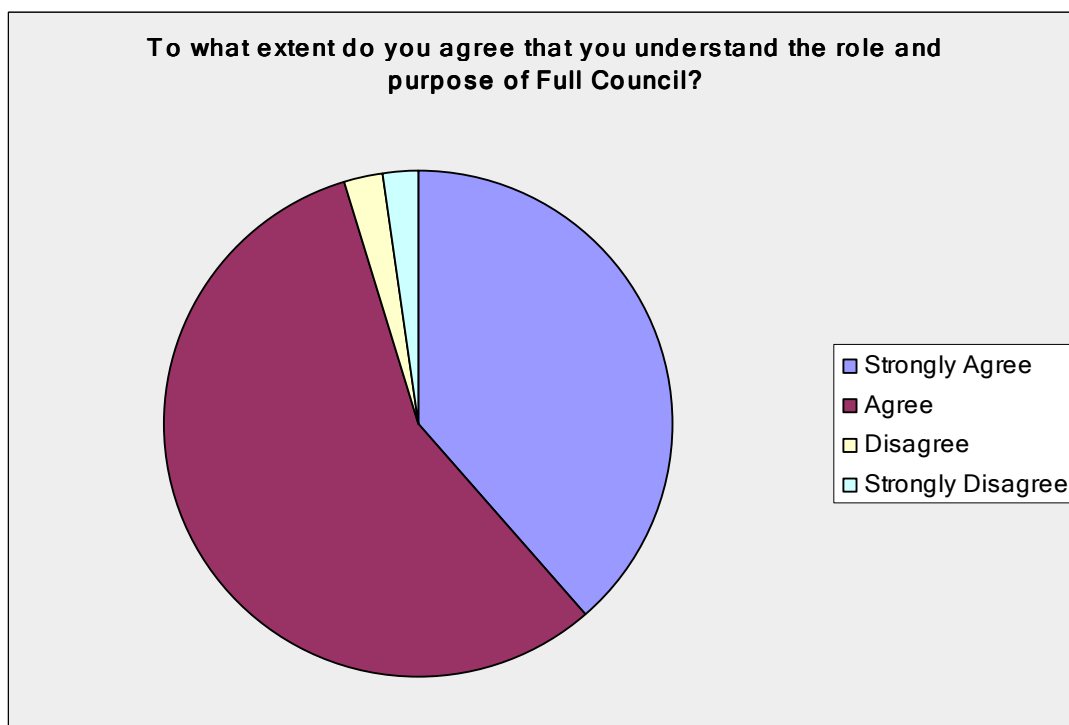


Outcome of Members Survey on Perceptions and Experiences of the Revised Governance Arrangements

Question 1

To what extent do you agree that you understand the role and purpose of Full Council?		
Answer Options	Response Percent	Response Count
Strongly Agree	38.6%	17
Agree	56.8%	25
Disagree	2.3%	1
Strongly Disagree	2.3%	1
Please add any other comments here:		7
<i>answered question</i>		44
<i>skipped question</i>		0



Comments:

I think the new Cabinet member reports are useful, but the absence of the ability for a supplementary question curtails proper scrutiny and holding to account. I hope it will be possible to introduce some way to address this while preventing abuse of the opportunity by political opportunism

It is simpler and clearer than before

Reasonable time for debate

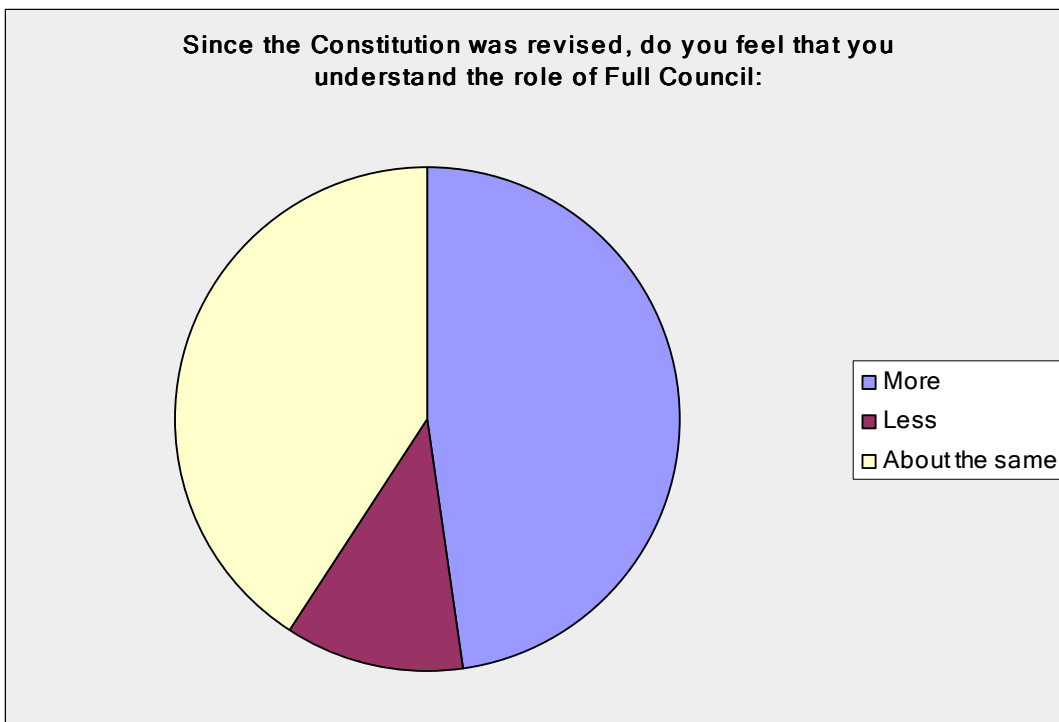
there is allot of theatre involved

With the ruling party taking up more than 80% of available time there is no longer any meaningful debate or interest.

Too much 'Party politics'; too much name calling and, frankly, appalling behaviour

Question 2

Since the Constitution was revised, do you feel that you understand the role of Full Council:		
Answer Options	Response Percent	Response Count
More	47.7%	21
Less	11.4%	5
About the same	40.9%	18
Please add any other comments here:		5
answered question		44
skipped question		0



Comments:

change so that all Nom's of the same objection should be voted independently but speeches all taken at the same time

More importantly the role of the Council's departments is now far clearer.

yes it is more inclusive less intimidating

Does anybody?

Question 3

How effective is Full Council in fulfilling its role?		
Answer Options	Response Percent	Response Count
Very effective	20.5%	9
Fairly effective	40.9%	18
Fairly ineffective	29.5%	13
Very ineffective	9.1%	4
Please add any other comments here:		14

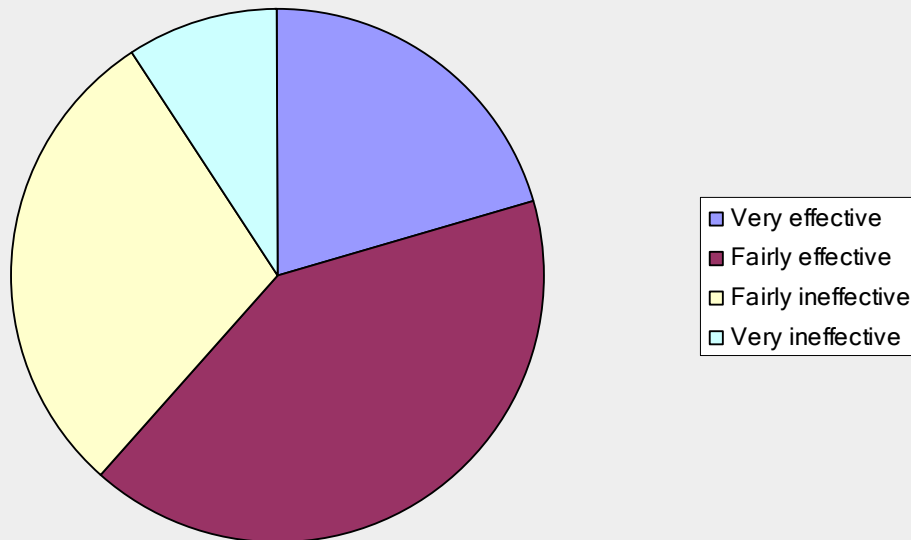
answered question

44

skipped question

0

How effective is Full Council in fulfilling its role?



Comments:

Too much time is wasted on matters that cannot be affected by policy or by pointless debate. More should be done to focus on achieving measurable outcomes with the Council's plethora of meetings.

Too many individuals still see it as a political tool.

the new constitution dose not allow for strong questioning by being limited to so few

I would view the inclusion of being able to lodge questions to the Leader and executive as extremely positive BUT it is being misused with unrelated questions being asked on exec reports and exec members scripting questions to be asked by their own members.

its just window dressing

It is now more relevant, open and transparent, with current issues relating to the corporate plan and questioning of Cabinet members on the issues facing the council

However the questions to members is not sufficiently well organised. Because it has something of the "coconut shy" about it Cabinet Members plainly come prepared with stock answers to predictable "ambush" questions and counter this by ensuring "friendly" questions are asked. It would be far better if questions were given in advance in written form so that the time consuming "Punch 'n Judy" element will be removed.

The voting happens on party lines so rather than talking to each other we are talking to the gallery but have noticed more friendly amendments to motions

Its only role is to project and protect the ruling party.

Far to long in time

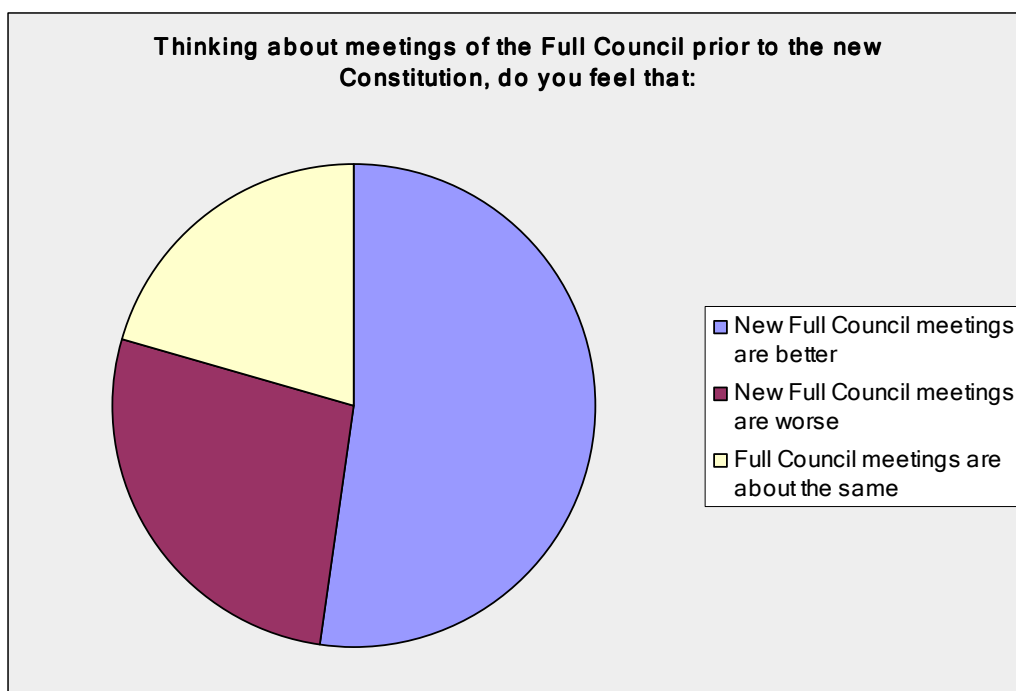
Rubber stamping exercise; Cabinet members reply to questions with answers written for them; too much 'toadying' by backbenchers

I believe Council is ineffective at fulfilling it's role now due to the Constitutional changes which have downgraded the Councils role.

Decisions made are usually on pre-determined party lines under a whip. Debate never seems to change anything!

Question 4

Thinking about meetings of the Full Council prior to the new Constitution, do you feel that:		
Answer Options	Response Percent	Response Count
New Full Council meetings are better	52.3%	23
New Full Council meetings are worse	27.3%	12
Full Council meetings are about the same	20.5%	9
Please add any other comments here:		18
<i>answered question</i>		44
<i>skipped question</i>		0



Comments:

What a load of old tosh, it's pathetic

I still do not think they do a good job but they are better.

Less political squabbling so less undermining of the role of councillor with the public. This is procedural - there is still no coherent sense of agreed areas of priority when it comes to making spending choices. I dont have any idea what each of the three leaders regard as the priorities: only my own party

more information is given and discussed

Better systems now exist BUT are being abused. Very few written questions being given, instead members looking to misuse "unwritten" questions.

too orchestrated

Better in the sense that the old rather silly "varsity style" debates have been replaced by fewer that are more relevant. However, the inordinate time spent on questions leaves insufficient time for debates to be inclusive of members who by the time debates are reached are ready to get home for their beds.

They are more inclusive and informative with regard to local issues

Self-evident

Since the constitutional changes there has been a loss of full debate over issues.

Full Council meetings are much more business like and relevant but are too long for liking

They are better, except that the new arrangements, although more interesting, have made the meetings much longer, as motions are still discussed in the same combative way!

need to be shorter

Due, solely, to introduction of questions to Cabinet members

It appears that that Councillors are prevented from getting to the bottom of scandals due to the application of recent Constitutional changes

I do not find the format encourages rational debate on controversial issues - no change there then...!

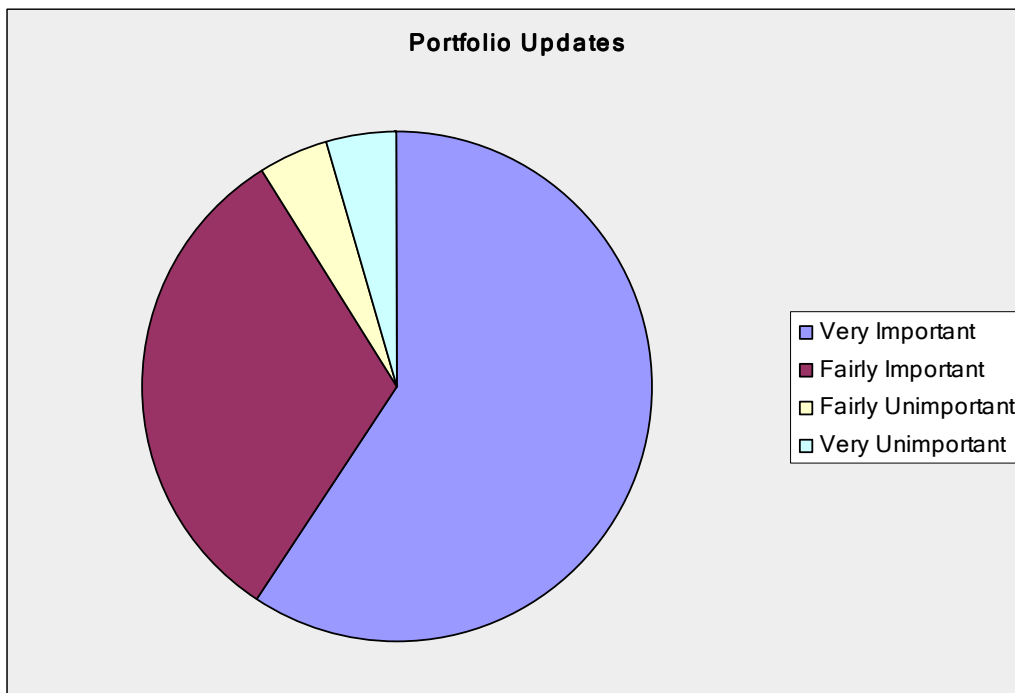
i am not convinced hat the executive reports and questions are searching enough

Questions are the one plus

Question 5

When considering Full Council, how important do you consider Portfolio Updates?

Answer Options	Response Percent	Response Count
Very Important	59.1%	26
Fairly Important	31.8%	14
Fairly Unimportant	4.5%	2
Very Unimportant	4.5%	2
Please add any other comments here:		17
<i>answered question</i>		44
<i>skipped question</i>		0



Comments:

A complete waste of everyone's time

written reports are enough

I do not see what they achieve apart from providing information that could be provided outside the meeting. The questioning of the cabinet members achieves little.

They should contain meaningful information not propaganda

It gives an insight into all aspects of council work

especially if used in the manner intended.

Not of much use as their report only contains items they want to answer questions on.

Questions are 'planted' to make the member look as though they know what they are doing

It would be far more sensible if these could be published at set periods than that they should be set only for Council meetings.

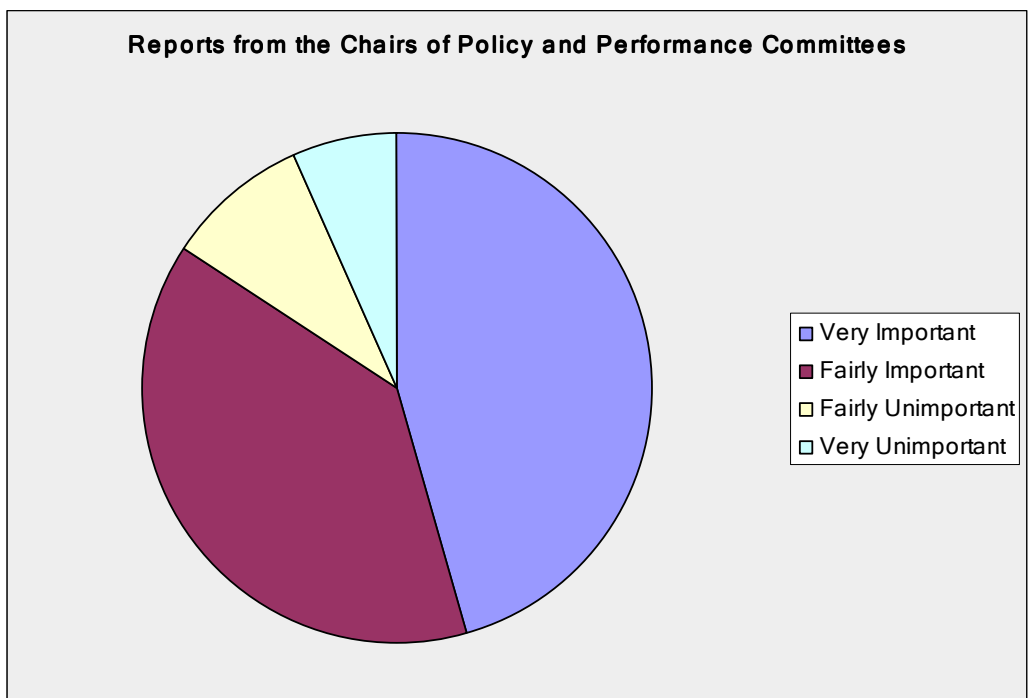
Depends on their content Where's the beef

from the perspective of a newly elected member it help me and the public see who is

responsible for what and the opportunity to learn more through effective questioning as a backbencher keeps me informed
 As Cabinet members take on the responsibility (and the money) they should be accountable not only to the public but to other councillors as well. I believe they should be given more time to answer questions.
 The only good part of the proceedings
 Gives some indication of what they are up to
 Too much time wasted on 'good news' and planted questions.
 The reports however are limited to items the portfolio holder wishes to raise rather than to actual decisions taken
 as previous comment

Question 6

When considering Full Council, how important do you consider Reports from the Chairs of Policy and Performance Committees?		
Answer Options	Response Percent	Response Count
Very Important	45.5%	20
Fairly Important	38.6%	17
Fairly Unimportant	9.1%	4
Very Unimportant	6.8%	3
Please add any other comments here:		12
<i>answered question</i>		44
<i>skipped question</i>		0



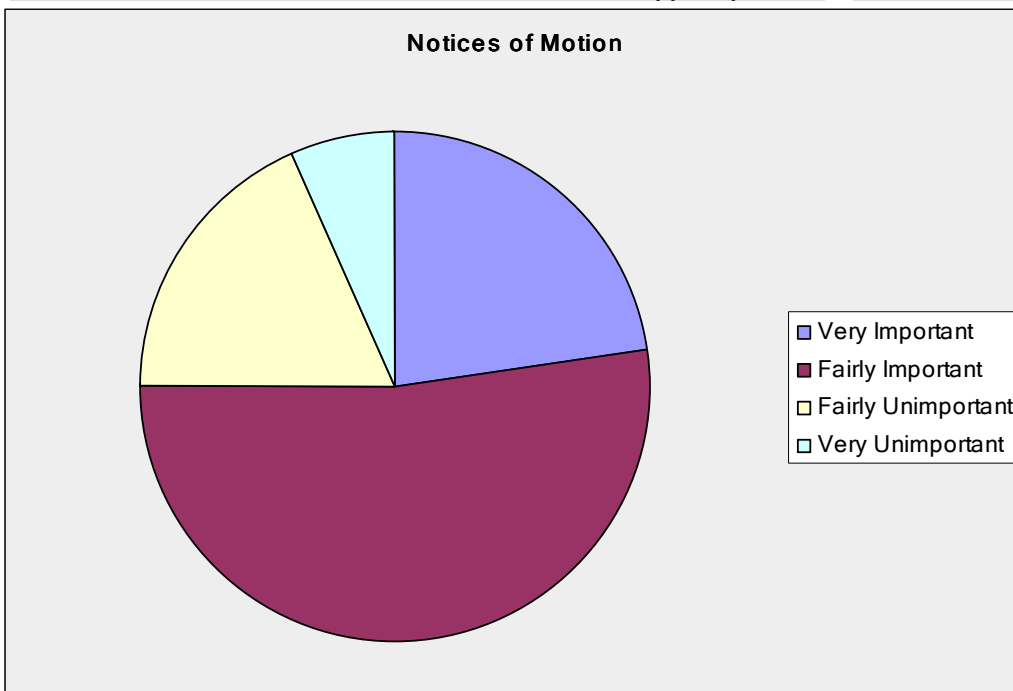
Comments:

See above
 written reports are enough
 As 5
 One of the chairs is impossible to understand in the chamber - fails the basic test of communication which is unsatisfactory
 This also give better insight into the councils work
 Not really being used properly yet, maybe done to lack of experience of the Chairs
 Much the same as for 5. above.
 It is important to share our performance issues in an open and transparent way
 Makes me aware of other work taking place
 Confirm items being scrutinised - but does not usually result in changing mind of Cabinet..

We have yet to have any yet - but potentially they are very important
 as yet these have not been seriously tested

Question 7

When considering Full Council, how important do you consider Notices of Motion?		
Answer Options	Response Percent	Response Count
Very Important	22.7%	10
Fairly Important	52.3%	23
Fairly Unimportant	18.2%	8
Very Unimportant	6.8%	3
Please add any other comments here:		15
<i>answered question</i>		44
<i>skipped question</i>		0



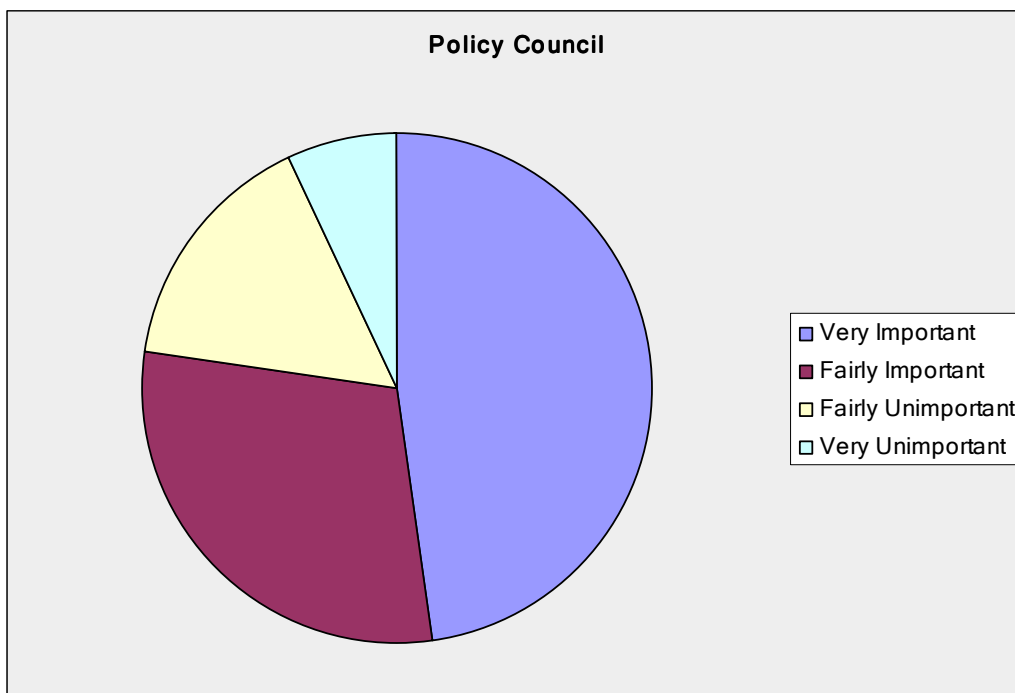
Comments:

But only if they have value to the citizens of Wirral and NOT party politics
 When used well, Notices of Motion are an effective tool for change in the Council. However, they rarely are used well. More should be done to ensure that Notices of Motion are focused on areas that are within the Council's control and are substantive in that they actually make a positive difference.
 These provide an opportunity to debate political issues and demonstrate the difference in political approach taken by the parties.
 When it is used correctly and not as a political tool it is good for discussing issues
 IF they stay focused on issues actually within the control of the Council. Referring back to Cttee could be positive.
 only method members have of bringing public concerns to attention
 These are the opportunity above all others for policies to have a high public and media profile. These tend to inform national issues that are relevant locally it is this section that stimulates the more theatrical speakers but it is important the public know what each of the parties stand for politically and the individual councillors
 I think we should expand the time available for these
 Better dealt with a scrutiny
 Unimportant because nobody ever acts on them.
 And I am concerned by the lack of time available for them and the process by which they are selected for debate.
 But do not seem to achieve much practical benefit. The public audience has little idea of what is going on...

More time required for debates.
 More time should be given to debate them

Question 8

When considering Full Council, how important do you consider Policy Council?		
Answer Options	Response Percent	Response Count
Very Important	47.7%	21
Fairly Important	29.5%	13
Fairly Unimportant	15.9%	7
Very Unimportant	6.8%	3
Please add any other comments here:		9
<i>answered question</i>		44
<i>skipped question</i>		0

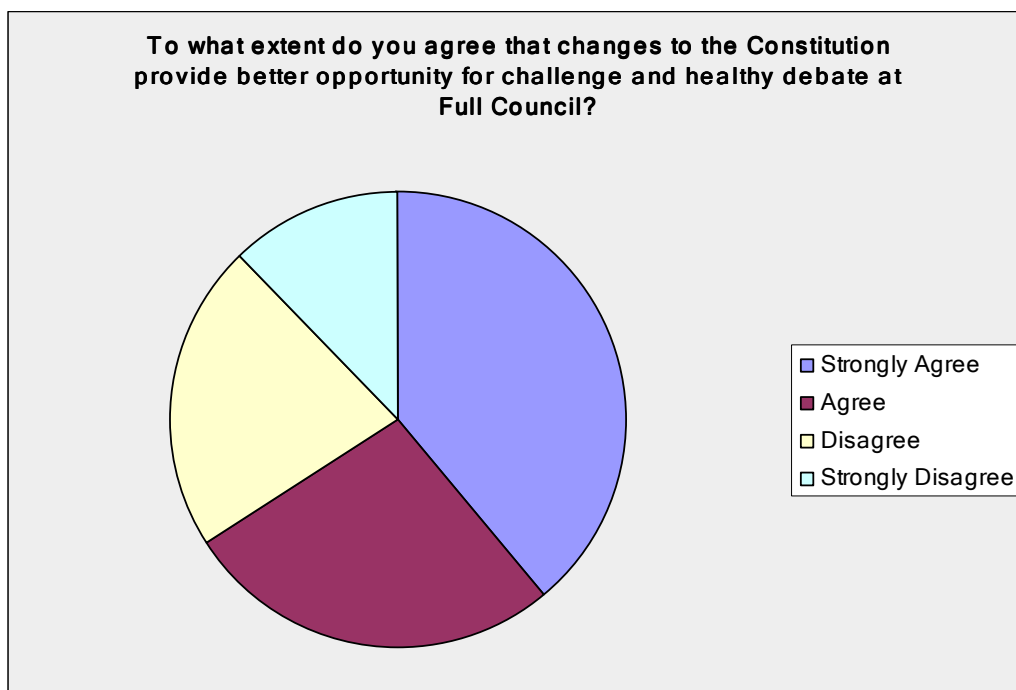


Comments:

This needs to be given more public profile
 its all a forgone conclusion
 As for 7. above
 Not meaningful and no detailed study of the issues
 The policy drives and sets the direction the council needs to go in. there is a reason people vote for different political parties that is because they stand for different values this must be aired in public with full participation from the elected members . it is the end of a process that all should have taken part in
 Non-specific with no targets - the format should be agreed between ALL parties and it may then be worthwhile but not at present.
 No real opportunity to influence policy in this forum
 However only one party takes it seriously
 Reminds us of what we are her for.

Question 9

To what extent do you agree that changes to the Constitution provide better opportunity for challenge and healthy debate at Full Council?		
Answer Options	Response Percent	Response Count
Strongly Agree	39.0%	16
Agree	26.8%	11
Disagree	22.0%	9
Strongly Disagree	12.2%	5
Please add any other comments here:		10
<i>answered question</i>		41
<i>skipped question</i>		3



Comments:

The questioning of cabinet members is limited in its scope and the opportunity was only there under the old constitution.

Certainly healthier, challenge still constrained by time and the rules

It depends on the speakers

Provides the opportunity - BUT members misusing new systems and the whole thing still a political pantomime.

As previous comments

I refer to my comments re earlier questions . I think it will get better and members will feel more included in the decision making process and celebrate or challenge portfolio holders

We know focus on Wirral Council and what we should be doing

Relies on objections which in fact there are very few

The debate is just as politically polarised as previously - which is sad because many members have useful constructive suggestions to make that are seldom taken up.

The new procedure is far more effective at holding the Executive to account and focussing on issues relevant to the Council's responsibilities.

Question 10

Do you have any recommendations to improve the effectiveness of Full Council meetings?	
Answer Options	Response Count
	29
<i>answered question</i>	29
<i>skipped question</i>	15

Comments:

See my previous comments and you decide

As above.

I believe they should begin an hour earlier and some kind of food/sustenance should be available immediately prior to the Council for Members especially those coming straight from work. It would strike a blow for civilised behaviour and should never have been stopped.

I think we need to give this system more time before we make any more changes.

The new systems and rules need strong enforcement.

Unwritten questions not relating to given reports should not be allowed.

Exec members shouldn't be in the habit of "staging" positive questions delivered by their own members.

Both practises mis-use the new systems and once again cut down on proper debating time.

Ensure councillors keep to their allowed times

give the members more decision making powers

I think it is evolving along in the right direction and it is being led by the members through the workshops and reviews

As implied in the answers above Council meetings are now presently better than at any time in the past - primarily because the new arrangements militate against the absurd "tribalism" that had become a key feature. There is still a need to waste less time on questions characterised by "ambush" and countered by "friendlies" as counter defence. Written questions would remove the juvenile "jungle warfare" character presently emerging. Questions should be such that informed answers will be prepared and given for the public good rather than to provide propaganda material for political leaflets and blogs. This is an entirely new council; Wirral MBC has at last "grown up" - it is now time to behave like it and shed the former "tribal" tendencies that would be more suited to a sixth form debating club.

They should be professionally filmed and copies should be made available at reasonable cost to the public.

The idea was to discuss the state of the borough, to give members a clear picture of progress.

I suppose there are two ways of looking at a full council meeting. Its a show of hands in public on issues that have already been decided along political lines or it is a meeting in public that enables councillors and the public to understand political differences as a result of the debate re motions. But the introduction of questions to portfolio holders has made it more informative.

As a new councillor it can be an intimidating environment where you are afraid to say the wrong thing so you say nothing or it is a great environment to grow your skills as an effective orator for your public. Think we could make it more inclusive and interesting for the public and the young parliamentarians like to see a slot for a member of the youth parliament to have a seat and be able to ask questions of the portfolio holders. Be good to involve social media more so as we get feedback from a more diverse range of people. I noticed how difficult it was for people with disabilities to view what was going on and we need to cater for their needs using technology better . We could have a slot for bme communities to air their concerns or celebrate what's gone well

I feel Council is beginning to function properly, it is bedding in well, review in twelve months

To much time taken up with Questions of Portfolio holders and chairs meaningless and futile

Revert to the previous Constitution.

This is difficult as there seems to be a built in need to 'play to the gallery' in any system which I think gets fairly boring for every one. As Council Meeting seems to have to fulfil a number of roles I think the new system is certainly a lot more efficient.

I don't think we should have a guillotine.

It is the role of the Chair to ensure the meetings aren't unnecessarily delayed. If we have important business to discuss, it should be discussed.

Full Council should be as easy to follow as possible for members of the public. Bring more real issues to Council - so many things are ruled out of order or referred elsewhere.

More work needs to be done in my view to condense Full Council, do we need so many questions for Portfolio Holders, do we need to ask any questions to Policy & Performance Chairs?

Make them shorter allow for one serious debate

More time for portfolio holders to answer questions.

Questions asked should be replied to, not have to wait until all/five questions have been answered.

the time allotted to chairs to answer questions should be reduced only 1 notice of motion should be taken

Increase time for questions; scrap notice of motion to full council and transfer that to committees; reintroduce electronic voting

Too complicated an issue. I need to give this much further thought. The audience must find proceedings incomprehensible on occasions!

Return to 'Committee System'

Officers are to advise not control

questions are effectively the new opportunity that has been included in the agenda, however challenge is limited by the lack of an opportunity to ask a supplementary question and the inability to ask a question on a matter not included in the report even where a decision may have been made by the portfolio holder.

suggestions

1. reform questions to allow any question to portfolio holders

2. allow supplementary questions to be asked

- Amendments should be tabled in advance of Council meetings to avoid us having to adjourn to consider amendments which are only tabled at the Council meeting.

- Where there are a number of motions and amendments on the same topic we should take these as one debate with one set of votes.

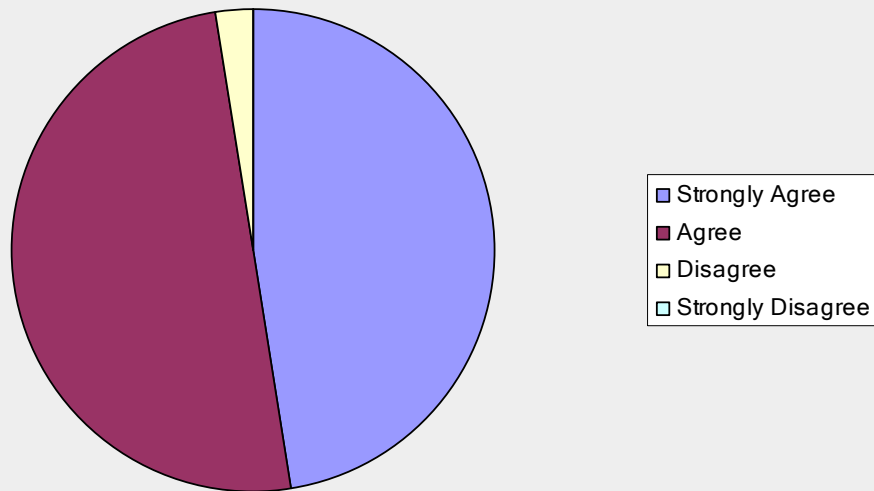
- We should explore filming full Council meetings and making this available to the public via the Council's website.

stop the additional minutes on debates, and curtail length of replies.

Question 11

To what extent do you agree that you understand the role and purpose of Cabinet?		
Answer Options	Response Percent	Response Count
Strongly Agree	47.6%	20
Agree	50.0%	21
Disagree	2.4%	1
Strongly Disagree	0.0%	0
Please add any other comments here:		7
	answered question	42
	skipped question	2

To what extent do you agree that you understand the role and purpose of Cabinet?



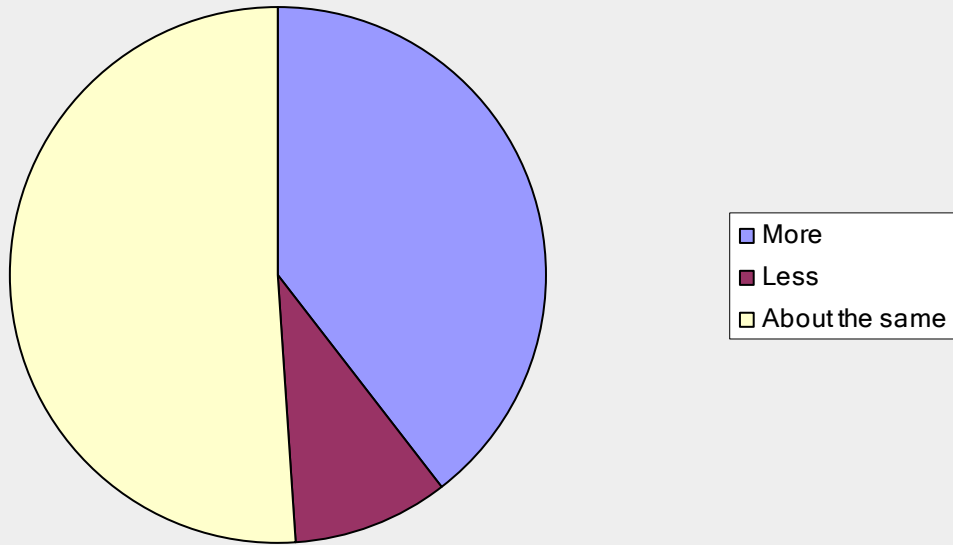
Comments:

I don't agree with the cabinet system anyway
 Cabinet meetings are largely a showcase, not more than that. The leader dominates the cabinet.
 The report at council helps with this
 More delegation seems to be the way forward but this might take sometime for Exec members to get used to.
 I need to attend more cabinet meetings this will help me understand
 To establish one-party control over decision making seems the main purpose.
 To make executive decisions for the benefit of Wirral residents and businesses

Question 12

Since the Constitution was revised, do you feel that you understand the role of Cabinet:		
Answer Options	Response Percent	Response Count
More	39.5%	17
Less	9.3%	4
About the same	51.2%	22
Please add any other comments here:		2
<i>answered question</i>		43
<i>skipped question</i>		1

Since the Constitution was revised, do you feel that you understand the role of Cabinet:



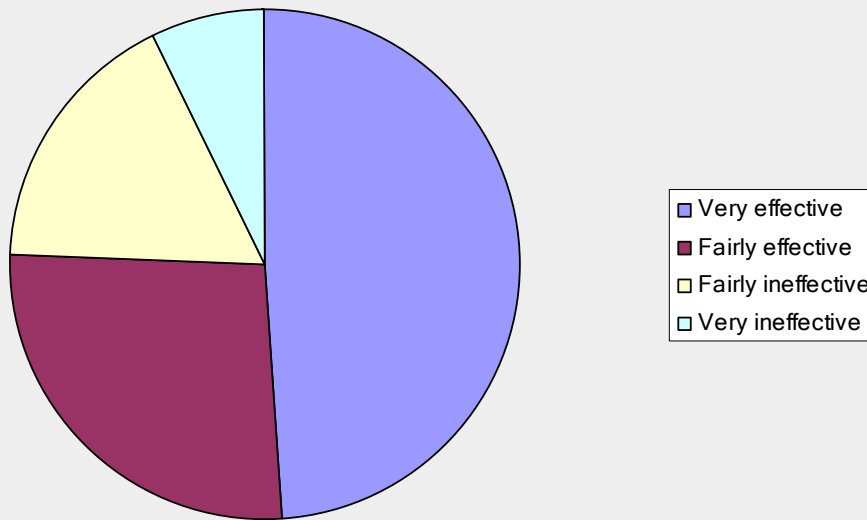
Comments:

Council reports helpful but verbal reporting of the written material can be a very dry.
See comment in 11 above

Question 13

How effective do you feel that Cabinet is in fulfilling its role?		
Answer Options	Response Percent	Response Count
Very effective	48.8%	20
Fairly effective	26.8%	11
Fairly ineffective	17.1%	7
Very ineffective	7.3%	3
Please add any other comments here:		7
<i>answered question</i>		41
<i>skipped question</i>		3

How effective do you feel that Cabinet is in fulfilling its role?

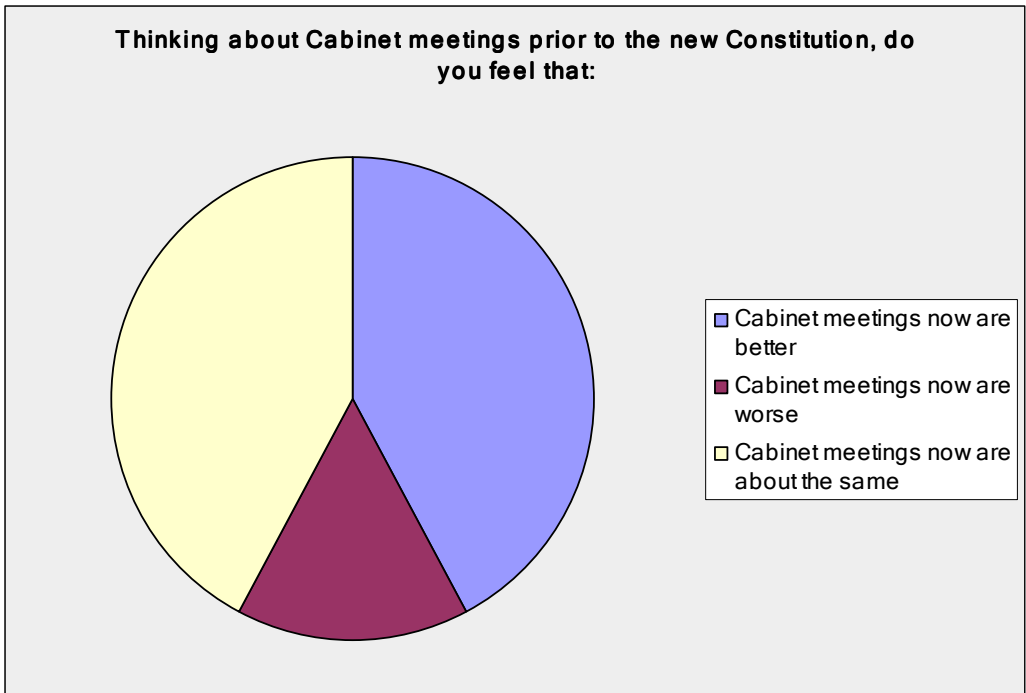


Comments:

would like to see more delegation and good reporting of delegated decisions.
 In terms of my comments at 11 above very effective. In terms of democracy and all party involvement very ineffective.
 Budget proposals done on time and with full consultation
 Although it is run by a different Group to the one I am currently a member of, I can see it is cohesive
 Curates egg. Good at some things - but does NOT accept recommendations of scrutiny committees as much as it should.
 there is still a remoteness from backbenchers

Question 14

Thinking about Cabinet meetings prior to the new Constitution, do you feel that:		
Answer Options	Response Percent	Response Count
Cabinet meetings now are better	42.1%	16
Cabinet meetings now are worse	15.8%	6
Cabinet meetings now are about the same	42.1%	16
Please add any other comments here:		11
<i>answered question</i>		38
<i>skipped question</i>		6



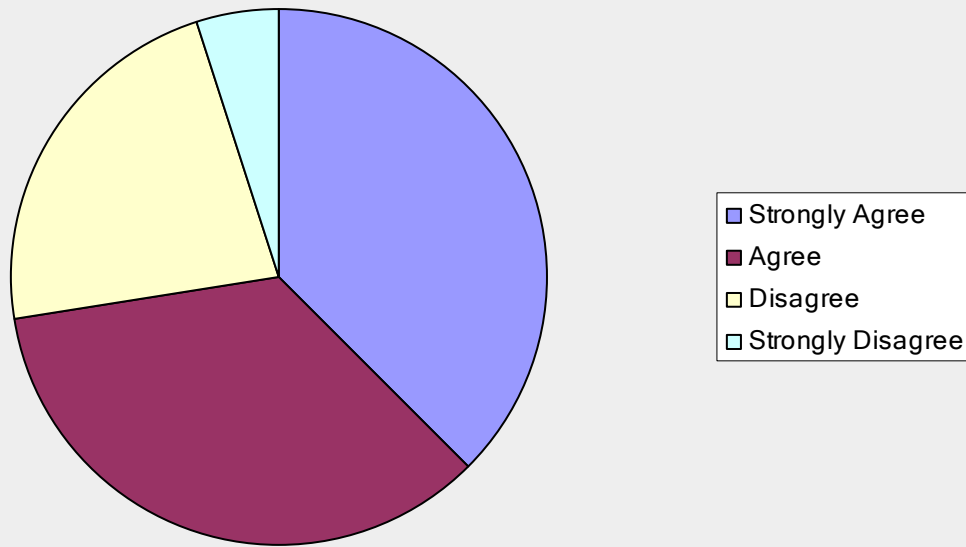
Comments:

Some agendas still too big.
 Yes because members present the reports instead of officers
 Window dressing as Members read prepared scripts and tell each other things they knew already
 as i say i rarely attend cabinet meetings and need to so cant really comment
 Only items for policy should be taken there two long agendas sometime
 How would anyone know unless they are one of the ten members making all the decisions.
 only attended one of each so not really an accurate comment
 Portfolio holder introducing agenda items has been a positive move in my view
 I'm not a member of the Cabinet, and have not attended a Cabinet meeting since the new Constitution was implemented.
 Cabinet is more focused on strategic issues which require a decision and reports are introduced by Cabinet members rather than officers which gives Cabinet members more ownership of the business.

Question 15

To what extent do you agree there is accountability and an audit trail of decision making at Cabinet?		
Answer Options	Response Percent	Response Count
Strongly Agree	37.5%	15
Agree	35.0%	14
Disagree	22.5%	9
Strongly Disagree	5.0%	2
Please add any other comments here:		8
<i>answered question</i>		40
<i>skipped question</i>		4

To what extent do you agree there is accountability and an audit trail of decision making at Cabinet?

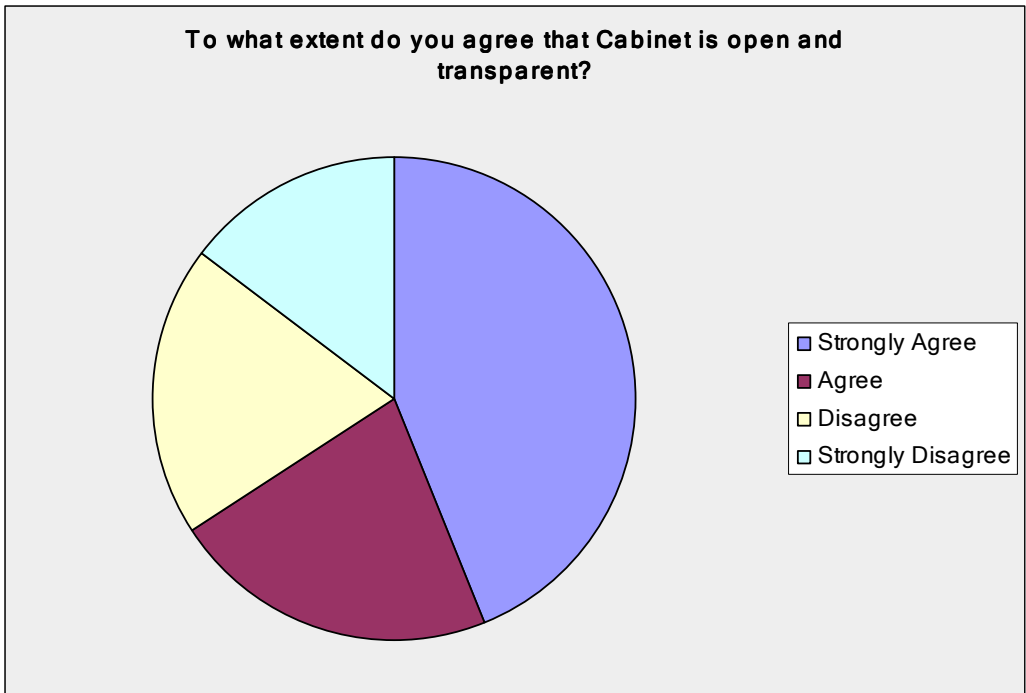


Comments:

Not too easy for junior opposition members at times.
 IT APPEARS MOSTLY TO OPERATE BEHIND CLOSED DOORS
 Who knows what was discussed before the reports were written
 Too soon to make a judgement
 Too bureaucratic
 Decisions appear to be taken behind closed doors with report recommendations altered prior to Cabinet meetings. Meeting take place without any meaningful public discussion and debate. I struggle to remember the last time there was a split vote which I find incredible and conclude that this is as a result of decisions being made elsewhere without transparency.
 Can be a convoluted process deciding who has been responsible for which executive decision - members or officers... Members should make decisions, officers should carry them out always without introducing their own layer of bias...! Please seek to avoid the outdated (and outrageous) 'Yes Minister' farago.
 motions are passed and very often no action is taken

Question 16

To what extent do you agree that Cabinet is open and transparent?		
Answer Options	Response Percent	Response Count
Strongly Agree	43.9%	18
Agree	22.0%	9
Disagree	19.5%	8
Strongly Disagree	14.6%	6
Please add any other comments here:		8
<i>answered question</i>		41
<i>skipped question</i>		3



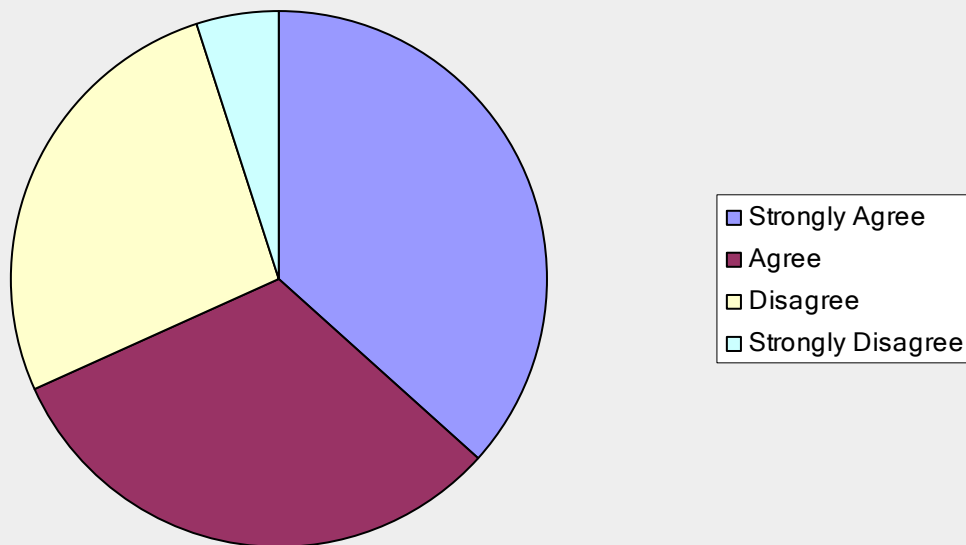
Comments:

I think the Officers are providing open and transparent information. I don't think we will ever know all the information
 only have to look at latest controversy to see it hasn't getting better - probably to do with new leadership style. Would like to see more public debate with Exec members - any debating / disagreement is obviously done behind closed doors and team come to meetings with decisions fully made.
 By definition a one-party Cabinet cannot be as open and transparent as an all party one.
 All in public
 Decisions taken first in briefing and then rubber stamped
 See above
 if there was a don't know option i would have taken that for this and previous

Question 17

To what extent do you agree that Cabinet is capable of making quick and effective decisions?		
Answer Options	Response Percent	Response Count
Strongly Agree	36.6%	15
Agree	31.7%	13
Disagree	26.8%	11
Strongly Disagree	4.9%	2
Please add any other comments here:		9
<i>answered question</i>		41
<i>skipped question</i>		3

To what extent do you agree that Cabinet is capable of making quick and effective decisions?



Comments:

Leader is well prepped and Officers provide useful briefing at the appropriate time or when requested.
 delegation making things better but some decisions still seem to take an age!
 This is the first time in living memory that we have a full time Leader of both the Council and therefore of Cabinet. There is no room in the present climate of austerity for the amateurism of Leadership with one and a half eyes on the day job and half an eye on Council.
 They've been given the power to do it
 No more than the previous system.
 Quick but not always effective
 Some members do not appear to be fully up to speed on their individual Cabinet responsibilities. (No names, no packdrill)
 But wrong decisions
 i don't believe that cabinet is quick

Question 18

Do you have any recommendation to improve the effectiveness of Cabinet?	
Answer Options	Response Count
	15
<i>answered question</i>	15
<i>skipped question</i>	29

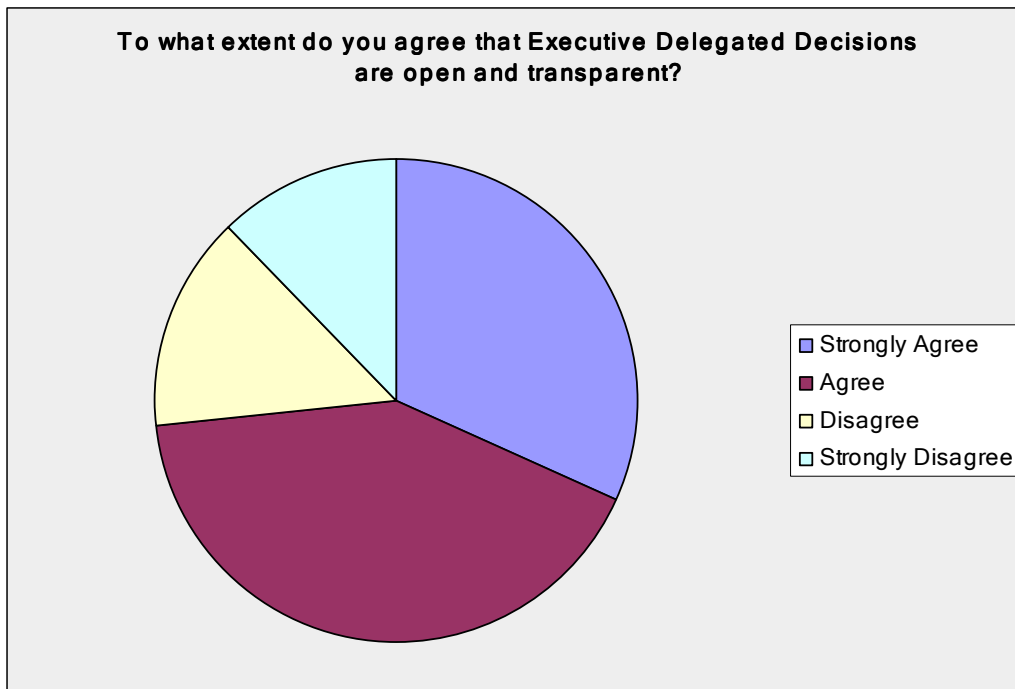
Comments:

More public debate rather than meetings presenting ready made decisions.
 More offer to meet with back benchers around decisions affecting wards / areas of interest.
 MORE OPEN
 Yes to delegate more
 Cabinet Members still appear to be working entirely from home. They should perhaps at least have the option for some Council office space.
 Go back to the drawing board
 Yes I need to attend more cabinet meetings myself so as i can effectively answer these

questions it may be an idea to video them and allow access to all councillors
 I like the idea of Cabinet members being responsible for presenting their papers ownership.
 Tear up the Hilary Armstrong Constitution and return to the Committee system with all party
 represented at all levels of decision-making in proportion to party members.
 Representation in Cabinet for the numbers of each party proportionately.
 more direct dialogue with scrutiny committees
 It should be abolished and replaced by a policy and performance committee which reports to
 Full Council for its final decision. Or it should be considered as a Committee of the Council and
 its membership should reflect political proportionality encouraging more debate and discussion
 which would lead to better decision-making via a more transparent approach.
 Cabinet posts are (understandably) awarded as a direct result of being loyal supporters of their
 political group. Not necessarily on the grounds of ability to discharge their appointed executive
 responsibilities. More training on their individual specific Cabinet roles and responsibilities
 might improve the situation
 Return to 'Committee System'
 abolish it
 Make the cabinet agenda smaller

Question 19

To what extent do you agree that Executive Delegated Decisions are open and transparent?		
Answer Options	Response Percent	Response Count
Strongly Agree	31.7%	13
Agree	41.5%	17
Disagree	14.6%	6
Strongly Disagree	12.2%	5
Please add any other comments here:		7
<i>answered question</i>		41
<i>skipped question</i>		3



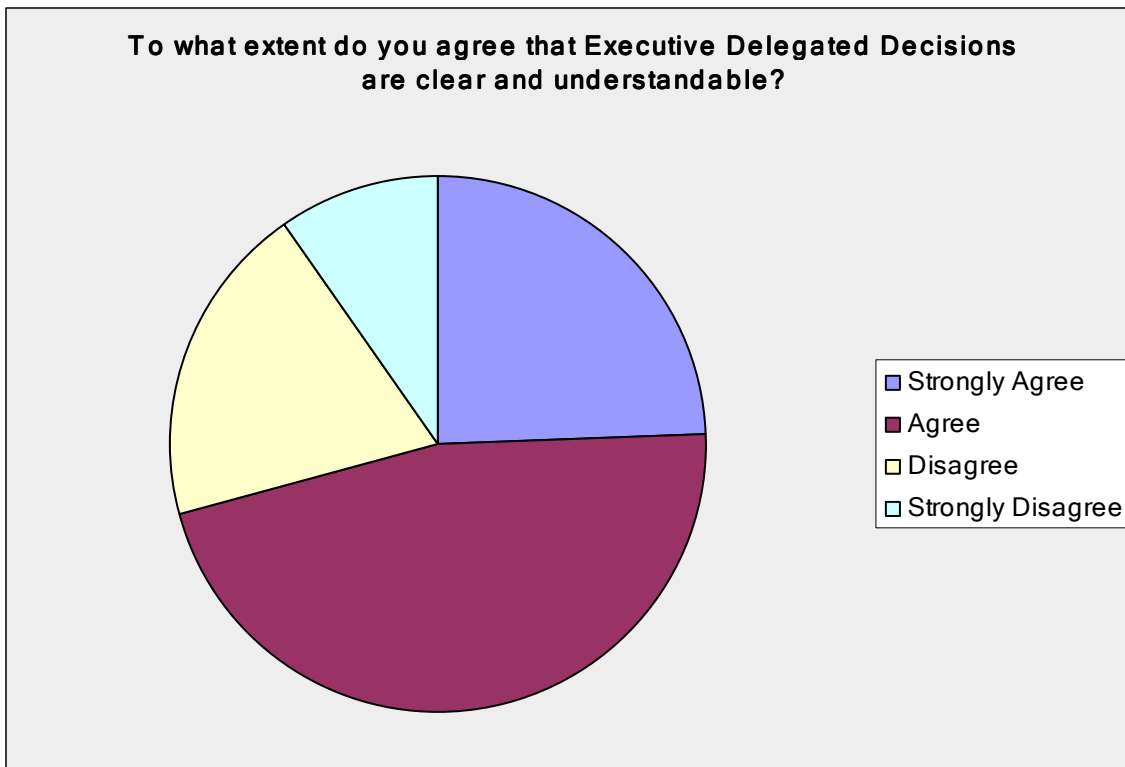
Comments:

As far as I can tell.
 Getting better
 They are published and can be contested.

They are at least reported
 There's no explanation as to why they are delegated
 Trying to keep a track on what officers are doing is pointless

Question 20

To what extent do you agree that Executive Delegated Decisions are clear and understandable?		
Answer Options	Response Percent	Response Count
Strongly Agree	24.4%	10
Agree	46.3%	19
Disagree	19.5%	8
Strongly Disagree	9.8%	4
Please add any other comments here:		4
<i>answered question</i>		41
<i>skipped question</i>		3

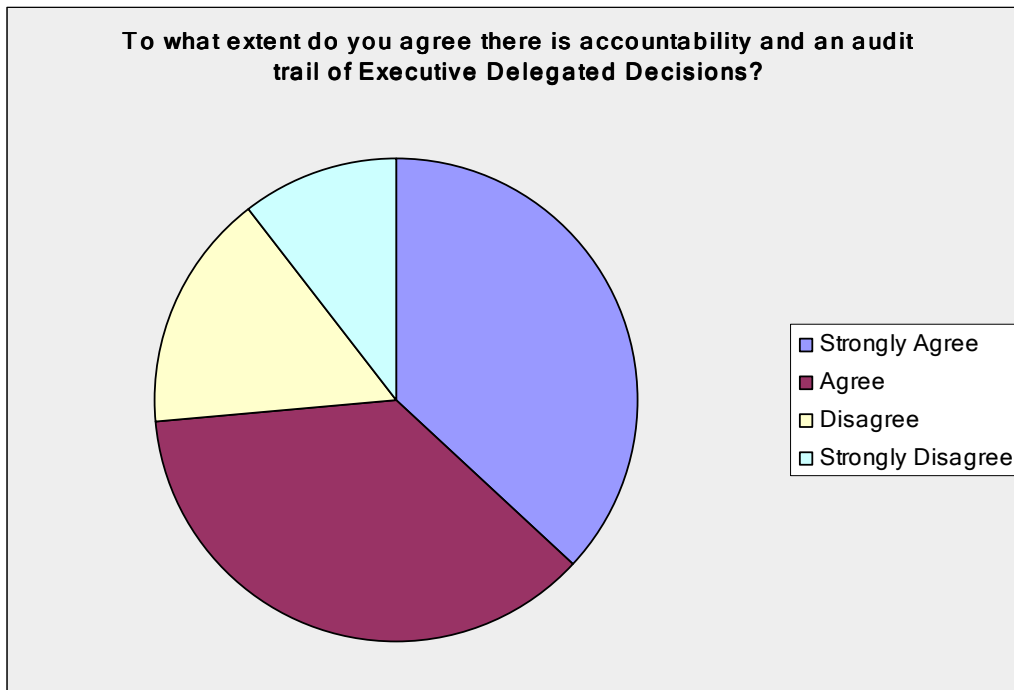


Comments:

Mostly/usually
 Detail often hidden in reports / not in reports at all.
 The reports contain the basic information
 Some seem to be quite arbitrary

Question 21

To what extent do you agree there is accountability and an audit trail of Executive Delegated Decisions?		
Answer Options	Response Percent	Response Count
Strongly Agree	36.8%	14
Agree	36.8%	14
Disagree	15.8%	6
Strongly Disagree	10.5%	4
Please add any other comments here:		7
<i>answered question</i>		38
<i>skipped question</i>		6

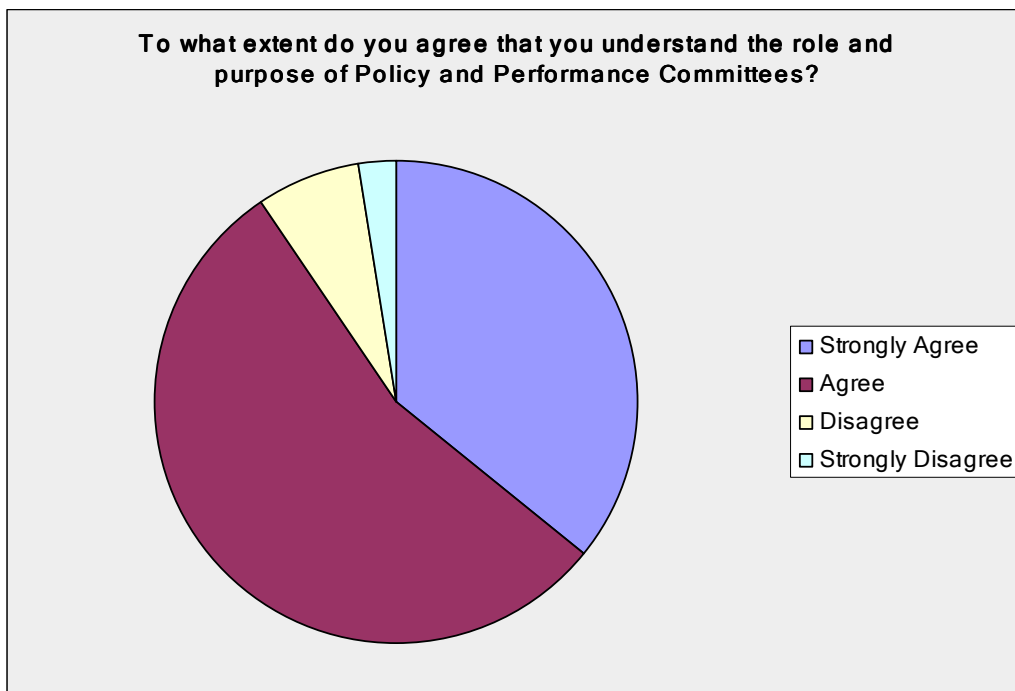


Comments:

This seems much improved
 not really had an experience of tracking things
 every decision is subject to scrutiny but this is definitely an area that needs to be faultless in its openness as executives are not elected to make decisions and ultimately it is the councillors who gave them the delegation that are accountable but we should not be afraid to make decisions based on risk assessment and as long as all procedures and processes are followed we are all accountable and nobody gets blamed if things don't work out its when things are hidden and ppl get defensive that problems happen we should not be afraid to say well i got that one wrong otherwise we will not progress
 Too soon to judge.
 Who is accountable? no one.
 Perception of particularly those associated with personnel and human resources issues.
 dont know

Question 22

To what extent do you agree that you understand the role and purpose of Policy and Performance Committees?		
Answer Options	Response Percent	Response Count
Strongly Agree	35.7%	15
Agree	54.8%	23
Disagree	7.1%	3
Strongly Disagree	2.4%	1
Please add any other comments here:		3
<i>answered question</i>		42
<i>skipped question</i>		2

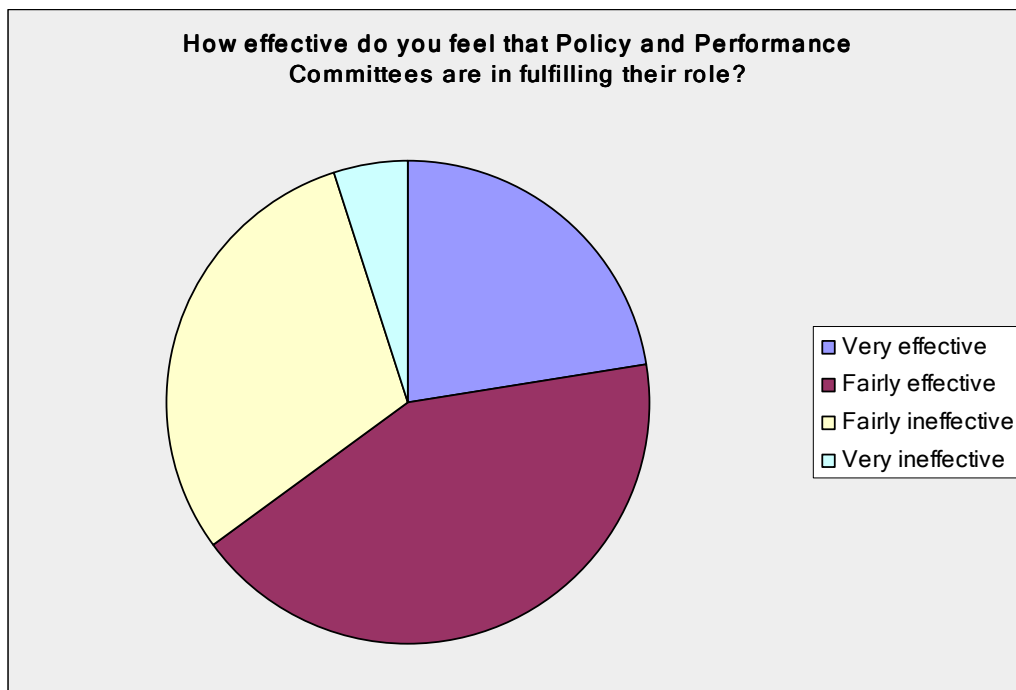


Comments:

This committee is still developing
 I think if you access the training alongside attending the meetings it completes the circle
 scrutiny is about asking the right questions to the correct people and making sure you get an answer
 wide areas to cover though

Question 23

How effective do you feel that Policy and Performance Committees are in fulfilling their role?		
Answer Options	Response Percent	Response Count
Very effective	22.5%	9
Fairly effective	42.5%	17
Fairly ineffective	30.0%	12
Very ineffective	5.0%	2
Please add any other comments here:		13
<i>answered question</i>		40
<i>skipped question</i>		4



Comments:

Too much time is spent on pointless motions. Very little consideration is given to the positive outcomes of meetings. There is no point in having a meeting for the sake of having a meeting. Measurable outcomes should be achieved from the meeting and these should be recorded and assessed.

Early days - not all Councillors up to speed with the process or the amount of information to manage

With what they have done

need to look deeper into issues

way too big range of topics and too many members

TOO LARGE TO BE EFFECTIVE

there is a lot of work involved with councillors and experts forming task and finish groups this work was effective in the area of pupil premium for me

Less effective than previously because of reduced number

I feel that they are too large and, because of that, it's difficult to choose scrutiny topics for the Work Programme.

The P & P committees are too big - they have to cover too many issues, particularly Families and Wellbeing, and should be made smaller with more meetings. It's difficult to get an overall picture.

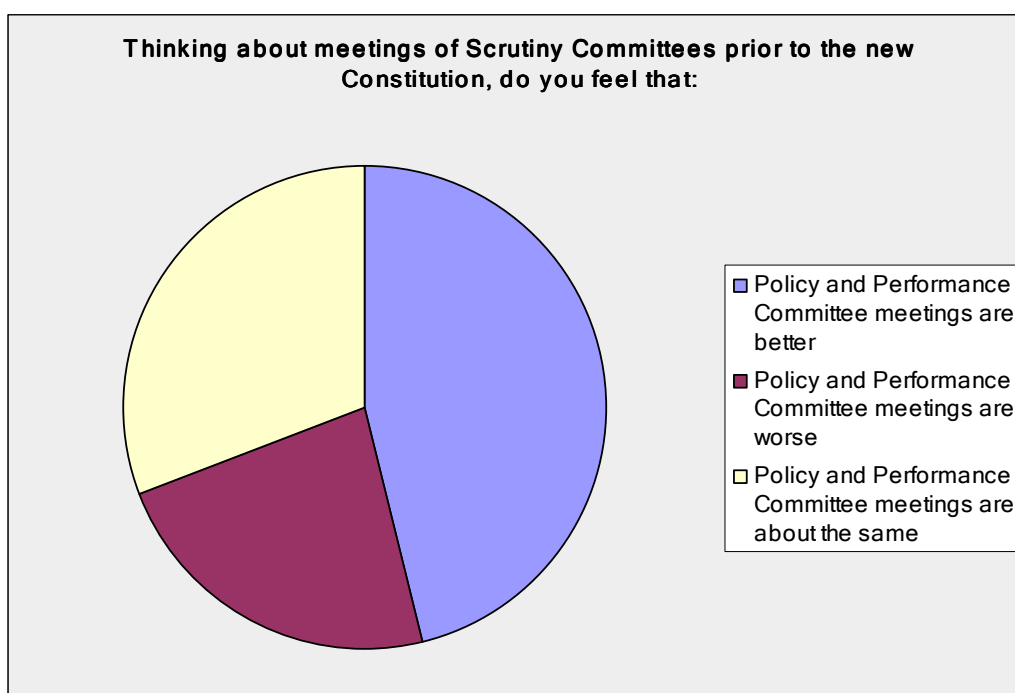
Since the reduction of the number of scrutiny committees it is impossible for the committees that remain to do their job in holding the Executive to account. This is particularly apparent for the Families and Wellbeing Committee where I have grave concerns that the interests of children at risk or vulnerable adults simply cannot (due to the nature of the changes implemented) be properly or effectively monitored.

Overloaded - especially Families and Wellbeing

Fm. and Wel B too bigger scope

Question 24

Thinking about meetings of Scrutiny Committees prior to the new Constitution, do you feel that:		
Answer Options	Response Percent	Response Count
Policy and Performance Committee meetings are better	46.2%	18
Policy and Performance Committee meetings are worse	23.1%	9
Policy and Performance Committee meetings are about the same	30.8%	12
Please add any other comments here:		11
<i>answered question</i>		39
<i>skipped question</i>		5



Comments:

Some people take the work seriously, others not. Very annoying when somebody clearly hasn't read the papers prior to the meeting

no comment as not taking part this year

Some chairing is woeful!!!

AGENDAS FAR TOO LONG

they were more about a process after decisions had been made there was a blame culture now we are all working together as much as political parties with different values can to get the best results for the services we represent ultimately it is the economics that drives what we can and cant do but i feel effective scrutiny ensures we are not wasting resources by making bad choices its all about listening to all involved and doing the best with the resources available

families and wellbeing scope too large

Too wide a scope for Families and Well Being - less effective scrutiny

For those who engage

I believe that the abolishment of the Childrens and Young Peoples' Scrutiny Committee and Health and Wellbeing Scrutiny Committee and their subsequent amalgamation into one is preventing Members of the Council holding the Executive to account and putting vulnerable adults and children at unnecessary risk.

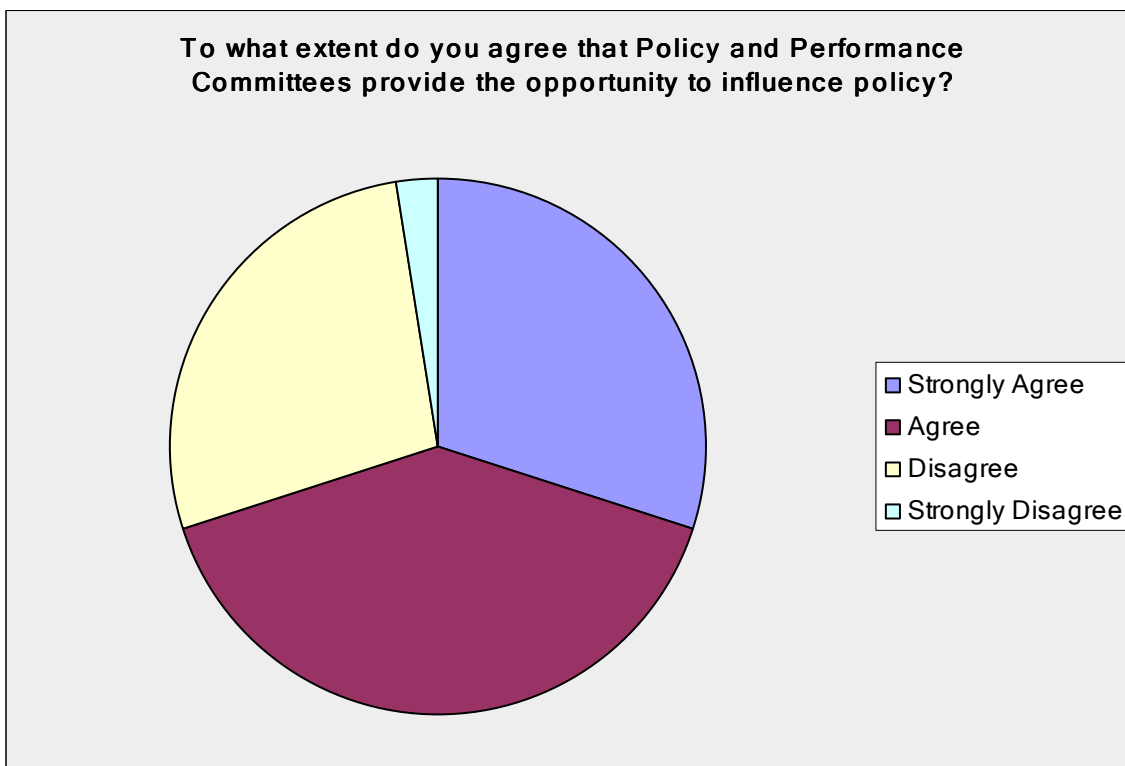
Too much information that is difficult to assimilate. Must change to 'exception reporting'

These Committees are now looking at issues prior to them going to Cabinet for a decision. This

helps Cabinet make more informed decisions.

Question 25

To what extent do you agree that Policy and Performance Committees provide the opportunity to influence policy?		
Answer Options	Response Percent	Response Count
Strongly Agree	30.0%	12
Agree	40.0%	16
Disagree	27.5%	11
Strongly Disagree	2.5%	1
Please add any other comments here:		12
<i>answered question</i>		40
<i>skipped question</i>		4

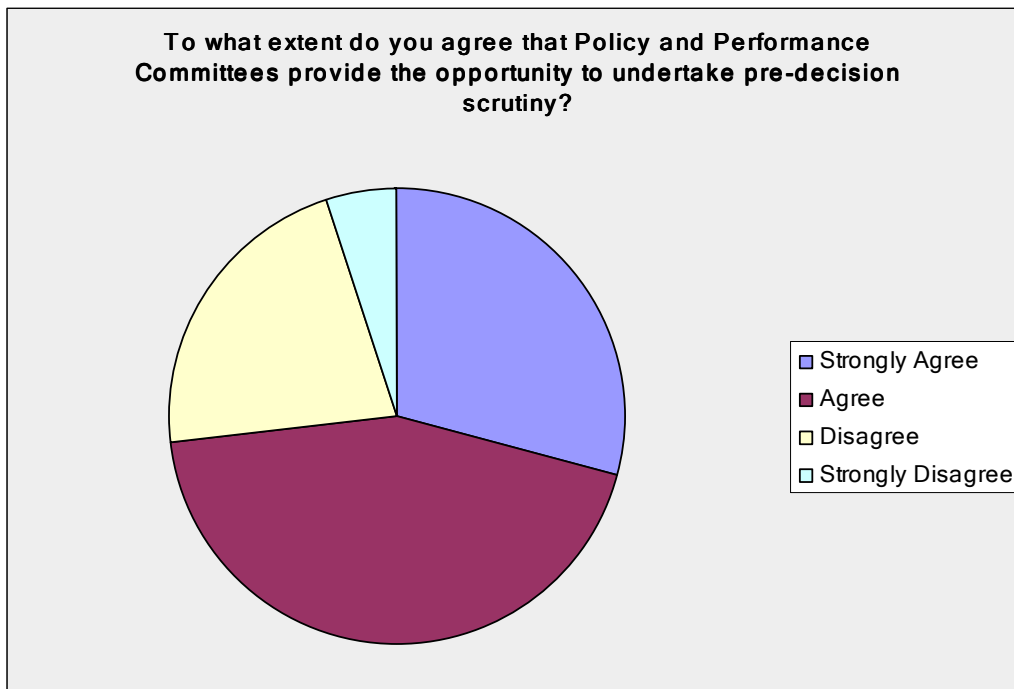


Comments:

provide the opportunity - not always taken up - still subject to political manipulation
needs more time to see how affective it can be
only if people listen to alternative argument ?
use of scrutiny can be the best venue to influence.
Pre decision scrutiny influences policy instead of the old post decision scrutiny. Good task and finish work should enable cabinet and council to take information and use it
As long as cabinet portfolio holders continue to attend and listen to concerns of service users and providers as I say economics ultimately drives what we can and cant do but if that is communicated in a plain English way that all can understand we can scrutinise alternative ideas that may help before a decision is made . Consultation is important
if there was a don't know box that is what I would be ticking
Policy shaped behind the scenes, not easily brought into a work plan in a timely manner.
If all engage
Cabinet seems to operate in a parallel universe - and does not appear to take much notice of advice from scrutiny committees - or am I being too cynical...?
I have been impressed with the large number of scrutiny reviews taking place on important topics which definitely influence policy.
Listen to Scrutiny recommendations. We shall see!

Question 26

To what extent do you agree that Policy and Performance Committees provide the opportunity to undertake pre-decision scrutiny?		
Answer Options	Response Percent	Response Count
Strongly Agree	29.3%	12
Agree	43.9%	18
Disagree	22.0%	9
Strongly Disagree	4.9%	2
Please add any other comments here:		11
<i>answered question</i>		41
<i>skipped question</i>		3



Comments:

Much of what we do is post decision.

it depends on the membership of the committee - the opportunity is there - see previous answer
Need a greater degree of input from Exec so people know what is coming up - this would need to be timely.

They can but members are not engaged

As long as cabinet portfolio holders continue to attend and listen to concerns of service users and providers as I say economics ultimately drives what we can and cant do but if that is communicated in a plain English way that all can understand we can scrutinise alternative ideas that may help before a decision is made . Consultation is important

The Policy Updates are welcome, maybe some thought could be given to adapting the format to reflect what's on the forward plan

Needs to be planned in advance by chair and spokes

Yes. But how much notice is really taken of work undertaken?

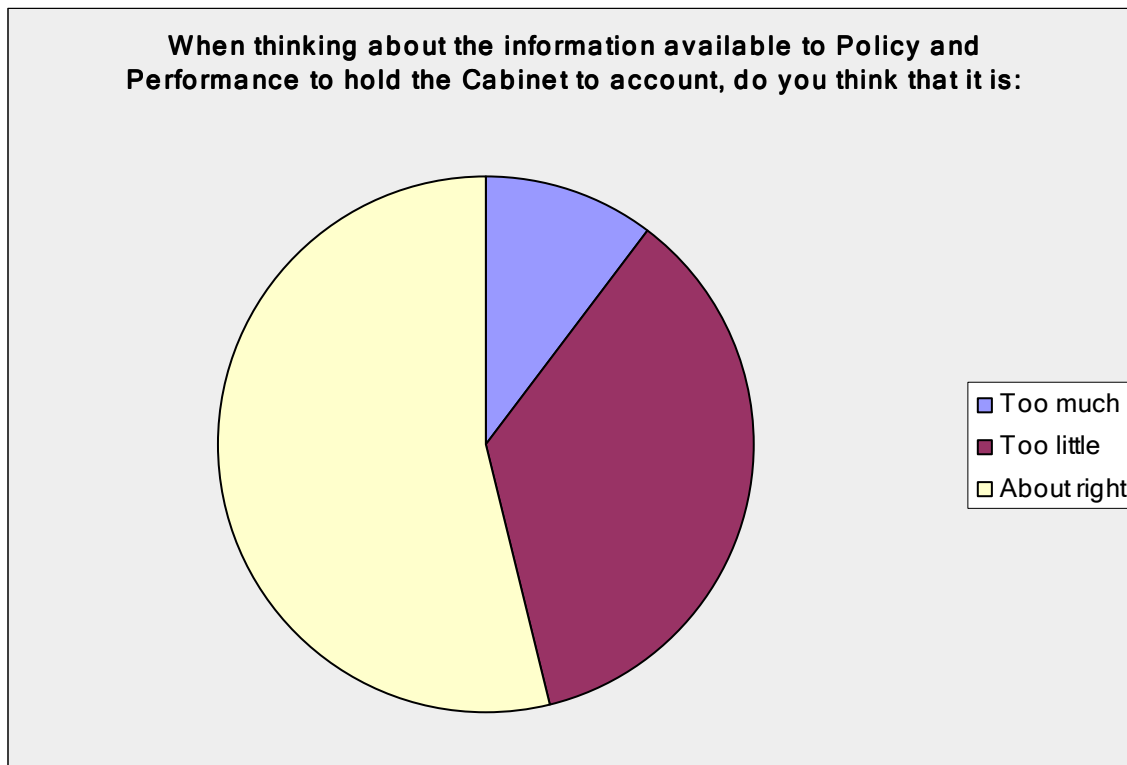
such as?

See25

Question 27

When thinking about the information available to Policy and Performance to hold the Cabinet to account, do you think that it is:

Answer Options	Response Percent	Response Count
Too much	10.3%	4
Too little	35.9%	14
About right	53.8%	21
Please add any other comments here:		6
<i>answered question</i>		39
<i>skipped question</i>		5



Comments:

probably

depends on what you are looking for ?

too many areas to cover to allow for right amount of info.

If we don't have information it is our job to ask for it cant see a circumstance where you would have too much info . you may get the wrong info

Performance indicators are useful and working

The reduction in the number of committees and the vast increase in their scope and the number of meetings seems to me to be a deliberate ploy to prevent Councillors from holding the Executive to account.

Question 28

How do you think Scrutiny can be improved?	
Answer Options	Response Count
	23
<i>answered question</i>	23
<i>skipped question</i>	21

Comments:

I think scrutiny is very dependent upon the willingness and ability of the individual members to scrutinise in an appropriate fashion any particular council policy/service provision therefore: member training is important, and is still not properly taken up by all members subject to the number of hours in any particular day that an individual member can assign to these tasks which is necessarily finite and therefore should not and cannot ever be reliant upon a part-time, amateur practitioner

It still needs time to develop

More members actually take part

Ctees simply too large.

More horizon scanning needed, a lead needs to come from leadership to highlight things that are coming up.

Needs to be a mechanism to make sure that Recommendations are followed through and the Exec held to account for non-performance - nothing more demoralising than putting in a huge amount of work to scrutiny only to see recommendations not acted upon.

By councillors taking it seriously instead of using it as opportunities to run to the press with scare stories and running the council, of which they are part, down.

BY REVERTING TO PREVIOUS SYSTEM OR CHANGING TO THE COMMITTEE SYSTEM

By all parties taking it seriously and not voting as though the whip is in place.

Committees have too wide a range to cover

by constantly scrutinising the scrutiny analysing what went well and what went wrong . listening to experts and being open to change I think training of elected members is important in this process and I can see the difference in the type of questions elected members ask between those who have been trained and those who haven't effective questioning is at the heart of scrutiny coaching techniques can help with this . More effective training

I feel that scrutiny is getting better as members become more open and are prepared to take it seriously

What is the point since any recommendations can be ignored - scrutiny is a sop to cloak the lack of ability to make decisions.

no idea, I think there is something wrong with the perception of it amongst Officers and Cllrs, so it will never really get to grips as it should.

Smaller committees that are more focussed on specific areas, where Members have the opportunity to approach the degree of understanding of issues (and which issues are key) to hold Cabinet and Portfolio holders to account.

All parties to engage. Discuss topical matters. Hold informal workshops. Don't wait for committee date to do work. Engage with public. Mystery shopping type exercises by members

Not sure, but because of the size of the portfolios, perhaps sub committees?

The position of Chair and vice chair should not be held by the same political party, nor should it be pre decided before the first meeting.

An increased number of committees with commensurate responsibilities to carry out.

Reduce the amount of paperwork that members are required ton assimilate. Rely more on 'exception' reporting drawing attention to areas where actions have varied from budget or policy intention.

Return to 'Committee System'

By practising it. Scrutiny has never existed in Wirral

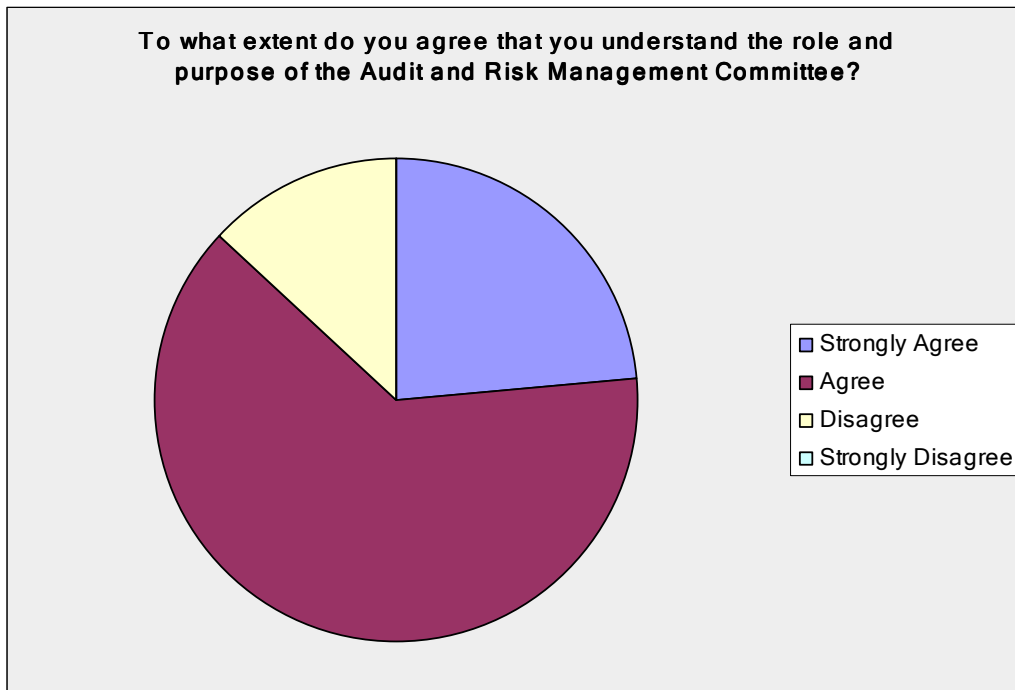
If members from all parties engaged.

Allow junior management to attend and allow them to speak.

Revert to two responsibilities ie Adult and Children/Youg people

Question 29

To what extent do you agree that you understand the role and purpose of the Audit and Risk Management Committee?		
Answer Options	Response Percent	Response Count
Strongly Agree	23.7%	9
Agree	63.2%	24
Disagree	13.2%	5
Strongly Disagree	0.0%	0
Please add any other comments here:		2
answered question		38
skipped question		6



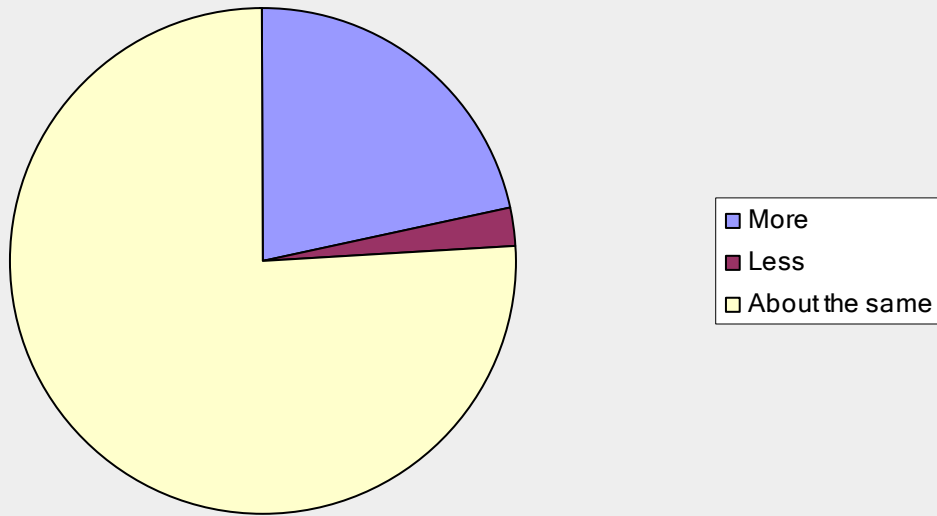
Comments:

Plans to adopt independent members sounds like a positive approach to a difficult problem
no experience of this Cttee

Question 30

Since the Constitution was revised, do you feel that you understand the role of the Audit and Risk Management Committee:		
Answer Options	Response Percent	Response Count
More	21.6%	8
Less	2.7%	1
About the same	75.7%	28
Please add any other comments here:		2
answered question		37
skipped question		7

Since the Constitution was revised, do you feel that you understand the role of the Audit and Risk Management Committee:



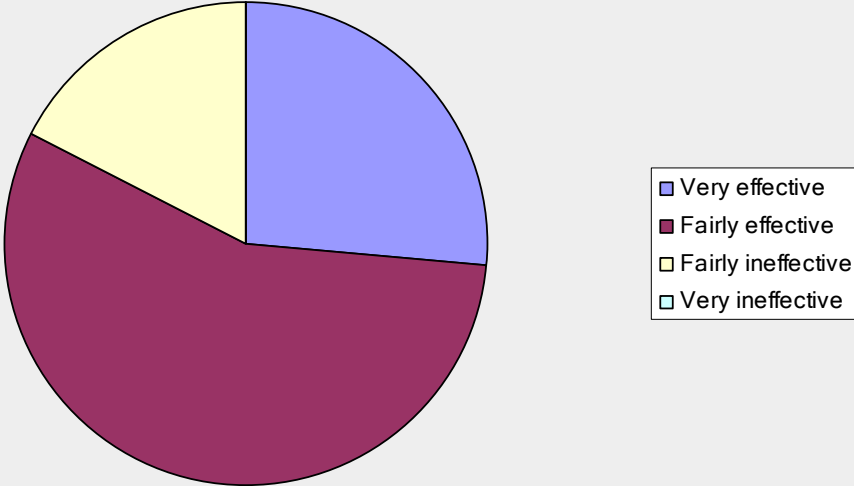
Comments:

I am still foggy about risk management which doesn't seem to have been much in evidence until recently but I don't know if that has had much to do with this committee
 Don't know

Question 31

How effective do you feel that Audit and Risk Management Committee is in fulfilling its role?		
Answer Options	Response Percent	Response Count
Very effective	26.5%	9
Fairly effective	55.9%	19
Fairly ineffective	17.6%	6
Very ineffective	0.0%	0
Please add any other comments here:		4
<i>answered question</i>		34
<i>skipped question</i>		10

How effective do you feel that Audit and Risk Management Committee is in fulfilling its role?



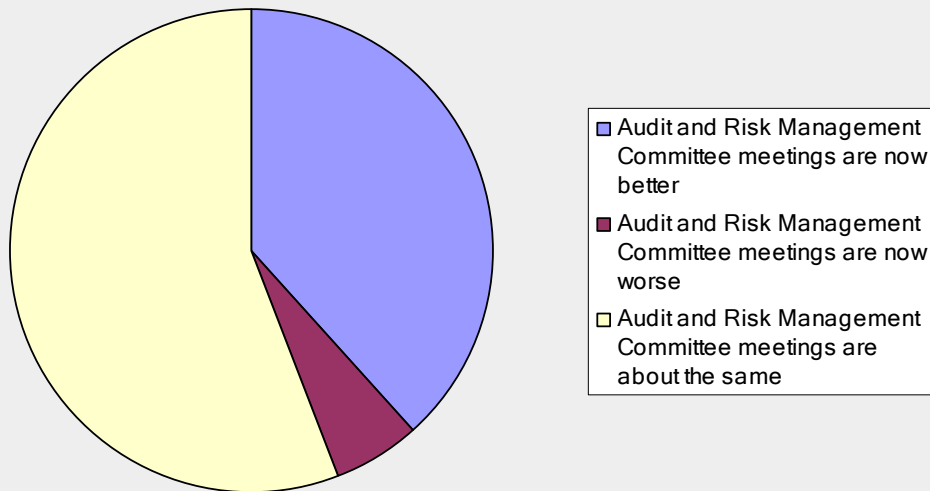
Comments:

I assume it reports to cabinet - I don't know what happens after that
 can't fairly comment
 Time will tell
 Don't know

Question 32

Thinking about meetings of the Audit and Risk Management Committee prior to the new Constitution, do you feel that:		
Answer Options	Response Percent	Response Count
Audit and Risk Management Committee meetings are now better	38.2%	13
Audit and Risk Management Committee meetings are now worse	5.9%	2
Audit and Risk Management Committee meetings are about the same	55.9%	19
Please add any other comments here:		4
	<i>answered question</i>	34
	<i>skipped question</i>	10

Thinking about meetings of the Audit and Risk Management Committee prior to the new Constitution, do you feel that:



Comments:

as above

see above

This Committee will become even more effective when we recruit new independent members, on the proviso that the chair continues to be a Cllr.

Don't know

Question 33

Do you have any recommendations to improve the effectiveness of the Audit and Risk Management Committee?

Answer Options	Response Count
	10
<i>answered question</i>	10
<i>skipped question</i>	34

Comments:

Need all members to. Be fully involved and attend briefings, training and each scheduled meeting, by not doing this and sending deputies or missing meetings or briefings the member is not fully informed, or capable of decision making. I honk that a member must be on the committee for the whole term as Councillor and not change the membership.

I think that to have around 3 or 4 independent professionals on Audit would be a great support to elected members, however i think it will be hard to find the right people due to the bad press we have had the past few years.

NO

Appointment of an independent Chair

No

None

Clear guidance on of role of Audit& Risk to prevent duplication more information on what is good practice and how to assimilate in to present practice

Not at this time.

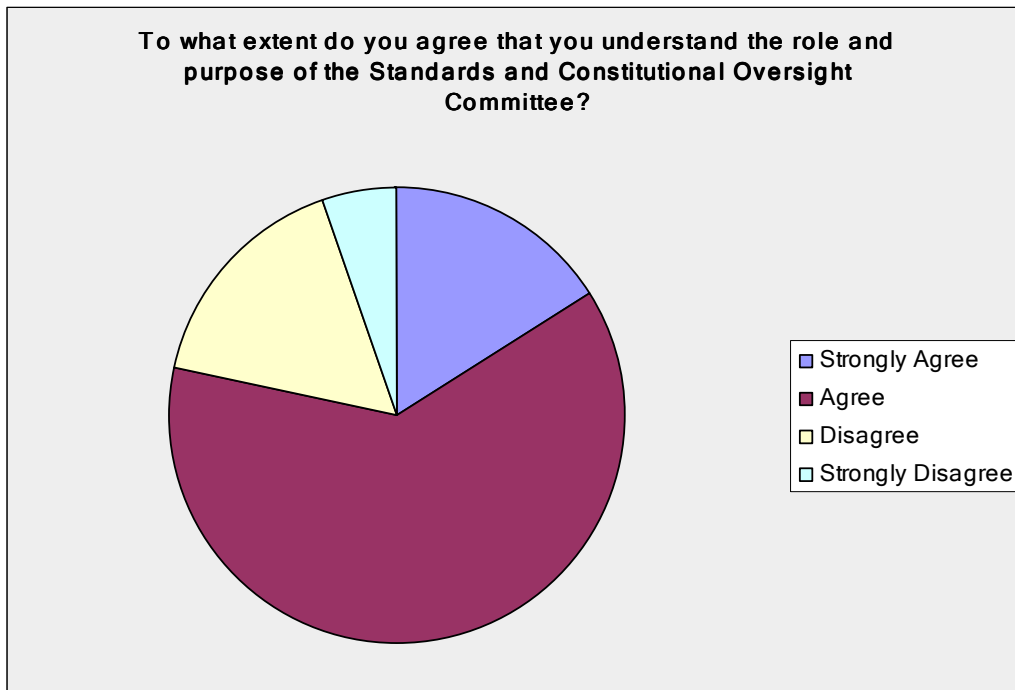
Need to discuss merits of having independent members

No

None, the present chair is doing an excellent job.

Question 34

To what extent do you agree that you understand the role and purpose of the Standards and Constitutional Oversight Committee?		
Answer Options	Response Percent	Response Count
Strongly Agree	16.2%	6
Agree	62.2%	23
Disagree	16.2%	6
Strongly Disagree	5.4%	2
Please add any other comments here:		3
answered question		37
skipped question		7



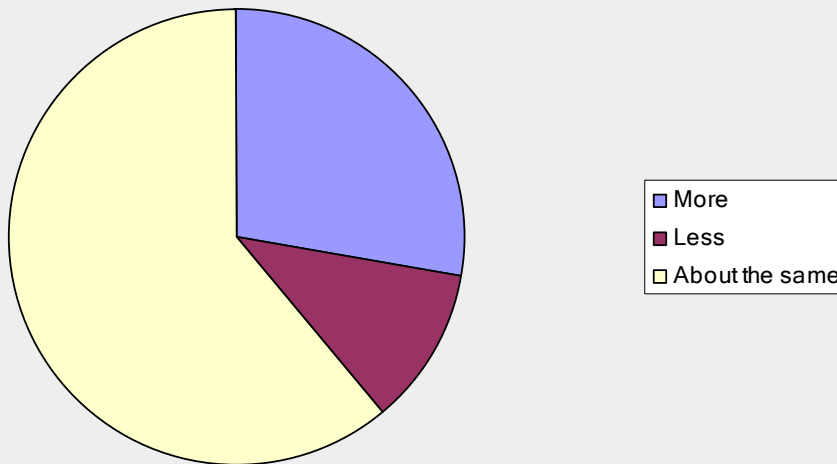
Comments:

I don't know anything about this committee - does it meet publicly?
 not had much experience of this Cttee
 Lack of understanding by Legal Officers who simply want to impose their will on elected members

Question 35

Since the Constitution was revised, do you feel that you understand the role of the Standards and Constitutional Oversight Committee:		
Answer Options	Response Percent	Response Count
More	27.8%	10
Less	11.1%	4
About the same	61.1%	22
Please add any other comments here:		3
answered question		36
skipped question		8

Since the Constitution was revised, do you feel that you understand the role of the Standards and Constitutional Oversight Committee:



Comments:

see above

see above

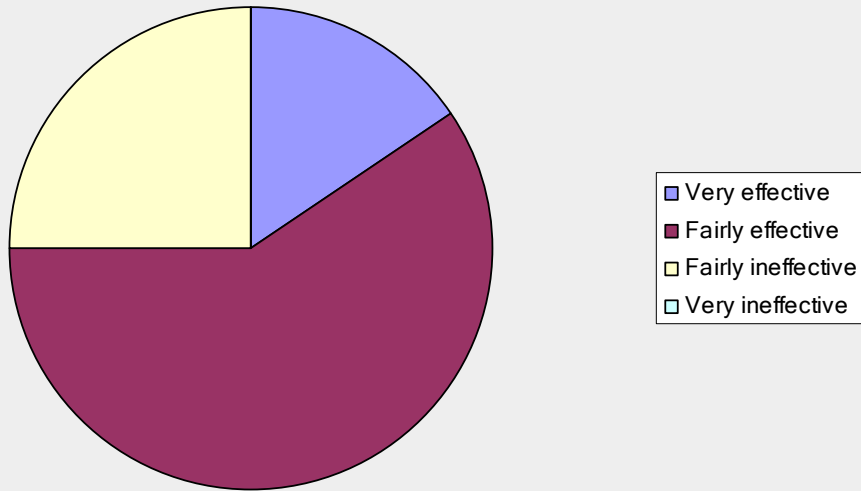
It is the key committee in terms of reviewing the effectiveness of the Council's constitution.

Question 36

How effective do you feel that the Standards and Constitutional Oversight Committee is in fulfilling its role?

Answer Options	Response Percent	Response Count
Very effective	15.6%	5
Fairly effective	59.4%	19
Fairly ineffective	25.0%	8
Very ineffective	0.0%	0
Please add any other comments here:		2
<i>answered question</i>		32
<i>skipped question</i>		12

How effective do you feel that the Standards and Constitutional Oversight Committee is in fulfilling its role?



Comments:

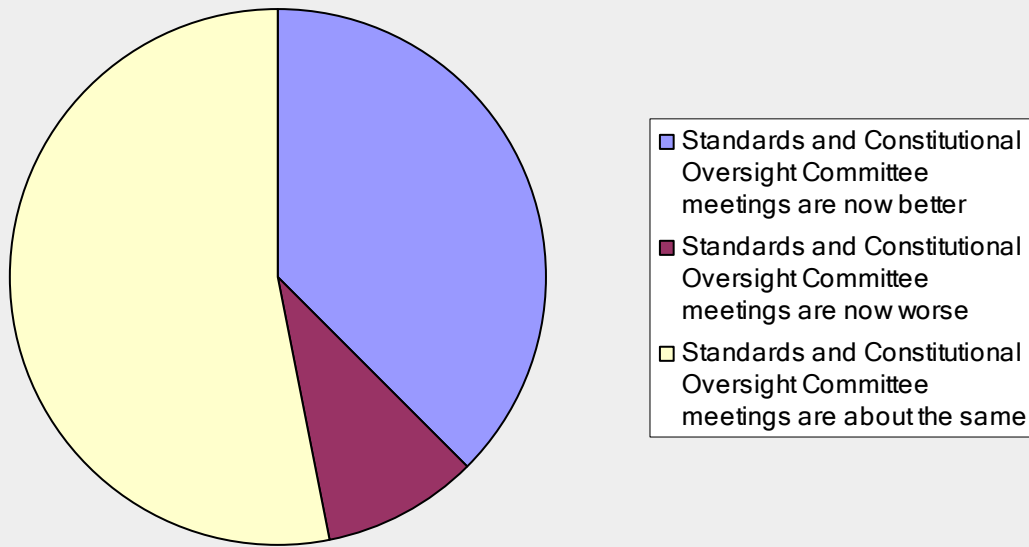
see above - ineffective?
see above

Question 37

Thinking about meetings of the Standards Committee prior to the new Constitution, do you feel that:

Answer Options	Response Percent	Response Count
Standards and Constitutional Oversight Committee meetings are now better	37.5%	12
Standards and Constitutional Oversight Committee meetings are now worse	9.4%	3
Standards and Constitutional Oversight Committee meetings are about the same	53.1%	17
Please add any other comments here:		3
<i>answered question</i>		32
<i>skipped question</i>		12

Thinking about meetings of the Standards Committee prior to the new Constitution, do you feel that:



Comments:

see above
 see above
 I have not attended any

Question 38

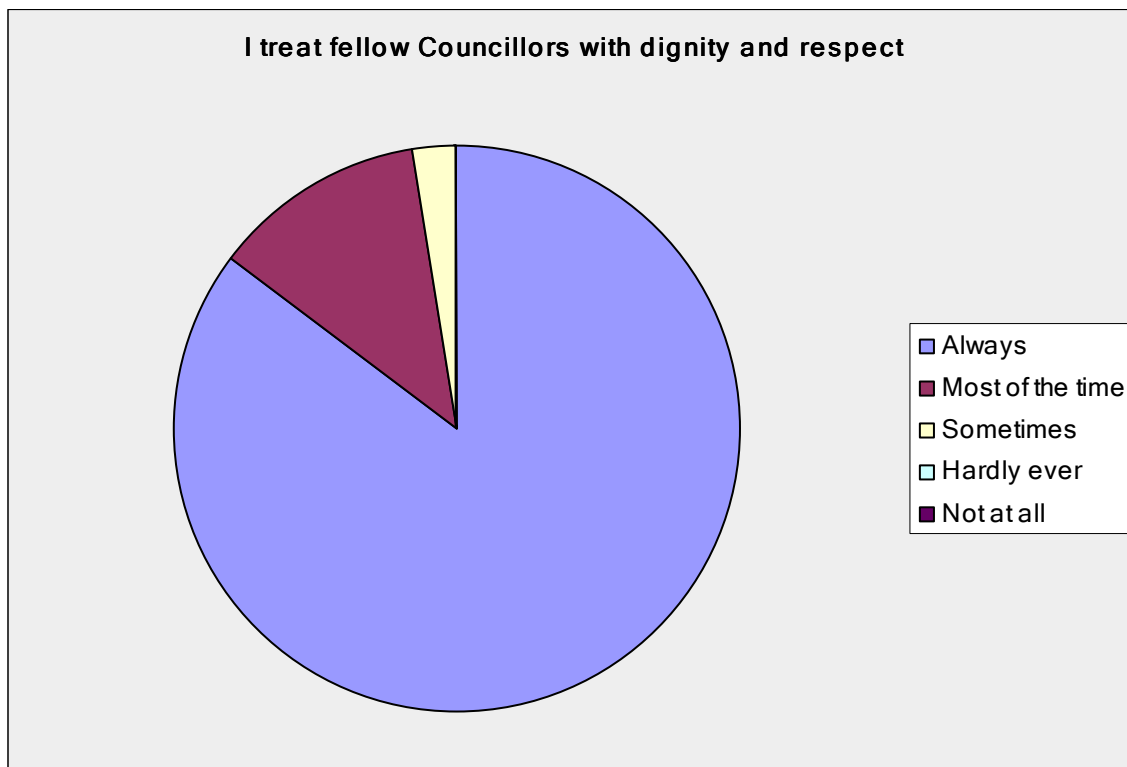
Do you have any recommendations to improve the effectiveness of the Standards and Constitutional Oversight Committee?	
Answer Options	Response Count
	8
<i>answered question</i>	8
<i>skipped question</i>	36

Comments:

Tell us what it does
 It needs more teeth and is too weak to deal with wrongdoers
 NO
 Not at this time.
 Delegate all to Chief Legal officer and Chief Exec
 all members who sit on the committee should have taken part in the training needs
 Stop legal officers leading the committee
 none

Question 39

I treat fellow Councillors with dignity and respect		
Answer Options	Response Percent	Response Count
Always	85.4%	35
Most of the time	12.2%	5
Sometimes	2.4%	1
Hardly ever	0.0%	0
Not at all	0.0%	0
Please add any other comments here:		6
<i>answered question</i>		41
<i>skipped question</i>		3



Comments:

It is the most important aspect of council life if we do not treat people with dignity and respect we should not be doing the job we do.

I wish some of them would do the same.

There are political tensions that will always lead to challenge and disagreement so you are bound to fall out from time to time

Common basic courtesy

I really do try at times under much provocation

Question 40

I treat Council officers with dignity and respect		
Answer Options	Response Percent	Response Count
Always	85.4%	35
Most of the time	14.6%	6
Sometimes	0.0%	0
Hardly ever	0.0%	0
Not at all	0.0%	0
Please add any other comments here:		6
<i>answered question</i>		41
<i>skipped question</i>		3



Comments:

I am aware that not all do. Officers should be better protected. Offences against them should be dealt with firmly.

They are doing their job if they aren't we must use the correct procedures to help council officers have been through a lot over the time I have been a councillor but they are a constant trying to serve the people of Wirral as best they can under difficult circumstances they must be supported as it is their job

Sometimes it can be difficult to treat officers with respect when they are clearly dissembling or not prepared to answer questions which in itself is disrespectful to Members and our role.

Some officers are fantastic but some, albeit a minority, have the default position of 'No' I find officers extremely cooperative and helpful in supporting my problem solving roles in relation to local issues. I thank them for their constructive and positive attitude.

Any Elected members who do not should be named

Question 41

I am treated with dignity and respect by other Members		
Answer Options	Response Percent	Response Count
Always	24.4%	10
Most of the time	61.0%	25
Sometimes	12.2%	5
Hardly ever	2.4%	1
Not at all	0.0%	0
Please add any other comments here:		6
<i>answered question</i>		41
<i>skipped question</i>		3



Comments:

One exception

Always. But I suspect some colleagues do not fare as well.

refer to 39

I can't blame them, my own conduct has not been great in the past but some are obnoxious and rude to everyone

one or two members are responsible for poor behaviour

Question 42

I am treated with dignity and respect by Council officers		
Answer Options	Response Percent	Response Count
Always	61.0%	25
Most of the time	29.3%	12
Sometimes	9.8%	4
Hardly ever	0.0%	0
Not at all	0.0%	0
Please add any other comments here:		3
<i>answered question</i>		41
<i>skipped question</i>		3

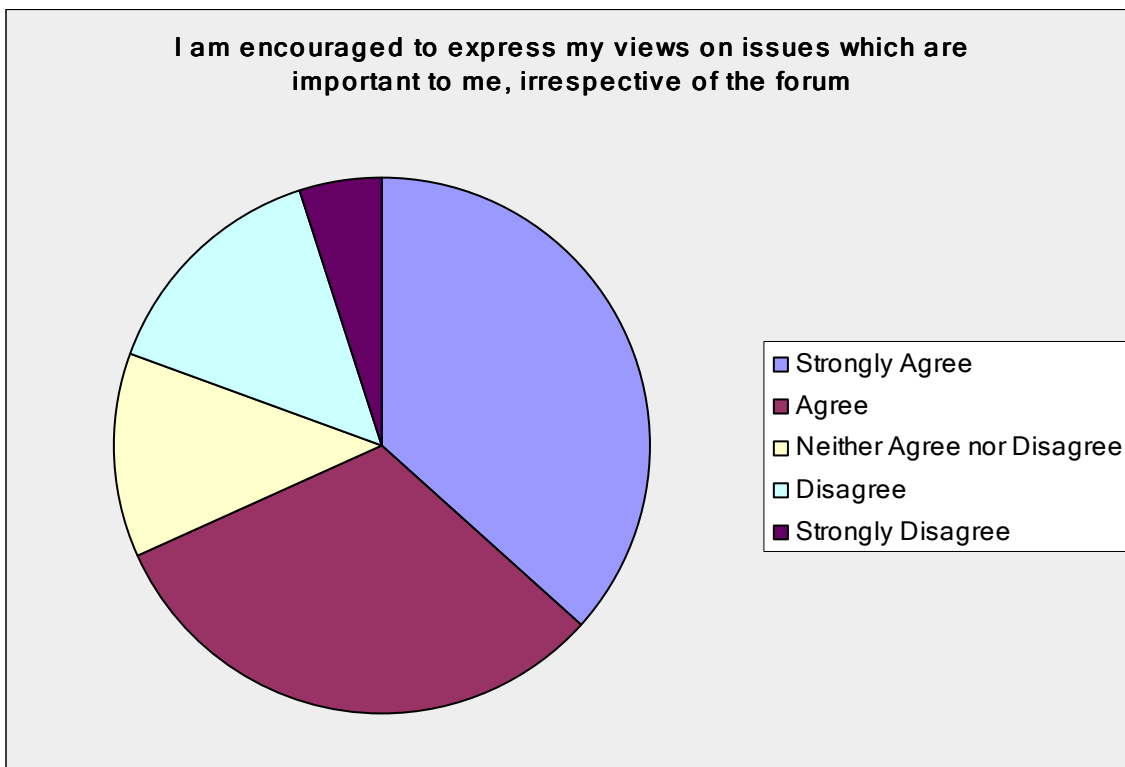


Comments:

I am full of admiration for the patience, understanding and courtesy of our staff. I rarely hear a bad word about any staff in any situation which is quite remarkable considering what the Authority has been facing. They have a high degree of professionalism. It appears to be better bedded in, under the new regime, than in the past. Council officers appear to be protecting the interests of the Council refusing to answer certain questions which I consider to be disrespectful to my role as a Councillor.

Question 43

I am encouraged to express my views on issues which are important to me, irrespective of the forum		
Answer Options	Response Percent	Response Count
Strongly Agree	36.6%	15
Agree	31.7%	13
Neither Agree nor Disagree	12.2%	5
Disagree	14.6%	6
Strongly Disagree	4.9%	2
Please add any other comments here:		4
<i>answered question</i>		41
<i>skipped question</i>		3

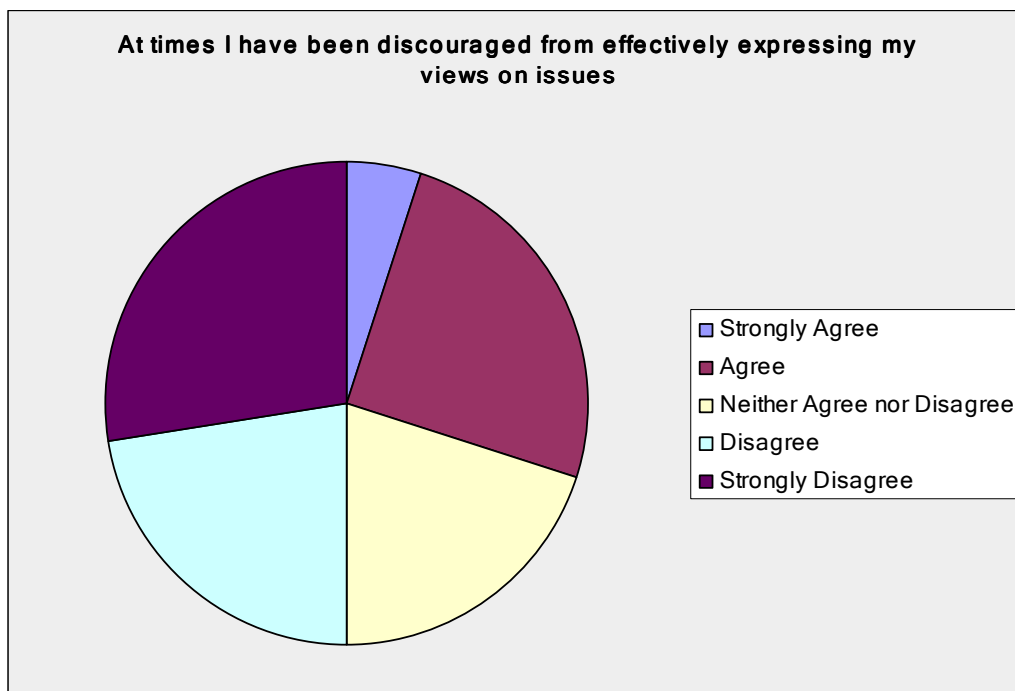


Comments:

I am encouraged in some forums but not all.
I doubt if that is the case in all parties.
I have strong and constructive views about many issues - and always feel able to express them
to often ignored

Question 44

At times I have been discouraged from effectively expressing my views on issues		
Answer Options	Response Percent	Response Count
Strongly Agree	5.0%	2
Agree	25.0%	10
Neither Agree nor Disagree	20.0%	8
Disagree	22.5%	9
Strongly Disagree	27.5%	11
Please add any other comments here:		2
answered question		40
skipped question		4



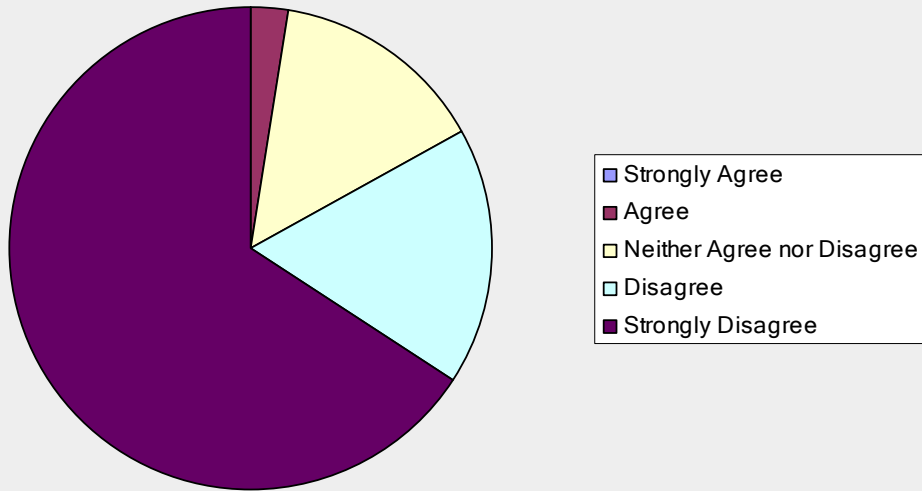
Comments:

Too much Party whipping and not enough free thought!

Question 45

I feel I have personally discouraged a fellow Councillor or officer from expressing their views in the course of my role		
Answer Options	Response Percent	Response Count
Strongly Agree	0.0%	0
Agree	2.4%	1
Neither Agree nor Disagree	14.6%	6
Disagree	17.1%	7
Strongly Disagree	65.9%	27
Please add any other comments here:		1
answered question		41
skipped question		3

I feel I have personally discouraged a fellow Councillor or officer from expressing their views in the course of my role



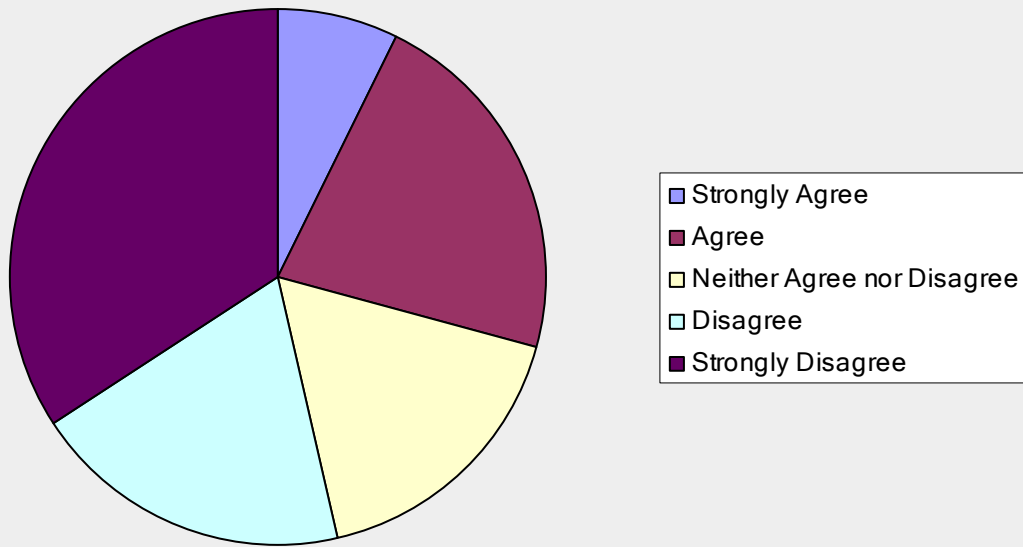
Comments:

members generally need to take a measured approach to this freedom - responsibility to take account of time and place and the nature of the views being expressed, eg: potentially offensive?

Question 46

I have witnessed or am aware of a fellow Councillor or officer being discouraged to express their views		
Answer Options	Response Percent	Response Count
Strongly Agree	7.3%	3
Agree	22.0%	9
Neither Agree nor Disagree	17.1%	7
Disagree	19.5%	8
Strongly Disagree	34.1%	14
Please add any other comments here:		2
<i>answered question</i>		41
<i>skipped question</i>		3

I have witnessed or am aware of a fellow Councillor or officer being discouraged to express their views



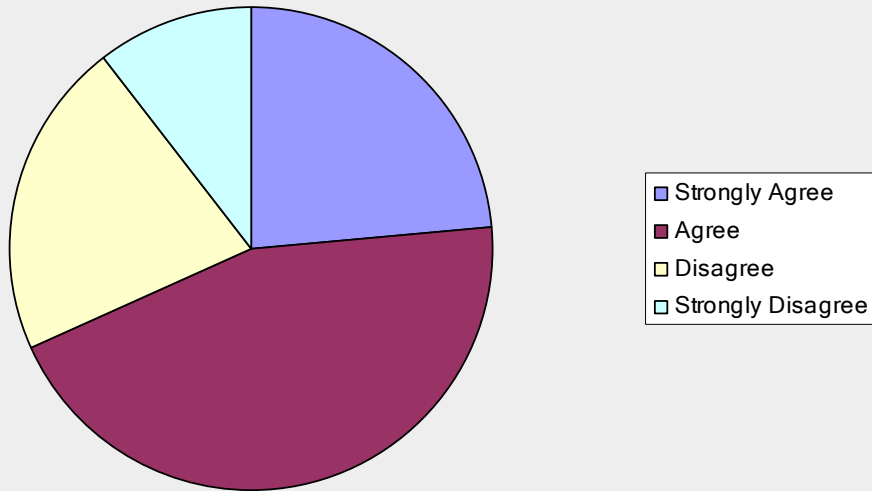
Comments:

I have never witnessed anyone being discouraged from express their views.
 Party whip and strength of character / seniority obviously restricts some members and officers

Question 47

To what extent do you agree the revised Constitution promotes and fosters good relationships between Members?		
Answer Options	Response Percent	Response Count
Strongly Agree	23.7%	9
Agree	44.7%	17
Disagree	21.1%	8
Strongly Disagree	10.5%	4
Please add any other comments here:		10
<i>answered question</i>		38
<i>skipped question</i>		6

To what extent do you agree the revised Constitution promotes and fosters good relationships between Members?



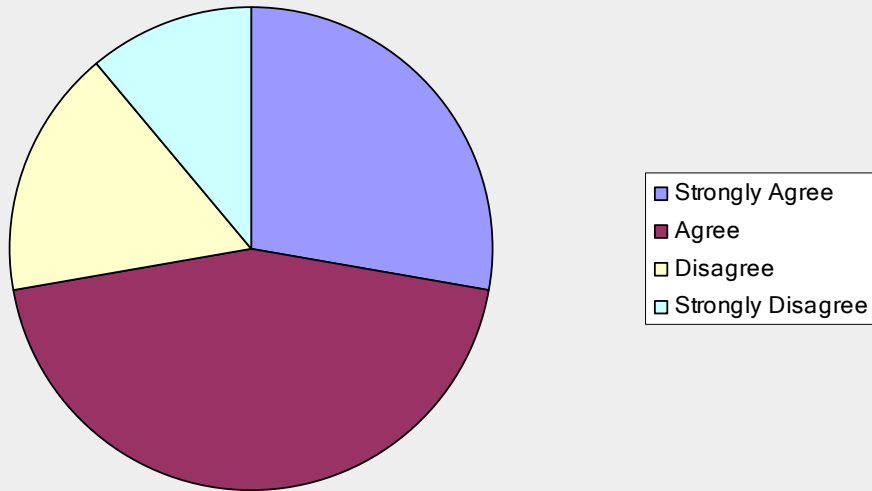
Comments:

The possibility of a chain of information and opportunity to engage is helpful
 The task and finish groups I have worked with have worked extremely well
 Not sure the Constitution is the driver for relationships / setting culture
 NO OPINION
 I don't think a written document affects it
 Still a reluctance from some not to participate
 We have even tried altering seating arrangements so it is not us and them
 but, sadly, history of the Council hangs over and colours relations
 I have always got on well with members (with very few exceptions...!)
 neither agree nor disagree

Question 48

To what extent do you agree that the revised Constitution promotes and fosters good relationships with Officers?		
Answer Options	Response Percent	Response Count
Strongly Agree	27.8%	10
Agree	44.4%	16
Disagree	16.7%	6
Strongly Disagree	11.1%	4
Please add any other comments here:		8
<i>answered question</i>		36
<i>skipped question</i>		8

To what extent do you agree that the revised Constitution promotes and fosters good relationships with Officers?



Comments:

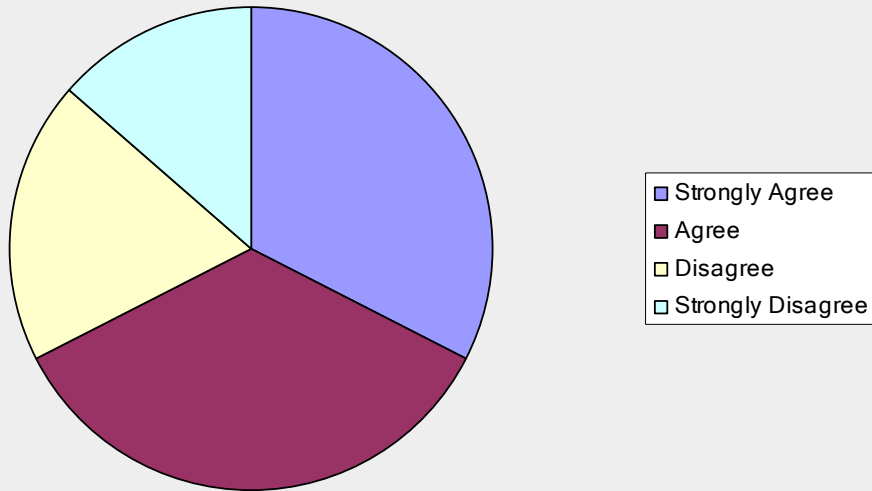
see above
 as above - informal power and influence still exists
 NO OPINION
 I don't think the document has an influence
 really don't know
 The current constitution appears to have forced officers to see the Council's interests as being the same administration's interests which of course is not true in all cases.
 No change. I never had a problem forming working relationships with officers
 as above

Question 49

Overall, to what extent do you agree that the revised constitutional arrangements promote democracy in action?

Answer Options	Response Percent	Response Count
Strongly Agree	32.4%	12
Agree	35.1%	13
Disagree	18.9%	7
Strongly Disagree	13.5%	5
Please add any other comments here:		8
<i>answered question</i>		37
<i>skipped question</i>		7

Overall, to what extent do you agree that the revised constitutional arrangements promote democracy in action?



Comments:

see above
 no comment
 could create better environment if better managed.
 NO OPINION
 i think it tries
 No particular identifiable improvement... residents still appear to find the whole procedure convoluted and do not understand the process
 as above

Question 50

Please provide any further comments that you would like to make about the revised Constitution:	
Answer Options	Response Count
	8
<i>answered question</i>	8
<i>skipped question</i>	36

Comments:

It promotes working better together and this happens almost all the time.
 It needs to keep evolving and revising it annually
 Not so much because of the LETTER of the constitution as from the CULTURE that accompanies it I believe Council Officers feel that they are well led by the Chief Executive and his team. A particular remark from a very senior Officer comes to mind: "We can now actually say 'I made a mistake' without living in fear." The (very senior) officer who made that remark seemed delighted that the management spirit at the top is now of encouragement - in contrast with a less supportive and more personally critical attitude under previous cultures.
 It reflects the values of the lead political party hence the will of the majority of the people we represent that is democracy
 Get rid of it and revert to the all party committee system
 It is early days some people will never change so leave them behind and work with those who care.
 On balance I agree that the new Constitution promotes good relationships between members

and with officers, however, there is a limit to how far a constitution can deliver this. The behaviour of members towards other members and officers is also influenced by the attitude of leading members and the need for members to have a positive mindset in working across party divisions where this makes sense while recognising that in a democracy politicians will have different views on issues.

none

Question 51

The Localism Act requires the promotion of high standards of conduct amongst members. What traits / characteristics do you think an Elected Member demonstrating high standards of conduct would have?	
Answer Options	Response Count
	30
<i>answered question</i>	30
<i>skipped question</i>	14

Comments:

To be able to talk openly to all elected members, to see them as equals, to work alongside them, to leave party politics outside when attending meetings.
 I think that the leaders of the groups should all set a standard that promotes equality of working no matter what the colour of the. Party.
 Respect for others.
 Treat others as you would want to be treated.
 Not swayed in decision making by personal gain or party political gain.
 Considerate of others point of view and position.
 Willing to listen.
 Honesty and integrity: their word should be trustworthy and their bond when it comes to action
 Patience and the ability to work for the community in a dispassionate way
 An ability to see service as more than a party political attribute, but for the whole community
 Willingness to participate in the community they represent and be a good representative of the Authority in other arenas, areas, organisations.
 Members should be open and honest and available at all times. They should also be approachable and have a good knowledge of Council business or know where to get information from. They should treat everyone equally and be non judgemental at all times.
 Honest and open with views
 Sharing information with the community through residents groups, the constituency committees and allowing residents and people who work in the area to have their voice
RESPECT FOR ALL THEY DEAL WITH
 To respect fellow members irrespective of differences of views or political belief
 "A truth that's told with bad intent, beats all the lies you can invent."
 Mere lip service to high standards should not allow those in public office to get away with low standards. Pamphleteering can skirt close to public deception, by distorting the truth for political advantage. A commitment to never seek to deceive the public should be accepted by every elected member of a council. The test of good behaviour should be what a reasonable member of the public could be expected to conclude from statements made - not the legal minimum that will avoid prosecution.
HONESTY
INTEGRITY
SELFLESSNESS
 Courtesy and respect towards each other. Respecting political differences but acknowledging and finding shared solutions. Not undermining or using bullying or abusive behaviour.
 Follow the Nolan principles
 Integrity, honesty, opens to change, respect, uphold equality and diversity at all levels of society embrace it and promote it. Respect human rights legislation and actively effect its promotion at all levels of society. Listening to all and effectively helping that voice to be heard. to get involved in the community at all levels feel it and live it represent it. Respect all opinions that uphold equality and diversity within our communities. Be available and approachable open and transparent

A lot of work needs to be done in this field
 Good manners, honesty, consideration for others' views even when disagreeing with them.
 good listening skills, humour, confidence, patience
 Ability to work cross-party.
 Working co-operatively.
 Fostering an environment that encourages questions/discussions/debate.
 One that leaves the politics at the door.
 Abide by Nolan Principles
 Treat everyone with dignity and respect, though still be able to disagree strongly.
 Honesty, treating members regardless of party with dignity, likewise with officers
 Not use council question time to set hares running or malign other members.
 Be nice smile a bit more
 Integrity, tolerance and respect for others, especially when their views differ from your own.
 Members should treat people they way they would wish to be treated themselves.
 Most of them would be out of their comfort zone.
 high standards open mind took part in training
 Honesty
 Openness
 Free to think and reach their own views
 (Not necessarily in this order) Honesty, integrity, be a good listener, being non-controversial, engaging in consultation and conciliation rather than confrontation in seeking to resolve problems, operating without bias, acting for constituents and businesses in seeking to resolve their problems effectively, efficiently and competently with the help of officers, communicating with all relevant bodies on a regular basis to act as a conduit for advising changes of policy or activities that might affect the future.
 - That members treat fellow members and officers with respect and dignity and be open and transparent (and generally observe the Nolan principles).
 we all do a good job, sometimes we are over enthusiastic, and there is nothing wrong with that, honesty, trustworthiness, respectful of others, personal integrity, intelligence hardworking

Question 52

How can high standards of conduct be achieved amongst all members?	
Answer Options	Response Count
	30
<i>answered question</i>	30
<i>skipped question</i>	14

Comments:

As above
 Ensuring speedy resolution of complaints.
 Reminding members of their duties at meetings.
 Training for members - not necessarily a meeting - available in different formats.
 By example of the most experienced members
 By training and experience in other areas of activity
 By qualification and attainment
 With a common set of agreed rules of conduct and the dissemination of those rules to all members
 By training session with council and legislation updates and clear policies and procedures.
 above points held by all
 When certain members take more responsibility and do not continue with the political infighting which is a constant barrier
 YES WHY NOT
 By constant training and monitoring of members conduct with an improved standards committee that can respond much more robustly and directly with the member/s concerned unlike at present.
 Emails and social network particularly need monitoring to ensure that the required and

expected standards are enforced through these mediums, this is not the case at present and this can be abused because of the very lax system with absolutely no enforcement in place at any level other than a telling off.

"Achieved"?

It cannot be achieved if it cannot be enforced. Self enforcement should be the standard for all, and external enforcement should be expected if self enforcement is neglected.

**BETTER RECRUITMENT
APPRAISAL AND TRAINING**

Developing a shared protocol that seeks to work together.

Print the Nolan Principles with every agenda

Through effective training and management there has to be a disciplinary process but I feel compulsory training as part of an induction taking into consideration all learning styles but definitely having a recognised qualification in the job councillors do would help direct high standards which is basically knowing how to conduct yourself as a councillor from everybody's perspective. Each councillor having a coach I feel would help as the reality can be explored before the goal of perfect behaviour is met and the coach can help the councillor cope and behave in different changing circumstances. Most local authorities have workplace coaching systems councillors could tap into

Working closer together for the good of the people of Wirral

See 51 above.

no idea, presumably if they want to, but frustration at the situation is always going to make people more confrontational. I really don't know

Stronger chairing.

Treat everyone with dignity and respect

By respecting political differences without personalising them, I believe the public are tired of punch and judy style tribalism particularly in local government.

Everyone needs to sign up to a code of conduct and any breaches need to be dealt with effectively, otherwise any code of conduct becomes useless.

considering other peoples points of view allowing members to disagree in some circumstances and not be bullied by other members to agree to their point of view. Not belittling people and making personal attacks which has happened in the past.

With great difficulty. There's an air of defeat around 'standards' - ie what's the point of complaining when nothing is done about it.

training

Tougher action on those who don't

Common courtesy being employed at all times. Respect for views of others - that you might not necessarily agree with. 'Do as you would be done by'. Treat others as you would wish to be treated

By keeping officers out of politics

- It may be useful to have some specific training/advice on what constitutes 'good' behaviour.
- Group Leaders and leading members have a key role to play in setting an example.

As long as the Leaders of all parties show good leadership, we will be encouraged to do the same.

i think each member has a responsibility to behave properly and that groups and the leaders should promote those by dealing with members who fall short

Question 53

Do you think group leaders have a specific responsibility to promote high standards of conduct amongst their political group members?		
Answer Options	Response Percent	Response Count
Yes - (please state why):	91.7%	33
No - (please state why):	11.1%	4
answered question		36
skipped question		8

Comments:

Yes, to work fully for the voters and not the party.

As they often have the actual power over members

yes- because the other group members will to a large extent take their lead from that person - it

generates the climate we work in.

They should lead by example

they are the face of the group to all outside the town hall

yes

Because they ARE the leaders and are the should set a high standard for their group

NO OPINION

Yes, to ensure that a robust system is put in place to enforce these standards

Yes. By accepting the great responsibility of leadership they should expect high standards.

Some do. All should.

POOR BEHAVIOUR REFLECTS ON THEIR GROUP

Leaders should set an example

Yes - they should set the standard for conduct and behaviour and act as a role model for effective working.

Their experience

yes they must lead by example but except councillors have life's too but we have a collective responsibility to make the peoples lives we represent better and challenge bad law and practise. We must represent and promote equality and diversity embrace different cultures and the leader should promote that

Lead by example

For the Council to be inclusive and cohesive.

Yes

because they are really looked on as the figure head and should lead by example

As leaders, they set an important example. Their behaviour sets the tone and standard for the behaviour of members.

each member is responsible for their own conduct - although will be influenced/ guided by senior members

The constitution was agreed by full Council which has a democratic mandate, the Group Leaders should ensure that their members work within its framework whether they agree with it or not.

Discipline those who are bullies

Leaders should lead by example!

They are the glue that holds the group together and should treat everybody equally.

My mother did a good job of instilling high standards of conduct. The group leaders are not my 'mother'. It could stifle democracy.

yes we're representing the public we should set an example

Yes I would agree.

Lead from the front but leaders unable/unwilling to upset members of their own group for fear of losing leadership

Because in the end analysis, we should ALL be acting positively and constructively on behalf of those who we represent.

Who else?

No. I don't need to explain why

Because Group Leaders set the tone for their Group and the organisation. They should be role models.

They must lead by example and, as leaders, take responsibility for their members, their conduct and effectiveness.

as above

as above

Question 54

What should group leaders do to fulfil this responsibility?	
Answer Options	Response Count
	24
<i>answered question</i>	24
<i>skipped question</i>	20

Comments:

Understand their responsibilities and ensure that they deal fairly and equally with all their members regardless of their personal relationship with the member in question.

Seek advice if they are in need of it before acting

By not being precipitate in actions

Have an open, democratic approach to the leadership role and seek the support of the wider leadership team

Be open, honest and clear about what they stand for. They should always follow policy and procedure and keep all members updated. Communication is key to their role and this should be high on their agenda.

enforce policy and procedure and set culture.

As previously

They should set a personal example and encourage it among all others. The Chief Whip in any party should be the finest example of personal high standards. There is a special relationship of trust and mutual commitment between Leader and Chief Whip.

HOLD REGULAR APPRAISALS

Praise the Council's achievements and not constantly living in the past.

Enter into a joint protocol and be prepared to live up to it and promote it to all elected members.

Be respectful and open minded, open to persuasion and discussion

Promote equality and diversity among their councillors set boundaries promote and encourage debate and diversity of opinion whilst maintaining discipline be an effective chair person at group meetings encouraging growth and development of all members and giving opportunities to self manage problem be an effective coach

Encourage member training at all times

I don't know - they also have the dual role of being the political spokesperson so have to have a bit of theatre in the whole thing I suppose. But I do think they need to be able to do that with politeness humour and a pleasant manner. How they achieve that I don't know, but if it is to their advantage I am sure that they will learn.

Have decorum during full council.

Not promote those with poor records

Lead by example, and foster respect and responsible behaviour, and taking action when all else fails!

remind members to set an example we're not representing ourselves

Avoid unnecessary confrontation. Always seek to take into account the views of others - even if you do not agree with them.

Discipline and Example

- To set high standards of conduct at all times and to ensure that when members of their own group behave badly appropriate action is taken.

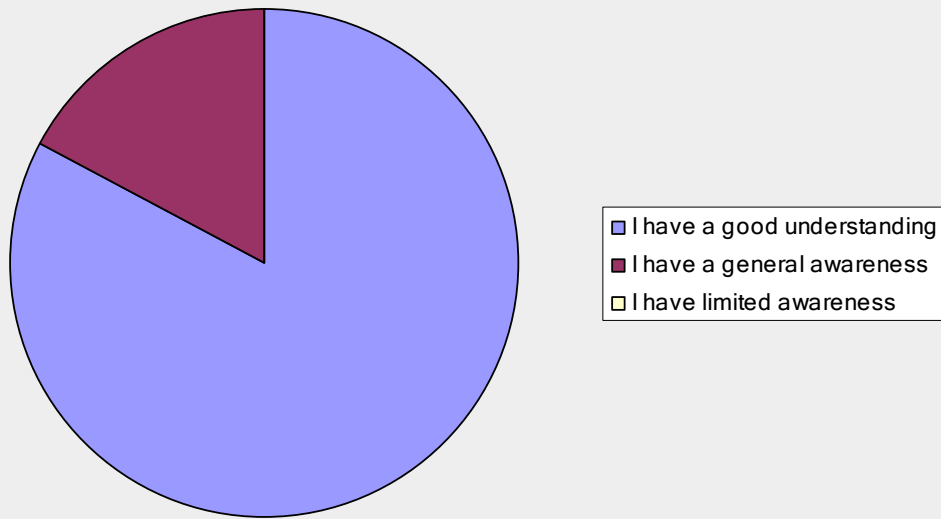
to show good leadership.

be aware of problems with those who fall short , discuss and deal with poor behaviour and act as role models

Question 55

To what extent do you understand the obligations under the members Code of Conduct?		
Answer Options	Response Percent	Response Count
I have a good understanding	82.9%	34
I have a general awareness	17.1%	7
I have limited awareness	0.0%	0
Please add any additional comments here:		1
	<i>answered question</i>	41
	<i>skipped question</i>	3

To what extent do you understand the obligations under the members Code of Conduct?



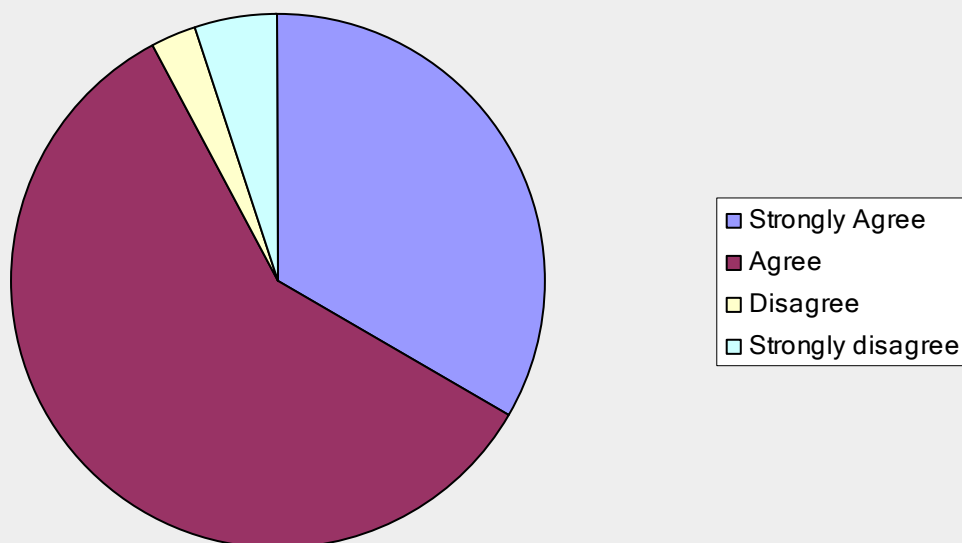
Comments:

If you behave with integrity at all times, you will not go far wrong.

Question 56

To what extent do you agree the members' Code of Conduct satisfactorily sets out the required standards of behaviour and conduct for Elected Members?		
Answer Options	Response Percent	Response Count
Strongly Agree	33.3%	13
Agree	59.0%	23
Disagree	2.6%	1
Strongly disagree	5.1%	2
Please add any additional comments here:		5
<i>answered question</i>		39
<i>skipped question</i>		5

To what extent do you agree the members' Code of Conduct satisfactorily sets out the required standards of behaviour and conduct for Elected Members?



Comments:

It lacks rigour.

Carry it round with us on a reference card more on upholding and promoting equality and diversity both in the council and our communities

I believe that generally nobody takes any notice.

but never enforced. Standards enforcement is a joke

Question 57

Please identify any elements of the current Code of Conduct that lacks clarity or could be better explained:

Answer Options	Response Count
	8
<i>answered question</i>	8
<i>skipped question</i>	36

Comments:

As previously explained it needs updating and particularly the enforcement side which is far too weak

The obligation to refrain from misleading the public in propaganda should be addressed.

ALREADY CLEAR TO ALL MEMBERS AND OFFICERS

There have been some recent examples involving UKIP councillors who hold strong opinions regarding value issues. I think equality and diversity training is essential what does it mean how would you promote it within your community and the council

Even if a complaint is upheld there are no local sanctions on members

All of it

Absolute waste of time

All new Members should undergo training during the first three months of starting as a Councillor.

Question 58

What behaviour or conduct has not been addressed in the members' Code of Conduct?	
Answer Options	Response Count
	10
<i>answered question</i>	10
<i>skipped question</i>	34

Comments:

I think there is a limit to the ability of the code of conduct to make an impact on rudeness for the sake of it, which unfortunately has been a feature of debate and interaction from time to time in Wirral. It is less evident now but still happens.

Behaviour in full Council.

Cyberspace (Email and Social Networks) is the main one for me where members can act with impunity without any recourse

See 57 above.

NONE

Shouting across the chamber

Does anybody read it? Would it be better to bring it to life through training so as councillors are aware of their responsibilities and can effectively carry out their duties being aware of what they are and how they should be delivered. More training. different political values should not be an excuse for ignoring human rights or equality and diversity

Maligning people in the press and on blogs

Bad language, aggressive behaviour, rude emails.

what happens when OFFICERS don't follow the Code of Conduct in terms of timescales.

Question 59

In which environment would you consider Elected Member behaviour and conduct could be improved:		
Answer Options	Response Percent	Response Count
Council	97.0%	32
Policy and Performance Committees	30.3%	10
Regulatory Committees	15.2%	5
Constituency Committees	33.3%	11
Standards and Constitutional Oversight Committee	15.2%	5
Internal Council Meetings	39.4%	13
External meetings	24.2%	8
Other (please specify)		6
	<i>answered question</i>	33
	<i>skipped question</i>	11

Comments:

CONSTANT BARRAGE OF POLITICAL COMMENTS SHOULD BE STOPPED

Email and Social Networks

Insufficient meetings to form opinion

I think not participating in training should not be an option

Some members express extreme views in an unacceptable way - but in my experience, this is rare.

and with dealing with officers properly

