

SWOT – Cabinet and Leader Model

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Clear decision makers • Faster decision-making process • Clear decision and responsive input to outside and regional bodies • Empowers non-executive Members via Scrutiny (if used effectively) • Improved co-ordination of cross cutting issues • Wide opportunities to engage within constitutional parameters • Scrutiny agenda set by Members, working informally with Cabinet portfolio whilst still including and addressing community concerns • Ad hoc scrutiny can achieve positive influence – and include direct engagement with communities and third parties 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Power is invested in a very few / can be viewed that everything of significance delegated to Cabinet • Lack of collaborative working or the Scheduling of Cabinet decisions can preclude/reduce the impact of prior Scrutiny
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Proactive decision making when dealing with outside and regional bodies • Could use more of constitutional powers • Encouraging extending forward plan timescales would enable more effective scrutiny of decisions • Dialogue relating to cross cutting strategic priorities could be offered to Members at pre-cabinet briefings – more informal and consensual working 	<p>THREATS</p> <ul style="list-style-type: none"> • Too much delegation (to Cabinet Members / Officers) leads to lack of transparency and Members feeling disenfranchised and a sense of exclusion • Scrutiny Committees undervalued

Appendix 3

SWOT – Committee System

STRENGTHS <ul style="list-style-type: none">• More Councillors are involved• More Councillors feel more engaged• In depth discussion and debate• Cllrs develop good knowledge and expertise of the committee they are part of	WEAKNESSES <ul style="list-style-type: none">• Difficult to identify decision makers (potential to use techniques, i.e. consistently referring 'difficult' matters back to Committee)• Can be viewed as superficially transparent, decisions can be significantly influenced 'informally' or behind the scenes• Policy / Resource Committee can have a veto – so not all Committees have absolute decision-making powers and could be overturned• Emergency decisions (if not time to arrange a committee) can be made by senior officers• Can be a difficulty in dealing with cross cutting issues and reports having to go to multiple committees• No in depth scrutiny from councillors independent to the decision makers
OPPORTUNITIES <ul style="list-style-type: none">• Members become knowledgeable and 'specialists' in their areas• Learning opportunities for new Members	THREATS <ul style="list-style-type: none">• Decision making can be slowed by Committee timetable• Limited options for proactive decision making in relation to outside and regional bodies