

**SCRUTINY REVIEW PANEL 1 – 2013/2014 – GOVERNANCE  
EALING COUNCIL’S CURRENT GOVERNANCE ARRANGEMENTS  
COUNCILLOR/EX-COUNCILLOR INTERVIEW NOTES**

|    | <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>Regulatory Committee:</p> <ul style="list-style-type: none"> <li>- Diverse agenda but deals with this quite well;</li> <li>- Mostly items dealt within one meeting;</li> <li>- Items mainly straight forward;</li> <li>- Need to understand legislation, etc.;</li> <li>- Have to be interested and engaged in the process;</li> <li>- Fine if you know what you are doing;</li> <li>- Like Planning, the Regulatory Committee is independent;</li> <li>- Impartiality lends itself well to a separate committee.</li> </ul> <p>Licensing Committee:</p> <ul style="list-style-type: none"> <li>- Has training sessions that are useful;</li> <li>- Has a pool of people to</li> </ul> | <p>Contribution:</p> <ul style="list-style-type: none"> <li>- Not everyone gets involved/engaged;</li> <li>- Some Members may just have been put there to make up the numbers;</li> <li>- Some Members could be more involved due to the legislative nature.</li> </ul> <p>Licensing:</p> <ul style="list-style-type: none"> <li>- Daytime meetings as existing licensees are mainly working in the evenings;</li> <li>- Meetings can run from 1½-5 hours.</li> <li>- Appeals are to Magistrates Court who tend to review the process;</li> <li>- The Council often cannot deliver what the public wants;</li> <li>- Let down by Licensing Team as officers not very experienced;</li> </ul> | <p>Regulatory:</p> <ul style="list-style-type: none"> <li>- Limited public involvement;</li> <li>- Some matters e.g. footpath issues, road stopping, village green (common land) tend to have more public interest as people seeking protection in these areas – therefore a good debate ensues on such matters;</li> <li>- The public may be disillusioned if they don’t get what they want.</li> </ul> <p>Licensing:</p> <ul style="list-style-type: none"> <li>- The process is reasonable and allows this;</li> <li>- People disillusioned with the licensing process.</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Generally, we only tend to advertise the minimum statutory requirement e.g. small signs in the window of the affected premises so these</li> </ul> | <p>LDF could be signed off formally by the Regulatory Committee.</p> <p>Planning and Licensing Committees must run in parallel.</p> <p>National Legislation – Council should have a role in influencing the Central Government.</p> <p>Better advertisements of planning and licensing applications.</p> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Better training required;</li> <li>- Better officer reports needed;</li> <li>- Need to be able to speak with the relevant officers on issues.</li> </ul> <p>Regulatory:</p> <ul style="list-style-type: none"> <li>- Need to get people more interested.</li> </ul> <p>Licensing:</p> |

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|  | <p>sit on the Sub Committees;</p> <ul style="list-style-type: none"> <li>- There are few appeals and not many appealed successfully therefore process deemed to be successful.</li> </ul> <p>Planning Committee:</p> <ul style="list-style-type: none"> <li>- Get officer recommendations in reports;</li> </ul> <p>Area Committees:</p> <ul style="list-style-type: none"> <li>- Think these worked well e.g. West Ealing.</li> </ul> | <ul style="list-style-type: none"> <li>- Unlike planning reports do not get any recommendations from officers.</li> </ul> <p>Local Development Framework (LDF):</p> <ul style="list-style-type: none"> <li>- character appraisals of areas e.g. conservation areas are not done very well compared to some other local authorities;</li> <li>- LDF used as guidance by officers;</li> <li>- Regulatory Committee has not been involved in the new LDF.</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Regulatory oversees the operation of the planning process;</li> <li>- Number of appeals are low and successful appeals are relatively low;</li> <li>- Planning Service does not serve the public well;</li> </ul> | <p>don't get much noticed.</p>    | <ul style="list-style-type: none"> <li>- More training and qualifications for Members as very few Councillors are qualified in this area;</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Is more effective.</li> </ul> |

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|  |   | <ul style="list-style-type: none"> <li>- A good service is not being delivered;</li> <li>- Fewer training sessions;</li> <li>- Planning is a statutory consultee but often do not get detailed information;</li> <li>- Some officers don't like to engage with people (hide behind voicemail);</li> <li>- Members and the public don't like this as often don't get a timely and adequate response back.</li> </ul> <p>Gambling Act:</p> <ul style="list-style-type: none"> <li>- Children's Services consulted but do not respond as feel that it is not their role.</li> </ul> <p>Planning and licensing applications are not well advertised.</p> <p>Shadow Cabinet:</p> <ul style="list-style-type: none"> <li>- Has limited influence;</li> <li>- No influence on Cabinet –</li> </ul> |                                   |   |

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|  |   | <p>can make a statement and told to ask questions of officers outside of the meeting;</p> <ul style="list-style-type: none"> <li>- Although can Call-in decisions often difficult for Scrutiny to turn these decisions.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Is very much a ratification process;</li> <li>- The law has forced the Cabinet to have public meetings (at first only Councillors could attend but not speak and then the Public could also attend);</li> <li>- Not a successful means of engaging the public as no debate, etc.;</li> <li>- Could be a committee instead.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Is a waste of time;</li> <li>- Debate is mostly criticising</li> </ul> |                                   |   |

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|    |  | <p>the opposition as decent debate is about changing the opinion of others.</p> <p>Neighbourhood Wards:</p> <ul style="list-style-type: none"> <li>- Generally low numbers but better attendance if it is a controversial subject;</li> <li>- If Councillors make themselves available normally then less individual issues are referred at these meetings.</li> </ul>       |  |  |
| 2. | <p>General:</p> <ul style="list-style-type: none"> <li>- Have sat on various committees in the last 10 years e.g. Audit, Standards, Pensions and have found that these tend to have better discussions;</li> <li>- People are likely to know what they are talking about and so get better decisions.</li> </ul> | <p>General:</p> <ul style="list-style-type: none"> <li>- Not everyone participates actively in the discussions;</li> <li>- Some Members are there just to make up the numbers;</li> <li>- Only one Liberal Democrat Member to balance the numbers.</li> </ul> <p>Training:</p> <ul style="list-style-type: none"> <li>- People often don't attend these sessions.</li> </ul> | <p>Planning:</p> <ul style="list-style-type: none"> <li>- Public may not like some decisions but these have to be granted as not unlawful (rule of the law has to be applied);</li> <li>- Usually 3 minutes allowed for a member of the public to speak and 5 minutes for Ward Councillors but rules allow for more;</li> <li>- Unlike at Scrutiny Panels then cannot ask questions of applicants, objectors or</li> </ul> | <p>General:</p> <ul style="list-style-type: none"> <li>- Training is essential especially on Committees such as Audit, Pensions, Licensing, Planning, etc.</li> <li>- Training should be provided to all new Councillors.</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- It is important that people understand the basic principles as that is law;</li> <li>- Need to allow sufficient time</li> </ul> |

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|  | <p>Planning:</p> <ul style="list-style-type: none"> <li>- There are 13 Members;</li> <li>- The Tories are inclined to put Members to get an even spread across the borough so get better decisions this way;</li> <li>- We do not take whips on Planning Committees;</li> <li>- Members tend to have similar views and this denotes the understanding of the law;</li> <li>- Councillors can support applicants against the officer recommendations.</li> </ul> <p>Regulatory:</p> <ul style="list-style-type: none"> <li>- This is a Supervisory Committee and a Member cannot sit on own Ward issues.</li> </ul> | <p>Planning:</p> <ul style="list-style-type: none"> <li>- Tends to get more political nearer elections (can we find any grounds that we can agree on).</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Cabinet is not a Committee so we don't get the same discussion as a Committee;</li> <li>- In a Committee system people on the Committee could force a discussion and public could participate;</li> <li>- Cabinet meets once a month but we met 10 times a year;</li> <li>- Poor decisions;</li> <li>- Less discussion;</li> <li>- Does not give backbenchers the opportunity to participate and specialise in areas;</li> <li>- Training used to be</li> </ul> | <p>Councillors so have to ask officers;</p> <ul style="list-style-type: none"> <li>- Have to ensure everything stacks up so that it cannot be challenged in court;</li> <li>- If officers had more time then there would be the ability to deal with issues that are more understandable to the public;</li> <li>- The law says that an applicant has perfect right to discuss with the Planning Department so this is often seen as collusion by the public;</li> <li>- Public can be frustrated if phones not answered, emails not responded to, etc.</li> </ul> <p>Licensing:</p> <ul style="list-style-type: none"> <li>- Public may not understand;</li> <li>- Less emotional than Planning Committee meetings;</li> <li>- Fewer people attend than at Planning Committees;</li> <li>- An applicant has a legal right so we have to have valid reasons to refuse the</li> </ul> | <p>for the public to get involved e.g. Dickens Yard, Southall Gas Works (4-hr meetings);</p> <ul style="list-style-type: none"> <li>- Residents Associations could be a way forward to address the consultation issues.</li> </ul> <p>Committee System:</p> <ul style="list-style-type: none"> <li>- Preferred way of decision making;</li> <li>- Would have one committee for each Council Department;</li> <li>- If it is a large department then there would need to be some Sub-Committees;</li> <li>- Could have one committee per Executive Director and Sub-Committees per Director.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Need to give the Opposition the opportunity to discuss and debate matters.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Needs to be involved in the day-to-day decisions of the</li> </ul> |

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|  | <p>Licensing:<br/>- Works reasonably well.</p> <p>Petitions:<br/>- Good idea and gives public the opportunity to participate;<br/>- Council best place to debate petitions as makes the relevant Cabinet Member answer questions.</p> | <p>provided (e.g. to the Members);<br/>- We represent the public but unable to speak effectively on their behalf.</p> <p>Council:<br/>- Is a waste of time these days;<br/>- No public engagement.</p> | <p>application but the public don't seem to understand this;<br/>- People go to a Betting Shop to do business but the public don't necessarily understand this fact.</p> <p>Scrutiny:<br/>- Public is often quite impressed with the detailed discussions that take place in scrutiny meetings.</p> | <p>Council as currently more of a slanging match;<br/>- Councillors are there to run the organisation and should discuss relevant matters;<br/>- Cabinet Minutes should come to Council for discussion.</p> <p>Scrutiny:<br/>- Each Cabinet Member should have a Scrutiny Committee looking at each Portfolio (scrutinise each Cabinet Member).</p> <p>Petitions:<br/>- Need a system that can address issues when enough concerns have been expressed (e.g. 100 letters);<br/>- Public needs to be made aware of what can/cannot be done.</p> <p>Council Motions:<br/>- Further need to restrict the number of motions;</p> |

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|    |   |   |   | <ul style="list-style-type: none"> <li>- Could restrict motions by matters that have been discussed by Cabinet/Committee or is in the Forward Plan.</li> </ul> <p>Propose:</p> <ul style="list-style-type: none"> <li>- Cabinet with a Committee to scrutinise the Portfolio Holder – e.g. an Advisory Committee of external experts and key officer e.g. that of the Local Development Framework.</li> </ul> |
| 3. | <p>Planning:</p> <ul style="list-style-type: none"> <li>- Updates are received at these meetings;</li> <li>- Process has to be followed;</li> <li>- Public sometimes have concern over the restriction to 3-minute speaking slot (the applicant and objector each get this whilst the Ward Councillors gets 5 minutes);</li> <li>- Can't question them</li> </ul> | <p>Planning:</p> <ul style="list-style-type: none"> <li>- Items not always considered in the order on the Agenda;</li> <li>- More time spent on some items than others;</li> <li>- Finding it difficult as a Planning Member and feel there is a need for further training e.g. sometimes Councillors vote on a whim and if overturn an officer's decision/ recommendation then unable to give a</li> </ul> | <p>Licensing:</p> <ul style="list-style-type: none"> <li>- Public come in for the hearing otherwise don't often get people coming to a meeting;</li> <li>- Get good feedback from the public on the hearings – think these are flexible.</li> </ul> | <p>Planning:</p> <ul style="list-style-type: none"> <li>- Items should be looked at in the order on the Agenda;</li> <li>- Should consider all items equally and not just rubberstamp the non-controversial ones;</li> <li>- Should give a clear reason to move the officer decision so this shortcoming should be addressed in training – could this be done differently?</li> </ul> <p>Council:</p>         |

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|  | <p>after this.</p> <p>Regulatory:</p> <ul style="list-style-type: none"> <li>- Is slightly removed from Planning;</li> <li>- Village Greens item went very well and held the meeting in the Chamber;</li> <li>- Residents could make representations and they too thought it was given a good hearing and went well;</li> <li>- Got the Councillors to only speak to the Agenda.</li> </ul> <p>Licensing:</p> <ul style="list-style-type: none"> <li>- Trying to put more value to it;</li> <li>- Can accept brief relevant new information which is given to everyone;</li> <li>- Set days (first and third Wednesday in the</li> </ul> | <p>proper explanation on the reasons why;</p> <ul style="list-style-type: none"> <li>- In this Administration the reasons given are often not that good so have been getting more appeals;</li> <li>- Sometimes the Members have not read the reports;</li> <li>- Public sometimes think it is a ‘done deal’;</li> <li>- Public not very happy with the Planning process.</li> </ul> <p>Licensing:</p> <ul style="list-style-type: none"> <li>- Has been mainly officer-led in the past;</li> <li>- Officers skilled at what they do but often don’t include all the information in the reports;</li> <li>- Sometimes have problems with the language or don’t know the process;</li> <li>- Sometimes public don’t know what to do if they don’t have an agent and</li> </ul> |                                   | <ul style="list-style-type: none"> <li>- Should be able to speak to a motion like in scrutiny meetings;</li> <li>- Backbenchers should have more opportunity to speak at these meetings.</li> </ul> <p>The Way Forward:</p> <ul style="list-style-type: none"> <li>- Could take the best of both systems (Committee and Modernisation).</li> </ul> |

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|  | <p>month);</p> <ul style="list-style-type: none"> <li>- Getting two Members trained as they are very keen and active;</li> <li>- Should see an improvement with new Members;</li> <li>- My job now is to see that they are well trained;</li> <li>- Training – Legal Services have done an hour training;</li> <li>- Invitations to training relating to consultation on gambling premises have been emailed to all Councillors.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- The Scrutiny Conference was excellent and I was engaged in the process of scoping the new Panels;</li> <li>- Call-ins have gone well;</li> </ul> | <p>especially if English is not a first language;</p> <ul style="list-style-type: none"> <li>- Have a problem getting Councillors to serve on this Committee;</li> <li>- Previously, Councillors were given an allowance (£20/session) but this has stopped.</li> </ul> <p>Officers:</p> <ul style="list-style-type: none"> <li>- The quality of officers that service the Committees is variable, could do with improvement;</li> <li>- Have problems disseminating information in some areas.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Don't get to make a speech after preparing it;</li> <li>- Would like some open debate;</li> <li>- Only for a few e.g. Cabinet and Shadow Cabinet Members.</li> </ul> |                                   |   |

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|  | <ul style="list-style-type: none"> <li>- Good to have a debate on something;</li> <li>- Have chaired Panels in the past e.g. Housing and Social Services;</li> <li>- Like research and working with a good officer to identify gaps, etc.</li> <li>- Scrutiny brings out the best in Members.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Give updates on Regulatory/Licensing to Cabinet.</li> </ul> <p>Committee System:</p> <ul style="list-style-type: none"> <li>- Have served on the previous Committee System;</li> <li>- Preferred this despite the long meetings;</li> <li>- Learn more in a Committee System;</li> <li>- Can speak even if not on the Committee.</li> </ul> | <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- OSC: the Chairing in the first year was like a ‘zoo’ – no order but has improved and was better in the last year.</li> </ul> |                                   |   |

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| 4. | <p>Planning:</p> <ul style="list-style-type: none"> <li>- Formal meeting with officers.</li> </ul> <p>Regulatory:</p> <ul style="list-style-type: none"> <li>- Is an open public meeting but does not ‘rock my boat’.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Liked to work on some Panels;</li> <li>- Got some things done;</li> <li>- Got more out of the officers.</li> </ul> | <p>Planning:</p> <ul style="list-style-type: none"> <li>- Chair should keep out of Planning Policy (Regulatory);</li> <li>- Too much politics in the planning process;</li> <li>- Too much proclamation;</li> <li>- Can be ruled by the heart and not the head;</li> <li>- Some people don’t speak and then vote against without being able to give reasons;</li> <li>- Public see this process poorly;</li> <li>- People should express their views by addressing the Committee and the public by applying planning policy and common sense;</li> <li>- People not satisfied but wouldn’t give more than 3 minutes to speak;</li> <li>- Council Chamber is not suitable for such meetings as poor acoustics;</li> </ul> | <p>Scrutiny and Call-ins:</p> <ul style="list-style-type: none"> <li>- Call-ins can be up and down;</li> <li>- Have had some good debates;</li> <li>- Has got better over the 3 years.</li> </ul> | <p>Planning:</p> <ul style="list-style-type: none"> <li>- Should keep the 3 minutes to speak;</li> <li>- Asking questions should not be allowed after initial statement made;</li> <li>- Although the acoustics in the Liz Cantell Room are not much good either but would be less intimidating than the Council Chamber;</li> <li>- An introduction at the start on how the meeting will run would be beneficial;</li> <li>- The decisions should be relayed clearly at the end.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Could restrict the number of topics/ motions;</li> <li>- These should be something that we can influence as a borough.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- There needs to be a balancing act in that there is a</li> </ul> |

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|  |   | <ul style="list-style-type: none"> <li>- People get quite emotional and upset at these meetings;</li> <li>- Decisions not relayed clearly at the end.</li> </ul> <p>Regulatory:</p> <ul style="list-style-type: none"> <li>- Can be drawn into minutiae.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- It is a farce;</li> <li>- Is more of a Punch and Judy show – entertainment;</li> <li>- Level of debate and motions is poor;</li> <li>- Tends to be competitive and point scoring;</li> <li>- Too many topics and motions.</li> </ul> <p>Call-ins:</p> <ul style="list-style-type: none"> <li>- If there are too many call-ins in one meeting then we don't get proper debate on all topics;</li> </ul> |                                   | <p>need to get the business done but more debate would give rise to fewer Call-ins;</p> <ul style="list-style-type: none"> <li>- More pre-Scrutiny would also reduce the number of Call-ins;</li> <li>- Could do a pre-Scrutiny prior to the meeting to identify the key issues.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- To make meetings more effective we need to cut out speeches and focus on key points.</li> </ul> |

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|    |   | <ul style="list-style-type: none"> <li>- The remaining scrutiny items then get squashed up in a short time at the end.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Not enough debate;</li> <li>- Not enough time as too many Cabinet papers;</li> <li>- Level of engagement poor on both sides;</li> <li>- Can only speak and can't debate.</li> </ul>    |   |   |
| 5. | <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Cabinet is responsible for the decisions;</li> <li>- It works well;</li> <li>- Clear lines of responsibility and accountability;</li> <li>- Process clear to Members and the public;</li> <li>- Allows questioning by the Opposition (Shadow Cabinet);</li> <li>- I am a reasonably</li> </ul> | <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Delayed reports get put back and then go to another meeting making the agendas for subsequent meetings very long;</li> <li>- Have discussed this with the Chief Executive to sort that out with the officers concerned;</li> <li>- Sometimes long agendas are inevitable e.g. when officers held reports back</li> </ul> | <p>Council:</p> <ul style="list-style-type: none"> <li>- Like the idea of members of the public having access to Full Council;</li> </ul> | <p>Council:</p> <ul style="list-style-type: none"> <li>- Should consider putting the Council meetings online as this would make them more transparent and effective.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- I like it as it works very well;</li> <li>- Need to have a decisive body which can make decisions and is accountable;</li> <li>- Structure that the public understands.</li> </ul> |

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|  | <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>  |
|--|--|--|-----------------------------------|--|
|  | <p>tolerant Chair so let them come back – not just one bite of the cherry (the opportunity is there but not everyone makes best use of this);</p> <ul style="list-style-type: none"> <li>- This process does not hinder Ward Councillors getting their say through Shadow Cabinet Members;</li> <li>- Rigorous process in place to shape the reports;</li> <li>- Clear process (Portfolio Holders get early sight of draft Cabinet reports and have an input);</li> <li>- The Leader sees the reports before these go to Corporate Board;</li> <li>- Published papers are discussed at the Group meeting prior to a Cabinet meeting;</li> <li>- All Cabinet decisions</li> </ul> | <p>during the election period so had 36 items on the agenda for the new Administration’s first meeting;</p> <ul style="list-style-type: none"> <li>- Would like a larger Cabinet to reduce the workload but have to do more for less and that goes for Members and Officers;</li> <li>- Not a big fan in having a Sub-Committee of Cabinet to look at pre-Cabinet stuff as it would require a lot of resource/support;</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Members could behave better;</li> <li>- Too much politics at times;</li> <li>- Lack of quality of debate;</li> <li>- Not a big fan of the petitions at these meetings as this often leaves less time for other debate;</li> <li>- Questions could have</li> </ul> |                                   | <p>Going Forward:</p> <ul style="list-style-type: none"> <li>- There needs to be a proper and increased governance of partnership working;</li> <li>- Need to ensure that Scrutiny is looking at these on a borough-wide and sub-regional levels;</li> <li>- We have a reasonable model to examine the Local Strategic Partnership through Scrutiny but there should be more scrutiny of this and other partnerships e.g. West London Alliance (which has recently received approval from the DCLG to look at the total place skills, employment, economic development, etc.</li> </ul> <p>Committee System:</p> <ul style="list-style-type: none"> <li>- Not a big fan of this;</li> <li>- Have not experienced it first-hand but have spoken to Councillors who were involved in this process;</li> <li>- Have noted the CfPS reports</li> </ul> |

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|          | <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>                     |
|----------|---|--|-----------------------------------|---|
| Council: | <p>can be Called-in and the public can have an input at this stage to give us a grilling;</p> <ul style="list-style-type: none"> <li>- As the Chair, and like Cllr Stacey previously, use discretion to allow public/trade union representatives to speak on controversial topics/ issues e.g. closing day care centres, outsourcing parking contract, etc.</li> <li>- Most decisions taken at Cabinet than at individual member level as deem eight heads to be better than one so this makes for better decision making;</li> <li>- Public understand this decision making process which relates to the national models.</li> </ul> | <p>shorter answers;</p> <p>Backbenchers:</p> <ul style="list-style-type: none"> <li>- There is an issue of capacity for Non-Executive Councillors;</li> <li>- Am not in favour of reducing numbers (we have had these discussions before) as this would present a challenge for managing some Committees e.g. Licensing, etc.</li> </ul> |                                   | <p>and agree that the Cabinet and Scrutiny Model is the best.</p> |

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|  | <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> |
|--|---|---|-----------------------------------|---|
|  | <ul style="list-style-type: none"> <li>- A good democratic tool;</li> <li>- System based on a national template – putting Cabinet members on the spot;</li> <li>- Provides a platform for political debate for the direction of the Administration;</li> <li>- Offers political challenge to the Opposition;</li> </ul> <p>Call-ins:</p> <ul style="list-style-type: none"> <li>- Gives the public an opportunity to put forward their points to Non-Executive Members to shine light on the dark corners;</li> <li>- It works as have had some long tough evenings at Scrutiny meetings being held accountable;</li> <li>- There is presently a tendency to do more</li> </ul> |   |                                   |   |

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|  | <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> |
|--|---|---|-----------------------------------|---|
|  | <p>post-Scrutiny but see no reason why more pre-Cabinet scrutiny cannot be undertaken;</p> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Over the years, quite an effective Scrutiny function has evolved at Ealing;</li> <li>- Is a healthy cross-party way of working;</li> <li>- Task and Finish Panels seem to work well;</li> <li>- Impact of Alcohol Misuse in Ealing is a good example of detailed scrutiny that is now being considered by the Health and Wellbeing Board;</li> <li>- Welcome Call-ins as these are healthy and right so have no complaints (although we sometimes feel that there can be too many</li> </ul> |   |                                   |   |

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|--|--|---|-----------------------------------|---|
|  | <p>at times);</p> <ul style="list-style-type: none"> <li>- No point in having Scrutiny if items not regularly Called-in;</li> <li>- Gives Councillors training and more confidence, etc.</li> </ul> <p>Backbenchers:</p> <ul style="list-style-type: none"> <li>- Backbenchers engaged in the Scrutiny process;</li> <li>- Hold the Executive to account;</li> <li>- Look in detail at policy areas, what is happening elsewhere, best practice, etc.</li> </ul> <p>Training for Succession:</p> <ul style="list-style-type: none"> <li>- In the previous and current Administrations, Portfolio Holders have had deputies;</li> <li>- Scrutiny Members on OSC dealing with Call-ins have extensive experience in dealing</li> </ul> |   |                                   |   |

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|----|---|--|---|--|
|    | with Cabinet decisions.   |  |   |  |
| 6. | <p>General:</p> <ul style="list-style-type: none"> <li>- Number of Councillors are the right amount (i.e. 3 per Ward);</li> <li>- Councillors are there to serve the residents first and foremost (need two and a spare);</li> <li>- For Councillors to serve efficiently three works well especially if one is ill or on holiday;</li> <li>- The amount of workload outside of Council meetings has increased over the years.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Cabinet system works well;</li> <li>- Size is reasonable;</li> <li>- Get to see the papers;</li> <li>- No right to reply;</li> <li>- Opportunity to respond briefly but not scrutinise indepth.</li> </ul> | <p>General:</p> <ul style="list-style-type: none"> <li>- Not a vast amount works well.</li> </ul> <p>Shadow Cabinet:</p> <ul style="list-style-type: none"> <li>- Nobody comes to these meetings;</li> <li>- Box ticking exercise to see if any items to be called-in;</li> <li>- Not a decision making body in any sense;</li> <li>- Don't see a formal Council reason for having formal meetings of Shadow Cabinet as public don't tend to attend.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- Don't like the fact that the officers sometimes decide that they won't spend money in the Ward;</li> <li>- Cross-Ward working can sometimes be a challenge;</li> <li>- I think the Area Committees were awful;</li> </ul> | <p>Council:</p> <ul style="list-style-type: none"> <li>- The number of people who turn up at Council meetings is very small;</li> <li>- Perhaps because other than listening they can't have a say at the Council meetings;</li> <li>- Council is the main public forum.</li> </ul> | <p>General:</p> <ul style="list-style-type: none"> <li>- Need to be much more open on the Council's spending on the website;</li> <li>- Filming of the Council meetings e.g. YouTube, etc. for the public to see how and why decisions are made;</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Could allow time for the applicant to respond to the objector's statement before the Committee takes a decision.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- More time for debate/discussion at Cabinet;</li> <li>- If had more debate at Cabinet then there would be fewer call-ins;</li> <li>- If an officer has missed a deadline then should not be allowed as an urgent decision;</li> <li>- Would like more officer</li> </ul> |

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|  | <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>  |
|--|--|--|-----------------------------------|--|
|  | <p>Shadow Cabinet:</p> <ul style="list-style-type: none"> <li>- Right that it is recognised as a body;</li> <li>- Useful in the Minutes on what the Shadow Cabinet is doing.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- These are brilliant;</li> <li>- Differ across the borough;</li> <li>- We have at least a 100 people attending;</li> <li>- These are meetings that I enjoy the most and ones that I am nervous about beforehand;</li> <li>- Rotate Chairs which works well;</li> <li>- Like that money is allocated which can be used to improve the local area.</li> </ul> <p>Planning:</p> | <ul style="list-style-type: none"> <li>- People often want to talk about everything under the sun e.g. planning, hospitals, etc. which is often not the right forum for such discussions;</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Residents make an emotional speech;</li> <li>- Only get three minutes which often is divided for several people to speak;</li> <li>- Never a winner in these meetings;</li> <li>- I try and go when I genuinely think there is a serious issue and don't get involved in 'neighbours' issues.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Debate is too short;</li> <li>- Opposition gets the chance first (not sure if this is the case elsewhere).</li> </ul> |                                   | <p>decisions to be taken in the evenings as Councillors are unable to attend daytime meetings as have the right to ask questions, speak at these meetings and call-in;</p> <ul style="list-style-type: none"> <li>- An appropriate number of items would enable the Shadow Cabinet and members of the public to ask useful questions and enhance engagement;</li> <li>- Change the people on it.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- More pre-scrutiny of Cabinet reports.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- We should not be restricting debate at all;</li> <li>- It would not be good if we start prescribing e.g. allowing an officer to decide what the politicians should debate;</li> <li>- We seem to take a lot of time in the questions at the start. It</li> </ul> |

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|  | <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>  |
|--|---|---|-----------------------------------|--|
|  | <ul style="list-style-type: none"> <li>- Officers and Councillors apply points of law to make the decisions.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Like Members of the public there – a welcome addition.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- The OSC process works well e.g. Call-ins;</li> <li>- The number of call-ins is right;</li> <li>- A useful way of further scrutiny;</li> <li>- Health Scrutiny works well – have a statutory duty so needs to stay separate as it does scrutiny of a very large non-Council organisation, NHS.</li> </ul> | <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Number of reports that come to Cabinet e.g. some meetings have hardly anything on the Agenda and other can have about 25 items.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- OSC is too big with the Co-optees (can be nearly 20) so would have fewer;</li> <li>- Don't see any extra benefit in having more reasons for an item to be called in;</li> <li>- Sometimes the reason is to have more information in the public domain.</li> </ul> |                                   | <p>is useful;</p> <ul style="list-style-type: none"> <li>- Members of the public could attend Scrutiny Committees instead but the Portfolio Holder needs to be at that meeting to answer questions;</li> <li>- Members of the public should be petitioning the Full Council;</li> <li>- Petitions should be presented and received at Council meetings although the debate could be conducted elsewhere e.g. Scrutiny;</li> <li>- Both Key Officer and Portfolio Holder should be held to account.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Loss of area specific Panels i.e. the Standing Panels of the past worked well.</li> </ul> <p>Committee System:</p> <ul style="list-style-type: none"> <li>- Have not worked in a Committees System;</li> <li>- Decisions would take longer;</li> <li>- Might work better for some</li> </ul> |

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|    | <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>   |
|----|--|--|--|---|
|    |  |  |  | reports/ decisions;<br>- Reports could come to Scrutiny first.  |
| 7. | <p>General:</p> <ul style="list-style-type: none"> <li>- Have not worked as a Councillor in a Committee System but have worked in advising as an officer in a Committee System in another authority.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Cabinet gives the Members clarity and policy direction;</li> <li>- Forward Plan gives Cabinet a flavour of what’s coming up and the issues for the Portfolio areas;</li> <li>- Quality of decision making is subjective;</li> <li>- Questions are allowed and allows for Call-ins;</li> <li>- Don’t believe it needs to be a debating forum.</li> </ul> | <p>Call-ins:</p> <ul style="list-style-type: none"> <li>- We are in a build-up to an election period so these may vary;</li> <li>- The impression from my first experience was whether it was to test a new Portfolio Holder, any challenge was that someone would be asking hostile questions.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Can sometimes be a circus with parties bashing each other;</li> <li>- Rubber stamping of some policies;</li> <li>- During the debate some Councillors are better speakers than others.</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Having an officer</li> </ul> | <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Don’t get many members of the public at Cabinet meetings.</li> </ul> <p>Petitions:</p> <ul style="list-style-type: none"> <li>- Am dubious about these as am not sure what we are trying to achieve sometimes.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- The public having the opportunity to speak at these meetings and at Ward Forums is a good thing.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Don’t get many members of the public at Cabinet meetings;</li> <li>- Don’t know the solution for the public to speak at Cabinet meetings.</li> </ul> | <p>Council:</p> <ul style="list-style-type: none"> <li>- Need to strike a balance on local/national issues;</li> <li>- Some Members would prefer longer debates on certain issues;</li> <li>- Would be useful to have the questions a few days earlier to provide better answers to these.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Portfolios could be cross-cutting or themed (hybrid) to better manage the Administration’s priorities.</li> </ul> <p>Public Engagement:</p> <ul style="list-style-type: none"> <li>- Can get better quality outcomes from proper engagement.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Should not come up with</li> </ul> |

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|  | <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>  |
|--|---|---|---|--|
|  | <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Important for Portfolio Holder to attend these meetings and explain what we are doing;</li> <li>- Enabled me to take something back;</li> <li>- These Panels are less hostile;</li> <li>- Members had a list of questions which they were asking.</li> </ul> <p>Neighbourhood Ward Forums:</p> <ul style="list-style-type: none"> <li>- An improvement from what they were;</li> <li>- Used to get about 80 people usually attend (very few, one or two, non-white attend);</li> <li>- Nowadays get about 30-40 attendees (mostly the usual suspects);</li> <li>- Big issues e.g. Crossrail, Park Royal,</li> </ul> | <p>recommendation can put a lot of pressure on the Councillors.</p> | <p>Planning:</p> <ul style="list-style-type: none"> <li>- Went to the meeting last night and this was a new experience for me;</li> <li>- There was a full room and nine people spoke.</li> </ul> | <p>alternative policy to Cabinet as their role is holding the Executive to account;</p> <ul style="list-style-type: none"> <li>- Co-option on Panels is important engagement.</li> </ul> |

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|----|--|--|--|---|
|    | <p>etc. are good to raise locally;</p> <ul style="list-style-type: none"> <li>- Don't have solutions to all problems but come to a consensus with the other Councillors on the best way forward.</li> </ul>  |  |  |   |
| 8. | <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Carefully read the reports beforehand so know what is coming up;</li> <li>- Have right to speak (can only speak once) as has the Leader of the Lib Dem;</li> <li>- This is included in the Council's constitution;</li> <li>- My colleagues e.g. Greg sometimes accompanies me;</li> <li>- The Leader occasionally allows members of the public and Trade Unions to speak on controversial subjects;</li> </ul> | <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- A complete waste of time from the Opposition's point of view;</li> <li>- Is a rubber-stamp job.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Is purely theatre;</li> <li>- Press/public often not there;</li> <li>- Debates – previously these were too long and went on to midnight. Nowadays these finish at a reasonable time of 9.30pm.</li> </ul> <p>Committee System:</p> <ul style="list-style-type: none"> <li>- Not sure that more debate necessarily enhances the</li> </ul> | <p>Council:</p> <ul style="list-style-type: none"> <li>- Petitions – somebody can get 500 signatures but not have sufficient time to speak. Perhaps the constitution should be changed to accommodate this.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- We are active, outgoing local Councillors and engage the local community to have a debate on local matters;</li> <li>- We send email invitations to residents to attend the Ward Forum meetings;</li> <li>- We mostly have the Police (the Sergeant) attending;</li> <li>- We work with the public when they approach us on issues.</li> </ul> | <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Think it would be useful if Cabinet allowed more time for speaking;</li> <li>- Would like to see the Opposition sit on the Cabinet to have a good debate;</li> <li>- In Harrow, Susan Hall (Conservative Leader) sits on Cabinet without a portfolio but not sure how this works so need to explore this further.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Should allow more public engagement as this is a good thing;</li> <li>- Petitions- with a reasonable number could have a debate</li> </ul> |

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|--|--|--|-----------------------------------|---|
|  | <ul style="list-style-type: none"> <li>- We tend to use Call-in as the Opposition as does the public e.g. Stirling Road is a good example where there was an effective change;</li> <li>- We try and be reasonable by calling items in and at times for political gain/advantage but mostly for improvement/good genuine reasons;</li> <li>- Warren Farm was an officer decision but glad the Leader and others were there.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Rubber stamped all the Committees so could debate issues previously;</li> <li>- Occasionally the Opposition has used for big campaigns e.g.</li> </ul> | <p>decisions taken;</p> <ul style="list-style-type: none"> <li>- The Forward Plan can be quite different from the actual items on the Agenda as some items are delayed in reporting, etc.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- Would like more young people to go to these as they don't go to institutional structures;</li> <li>- Often get some groups/self-appointed individuals who claim to speak on behalf of others dominating some meetings. This is against democracy.</li> </ul> |                                   | <p>in Council or could also go to Scrutiny as it is a good forum for a proper debate.</p> |

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|--|---|---|-----------------------------------|---|
|  | <p>Library closures, etc.;</p> <ul style="list-style-type: none"> <li>- We and the Lib Dems put in motions to get the opposition to speak;</li> <li>- Longer debates can be good at times.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- I think Scrutiny does have a value although I have never served on Scrutiny;</li> <li>- Gives the Opposition a forum to have a proper debate including contractors, etc.;</li> <li>- Call-ins - accept that as there is a built-in majority setup so often does not get sent back to the Executive.</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Served on this for 12 months a while ago;</li> <li>- Got involved from the perspective of the</li> </ul> |   |                                   |   |

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|  | <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> |
|--|---|---|-----------------------------------|---|
|  | <p>residents as a Ward Councillor or Leader of the Opposition;</p> <ul style="list-style-type: none"> <li>- Sensitive to how the process works;</li> <li>- Tends to break down the Party walls;</li> <li>- We tend to put our more experienced/ effective Councillors on this Committee;</li> <li>- Residents get some understanding of the process during the initial discussions that we have with them when representing them at the meetings.</li> </ul> <p>Committee System:</p> <ul style="list-style-type: none"> <li>- More debate, dialogue is achieved at these meetings.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- We get about 60-70 people attending;</li> </ul> |   |                                   |   |

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|----|--|---|--|--|
|    | <ul style="list-style-type: none"> <li>- More in around the Northfield Ward;</li> <li>- I have been to each of the Towns;</li> <li>- I think it is down to the Councillors on how these operate so some are more successful than others in moving things forward;</li> <li>- If a Councillor has a vision; good personality and is engaging then these can be very productive;</li> <li>- On balance, I think Ward Forums work well and are a good way to resolve small local issues.</li> </ul> |   |  |  |
| 9. | <p><b>Council:</b></p> <ul style="list-style-type: none"> <li>- Questions are an entertaining part of the meetings.</li> </ul> <p><b>Petitions:</b></p> <ul style="list-style-type: none"> <li>- Safety valve for the</li> </ul>   | <p><b>Council:</b></p> <ul style="list-style-type: none"> <li>- Most tribal, the two groups come together and have a fight;</li> <li>- The public goes when this happens as they don't like tribal politics;</li> </ul> | <p><b>Planning:</b></p> <ul style="list-style-type: none"> <li>- Public accept the three minute rule but is very tight so people think they need more time to express themselves fully but extending this would make the meetings too long.</li> </ul> | <p><b>General:</b></p> <ul style="list-style-type: none"> <li>- Stop Councillors being tribal.</li> </ul> <p><b>Cabinet:</b></p> <ul style="list-style-type: none"> <li>- Would bring all parties on Cabinet to improve it;</li> <li>- Best decision making comes</li> </ul> |

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|--|---|--|---|--|
|  | <p>members of the public;</p> <ul style="list-style-type: none"> <li>- Statutory Petitions, have a debate and engage the public;</li> <li>- Smaller Petitions, people collect signatures for a formal presentation to the Council instead of to an officer;</li> <li>- Need to keep an eye on the numbers, if get too many then need to put some constraint on this</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- If a big issue the Leader allows people to speak which is a good thing but need to formalise this process in the same way as for petitions in Council.</li> </ul> <p>Committee System:</p> <ul style="list-style-type: none"> <li>- I was a Chair of a Committee previously;</li> </ul> | <ul style="list-style-type: none"> <li>- Bad place to make decisions;</li> <li>- Too many Council meetings presently – should only have how many needed;</li> <li>- Questions are not there to glean information but to trip people up;</li> <li>- Business of which the Council has responsibility for e.g. Council Tax, Corporate Plan, etc. is just nodded through;</li> <li>- The Majority Party changes the order of the motion;</li> <li>- Ballot for the person;</li> <li>- Ballot should be on the motion e.g. debate on dropped kerbs.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Is a mess;</li> <li>- Is the main decision making body of the Council but don't tend to</li> </ul> | <p>Licensing:</p> <ul style="list-style-type: none"> <li>- Public don't always like our decisions.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- There is a lot of public interaction at these meetings;</li> <li>- We get 50 odd people on average and more (123) when there is a controversial issue e.g. a CPZ is discussed;</li> <li>- Have three different venues – two are outside of the Ward (The Avenue Pub – people get a pint; Bentham, North Ealing School, Council Estate (Gurnell/Copley) – we tend to get the lowest turnout at these (usually about 30).</li> </ul> | <p>from different points of view around the table. This would make for better decisions;</p> <ul style="list-style-type: none"> <li>- Democracy should be exercised;</li> <li>- Speaking at Cabinet meetings should be formalised as for Council meetings;</li> <li>- Need to open this up for debate and the public needs to see this happen;</li> <li>- Need to spend more time on controversial issues as most decisions are not so;</li> </ul> <p>Number of Councillors:</p> <ul style="list-style-type: none"> <li>- We don't have enough work for all the Councillors so 69 are too many;</li> <li>- Could go down to 48 Councillors;</li> <li>- 3 to a Ward is right but could perhaps make the Wards larger;</li> <li>- Perhaps we could have Co-optees on the Licensing Committee (the legislation</li> </ul> |

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|--|---|--|-----------------------------------|---|
|  | <ul style="list-style-type: none"> <li>- All Councillors were on two Committees so backbenchers eventually became experts with the Opposition even better on the subject;</li> <li>- Ended up with better decisions representing the people rather than officers;</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- I enjoy Planning;</li> <li>- You can't get anywhere on Planning politically;</li> <li>- Enables people to get involved and show you how it is on site visits.</li> </ul> <p>Licensing:</p> <ul style="list-style-type: none"> <li>- Works as decision making should actually work.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- If topic chosen correctly</li> </ul> | <p>have a proper debate;</p> <ul style="list-style-type: none"> <li>- Current Cabinet is biased against officers.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- One Ward Forum only had seven people present;</li> <li>- Southall Broadway read the Minutes.</li> </ul> <p>Area Committees:</p> <ul style="list-style-type: none"> <li>- Area Committees were a disaster.</li> </ul> |                                   | <p>currently does not allow this). If we could then we could have fewer Members plus Co-optees.</p> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Topics need to be meaty rather than lots of difference smaller topics.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- If we have got the skills with the 3 Ward Councillors then could have an independent Chair;</li> <li>- Don't want one person dominating the meeting;</li> <li>- Good chairing is essential and important.</li> </ul> |

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|--|--|---|-----------------------------------|---|
|  | <p>then can work very well;</p> <ul style="list-style-type: none"> <li>- Was on the Neighbourhood Governance Scrutiny Panel which worked well with visits to other local authorities.</li> </ul> <p>Call-ins:</p> <ul style="list-style-type: none"> <li>- Can get a good debate;</li> <li>- Need to improve our decision making and be seen to be doing this.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- We are happy with ours;</li> <li>- As a Whip have been to a number of Ward Forums;</li> <li>- They are all very different so although the same model each runs differently;</li> <li>- Ward Forums work much better compared to the old Area Committees.</li> </ul> |   |                                   |   |

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|-----|--|---|--|---|
| 10. | <p>General:</p> <ul style="list-style-type: none"> <li>- As a new Councillor had some knowledge from my previous experience as I have worked in the NHS, a magistrate and tutor;</li> <li>- Was on the Health and Adult Social Services Scrutiny Panel in the first year;</li> <li>- In the second year I did Safer Communities;</li> <li>- Had some handover from Cllr David Millican;</li> <li>- Have been to about 30 schools to try and find out how it all fits in. In the process have built some good relationships e.g. standards at school, how link workers work, problems that the Heads have, the hierarchy in the school e.g. the Headteacher is</li> </ul> | <p>General:</p> <ul style="list-style-type: none"> <li>- Jargon/language can be a problem;</li> <li>- Was supposed to hold the Portfolio Holder to account but was not sure how I was expected to do this;</li> <li>- There was no handover;</li> <li>- I had to find out most things for myself so met with the Borough Commander;</li> <li>- It is hard to find out what is going on;</li> <li>- Very much rely on what the officers say;</li> <li>- I didn't know what a Call-in was initially.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Once Cabinet has made a decision then it is harder for others to change a decision especially when there is such a big majority party;</li> <li>- Would be good to have</li> </ul> | <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- Try and get people along to these meetings by sending emails and the agenda items to people;</li> <li>- The Police attend these meetings.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- The public – those who attend seem to find that part valuable.</li> </ul> | <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Would be good to have more debate.</li> </ul> <p>Decision Making Process:</p> <ul style="list-style-type: none"> <li>- I'm not sure how I'd change this;</li> <li>- There needs to be a proper role for Council;</li> <li>- Shorter debates are more effective so need to make one's point and sit down;</li> <li>- E.g. parking on the TV yesterday should be brought up and explained properly.</li> </ul> |

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|--|--|---|-----------------------------------|---|
|  | <p>employed by the School Governing Board;</p> <ul style="list-style-type: none"> <li>- I use Marlene Messam a lot;</li> <li>- The induction was useful.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Much more useful than Council;</li> <li>- I don't know what the alternative was;</li> <li>- I have heard that the Committee System works better from other people here and at other local authorities;</li> <li>- Haven't done any Call-ins but have been a member of the OSC when these have taken place.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- It seems to be working better as it is more focused now.</li> </ul> | <p>more debate;</p> <ul style="list-style-type: none"> <li>- Was unsure how many questions one could ask at Call-ins;</li> <li>- Not sure what Call-ins really achieve;</li> <li>- There is a lack of spontaneity about the whole thing;</li> <li>- Not sure the public really understand or are very interested in these meetings.</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Not clear what actually happens next;</li> <li>- Need to know what works well.</li> </ul> <p>Council:</p> <ul style="list-style-type: none"> <li>- Is a waste of time, a shouting match and people can be rude;</li> <li>- I try very hard not to say anything;</li> <li>- Not sure the public really</li> </ul> |                                   |   |

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|-----|---|--|--|--|
|     | <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- These work very well;</li> <li>- We have about 40 people in attendance and not always the same ones;</li> <li>- We rotate the Chairmanship;</li> <li>- The public seem quite happy with Ward Forums.</li> </ul> <p>Planning:</p> <ul style="list-style-type: none"> <li>- I point the public to the officers on the planning matters;</li> <li>- I talk to the officers on matters such as school expansion issues.</li> </ul> | <p>understand or are very interested in these meetings.</p> <p>Planning:</p> <ul style="list-style-type: none"> <li>- Cumbersome and lengthy process;</li> <li>- Advise people about what to detail to put and explain reasons.</li> </ul> |  |  |
| 11. | <p>Council:</p> <ul style="list-style-type: none"> <li>- Had to manage the meeting as the Chief Whip;</li> <li>- ‘Tweaked’ things to improve them;</li> <li>- Discussed lots of</li> </ul>  | <p>Council:</p> <ul style="list-style-type: none"> <li>- The old Council system could be boring;</li> <li>- Not very exciting but could pick up small things that were not picked up in the Committees;</li> </ul>                         | <p>The Public is happy when it goes their way.</p> <p>Twitter feeds used to follow proceedings.</p> <p>Planning:</p> | <p>As a Cabinet Member teaching new Councillors:</p> <ul style="list-style-type: none"> <li>- Cross-cutting portfolios – work shadow (follow) them around a bit. This way can learn more in just half a day;</li> <li>- Going into schools e.g.</li> </ul> |

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|--|---|--|--|---|
|  | <p>national and international stuff;</p> <ul style="list-style-type: none"> <li>- Civic/community life of the borough.</li> </ul> <p>Cabinet:</p> <ul style="list-style-type: none"> <li>- Mayor can be an issue;</li> <li>- Powerful Leader.</li> </ul> <p>Committees:</p> <ul style="list-style-type: none"> <li>- Political ground for talent;</li> <li>- Promising Councillor chaired the Area Committee;</li> <li>- Chair of Regulatory came to the Planning Committee (so fewer items being referred).</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- A distinct job holding the Executive and others to account;</li> <li>- Have mixed views on this;</li> <li>- Cross-cutting external</li> </ul> | <ul style="list-style-type: none"> <li>- Will never be consensual;</li> <li>- ‘State of the Borough’ meeting should have been an interesting issue but there was no publicity around it;</li> <li>- Old structure - more boring but more worthy;</li> <li>- As an outsider, the Council does not seem very impressive.</li> </ul> <p>Politics:</p> <ul style="list-style-type: none"> <li>- Officers don’t always understand the politics;</li> </ul> <p>Scrutiny:</p> <ul style="list-style-type: none"> <li>- Health Panel is a terrible example to an outside body as Doctors are not impressed as papers have not been ready by some Panel Members.</li> </ul> <p>Call-ins:</p> <ul style="list-style-type: none"> <li>- Not convinced by this;</li> <li>- Policy development or implementation review?</li> </ul> | <ul style="list-style-type: none"> <li>- Planning Committee is useful and gets precise case in three minutes.</li> </ul> <p>Cabinet/Council:</p> <ul style="list-style-type: none"> <li>- Am a great believer in letting people have a say;</li> <li>- The need to manage expectations;</li> <li>- Some people have an agenda.</li> </ul> <p>Ward Forums:</p> <ul style="list-style-type: none"> <li>- Better than the Area Committees;</li> <li>- Some Wards are not good to combine;</li> <li>- East Acton Ward Forum does work e.g. HS2 was discussed;</li> <li>- Some Ward Forums in the borough are poorly attended.</li> </ul> | <p>primary schools, languages, speak to parents to identify issues;</p> <ul style="list-style-type: none"> <li>- Giving them wider lessons can make a real difference e.g. in Southwark Council the backbenchers undertook a pawnbrokers review, etc.</li> </ul> <p>Backbenchers Role:</p> <ul style="list-style-type: none"> <li>- Need to try and manage the control;</li> <li>- Not just individual casework;</li> <li>- There is more than enough work for backbenchers e.g. community engagement, liaising with groups e.g. Cllr John Gallagher is not conventional as works with groups, in pubs, etc. so picks up lots of issues in this way.</li> </ul> |

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|--|--|---|-----------------------------------|---|
|  | <p>bodies;</p> <ul style="list-style-type: none"> <li>- Flooding review is a good example of scrutiny;</li> <li>- Health Scrutiny product is good as looks at public health and primary care;</li> <li>- If mayoral referendum not won then Health Panel and Planning Committee would have some power for making decisions.</li> </ul> <p>Groups:</p> <ul style="list-style-type: none"> <li>- Internal politics of the Groups are discussed here.</li> </ul> <p>Governance:</p> <ul style="list-style-type: none"> <li>- Ealing has a good political culture;</li> <li>- Civilised;</li> <li>- Induction process;</li> <li>- Small ‘p’ politics.</li> </ul> | <ul style="list-style-type: none"> <li>- Challenged so not a bad thing;</li> <li>- Saw no evidence of decision making.</li> </ul> <p>Advisory Committee System:</p> <ul style="list-style-type: none"> <li>- This is a half-way house so neither here nor there;</li> </ul> <p>Councillors:</p> <ul style="list-style-type: none"> <li>- Tyranny of the diary of meetings;</li> </ul> |                                   |   |

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|--|---|---|-----------------------------------|---|
|  | <p>Selection:</p> <ul style="list-style-type: none"> <li>- As in the selection meetings for the Labour Party so help with the process to spot/identify (promising new talent) potential Councillors, etc.</li> </ul> <p>Champions:</p> <ul style="list-style-type: none"> <li>- It is good to have Lead Councillors championing specific areas e.g. Cycling Champion, etc.</li> </ul> <p>Shadow Cabinet:</p> <ul style="list-style-type: none"> <li>- Used to be in private previously but good now that it is a public meeting;</li> <li>- Ealing seems to be happy with the current model as allowed to be able to speak at Cabinet.</li> </ul> |   |                                   |   |

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|--|--|---|-----------------------------------|---|
|  | <p>Forward Plan:</p> <ul style="list-style-type: none"> <li>- Policy-led model is an interesting one;</li> <li>- Useful tool for pre-scrutiny items.</li> </ul> <p>Councillors:</p> <ul style="list-style-type: none"> <li>- There is a lot one can get done as a Councillor which one can't as a non-Councillor.</li> </ul> |   |                                   |   |