Overview & Scrutiny Review Report

Member Services

The Resources
Overview & Scrutiny Panel

August 2006

Member Services
Overview & Scrutiny Review Report

Report Outline

1. Introduction/Background

The Resources Overview and Scrutiny Panel has undertaken a review of the effectiveness of the support provided to council members to enable them to perform their council duties & roles. The panel identified a Task & Finish Group who were delegated the task of undertaking the review and reporting back to the panel once their investigation was complete.

This report sets out the Task & Finish Group's approach to the review, its findings and recommendations. These will go before the Resources Overview & Scrutiny Panel at the end of August and to full council in September 2006.

Although the main focus of the review was the support provided through Democratic Services, it was not limited to this area alone. In essence the review covered four main areas:

Communication – this looked at the way in which councillors and officers communicate with each other, particularly when members are requesting information from officers.

General Support – the support provided to enable members to perform their roles within council (attending meetings at full council, as members or chairs of panels / committees, executive members, council representatives on external bodies).

Ward Support – specific support provided to councillors to undertake their role as elected representative for the residents within their wards. This area was flagged as one of particular concern to councillors during a workshop run by the Culture Development Group in February 2006 and so it was felt appropriate to look at this area separately from other support.

Training and Development – training and development opportunities, offered to councillors including those required to enable them to fulfil their statutory duties as councillors.

1.1. Context

The review was undertaken during summer 2006. Bath & North East Somerset will be undergoing local elections in May 2007; therefore one of the drivers for the review was to inform the development of a "Member 07 Strategy". This strategy will provide the framework for induction, training and on-going support for councillors after the election and throughout the 4 years of their office.

The Task and Finish Group was aware of work being undertaken by the Culture Development Working Party which had already held a members event to review their ways of working. The panel wished to ensure that the Member Services Review did not duplicate work being undertaken by this project and to maintain links between them. To make certain this happened, Jay Williams (Culture Development Project Leader) was asked to be part of the Task & Finish Group.

1.2. Purpose and objectives

The purpose of the report was to:
- Evaluate the current support provided to members, identifying where councillors felt they were well supported, why and how; where the type or method of support might benefit from being changed or improved; to identify any gaps and recommend how these might be filled.

The objectives of the review were to:
- Identify the extent to which the existing training programme and support meets councillors' requirements.
- Develop recommendations for Democratic Services officers which will inform development of the Member 07 Strategy
- Ensure that any recommendations would be broadly cost neutral

1.3. Approach, Methodology and Process

The approach taken was to examine what support is available currently and the extent to which it meets member's requirements. To consult with members on what improvements might be considered in order to ensure that the most effective and appropriate support will be available to the newly elected council following the elections in May 2007. In order to do this the Task & Finish Group undertook the following tasks:

1. Understand the current support services councillors can expect to receive.
2. Review the induction programme that was in place for new councillors following the May 2003 election.
3. Consider what on-going training has been provided and uptake of this.
4. A telephone canvass of the authorities in B&NES Audit Commission 'family' (ie authorities of comparable size & make up) to find out what other similar authorities provide (summary attached as Annex 3)
5. Internet research to identify where other authorities had undertaken similar reviews or investigations and the conclusions they had reached.
6. Consultation with members and officers

The Task & Finish Group recognised that councillors have a number of calls on their time, which could make it difficult for them to contribute to this review. In order to ensure that this was made as easy as possible a variety of methods of consultation were used.

- A survey was sent out to all members asking for their opinions on existing support provided and suggestions for how this might be improved (attached as Annex 2).
- Two drop-in sessions were held to provide a more interactive opportunity to feed into the review.
- Ongoing throughout the review, informal discussions took place between members of the Task & Finish Group and councillors and officers during day to day meetings. In particular, the councillors who were part of the Task & Finish group were able to speak to other members in a variety of settings and feed their comments back.

The full terms of reference are attached as Annex 1.

2. Findings

2.1. Current Support Services, Training & Development

Following their election, all members were given the handbook for councillors "…..and I hereby declare". This details not only the roles and responsibilities that a councillor is expected to take on, but also the support that he / she can expect from council officers. In brief all members can expect:

- Administrative support relating to meetings they participate in
- Payment of allowances (including a carers' allowance where relevant)
- Provision of a desktop or laptop computer or a financial contribution towards purchasing personal computer equipment.

Depending on any specific requirements they have they can also call on:

- The services of a political group research assistants and group support officers – these provide support to the political groups, primarily the group members and group leadership. They administer the political group meetings and are managed by the Democratic Services Manager.
- Secretarial services from the Members' secretary – typing letters, memos and some diary management.
- Officer Advice – this includes advice to individual members about service issues and personal responsibility and advice relating to specific roles members may have and procedures for meetings, agenda issues and so on. It can under some circumstances, include non-political research by officers (where resources are available).
- Specific support for any council member who has a disability

In addition to the corporate training budget for councillors, each of the political groups has their own budget assigned for training. A councillor from each group

is appointed as Training Officer whose role is to monitor and arbitrate the group training budget.

For many newly elected councillors there will be a steep learning curve as they begin to understand what is required of them and become more familiar with the way the council works operationally. To facilitate this, a "Member Induction and Development Plan 2003" was developed, outlining the training and development opportunities provided for members following the election in 2003. Subsequent to that there has been a programme of occasional training tailored to councillors' specific requests.

The programme included an intensive schedule of training sessions immediately following the election. This particularly focussed on those areas essential to ensure a councillor's understands his/her role & responsibilities but also included a variety of other training courses. These ranged from those specific to particular roles (eg licensing, Overview & Scrutiny) to more generic skills (Dealing with the media, Speed Reading, Recruitment and Selection).

2.2. Survey Results

A questionnaire was sent out to all 65 councillors, 26 completed and submitted it. This equates to a response rate of 40%. Some of answers submitted contained duplications or were incomplete; these have been accounted for within the results. Key statistical findings are attached as Annex 3.

Although the response rate is a realistic return for this type of survey, the size of the sample means that not all of the answers can be regarded as statistically valid. This is particularly true where supplementary questions applied to only a small number of respondents (eg specific support requirements).

However In terms of the overall review, the Task & Finish Group was strongly of the opinion that the qualitative information gathered was as important, if not more so than the statistical data. The request for additional comments for most of the question areas has meant that the Task & Finish Group has been able to identify not only those areas of support which members feel could be improved, but also to capture some very useful suggestions for how this might be achieved.

The survey was divided into sections equating to the four main areas of the review; Communication; General Support; Ward Support; Training & Development.

1 - Communication
This section of the survey focussed on communication between councillors and officers, how it is done and how effective it is. There were some key findings from the questions asked. Whatever method of communication used, members felt that it was not always easy to know who to contact, lists held are often out of date or incomplete and not all members have access to the internal electronic telephone directory. Even those who do are not necessarily at their computers and therefore able to access it when they need to speak to an officer.

Voicemail on telephones and 'out of office' messages on email did not always give an indication of how long it would be before a response could be expected or who to contact if the issue could not wait. Conversely when councillors are away from home it is not appropriate for them to have out of office or voicemail messages indicating that their homes are empty, which means that officers may not be aware that they will not receive a response to their email / letter or telephone message.

There needs to be a better understanding on both sides that officers and councillors have different working patterns. For example, councillors are not always able to easily access email or the internet; some have full time jobs and therefore are not available to respond during office hours. Officers may have other priorities dictated by their workload and financial/operational constraints.

Several respondents said they have found a wide variation between departments and individual officers on the time taken to respond to members' enquiries.

Most councillors were comfortable using email and for the majority this was their preferred method of communication. However, although use of electronic methods of communication is increasing and more and more information is available electronically, (on websites for example), not all members feel completely comfortable using a computer for this, the main reasons given were lack of training and time constraints. In addition, the amount of emails received makes it difficult for most councillors to quickly identify what is important and what could legitimately wait.

General Support
Although the survey demonstrated that overall most councillors were either very satisfied or fairly satisfied with the support they received, in two areas the levels of dissatisfaction were higher. The first was the support provided to councillors who represent the council on external bodies (17% of the 65% who take on these roles were dissatisfied). The second was the support provided to councillors in their ward role (20% expressed dissatisfaction with this); this second statistic corroborates the findings from the Culture Development workshop and is dealt with in more detail in the final section.

The survey also covered specific support that might be required by councillors who had particular requirements due to disability / ill-health, or because they had caring responsibilities. Child care was raised by several councillors, identifying that although there it is possible to claim a carers' allowance, this does not help if no baby-sitters or carers can be found to cover during meetings.

Councillors were asked for suggestions on what support or changes the council might make which would encourage as wide a range of people to put themselves forward as councillors. One barrier identified quite strongly was the timings of council meetings, early evening – 4.30-6.30 was highlighted as a particularly difficult time for those who have full-time jobs or family commitments.

Ward Support

As had been anticipated this was the area where members expressed the highest levels of dissatisfaction and concern. The survey separated out the ward related contacts that councillors are likely to have with officers into 2 areas. Firstly councillors are asked by individual residents or a community group to take up a specific case or issue on their behalf, often related to some aspect of the council's services. The second type of ward related contact is more 'generic' and would encompass any developments (eg housing, regeneration) likely to affect the ward, changes to services within the ward; demographic or statistical information relating to the ward (crime, education, infrastructure etc).

In terms of case based enquiries to officers, the results suggest that although members are generally satisfied with the relevance and usefulness of information they receive, they are less happy with the time taken to get a response, whether this be the initial contact or the final resolution of a case. In particular the need to 'chase' ongoing cases is something raised by a number of respondents, indicating that members feel they are often not kept informed about the progress of issues they have raised on behalf of residents.

Council Connect was mentioned as being very efficient and providing a good service to councillors, the perception is that any difficulties are likely to begin once a case is passed on from Council Connect to the service areas. It is clear however that some councillors do still prefer to contact officers directly, not through Council Connect.

Again, as with the section on communication generally, the difficulty of identifying who is the most appropriate person to speak to was raised.

As far as more generic ward information is concerned, councillors felt that certain operational areas and officers were good at providing information. However, there was a clear indication that overall they felt there was a serious lack of awareness on the part of officers, not only relating to ward boundaries and which councillors were responsible for which ward, but also a lack of understanding of the responsibility a ward councillor has to his constituents. Several respondents said they often hear of council related activity in their ward from residents or the press rather than from the officers responsible. This is clearly a cause of irritation and embarrassment for members.

It was also suggested that there needs to be a campaign to improve public awareness of the role of councillors, their responsibilities, allowances, the support they receive and the time commitment involved.

The survey asked what sort of generic ward information not currently available to them they would like to receive, this fell into 3 main categories:
- Statistical, demographic (population / economic profiles etc)
- Forthcoming council related events, developments, changes

- Internal reports giving information on, for example, number of residents who have contacted the council and for what reason, whether their enquiry has been resolved, key officers involved.

The majority of members would be happy to receive this information electronically in the form of an email (with attachments if necessary), although a sizeable minority expressed a preference for receiving paper information.

Training & Development
Councillors were asked about the training they have undertaken since being elected and what they had found to be most useful and which least useful. Some key themes were evident from the responses.

A number of respondents felt that the induction programme following the 2003 election had been too intensive. Newly elected councillors (particularly those who had not previously stood) felt overwhelmed. There was a feeling that initial training should be restricted to that which was essential (legislative, constitutional responsibilities, key structural and operational information). Further training should then be offered as members are clearer about what specific roles they will be taking on and therefore training requirements.

Satisfaction with training courses themselves varied (as would be expected to a certain extent as this is very subjective). In general comments indicated that courses which were sourced externally seemed to be more useful than those organised internally, although this may relate more to the fact that it offered the opportunity to meet councillors from other authorities as well as course content, trainer or structure. Some respondents felt that courses failed to take account of existing skills or knowledge and so the wide mix of attendees made it difficult to get the full benefit from training.

Echoing comments made within the previous section relating to use of computers, some members felt there was a lack of adequate or appropriate IT training. The theme of how difficult it was to attend training courses reflected similar comments made about council meetings in terms of when they are scheduled.

2.3. Contributor Sessions

There were two 'drop-in' sessions held to give councillors an additional opportunity to voice their comments and suggestions about Members' Support. These events were not well attended, but those who did participate gave valuable contributions and were able to discuss their thoughts in more detail with the Task & Finish Group members who facilitated the sessions.

The two areas which provoked most comment in these sessions were Training and Support (with a particular focus on Information Technology). It should be borne in mind that these will reflect the opinions of the small number of members who attended.

In terms of training, again the amount of training held within the first few months following the election in comparison to courses offered thereafter was raised, with a suggestion that it should be limited to essential training initially. There were also some comments relating to how training outcomes might be identified in order to have a measure of how effective it had been.

The IT aspects of support were commented on more than in the survey results, and this may be a result of having more opportunity to raise issues rather than being constrained by questions. Some members felt they are restricted by the IT regulations in place and were looking for the opportunity to take more advantage of technological advances (eg wireless technologies, hand held devices and the use of broadband).

There appeared to be a degree of dissatisfaction with the situation existing within the Authority now. Currently some councillors use IT equipment purchased and supported centrally through the council's IT Services; others independently purchase equipment for council use (using funding of up to £2000) under the scheme approved in 2003. In the case of councillors choosing this second option, the equipment is not supported or maintained by IT Services as it is their responsibility to arrange for this if required, at the time of purchase.

In the view of some councillors, this has led to at two-tier system of access to information and communication. In particular the lack of IT support available to members who choose to purchase equipment independently was raised as an issue. Councillors who chose this option will have done so for genuine reasons and some feel that the council's IT Services support should also be available to them.

2.4. Other Authorities

Some desk research was undertaken to establish what other authorities offered to their councillors in terms of training, development and support. This information was shared with the Task & Finish group and assisted them in developing their recommendations.

Telephone Canvass

A telephone canvass was done of the B&NES Audit Commission 'family' of authorities (ie a mix of new unitary councils and metropolitan districts most similar to B&NES). Kirklees, Darlington and West Berkshire all provided documents as examples of what they were providing. A summary of the findings is attached as Annex 4. Some key items identified from this work were:

Training & Development
- Several of these councils now have (or are developing) Personal Development Plans for all councillors to identify specific training/ development requirements
- At least one council has developed role profiles and job descriptions which act as a guide for new councillors and also inform training / development requirements.

- Several produce training schedules on annual basis which are sent out as a booklet to councillors (via email), at least one council sends out monthly reminders of up and coming training.
- Most councils offer IT training (some specifically for councillors) including nationally recognised qualifications, for example European Computer Driving Licence (ECDL).

Support
- Most councils had systems in place similar to that in B&NES in terms of supporting those councillors who have disabilities or caring responsibilities.
- All offered specific support if required for example IT equipment, large print etc and made every effort to meet councillors' needs.
- Those councils who had councillors with caring responsibilities had allowances in place which could be claimed.

Communications
- Most councils are reviewing mobile technology as means of enabling their councillors to access emails and diaries remotely (Blackberries and other PDA type devices).
- All of the councils contacted said that they were moving towards doing as much communication as possible via email in order to reduce the amount of paper used. Although there was a recognition that some members did still prefer information to be sent out in paper format.

Scrutiny Reports Review
In addition to the telephone canvass, a trawl of scrutiny reports available on the Centre for Public Scrutiny (CfPS) website was undertaken to establish whether other authorities had published reviews looking at members support or related issues. Where these were identified the reports were reviewed, some of their key recommendations included:

Training & Development
- Time constraints are a barrier to councillor training – therefore a good mix of times/dates and methods of delivery should be employed.
- Basic level programme should be developed for all non-executive members and similar approach taken for some of the key roles (chairs, executive members etc)
- A training programme needs to be modular, structured & systematic to make most effective use of what is available. Councillors can undertake 4-6 modules over 6-8 months, ideally requiring no more than 4 hours training p/month.
- Low take-up of classroom training means this should be limited to those areas for which it is considered essential. Where this is so, sessions should be kept to a minimum and if possible run before or after planned council meetings to ensure maximum attendance. Other methods of delivery should be investigated (e-learning, short & specific one to one sessions or small groups).

- Set up a members training steering group to advise on how the effectiveness of training can be assessed and members' progress tracked, regularly review the training programme & advise on what is required and to develop a minimum level of training that all councillors would be expected to commit to.
- Minimum training commitment for each member
- Consider possibility of accessing the e-government budget to provide IT training specific for members.

Support

- Run taster sessions at which prospective candidates can meet current councillors and officers ahead of election to gain greater understanding of council & its role.
- "Buddy" or "Mentor" system – pairing up new councillors with those who have been elected before.
- Specific area of council website for dedicated use of members for information provision and on-line support.

3. Analysis and Recommendations

3.1. General

The Task & Finish Group is aware that there are a number of initiatives underway within the council that may well be able to contribute to some of the recommendations below. The Task & Finish Group would therefore recommend that:

> R1. In order to maximise the effectiveness of the Member 07 Strategy, links are established / maintained with the following:
> - ➢ WorkSMART
> - ➢ Customer Access Programme
> - ➢ Council Connect and the CRM implementation
> - ➢ Customer Care Standards
> - ➢ Information Management
> - ➢ Culture Development Working Party

3.2. Communications

It was clear from the investigations undertaken by the Task & Finish group that members experience a degree of frustration when trying to contact officers within the council. Firstly it is difficult to identify who to contact and secondly the time taken to receive a response is longer than members would like.

In addition councillors can find themselves overwhelmed by emails; it is difficult to identify those which are high priority and those which can be left until a more appropriate time.

The Task and Finish Group recognises that councillors and officers have different, but complementary roles and also that their working patterns are not the same. It would therefore recommend that:

R2. Consideration be given to producing clear guidance on contacts between officers and councillors, to include for example:
a) The maximum time that a councillor might expect to have to wait for a response to an email, letter or telephone message
b) The priority which should be given to members' enquiries
c) The level of feedback (eg copy letters, emails etc) to be provided to councillors until an issue they have raised is resolved

R3. A 'key contact list' of roles & names be produced for councillors. There would need to be systems in place to ensure that this was checked for accuracy on a regular (but practicable) basis. The suggestion would be that at Director / Asst Director, and possibly Senior Management level, it would contain named individual, but for service areas a better option would be a generic phone number or email address which would reach the correct area. In addition an organisation chart showing the overall council structure is key, particularly for new councillors.

R4. When officers use voicemail or an Out-of-office notification on email, the message should give an indication of when the person will be back in the office and also the name of a colleague who can be contacted if urgent action is required.

R5. There are some very simple steps which could be taken by officers when emailing councillors which would greatly assist them
a) When reports are sent out to councillors via email, the executive summary ideally should be included as the body of the email.
b) Include in the subject line of emails the team or department from which it was sent. For example:
Subject: Planning – answer to your query
Subject: O&S – agenda for meeting on 29th

R6. Officers may sometimes encounter difficulties when trying to contact councillors who are away from home. It is clearly not appropriate for members to leave out of office or voicemail messages saying that they are away as their council work is carried out from their home address and there would be a security risk if this were done. However the Political and Group Support assistants maintain an information list of when councillors are on holiday, away on business or otherwise not available to officers. Officers should be made aware that this is the case and that they can contact them to establish a councillor's availability to respond to communications.

3.3. *Training and Development*

Responsibility for Member Training rests within Democratic Services. The Task & Finish Group supported the view that other services should be more involved in developing a programme for Member Training & Development, for example,

HR (Corporate Training), Culture Development Project, Performance and Improvement.

The investigation showed that members felt the quality of training available to them was variable (this appeared to be true between different sessions of the same training as well as between different subject areas). Based on comments made by a number of councillors, one of the causes of this may be that courses do not appear to take account of the level of skills or knowledge that attendees already have (or do not have), resulting in very 'mixed ability' groups.

Comments both in the survey and at the contributor sessions appear to show some level of dissatisfaction with IT training and support in particular. Given that more and more information is being distributed electronically, this may need to be addressed in order to assist councillors to effectively maximise their use of IT.

It was clear that the take up of training was often constrained by the days/times at which it was scheduled. The Task and Finish Group recognise the inherent difficulties of devising a training programme to satisfy the needs of a relatively small, but very diverse group with specific requirements. In particular there is a need to maintain a balance between cost effectiveness and the desire to maximise the range of training provided. It would therefore recommend that:

R7.	When developing training programmes for councillors, wherever possible there should be a choice of at least two sessions, one held during the day and the other in an evening (eg after 7pm). Consideration should also be given to providing some training sessions on Saturdays if it appeared there would be sufficient call for this to be arranged.
R8.	In future, training during the initial three months following an election (induction period) should be limited to essential courses so as not to overload members. When councillors have had time to adjust, this should be followed by a range of courses from which councillors can select those most relevant to the individual roles and responsibilities they have taken on.
R9.	In view of the difficulty councillors often have attending traditional 'classroom' training, alternative more flexible methods should be explored. For example, on-line training; modular training; workbooks for use at home.
R10.	Consideration should be given to creating Personal Development Plans for all councillors who request them. This would assist in identifying specific training requirements relating to the individuals existing levels of skills and knowledge and the requirements of any roles they were undertaking.
R11.	The production of role profiles and/or job descriptions for the different roles councillors take on would enhance the use of Personal Development Plans and could inform likely training needs.
R12.	An evaluation system should be put in place (in line with Personal Development Plans) for monitoring how successful training has been, the

extent to which it had been used, and to gather feedback on the quality of delivery / content.

R13. Consideration should be given to the area of IT training, for example by undertaking some case study work with councillors to look at how they use IT and what type of training / workshops would be most helpful to them.

3.4. Support

The Task and Finish Group recognises that in general most councillors are satisfied with the support they receive from the council and its officers. However there were some areas highlighted by the investigation which lead the Task and Finish Group to recommend that:

R14. The possibility of providing child care facilities at the Guildhall and during council meetings be explored.

R15. That the use by councillors of the Sports Centre crèche whilst attending meetings in Bath be investigated. Any arrangements which resulted in free child care for councillors would preclude them from also claiming carers' allowance.

R16. A list of approved childminders and care agencies should be made available to all members who have dependents.

R17. A watching brief be maintained on technological developments which might in the future assist either those with particular support needs (eg through disability) or those which enable a more flexible and / or 'family friendly' approach to the work members are required to undertake. This might include for example video conferencing and the use of wireless connections for remote devices to allow members to keep in touch with their council email and diaries when on the move.

R18. Consideration should be given to reviewing the current arrangements regarding the purchase of and support for, councillors' IT equipment. In particular those support arrangements for councillors who have opted to purchase equipment independently rather than through the council. It is the view of some councillors that this option should continue to be available, but that IT support should be provided for those who choose it in the same way it is for equipment supplied through the council.

R19. Existing support (particularly that offered by the secretariat) be more widely publicised and what it entails more clearly explained to members.

R20. Currently there are a number of documents, policies and procedures which will have some relevance to members. These are not held in any one place and this makes it difficult for councillors to know where to go to look for the information. Although these could be issued with the handbook to new councillors, there are inherent difficulties then with maintaining and updating the information. Several councils already have dedicated areas on their internal and/or external websites for councillors. This provides one point of contact and ensures that the most up to date information is available. Contact could be made with the Web Team to discuss the possibility of developing something similar in the longer term.

> R21. An annual open forum for all members to look at different aspects of support, training and development. This could take the form of various workshops or focussed discussions around previously identified topics. The intention would be to give members the opportunity to look more closely at areas which could usefully feed into the rolling development programme in order to ensure it remains flexible and responsive to change (both internal and external).

3.5. Ward Support

This was the area in which councillors expressed the most dissatisfaction. They were particularly concerned about a lack of understanding of the role of ward councillors, the geographical ward boundaries and which councillors are responsible for which wards. In addition (as touched on within the section on communications) the lack of feedback on both individual cases and developments or changes taking place within their wards led to a degree of frustration. Councillors also feel that they do not have enough background information available to them (demographic, statistical) which would enable them to have a clearer picture of their ward. Taking account of the comments and other information from the investigation, the Task and Finish Group's recommend that:

> R22. Consideration be given to including councillor input during the corporate induction course which all new staff attend.
>
> R23. The Task and Finish Group would also like to see work undertaken corporately to improve officers' awareness of ward boundaries and the importance of keeping ward councillors informed of any relevant developments affecting their areas.
>
> R24. Links be maintained with the Council Connect programme and the CRM project. In the longer term allowing councillors limited access to the CRM would enable them to check progress of ward related cases (this would have to take account of any legal constraints such as the Data Protection Act). In addition the reporting function when / if developed could provide councillors with ward specific information not currently easily available to them. For example number of ward residents who have logged calls and for what reason.
>
> R25. A list of useful on-line resources be provided to councillors (there are a number of government and other web sites which now contain demographic and statistical information which is ward and postcode related). This would assist those who wished to undertake independent research relating to their work as councillor.

4. Acknowledgements

The Task and Finish Group would like to thank those councillors who completed and submitted the members' survey and also those who attended the contributor sessions and /or offered their suggestions and comments informally.

5. List of Annexes

Annexe 1	Terms of Reference for the Review
Annexe 2	Survey circulated to all council members
Annexe 3	Key statistical results of Survey
Annexe 4	Summary of Telephone Canvass results

6. Structures

Resources O&S Panel	Cllr David Bellotti Cllr Colin Barrett Cllr Mike Kelleher Cllr Brian Webber Cllr Betty Perry
Task and Finish Group	Cllr David Bellotti Cllr Colin Barrett Cllr Betty Perry
Directors:	Jean Hinks, Resources Director
Service Officers:	Jay Williams (Culture Development Project Leader) Tom Dunne, Democratic Services Manager (Council and Members' Support)
O&S Project Officer:	Georgina Jackman
Panel Administrator, Democratic Services	Michaela Gay