

Governance Improvement Working Group – 9 March 2015 SWOT Analysis

1. Members' involvement in the policy-making / decision-making process	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • "Known" system • People with sound grasp of issues • Understanding Herefordshire • Clearly defined chain of command • Speed of decision-making 	<ul style="list-style-type: none"> • Don't feel involved • Understanding roles • Too reactive • Resources: people (limited), and use of • Limited involvement • Appointment to roles (but legal requirement) • Perception of "back room" deals • Concern re. workloads / spread • Lack of clarity on how to feed into decision-making process • Balance between council and executive functions
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Understand and build on members' skills and experience • Be more proactive and have closer relationship with scrutiny • Improve communication • Effective use of Groups • Understand and make better use of corporate plan • Use Understanding Herefordshire • Use of resources in different ways • Cross-party executive functions 	<ul style="list-style-type: none"> • Break in continuity • Poor communication • Resources • Public disengagement and perception / knowledge of issues

2. How the public / stakeholders are involved	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Public meetings and media /web etc. • Very few "exempt" reports • Open meetings • Questions from the public and propose items for future work plan 	<ul style="list-style-type: none"> • Low response-rates • Over-dependence on on-line methods • Lack of public knowledge of politics / council business • Misunderstood open-ness • Limited focus of where questions are directed • Number of clicks to web-site topics
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Use IT to increase accessibility (beyond Planning Cttee) • Varied ways of involving public • Formats for presentation – creativity • Timing of meetings and locations • Webcasting and social media • Earlier release of draft minutes • Transparency statement at start of website 	<ul style="list-style-type: none"> • Perception of level of members' knowledge about specific issues – engagement without undue influence

3. Having a clear scheme of delegation at member, officer and partnership level	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Timely decisions • It works 	<ul style="list-style-type: none"> • Misunderstood!
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Improve understanding of and clear escalation of processes / way of managing flow • Clarify officer decision call-in • Expand call-ins • Format / accessibility of constitution 	

4. How members are involved in performance management and improvement	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Understanding Herefordshire and amount of data 	<ul style="list-style-type: none"> • Poor understanding and use of data
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Better use and understanding of data • Improve outcomes in relation to use of resources • Understanding Herefordshire • Linking outcomes to data • Greater role for scrutiny 	<ul style="list-style-type: none"> • Decreasing resources • Overwhelming data