlier;</li> <li>- Motions/Questions have no public engagement;</li> <li>- Sometimes the Portfolio Holder does not answer the Councillor Questions or can be too long reading out an officer written response. The Mayor needs to be firmer on this. Could have a time limit of 3 minutes as this would accommodate a political and factual answer;</li> <li>- The Liberal Democrats don’t get sufficient time during the debates although they tend to get the same share of the time in moving a motion.</li> </ul> <p><b>Cabinet:</b></p> <ul style="list-style-type: none"> <li>- Decisions are mostly made much earlier in the process</li> </ul>	<p><b>Call-in:</b></p> <ul style="list-style-type: none"> <li>- The public should be given time to speak at these – 3 minutes to get their points across plus additional time for questions and answers seem reasonable.</li> </ul> <p><b>Planning:</b></p> <ul style="list-style-type: none"> <li>- Having public speaking rights at these meetings is a good thing;</li> <li>- For large development proposals it is good to have several speakers from different aspects e.g. heritage, noise, developer, etc.</li> </ul> <p><b>Ward Forums:</b></p> <ul style="list-style-type: none"> <li>- Need to try and get more people to these meetings by increasing publicity e.g. leaflets, posters, etc.</li> </ul>	<p><b>Council Structures:</b></p> <ul style="list-style-type: none"> <li>- The Localism Act allows flexibility in structuring the Council e.g. having a hybrid structure whereby each Portfolio Holder has a cross-party Committee each with a majority of Councillors still from the majority party.</li> </ul> <p><b>Cabinet:</b></p> <ul style="list-style-type: none"> <li>- The Leader of the Liberal Democrats can ask questions but it would be helpful to also allow other Councillors to do so.</li> </ul> <p><b>Planning:</b></p> <ul style="list-style-type: none"> <li>- To eradicate the negative perception a solution could be to have a ‘Chinese wall’ within the Planning Department so that the section dealing with the developers, etc.</li> </ul>

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	<p>Call-in:</p> <ul style="list-style-type: none"> <li>- These are mostly for controversial issues;</li> <li>- Sometimes picks up things that the Members of the Majority Party then accept leading to them making changes to their decisions;</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Ward Member speaking works well.</li> </ul> <p>Licensing:</p> <ul style="list-style-type: none"> <li>- Don't sit on this Committee;</li> <li>- Presently, there is a pool of 15 Councillors and meetings are held in the day time so it could be even more difficult to arrange if the number of Councillors is reduced.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- Initially, I was sceptical about getting rid of the previous Area Committees but now find that the Ward Forums work quite</li> </ul>	<p>so it is often too late to influence/change them at these meetings;</p> <ul style="list-style-type: none"> <li>- Very few members of the public have full knowledge of what the Council or Cabinet does;</li> <li>- Only a tiny number of people are aware of what Cabinet does.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- The Liberal Democrats used to get a Vice Chairmanship in the past when there were more Scrutiny Panels but this no longer happens as the Chair/Vice Chair positions are now allocated proportionate to the political set-up.</li> </ul> <p>Call-in:</p> <ul style="list-style-type: none"> <li>- People tend to make comments with their Party hats on.</li> </ul> <p>Planning:</p>		<p>is not the section presenting the report to the Committee;</p> <ul style="list-style-type: none"> <li>- The officers should not make any recommendations in the reports. These should be left for the Committee to do at the end of their hearing. This happens in some other local authorities;</li> <li>- The Committee should decide the reasons for the refusals and make these explicit especially if the Council then has to defend the position in an Appeal.</li> </ul> <p>Number of Councillors:</p> <ul style="list-style-type: none"> <li>- Reducing the numbers would entail making the Wards larger;</li> <li>- It would make it more difficult for the smaller parties as there would be reduced opportunities and</li> </ul>

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	<p>well;</p> <ul style="list-style-type: none"> <li>- Generally, more people are engaged at this level than with the Council as a whole;</li> <li>- Not ideal but engages people well compared to some other Council structures;</li> <li>- We tend to rotate the Chairmanship which works well especially as ours is a split Ward.</li> </ul>	<ul style="list-style-type: none"> <li>- There are lots of problems with Planning;</li> <li>- The Planning meetings are held in the Council Chamber but for larger projects that are of public interest e.g. the Oaks Development the hearing should be held in a larger room to allow more people to attend the meeting;</li> <li>- Although Councillors are not whipped on Planning issues there often is a tendency that they vote similarly to their Party colleagues;</li> <li>- Public perception is that officers take a long time to explain the reports in trying to support their recommendations whereas the rest get a lot less time which can then appear to be a bias towards the officers;</li> <li>- Public perception is also that the officers are on the side of the Developer.</li> </ul> <p>Ward Forums:</p>		<p>make the larger parties more dominant;</p> <ul style="list-style-type: none"> <li>- It would make the Council less representative.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- Some of the mainstream Council functions e.g. street repairs (by scrapping the scoring system), CPZ consultations, etc. should be devolved to Ward level;</li> <li>- Each Ward should then be given 1/23<sup>rd</sup> of the associated budgets to carry out any such works;</li> <li>- However, a central contingency budget for emergencies should be retained.</li> </ul>

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		<ul style="list-style-type: none"> <li>- Can often take a long time to make a decision and get it implemented;</li> <li>- The informal process before the formal decision is taken can take a long time depending on which officers are involved.</li> </ul>		
5.	<p>Council:</p> <ul style="list-style-type: none"> <li>- State of the Borough is a good debate;</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- I think it works better than a Committee System as papers are read and debated much better;</li> <li>- Chairs of OSC, Planning, Regulatory and Portfolio Holders get first sight of Cabinet papers. Some papers get pulled at this early stage;</li> <li>- The papers then go to the Full Group for debate;</li> <li>- Rights to speak but not debate;</li> <li>- Cabinet is at the ‘top of the pyramid’ as debate has</li> </ul>	<p>Council:</p> <ul style="list-style-type: none"> <li>- Can’t tell you what the purpose of the Full Council is;</li> <li>- Some reports that we nod through are of much more importance;</li> <li>- Some items need more debate;</li> <li>- The public petitions/ questions are often ‘planted’ so loses its value;</li> <li>- I don’t understand why the Opposition has 3 Councillor Questions;</li> <li>- We try to make the motions directly relevant to Council business but sometimes this is not successful;</li> <li>- Have not had a decent debate for a long time on</li> </ul>	<p>Cabinet:</p> <ul style="list-style-type: none"> <li>- The present Leader is quite generous compared to the previous Leader in allowing speaking during Questions.</li> </ul> <p>Planning Committee:</p> <ul style="list-style-type: none"> <li>- Public perceive it with total lack of interest unless for large projects where these are well orchestrated by people who are against a development.</li> </ul> <p>Licensing Committee:</p> <ul style="list-style-type: none"> <li>- Often people don’t understand the strict rules under which we have to operate the Licensing/Planning</li> </ul>	<p>Council:</p> <ul style="list-style-type: none"> <li>- I would reduce the number of Council Questions to 4. Answers are prepared by officers and some Councillors go off the script but in the main keep to it.</li> <li>- Reverse proportionality – the Liberal Democrats get more time for their numbers due to the amendments;</li> <li>- Reports should be looked at before motions;</li> <li>- Debate rather than nod the items through at the drop of the guillotine;</li> <li>- Need to get rid of the Mayor (including car,</li> </ul>

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	<p>happened in the earlier processes. This also brings the items into the public domain so the press can pick these up if necessary;</p> <ul style="list-style-type: none"> <li>- Questions of the Opposition get answered;</li> <li>- Things do get taken back from Cabinet;</li> <li>- There is more challenge of officers in the Cabinet structure.</li> </ul> <p>Planning Committee:</p> <ul style="list-style-type: none"> <li>- Is a super Committee and good fun;</li> <li>- As a Councillor can ‘grand stand’ for one’s residents;</li> <li>- Ensuring that the Councillors on the Committee should know the rules and work to these.</li> </ul> <p>Licensing Committee:</p> <ul style="list-style-type: none"> <li>- Occasionally get people attending these.</li> </ul> <p>Ward Forums:</p>	<p>some issues e.g. transport, housing supply, academies, free schools, etc.;</p> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Difficult to have a debate of the numerous items;</li> <li>- The quality and length of the papers is not good.</li> </ul> <p>Number of Councillors:</p> <ul style="list-style-type: none"> <li>- I think we have too many Councillors;</li> <li>- However, the Licensing Committee has to have a minimum of 15 Councillors and the meetings take place in the daytime.</li> </ul> <p>Committee System:</p> <ul style="list-style-type: none"> <li>- ‘Silo’ mentality as debate only at that Committee.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- We don’t seem to make best use of Scrutiny;</li> <li>- The Scrutiny Committees are too big because there are too</li> </ul>	<p>Committees.</p>	<p>staff, etc.) as the main purpose is raising money for charity.</p> <ul style="list-style-type: none"> <li>- If Minority Administration/ Coalition Administration then proportionality should be applied;</li> <li>- If Call-in, OSC could refer matters to Council instead of Cabinet. This would give far more purpose to Council.</li> </ul> <p>Number of Councillors:</p> <ul style="list-style-type: none"> <li>- We could have 48 Councillors either 3 Councillors per Ward in fewer Wards or 2 Councillors per existing Wards;</li> <li>- The need to find more money for allowances for Councillor attendance at daytime meetings.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Scrutiny Committees should be smaller in size.</li> </ul>

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	<ul style="list-style-type: none"> <li>- Work far better than the old Area Committees;</li> <li>- Councillors are more involved;</li> <li>- In the main use the money for useful small projects within the Wards.</li> </ul>	<p>many backbench Councillors on them;</p> <ul style="list-style-type: none"> <li>- OSC is the final challenge for the Cabinet.</li> </ul> <p>Planning Committee:</p> <ul style="list-style-type: none"> <li>- Concern for Councillor safety limits the use of other larger rooms in the Ealing Town Hall.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- Can be slow in implementing some of the small projects and the public often don't understand the necessary timescales especially of traffic related projects.</li> </ul>		<p>Planning Committee:</p> <ul style="list-style-type: none"> <li>- Could have these webcamed so that people in other rooms can also view the proceedings.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- More devolvement of money on road issues e.g. more money should be spent on the footway rather than on the carriageway;</li> <li>- More money should be devolved from capital to revenue budgets;</li> <li>- Money should just be seen as 'money' and have flexibility on the Ward's priorities e.g. youth projects, etc.</li> </ul>