

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Local Organisations						
Transparent, reasoned and with input from all stakeholders. It decides clear aims at the start of the process and evaluates whether these have been achieved at the end. Review is not for review's sake, but can steer further change if needed.	As an individual involved in a community group, I find communicating with the council on issues that directly affect that group and the wider community it serves extremely difficult. Access to decision makers, timely response and openness about processes are all serious problems.	I appreciate the progress towards webcasting, as this is an important part of transparency.	I do not think that scrutiny committees should only be made up of councillors, as this does not provide the most useful feedback. I would rather that decisions were made without political bias, but I appreciate this is a wider issue. I believe that a committee model would serve Sheffield better.	Streamlined access to information about meetings - digestible, transparent and accessible to all. The freedom of information request system should be dismantled as far as possible and work should be carried out in the open.	Partisanship/acting in self interest, or party interest, over what the city needs.	I attended the Big City Conversation event at the town hall yesterday, but I only heard about it from Nigel Slack's Twitter. I didn't see it promoted anywhere.
Consistency, fairness, transparent process	Personally, I have found many major decisions in recent years to be fundamentally flawed (the library, tree felling) and have not seen any evidence of accountability for these mistakes.	Professionally, I have found all dealings with council departments to be slow and needlessly bureaucratic, to the point where I have had to find solutions that lose income for the council.	Departments don't seem to talk to each other, can be told yes by one department and no by another. Too many departments outsourced to unaccountable private companies unfit for purpose such as Capita being in charge of collecting business rates.	The decision making process is not very transparent and often feels like there is no underlying strategy behind it. Genuine decision making power is concentrated between a few people with their own personal ideas and agendas rather than a larger group.	A much larger participation of Councillors from across the city, I've yet to meet a Sheffield councillor from any side of the political divide that wasn't a decent honest person committed to making Sheffield a better place. It would be nice if these people had more of a voice and could fight for genuine change on behalf of their wards, make less 'middle of the road' policies and decisions and more policies unique to Sheffield	Too much public consultation- very difficult to get an accurate picture from these events, tend to be populated with the kind of people that want to go to public consultations rather than representing the views of the actual public. Also muddies and slows down decision making. If elected Councillors all had a say in how the city is run it would negate the need to go directly to the public quite so often.
Looking at pros and Cons of both decisions and going with the one that would suit the majority better. To serve as requested and not to look for reasons to avoid progression	As a committee all avenues would be explored Take advice from us when we put forward reasons for advancement We know our environment etc Listen to all groups who are involved in any project and reason a solution Not a lot as the councillors seem to know better than people involved in projects when they have no knowledge	Dont really hear about them Too political and not democratic as too few people involved making decisions in situations they know little about	Not knowing the decisions See 6	Agenda being in the public domain and the outcome being articulated to general public More consultation with parties involved before first impressions are implanted. Take more time but quickly meet and discuss with parties concerned with projects	Dont take short cuts or the cheaper options Yes more pre conceived decisions to be thought out more before further decisions are made. Consult discuss and then decide	Please keep me updated Think Discuss Consult Decide
Evidence-based. Which means that those taking decisions need to be capable of digesting that evidence.	We need brave leaders who are capable of taking hard and unpopular decisions on the basis of the evidence, even if those decisions are unpopular.	Absolutely nothing. I am not in any way connected with the tree campaign (so don't dismiss my comments as those of an anti-Amey person)...REDACTED	Most of those in power are idiots.	The city is full of PhD educated people. How about some intelligence?	More of the same old demographic in charge. We need some politicians with some moral fibre and courage, who are not just going to postpone all the difficult decisions until later.	Honestly, the current crop are just letting the city down.
It should be the opposite of tribal, which is how current decision-making works.	More choice more votes To me good decision come from multiple sources to get a better understanding of what will or won't work Good decisions are based on facts, evidence and resources and should be made in line with agreed policy, as collectively as possible and where necessary as a result of democratic consultation.	Equitable voting Local people making decisions that affect local communities We have a democratic process whereby councillors get elected every so often, but this election doesn't give them carte blanche to act as they like without further consultation or to stick inflexibly to decisions when it is obvious these are not supported by the public. So the most important thing for me is that decisions should involve as wide a group of elected councillors as possible, but also listening to what citizens want and need.	Nothing. Under the current system Sheffield has failed to take opportunities & squandered money without local people being given a real voice I like the consultation pages on the web site and the frequent surveys, but more work needs to be done to draw in more people especially those who don't use the web.	10 votes is not 84! There's way too many decisions being made that affects everyone by just a few people I don't like the cabinet decision making process involving only 10 councillors, and think this should involve many more of the 84 councillors who represent our area. I don't like the way SCC refuses to listen, once a policy has been fixed upon, they are so inflexible and dogmatic. The Street trees debacle was absolutely catastrophic for the city and now everyone pities us for having such a dreadful council. The dominating political party acts in a tribal manner, my party right or wrong, and won't accept different viewpoints. This is holding us back and also it means the consultations that are carried out are mere window dressing as the decisions have already been made. There isn't enough skill and expertise on the council, especially on stuff like contracting and subsequent management of contracts - as a result contractors have run rings round the stupid council and laughed all the way to the bank, while hiding behind "commercial confidentiality" what a waste of scarce money. Council staff are not subject to annual appraisals or enough scrutiny, so they have become hide-bound and insular but councillors defer to them over and over again. There should be absolute transparency of decision making and this should be a badge of pride. The way things are being run makes a mockery of democracy and has caused many people to lose faith in the political parties.	All 84 voices heard Decisions being made by a larger group of local people with as much information as possible being given to residents This would not be something that can be quickly set up following a survey like this one. It requires a whole new mindset, that some councillors and parties will find very challenging. We need a new way of governing that doesn't just mean councillors take all the decisions, however many of them there are - there needs to be much more use of local area input from the public. This will involve a lot of thought and research and visits to other councils that are doing things differently, to see how it works. What we need is a community constitution, or a framework that will help the Council to provide clear leadership to the community and in working in partnership with citizens, businesses and other organisations; support the active involvement of citizens in the process of local authority decision-making - this must be transparent and meaningful; help councillors represent their constituents more effectively;	Not being able to get to a majority vote Making sure decisions made for Sheffield are decided on by Sheffield people yes, the council must really commit to opening up and being more transparent and trusting the community. We should avoid all decisions getting bogged down in endless rounds of community consultation, that is not what is intended. I'm not saying that citizens forums or assemblies should make the decisions, but that councillors should make them after having consulted effectively with the citizens assemblies. It will not be perfect immediately and the Council should have patience and keep plugging away at making the changes to a new way of working, meanwhile keeping everyone informed as to what's happening. There is a big body of interested people waiting to help and they are not a threat to party politics but would help good politics to shine through.
All decisions need to be informed and by informed, I mean all stakeholders should be included in consultation prior to decisions being made.	Through documentation received via Freedom of Information we have discovered that the Cabinet Member who will be making the final decision has already stated that he will listen to our group but be led by the professionals.	Nothing	It is undemocratic It is open to abuse from interested parties It is not fair and open	Listen to residents and include them pre consultation exercises Decisions to be made by panels of at least three councillors	Singular decision making	It is not transparent and can easily be manipulated by interested parties. This we have proof of in the way they have dealt with ourselves.
One that has involved all stakeholders ie local Councillors, local grassroots organisations, businesses, local experts, (sometimes National organisations such as HE, National Trust, AHT, Victorian Society, Georgian Society) not just the usual box ticking consultation but listening to groups and local individuals who have to live with whatever decision is made. An informed decision.	Present situation you talk to local councillor who may be sympathetic but it all gets lost as bringing up issues in full council is very restricted and members of the cabinet are extremely hard to reach. Also hard to even find what cabinet members deals with what. Many issues aren't in any cabinet members portfolios such as heritage and tourism. So many decisions are taken above people's heads. I have personal experience of this where local Councillors were not aware of a decision that had been made at Cabinet level or indeed that it was even being considered. This has left people feel a wide gulf between them and the Cabinet. There is a feeling of their voice and views not counting, and in my view has led to many wards have low voter participation.	Frankly I can't think of anything. Even if a decision works out well it seems very distant with no real citizen participation.	Poor communications, lack of engagement with local Councillors and communities. Too many decisions made behind closed doors without possibility of debate before decision is made. Scrutiny meetings too prescriptive and appear to rubber stamp rather than look at any objections or problems. Too much evasion which leads to people having to make an FOI and even then the answers can be evasive.	A wider spread of people involved in decisions. Local involvement in local decisions. Use of local experts and grassroots organisations as witnesses to committees on certain topics (committee could be one off and report back to Full Council) similar to parliamentary committees. Other fixed committees such as finance. Special committees to be set up by full council and to represent all parties based on voting numbers not seats.	Restriction of decisions to a small number of people, delegation to Council officers to make decisions without oversight by Council	I am aware there is no simple answer but change is sorely needed especially if we are to involve and support those in areas of high deprivation whose morale is low and not helped by decisions seemingly made over the heads. Here is a chance to be innovative to have special committee meetings outside Council buildings in local community centres or schools. A chance also to engage secondary schools in local decision making and hopefully eventually boost political involvement. When we are getting some wards where we only get 16% of electorate bothering to vote in some wards it is pretty obvious that present system is flawed.
1) Assess evidence of need via wide scoping, meaningful consultation and inclusive feedback mechanisms, 2) investigate and cost various solutions using PESTEL and LEAN processes 3) discuss in open forum with stakeholder involvement 4) tender for work using transparent processes which have clear budgets, outputs and outcomes which are monitored and followed up. Use local partners, suppliers and materials as a priority wherever possible, all procurement should use Social Value Act and Sustainable Development Goals as guiding principles, 5) apportion credit/blame where due, admit and learn from mistakes, be open and honest, publish feedback in an easily-accessible and understandable form (you said/we did). 6) all committees making spending decisions must have min 2 opposition Councillors to be quorate In the public sphere I expect most decisions to be made by a simple majority, and major decisions to be made by a two thirds majority.	Openness, honesty, transparency, listening, acting for the greater good of the city rather than political ends, be progressive, innovative and imaginative and get away from cosy closed-shop decision making. We can't afford to be insular and keep up the pretence that we're hard done by - we make our own success from the social, economic and intellectual capital we have an excess of that is currently massively under-utilised, such as the Universities, SocEnt networks, 3rd sector partners who can leverage in huge amounts of money and kudos for the City - if you'll only listen!!!!	Nothing. It doesn't work, it is open to accusations of impropriety and it is exclusionary.	Exclusionary, secretive, open to improper influence and abuse, lacking in ambition, scope and innovation.	Public and partner input via well-constructed and informed consultation, Opportunity for public to comment on proposals in an easily-accessible form, Evidence for need, alternatives and with social and environmental costings as standard, Scrutiny of all stages in the process, via an independent monitoring body if necessary - there are enough retired professionals who could be very useful in putting together a team to ensure that a virtuous spiral of progress quickly becomes embedded as the framework to make rapid, mutually-beneficial progress for all residents, traders, businesses and visitors to our great but overlooked city.	People with vested interests and personal agendas making all the decisions on how and what happens next.	You need to put something in place to get LEP & Business Shft working effectively with SMEs, SocEnt Network, Chamber of Commerce and FSB/Co-Op.
Consultation Democracy Compromise	It's important that the council makes decisions democratically not autocratically, and that we can hold councillors accountable.	At least it's not a dictatorship, but that's faint praise at best.	The strong leader model belongs in the Soviet Union. There's also corruption that needs routing out because you don't listen to the citizens enough.	Full democracy and transparent public consultations.	Letting incumbents stifle debate.	People need to be more engaged with local Decision-making and empowered to drive change for themselves. The current 'my way or the highway' thinking is setting the City back decades.
	As above	Nothing it is biased done with disregard and lack of expertise	As 6	Be open honest and listen to all	Make it open to the public	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Good decision making should be effective it should be supported by evidence gathered from those that the decisions will effect. Making change for the sake of change is often a sign of poor or weak decision making. The use of small groups of people consisting of the same old faces is a regular habit of decision makers. These 'regulars' are easy to influence and offer little resistance to poor ideas. Widening the base of input is a must in good decision making and that includes surveys like this.	The City Council often spend time and effort gathering information and opinion but it has been my experience that the final decision often bears no co-relation to the inputs. A lot of participation is often lead and directed by Council Officers with limited skills in engagement with Tenants, service users or the wider public. They arrive with a 'set-menu' of ideas which they apply.	Not much. There is a real lack of accountability, no one seems willing to accept responsibility for poor decision making or service provision. What they are very good at is making excuses and/or blaming junior members of staff, those at the point of delivery for their ill thought through policies.	I do not approve of the Cabinet structure it places power in the hands of a very small number of Councillors and this is open to considerable influence peddling, " You scratch my back and I will scratch your back". system of governance.	I would like to see a return to a Committee structure with a strong ethos of Citizen Engagement where people are asked for their views and opinions and that these inputs are given due consideration. Its all about pro-active listening.	Stop patronizing people. If it isn't broken why fix it, change for changes sake is pointless. Stop thinking that the Council knows best.	NO
Good decision making puts the needs and concerns of people first, and seeks their understanding and support. Decisions are made on the basis of facts, and focus on what can and will be done, and why. It does not follow a party political agenda or the whims or prejudices of Councillors or officers.	As heritage campaigners, it is important to us to know what decisions are being considered that affect heritage before those decisions are made, and when it is still possible to provide input to them. We also want to have a realistic chance of affecting decisions on the historic environment. Regardless of the outcome, we need to know what decision was made, all the reasons for which it was made, and for it to be clear that it was determined by the interests of the people of the city. It is particularly important that decision makers show their awareness of the law and policy on heritage protection and that they consider alternatives, as required by these.	We are often critical of decisions that affect the historic environment and how these are made. There are few examples of good practice, but one notable exception is the ongoing discussion with heritage organisations about the next phases of Heart of the City II. By providing the opportunity for conversations about the scheme and listening to the outcome of historical research, it has been possible to design a scheme that works and celebrates heritage, without compromising viability. This is new. Normally the first opportunity to provide input is during the application process, when the Council's approach has already been finalised and consultants have been brought in to ensure it gets through the application process unchanged. The more open and inclusive approach will result in a more successful scheme, compared with the adversarial "take-it-or-leave-it" attitude so often seen in the past, and should be a benchmark for all decisions.	There is far too much politics in decision making. The fate of heritage can depend on the personal prejudice of a single individual. Alternative proposals, whether from campaigners or from other parties, are seen as hostile and result in defensiveness or dismissal. Decisions taken by individuals are frequently made by people who lack the skills and knowledge required, and do not feel under any obligation to consult. Cabinet portfolios are reshuffled often enough to ensure that it is difficult for any individual member to gain the experience required, and sometimes a portfolio may be reassigned between members with diametrically opposed views. In the last year, heritage - still not formally acknowledged as part of any cabinet or senior officer portfolio - has been particularly badly affected by instability and poor decision-making. A change in cabinet meant that a Councillor kept to pursue the advantage of heritage was replaced by an enthusiast for unfettered development. That individual cancelled the public consultation on the Castlegate Conservation Area at short notice, breaking a repeated Council commitment to create such an area, apparently without consulting cabinet or officers. When this was challenged, a review was announced of all the city's Conservation Areas with the implied intention that some would be cancelled, again apparently without discussion - in fact, the Council leader subsequently denied the existence of such a review. The loss of one particular heritage asset is already likely to result from the first decision, with a significant risk of others to follow. Had the second decision been carried through, the potential for significant damage to the historic environment would have led to widespread public concern and harm to the city's reputation nationally. Inward investment based on the distinctive character of the city would have been deterred, and the proven economic and well-being benefits of SLM makes many decisions behind closed doors.	Committees must consult with community representatives as a matter of course and should establish early on a routine for doing so, which may include co-option. For matters of heritage, which can be relevant to many different portfolios, there are several organisations whose members have not only historical knowledge but understanding of matters such as planning and economics, and these should be made use of. The Council also has a ready source of expertise in the Conservation Advisory Group, a very good example of highly motivated local people, many of them professionals, offering their services at no charge to help the Council to make good decisions. There should be a Heritage Committee, charged with seeking opportunities for harnessing the economic and social power of the historic environment, and with ensuring that all Council decisions not only make the most of these but are consistent with statutory and policy requirements to preserve or enhance heritage assets. It is essential that community representatives are able to build relationships with committees. This means that changes to committee membership should be kept to a minimum. Some change is needed to bring in new thinking, but members will need time to build familiarity and long service will help continuity. As many Councillors as possible should be members of at least one committee, and should be expected to acquire and maintain relevant knowledge. The Council must ensure that they provide training to members to make this possible. Inter-committee communication is absolutely vital, to ensure that decisions are not made in silos. Agenda must be visible to all committees, and awareness maintained of where business may be relevant to more than one committee. Joint sub-committees or inviting representatives from other committees to attend can help with this. Committee decisions must be communicated in a way that is both clear and useful. Ordinary members of the public do not have the time required to examine multiple	The committee system must not replicate the cabinet system by allowing committee chairs or others to dominate. Committees need to appoint multiple chairs, from all parties. This also applies across committees: the same people should not turn up on multiple committees or be able to spread their influence too widely. Committee size needs to be limited to ensure that members are there because of their interest and motivation. This will improve efficiency. The appointment process needs to avoid selecting members on the basis of their political allegiance.	
Decisions based on what's best for Sheffield not individual parties.	Transparency.	Very little if anything under strong Leader model. Vast majority of clrs of all parties no real power. That's why change to committees vital. More inclusive	SLM makes many decisions behind close doors.	Cross party rep on committees based on number of votes cast in elections. PR is what is needed.	Got to be cost effective. Bring in CfPS. LGA. National experts on this.	
Proper consultation including local and national experts and community groups. Not just tick box exercises but taking advice on board.	Real scrutiny ie not just marking own homework.	Locks out vast majority of elected reps so why vote?	Far more consultation with experts and communities	End to whip system	Committee system relevant for 21st system. Not weighted down in bureaucracy. Chairs need to be cross party and scrutiny built in.	
Cross party decisions. All clrs having a real say in some aspect of decision making.	Inclusion	Poor example of democracy as ruling party receive approx 10% of vote.	Cross party decisions and end to tribal battles within council.	No scope for cross party as cabinet made up of just one party.	Improvement in clr behaviour. Some disgraceful attitudes towards public during council meetings and on social media.	
Citizens assemblies with real teeth to affect decisions.		Deleting motions of opposition party insulting to large % of residents voting for them. If boot on other foot?	Better scrutiny. Its not working. Many think just endorsing decisions already made behind closed doors by 10 cabinet members of one party.			
Well thought out clear and concise. There must be recognition of all factors in play and the ability to work against each other and come to decision in a timely manner.	Should be democratic. Should follow scientific and other evidence should not be hijacked by interest groups or lobbyists.	Unsure. Not pricey to decision making procedures.	The small group of decision makers shuts down debate.	A lot of work to do to build up public trust.	Democratic structure.	
Timely, well informed, taking account of differing perspectives and different effects on individuals and communities, clear explanation of why taken	That there has been opportunity for different perspectives to be heard and debated and in a respectful manner. That the people most affected have a voice and that voice is heard. That there is sufficient time scale for decisions to be put into practice and problems ironed out before they are put to the test in an election. One year between elections means this is not possible , meaning that difficult decisions are put off. We need to change the time cycle of elections -	Not sure how to answer this.	Some very poor decisions have been made; Mount Pleasant for example.	They must be efficient and effective.	The ability for small groups to unduly slow or hinder the process and stifle any progress . The majority on the council should be able to act swiftly and decisively if needed. But should be held to account by the entire assembly of counsellors.	
		Looking forward, not back (the people of this city have a strong tendency to be backward looking, to some mythical golden age).	Budget cuts mean there are not enough staff to service decision making: community assemblies were shut down partly, I believe, because there were not enough staff to service them. So input from communities was reduced	Longer operational timescales so that problems can be sorted before facing the test of an election	Don't make it look as if there are small concessions that act to buy people off. Must be a genuine cross party process with a built in review of how any changes are working out	
		Being positive (the people of this city have a strong tendency to whine and moan, constantly harking back to some mythical golden age when things were, in their words "reyt gud".	The process that supposedly replaced them have never worked	More resources allocated for decisions made by local communities.		A move to a 4 year all-out election process would assist in making cross party working more constructive
		Not being overly party political - we want what works best and is in the best interests of Sheffield!	Scrutiny processes have limited effectiveness	More cross-party consultation and working together		
Individuals						
One in which ALL elected representatives are able to influence decisions, on behalf of the people who elected them. Currently, many councillors seem disempowered by the Strong Leader model	Openness, transparency, being in the interests of the city and its people.	Not a lot, actually.	See Q6	See earlier Qs	Too great a concentration of decision-making power in a small centralised self-reinforcing group of people. Ultimately, of course, decisions have to be taken but let's have them taken openly by all elected representatives.	
Active and representative consultation during all stages and at all levels of the decision making process.	Looking forward, not back (the people of this city have a strong tendency to be backward looking, to some mythical golden age).	You seem unwilling to acknowledge that you may have got some things wrong, and pursue course of action far beyond what sensible people would judge reasonable. Need I mention Trees?				
Excellent dissemination of information about how to participate in local consultations. Consultation is defined as citizen participation in co-investigation of issues and co-production of solutions.	Being positive (the people of this city have a strong tendency to whine and moan, constantly harking back to some mythical golden age when things were, in their words "reyt gud".	Not sure how to answer this.				
Transparent reporting, where the input of local citizens can be seen in terms of the decisions that are made.	Not being overly party political - we want what works best and is in the best interests of Sheffield!	That's difficult to say as the process isn't transparent.	There is a disconnect between going out for consultation and the decisions that are taken.	Commit to the features presented in the committee system model of governance.	The conditions in which a committee would give members outside to he Authority voting rights needs to be clarified - what would the criterion for doing this be?	No
Well.. Simple messages, clear options, time for consideration, clear boundaries. Everything printed and available. No hogging ..	See above ...	Well, I don't know how it's done.. I did take part in a group attempting to make Council deliberations more accessible I don't know if that came to anything ..	Well, as I don't know how decisions are made at the moment, I can't tell you .. communications.	I think a Sheffield discussion via the iPads etc, ie open & full (but simple & brief)	Bigwigs!	Good Luck!
				Clear categories for discussions	(Bottom Up!)	
				One thing at a time	Complicated language, spoken & on paper etc.	
				Brief clear updates monthly	Long Talks ..	
					Time - no long meetings before hierarchy makes decisions	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
The row over the culling of thousands of Sheffield's trees may or may not be justified – but it says an awful lot about the state of local government today.	That the issues are made clear and seen to be debated	Very little	It is far too top down and from a public point of view there is very little debate at the point of decision - ie the cabinet.	A relevant committee structure involving opposition parties	Secrecy	
When I arrived in Sheffield more than 50 years ago, the city council was a local government. It ran the buses; it built and managed more 80,000 homes and ran a direct labour force to build and maintain them; it oversaw the city's education – not just the school system but the colleges of further education and a technical college which it later transformed into a polytechnic; it ran the art galleries, the libraries, the swimming pools and parks; it maintained the roads, street lighting and ran refuse collection; it was represented on both local and regional health authorities and on committees which oversaw the work of local police forces.						
I could go on, but you get the picture – and the picture included a huge chunk of democratic accountability and fierce political debates between the ruling party and a sizeable opposition; the democratic structures included active trade unions and council tenant organisations – neither of them shy about criticising council policy.						
The council was run through a series of committees whose membership reflected the relative strength of the political parties – and the opposition members were happy to let the Press know what had been discussed and what they thought of it, so council business was well reported.						
The result was a lively democracy in which the pros and cons of council policy was widely debated – and debated before the final decision was taken in meetings of the full council. It was not perfect but it worked – and the voting figures in local elections were more than respectable.						
If course that level of democratic participation was often a nuisance for those in power; it could be hard work persuading people of the justice of a policy such as introducing comprehensive education as a Conservative run council did in 1969. They did not have						
A system where everyone involved has input into the process, and the decision of the majority is applied.	That it is open and transparent, and each elected member has equal standing and equal input into debate and decisions.	Nothing. The "strong" leadership model is not open to differing views.	The "strong" leadership model. It ends up with the same few people involved in the process to the detriment of any other views.	An open and transparent system where every elected member has the right to state their case, and to vote on the outcome.	To much decision making in the hands of too few people. It is not democratic.	
To be open and not forgetting the older working class people of our city,	There is no point in me electing a councillor if he/she has no influence.	Non,	It is not reflecting the needs of all the peoples of our city, just highlighting what they think will make the council popular,	Stop being so secretive	Not picking a diverse range of people who represent us the people living in Sheffield? and not abandon us oldies as it seems the norm.,	I have never asked any thing from the city council,, and all my forebears have been the same and never felt like we would be listened to asking for help, have never been in the town hall or cutters hall, Sheffield is were iresidebut no longer my city, I wish you all well...
For many years decision making in Sheffield has been in the hands of just a few citizens of Sheffield namely the Cabinet. It has allowed personal views and political views to dominate in an environment of secrecy, lack of risk assessment, 'old boy mentality...it's who you know and not what you know', male domination, decisions made without need for assessment or research, exclusion of community wishes etc. etc. Etc. I could go on for a while. So most Sheffield folk are completely disenfranchised from any decisions made about Sheffield and therefore quite disinterested.	That decisions should be made public via as many avenues as possible to include all minutes from Cabinet. Major decisions should be open to confirmation only after public scrutiny via linked portholes for comment.	I don't know enough of the process to comment. This is exactly the problem.	It's a closed shop. No transparency. No need assessment. No public knowledge of financial backers.	A widely publicised strategy of giving all Sheffield citizens the right to access the most in depth information of Cabinet decisions and to stall major decisions until there has been public involvement. It doesn't need to be long consultations because that would stall decision making but the key is access. Every avenue should be used to publicise how Sheffield citizens can get involved. Libraries, bus and tram adverts, supermarkets, town hall, banks social media, internet etc and access for comments should be inclusive. Of course it will cost because staff will have to be paid to collate comments and cascade final decisions.	Lack of transparency and need and risk assessment. Decisions should be apolitical...doesn't happen at present I suspect.	
Democratic, with plenty of opportunity for feedback and plenty of time to get involved such as Equality Hubs meeting more often.	The Equality Hubs should be more involved in participating in decision making with more input from all parts of the community, including older people and disabled, including people in supported care homes who might find it difficult to access public events or the internet.	It generally has plenty of consultation with the community and involvement from people of many backgrounds, but I have not heard much about the mechanics of recent decisions by the Council; some unpopular decisions such as the tree felling on local roads definitely needed more neighbourhood consultation.	Generally they tend to be decided on fairly, but I haven't closely followed recent decision making so I am not 100% sure.	More involvement with community liaison groups such as the Equality hubs, more engagement with neighbourhood groups with issues like trees and parking, and more involvement across the age spectrum to include very old people who may find it difficult to express their views or get out to public meetings or use the internet.	Too much emphasis on or domination by younger people such as under 16s, also avoiding isolation of any groups such as various ethnic/cultural groups or older people who must become involved and may need more awareness of how decision making is important for them too.	Cannot think of anything in this category.
Decisions that are made after consulting the people that they will affect & taking into account the costs, feasibility and the effect on the environment and wildlife plus reviewing all options available & not necessarily choosing the cheapest but the best option. Using local trades wherever possible.	I believe as an individual I have a right to give & have my opinion heard before decisions are made and that local businesses and trades are used wherever possible.	They have started to take on board that it is better to ask those who it effects before making decisions as it can avoid costly mistakes which then have to be rectified & upset residents and/or businesses.	I can't think of anything recently	Surveys like this are helpful but local advertised meetings for those who are not internet savvy or prefer to talk to someone in person.	Decisions that have an adverse effect on the environment or wildlife and that could adversely affect local businesses & communities.	More openness about how the decision was reached & the factors that were taken into consideration for the public to be able to access.
Transparent and democratic processes, evidence-based decisions, accountability.	See above	Not very much, I think decisions aren't always made with the genuine interests of the whole city in mind.	I think that decisions are often made in response to individual councillors' views and priorities. I think there are a lot of egos at play and decisions can be made based on potential election outcomes. Also the fact that a large number of important decisions are made by a small group of people (leader and cabinet).	Less bureaucracy, more transparency.	Making decisions behind closed doors. A small number of people making decisions on behalf of the whole city.	
Noticeable results.. improvements in services and day to day life for the people of Sheffield, prosperous businesses, no empty decaying premises, green spaces, and public venues- well maintained, offering various facilities all well used. Low business rates offering self employment opportunities for all. More small businesses opening in the city centre. Good affordable transport links across the city and region. Clean and attractive estates across the city.	openness. with all elected representatives involved.	Nothing!	It is not open. only cabinet have any opportunity to make decisions. Money is wasted on short term projects without long term goals. Partners are not accountable for poor workmanship or failures.. it prefers to sell off assets for short term profit rather than looking at ways to use those assets for its own long term prosperity!	meetings in local communities- discussing topics that affect them.. then these being regularly fed into the central decision making . Similarly.. results and changes the council wish to make should be fed back to the groups to be discussed and voted on.	Bribery and corruption! Single minded empire building. Short term spending that does not effect long term improvement!	the elected councillors do not feed back information in a timely fashion.
When the people whom the decisions are effecting they should have fair representation by the councillors that they have voted for. All electorates should be represented meaning all councillors taking part in the decision making.	All decisions should involve all elected officials taking part in the process. That is what democracy is.	I don't like or agree with any of the current system of decision making. I believe the current system works on a closed system that is open to abuse & corruption.	Please see previous.	All elected councillors being involved & having a say. That way the people are represented. The council needs to remember they are public servants not dictators.	Yes make sure that everything is open & honest & everyone has a say.	
If my local councillor is not included what is the point in voting? Listening to the people it concerns or their rep (who should be listening), listening to experts, see what's happened elsewhere (including outside the UK), for examples of good practice, having a smooth system that incorporates the above smoothly, having groups of councillors who are tasked with specific categories of decision according to expertise if possible and systems of listening to experts or incorporating experts not just officers. Currently one person makes the decision and scrutiny committees have not overturned one decision which doesn't feel right to me. Involving more representation at decision making levels may be slower but feels more democratic and less autocratic. And if groups of citizens are helped to understand the processes and be involved from local level then there should be increased understanding of the problems of no money and making hard choices and fairness. Facilitates discussion at all levels and encouragement of local input as well as local understanding of the bigger picture. Transparency. GENUINE transparency. SPIRIT OF COOPERATION at all levels	Listening to others in their own party as well as cross party councillors who are also representing Sheffield citizens. Not tribal and a bullying of individuals culture if there is a different point of view. Not a whip system like the national system. Both national and local should be more proportional rep to reflect more of the citizens views esp with austerity because we're all in this together. Adversarial politics doesn't belong in the town hall. Sorry may not be answering your question exactly but I want SCC to reflect the above in its decision making. Groups of councillors, regardless of party, who cooperate to discussable make decisions thru collective responsibility to Sheffield as a whole with the support of neutral experts and facilitators to avoid tribal wrangling and resultant bullying culture	Having watched from the balcony and read a bit about the secrecy and lack of citizen representation under a strong leader model I can't think of anything. If we're lucky and get a wise, knowledgeable, fair individual who takes the time to listen at all levels and coopted with others, in the portfolio role then it's quicker I suppose but that's luck not a good system. A slower system is OK if we know the underlying principles are fair and inclusive and have listened at all levels and to house and outside relevant expertise. Also important to couple the decision making from SHORT TERMISM and the need to win the next election	20 people make most of the decisions. 9 chosen by the leader. One person in a portfolio can have a problematic relationship with a council officer, either by disregarding them if the advice seems 'inconvenient' or being in thrall to them because they know more. Depends on personalities. Checks and balances don't work well as no scrutiny committee has ever changed policy. Personality, power and ego driven. Not much real listening or representation. Wrong system locally imposed from outside rather than developed from within to suit Sheffield	Citizen consultation and representation structures at local level. Some sort of committee system developed for Sheffield rather than strong leader model. An ethos of cooperation across parties and areas to involve all who represent us. Transparency and real listening and informed systems. No tribalism ie whipping councillors to obey the leadership. Flatter hierarchy so all councillors involved proportionately in decision making. Chance to discuss on basis of understanding of issues at all levels, inside and outside SCC but feeding into SCC. Money spent on expertise not PR Time and effort spent on research what works well elsewhere and acceptance that a committee based system may take longer but is fairer	Avoid not involving the national office of expertise (don't know the name) especially there to help think thru what system would work for Sheffield. Avoid leaving it to the last minute, sticking heads in the sand and rushing it to do a bad job. Avoid tribal attitudes and tendency for those in power to think they know best. Avoid not being humble and not doing sufficient research and proper consultation. Avoid not working genuinely for the good of the city and its citizens rather than for the party. Avoid lies and pretence and lack of transparency to get things done	Please hurry with getting the national office of expertise properly involved and don't focus on keeping the old system in some form no matter what so as to stay in power. We need a fairer, more representative and involving of citizens system but the start point seems to be to continue as before with denying the need for change and manipulating the decision making system to make sure it changes in the way the current leadership stay in power and changes as little as possible. One person chosen by a leader to make big decisions, rather than a collective, is fundamentally wrong and open to abuse without sufficient checks and balances. Too many citizens not properly involved in decision making through those they vote for. I say this from experience.
Open, transparent, involving all parties with elected members	That a narrowly focused and complacent cabal - the Labour Group at present--does not hold all the power.	Not much!	See previous. Current leadership believe they are electorally safe so don't need to listen to other wise counsel.	All Party involvement in a modern Committee system	Labour seeking to subvert petition sentiment and return to business as usual	
Participants drawn from all councillors not just the cabinet and leader Bias 1 party led ignorance of the people of Sheffield. Everyone including the leader should be up for election when there are council elections	It needs to be transparent and open to scrutiny	Nothing Nothing if your a labour supporter you probably be happy which is catering for the minority not the whole of the city if you were elected as a councillor you should have a say simple not just 6 people deciding for this city	Cabinet and strong leader model is not appropriate	Open access to committee meetings with all councillors represented Everyone having a say and the whole of the council being involved in decision making not just the few	Closed meetings, cabinet needs to go 1 party decision making	More grit bins near bungalows I live on Castledale and the roads are not gritted and the grit bins are up a hill where people who are disable cannot get there
Involvement of all parties, including those you may disagree with. Meaningful consultations.	That you involve all parties - there is no need for the system to be so confrontational, you are all supposed to be representing the citizen of Sheffield, all should have a meaningful voice otherwise large numbers of the population are just not represented.	Not much! It's secretive, confrontational and refuses to answer questions. Sometime I think they forget why they are elected...	It's secretive, confrontational, doesn't answer questions.	Involvement of all councillors	Sticking with the same system, letting any one party just running how they want and ignoring other councillors from other parties.	Very much doubt this consultation will be taken into account - little faith in this system or the council in how it currently operates.
Cross party, open and transparent, honest and worthwhile public consultation.	Sheffield has a wealth of expertise and experience on all sorts of matters. If the public are included in the decision making process it would help to get things right.	Not a lot. Secrecy, dishonesty, party politics/loyalty, wrong priorities, scared of losing votes through tough decisions.	See Q6 above.	Primarily honesty, transparency accountability. Legitimate public consultation. Cross party working. Expertise drawn from the Sheffield community.	The closed shop 'mummy knows best' attitude.	A few months ago 1 household in Sheffield made up 20% of the cabinet. Having increased scrutiny of decision making will allow for a broader view.

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
A committee of all part representatives and NOT the current strong leader model.	That's not in the hands of just the council leader and who they select to be on their committee. The leadership committee should take into account the wants and needs of local people. For example STAG and Sheffield open spaces group and It's Our City.	I don't like anything about the current system.	I don't like the strong leadership model and the way it's ruined the reputation of this great city.	The committee to be made up of representatives from all parties and community groups such as as STAG and community interest groups	Yes. The current strong leadership model.	Yes. Planning committees don't allow for the enforcement of any planning conditions after planning permission has been granted. Power is left in the hands of the Planning Officer and in my experience the planning officer don't enforce conditions.
Fair treatment for all, support for the vulnerable.	Housing policy, don't just give the minimum, stop refusing priority housing requests, build more disability friendly council properties in the S8 region, more bungalows or adapted houses. Stop the 3 month wait for assessment for housing needs.	Nothing	The housing policy where if you have priority, you only get one offer of property & then lose your priority, stop forcing priority bidders to look citywide, allow them to choose where to live. Make it easier for council residents to get somewhere to move to, stop ignoring medical evidence that homes are unsuitable for residents. Stop putting families with children in flats.	Transparent housing policy, let residents be involved with warehousing & planning new homes. Actually build new homes to replace stock sold under right to buy.	Putting blocks on building new council homes	Planning applications don't take on board what local people want with regards to planning applicants. Planning officers appear to work for the applicant or their agents
Good decision making is informed by a range of views, most importantly the views of citizens. Decisions need to take into account the various views from across the city, which is best communicated by local Councillors. One where people have looked at, and asked for, evidence and have been open and transparent about decision making process. Inclusive	Decisions need to fully accountable and transparent, so that citizens can have confidence in the Council's governance.	Currently, the process is not inclusive but can be very secretive behind closed doors. Decisions are made by a few elite who don't seem to answer to anyone.	I don't	While the strong-leader model may streamline decision making it does so at the expense of accountability and full representation of diverse views. This is anti-democratic. Expert witnesses are ignored. Decisions are being made with hidden agendas	I would like the views of all citizens to brought to bear on decision making in the city. The best way to do this to involve all Councillors in the process, rather than a handful of potentially unrepresentative voices.	Secrecy
Serving the population of Sheffield clear process everyday language to know who has made the decision what to do if you disagree people impacted are consulted why decision was made	At this time whatever is important for the taxpayers is not being taken into consideration Open and transparent adhere to good values ie challenging inequality across the city Clear language about what decisions mean opportunity and way to review and amend clear as to what is officer input and where the political/councillor input is relevant	Published on the website	Tree felling. Lack of facilities in the city centre. Atrocious roads. Poor bus services. Cuts in maintaining parks. very long papers with confusing/official language not enough time for discussion from informed participants not enough explanation about how a decision can be challenged or reviewed More information about the reasons a decision or recommendation was made ie Commercial Services are very influential which may not be in keeping with political priorities	Letting citizens know what is happening before it actually happens	Riding roughshod over people's opinions	There is no point as the council will do what they want regardless
When all interested parties are consulted and listened to. Only then when all information is considered by the full City Council and then any decisions are to be made by the executive cabinet with the final decision made by the Leader. Transparent, accountable and clear decision making, taking into account the views of key stakeholders. Clear mechanism to challenge decisions, and for all city residents and businesses to feel they have a voice. I'd like to see a balance of political party involvement to reflect the voting across the city, but for decision making to be collaborative in the best interests of the city rather than in the best interests in a political party.	The cabinet and the leader should make all the decision after intense scrutiny.	As now	N/a	More political input to keep with principals of controlling party Why something can't happen ie advice from legal, national government or commercial services Greater emphasis on reducing inequalities across the city and this to direct decision making Political commentary on officers decisions/recommendations Clear process including review or challenges to any decision made N/a	Make sure the person making the decision is fully qualified	N/a
I would like to see effective mechanisms for making collective decisions, under an umbrella of shared values and high level aims, agreed for the city at a whole. Open, Transparent and welcomes scrutiny from members of public and opposition members. Quick decision making on how our money is spent does not correlate to well thought out and consensus decision making. Growth and investment needs to be balanced with protecting our Environment and Heritage, which cannot be replaced as easily as brick and mortar. It involves full discussion, full access to the facts of the case, clear involvement of interested parties such as local residents and people who may be affected by the decision. It needs openness as to who makes the decision, why it was made, who will benefit and who will be disadvantaged.	That I can ask any party member whether in office or not on how certain decisions were reached, especially where entrenched and single minded ideas seem to dominate. Labour are not representative City wide and must collaborate cross party.	Single minded and bias, with no regard to Heritage	Bias and secretive	Open Transparent and cross party	Single party politics	Why would a Council be stubborn about keeping a system that was never voted for in the first place, and one that most Sheffield residents were unaware of when asked.
Accountable to the electorate. Representation from all elected members not just the Cabinet. Transparency of decision making. Clear and open records. Excellent, understandable, recorded decision making process. No 'vanity' projects.	That representatives of all wards are given a say in city-wide decisions and decisions that affect the whole city. Councillors representing specific wards should be fully involved in decisions made relating to their area, in consultation with local people. Different wards should not be 'played off' against each other - the city itself is at the heart of this. Party representation on each committee needs to be proportional to votes cast in the city and not proportional to numbers of Councillors elected. Decisions should involve independent experts on the subject under discussion.	I'm not happy with the way SCC makes decisions.	Decisions are not democratic, they do not take into account or fully consult local people, SCC often appears unaccountable when a decision has been made. Discussion, outside of a small group seems limited, and from what I have observed, there is little debate.	Involvement of all representatives proportional representation on committees reflecting votes cast, not majorities proper full debate Input from local people and local councillors on local issues input from independent experts, and a process of accountability and explanation should this input not be followed open and observable discussion true accountability when decisions are unpopular or when things go wrong.	Discussion and decision making that is not open and does not fully involve all representatives. Decisions made behind closed doors. Lack of independent expertise on committees Over-representation of one party or one interest group on committees. Lack of local representation.	Less PR speak and more openness.
Clear, publicly scrutinisable, democratic, evidence based.	That the Council listens to public opinions and objections and takes them into consideration. What generally happens is that a decision is made then there is nothing that the public or other Councillors can do to change it. Having a proposal or options and then receiving feedback on it then adapting it makes more sense. Planning needs an overhaul as too many student flats and skyscrapers and not enough family living. I vote for local councillors and I expect that decisions made by the council will be made by committees made up of these councillors, not by a few as is the case in the strong leader model.	Very little, you've generally failed us. Consultations have been just for show, they don't change anything.	Not enough actual listening. More taking the hard line even when you are wrong, treating your communities without respect. Not working together with other Councillors and Community Leaders	I would like to go back to a Committee system with all Party representation. To include/develop a politically and community balanced Citizens Assembly.	Doing something in name only but with the old ethos. I'm in charge, what I say goes!!	
Where all councillors have an opportunity to contribute rather than a small clique	The decision making process is vital to ensure the city makes the best of its opportunities	Nothing	Everything	A committee based structure where decisions are made by groups of councillors	The strong leader model	
Clear and open. Opportunity for all interested parties to have a say in the process - unlike SCC 'consultations' which generally begin with 'we have decided that we're going to do this thing' and give no options for actual consultation or input on what the community needs (which is often something completely different to the decision SCC has already made).	SCC is not clear or open. The strong leader model makes it pointless to elect many councillors - unless they belong to the Labour 'cabal' of leaders they have little say in the decision making process. Instead, we have a small group of individuals making the decisions, often with limited knowledge or intelligence of the real situation. Hence the debacles of student games, deals to sell public assets to imaginary Chinese consortiums, and the whole tree saga. It is important that it is strong and stable, while being fair and for the many not the few. I believe this could be done by using Bitcoin or other technologies related to cryptocurrencies	Nothing. I've sat and watched certain cabinet councillors do their Amazon shopping while 'taking part' in public meetings. They don't care as they know decisions have already been made, the tree scrutiny committees were a joke!	They make all decisions behind closed doors, there is no actual scrutiny of their decisions.	A committee system where all elected councillors have a say, and a system that is open to scrutiny from all interested parties who can bring information to the table and have it considered.	Avoid continuing with the strong leader model. Stop holding power in so few hands and pretending to consult when it's obvious decisions have already been made. Stop wasting money on trying to maintain the status quo and defending stupid decisions from the past. I would like to avoid any overly bureaucratic system, or anything else outdated.	I think that the decision making process should make greater use of subject matter experts, instead of putting these to cabinet members who were only elected to represent a ward not a portfolio. What also could help is the use of Bitcoin or other technologies related to cryptocurrencies
Rigorous, evidence based, depoliticised	Need not to lose sight of strategy designed to benefit all Sheffield by becoming lost in personal projects. Need strength to say sorry.	Not a lot, time consuming and seems to become bogged down in personal politics. Lots of challenge but not at the right stage. This is of course based on media representation.	Long winded and lacking representation	More decisive and transparent	Concentration of power in hands of few	
Takes into consideration many viewpoints and makes a clear, open and transparent decision in the best interests of the majority of stakeholders. Is willing, in the face of new evidence, to review and amend a decision that has previously been made if it is no longer in the best interests of the majority of its stakeholders.	That it seeks input from a wide variety of stakeholders groups for decisions and remains unbiased from commercial pressure to put profit before the communities in Sheffield.	The opportunity for members of the public to have a say at public meetings.	The small number of councillors who are actually involved in the final decision making process. The apparent inability to review previous decisions in light of new evidence. The apparent lack of accountability / inability to accept any wrongdoing for past decisions which in hindsight had a negative impact on local communities.	Committee based decision making. No single "strong leader".	A single strong leader model	
Good decision making should never be party politically motivated, but consider the needs of all of the city's residents. Decisions made should be transparent and accountable, properly debated across the whole council or in committee, then presented to and voted on by whole council. Decisions should not be made behind closed doors, purely to then be rubber stamped at a cabinet meeting.	N/A	At the moment, nothing.	74 councillors have little say in final decisions, and those from opposition have none. Decisions are made by cabinet and not cross party committees. They therefore don't represent a great swathe of the residents of Sheffield. There seems to be very little public consultation on most issues before decisions are made by the cabinet.	Transparency on how individual decisions are arrived at Consideration of the needs of all Sheffield residents in decision making, not just those in the wards of certain councillors (ie the cabinet) Consider voices of all councillors from all wards and all parties Public involvement in decision making Decisions not made in secret then rubber stamped by a cabal.	Yes. Avoid a cabinet of 10 that takes no interest in the majority of citizens, and especially those from wards where the ruling party have fewer or no councillors.	I feel unrepresented and not listened to, in a ward with no councillors in the cabinet.

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
<p>It is well-informed, debated and democratically voted on by all representatives for Sheffield in a timely and thoughtful manner. Once actions are taken, open and candid explanations of the choices made are given, with clear communication of the ways in which parties have voted on decisions made to ensure councillors represent the views of their constituents.</p> <p>Where debate, consensus and decision making takes place where all political parties are involved. Where a democratic vote is taken for a decision to be brought.</p>	<p>It must be honest, fair and representative of the views of all districts in Sheffield.</p>	Meh.	<p>That 10 councillors have formal power to make decisions out of the 84 voted for across Sheffield!</p>	<p>All 84 representatives should be given the opportunity to voice and vote on council decisions. Their stances on these topics should be publicly recorded and shared.</p>	Yes - the bottlenecking of formal powers!	
<p>Decision making that takes account of all views and weights the views by the number of people holding them</p> <ul style="list-style-type: none"> -Fully informed and understanding demonstrated by stakeholders affected by and / or influencing decision. Stakeholders well represented and heard. -Openly communicated in advance and input actively sought from those stakeholders in good time. - Outcome along with justification and mitigations for risks and concerns promptly and openly communicated. Closely followed by draft implementation plan for consultation. -Impact monitoring post implementation where appropriate so that mistakes can be recognised and learnt from, problems fixed, better future decision making and apologies made where relevant. - Trust is not a right we have, it is something we earn. It is not in contrast to openness and consultation, they all are at their best when they are all in play. <p>A politically diverse group deciding on the best solution to problems</p> <p>To put real climate change and sustainability considerations in to all decisions</p> <p>To take advice of reputable experts</p> <p>To admit when a mistake made and move to rectify it</p> <p>To answer openly when questioned</p> <p>To consult where necessary in a proper manner</p> <p>To pay councillors a reasonable wage so they can devote themselves to the job</p> <p>To scrutinise and monitor work done and hold companies accountable</p> <p>To use the knowledge of all councillors not make decisions among just 10 of one party</p> <p>To have a proper committee time</p>	<p>That the decisions are taken democratically by a large number of participants which represent more fully our community than the present strong leader model.</p> <p>That it gives all elected representatives the opportunity to represent their area</p> <ul style="list-style-type: none"> -Fully informed and understanding demonstrated by stakeholders affected by and / or influencing decision. Stakeholders well represented and heard. -Openly communicated in advance and input actively sought from those stakeholders in good time. - Outcome along with justification and mitigations for risks and concerns promptly and openly communicated. Closely followed by draft implementation plan for consultation. -Impact monitoring post implementation where appropriate so that mistakes can be recognised and learnt from, problems fixed, better future decision making and apologies made where relevant. - Trust is not a right we have, it is something we earn. It is not in contrast to openness and consultation, they all are at their best when they are all in play. <p>That a self selecting and clique led by one person who cannot possibly understand all the complexities of our city can't screw it all up again</p> <p>That they are sustainable decisions best for the people, not making the errors below. I would like my trust in the police and the council to be restored.</p>	<p>Nothing</p> <p>Not a lot</p> <p>Not a lot. Filming of full council has helped openness and accessibility a little.</p>	<p>It is undemocratic decision making for me and not truly representative of the views of all our representative councillors .</p> <p>The way most elected representatives are excluded from decision making</p> <p>Trust is expected by the council from residents, and seems to justify doing things behind closed doors with little consultation or justification.</p> <p>When things go wrong, there seems to be a strong resistance to admission of problems which inhibits the council's ability to correct or mitigate those problems.</p>	<p>A transparent and openness of decision making processes.</p> <p>A vote for every councillor on each decision.</p> <p>A people's assembly representatives participating in council decision making.</p> <p>A system that gives more councillors the opportunity to participate in decision making</p> <ul style="list-style-type: none"> -Fully informed and understanding demonstrated by stakeholders affected by and / or influencing decision. Stakeholders well represented and heard. -Openly communicated in advance and input actively sought from those stakeholders in good time. - Outcome along with justification and mitigations for risks and concerns promptly and openly communicated. Closely followed by draft implementation plan for consultation. -Impact monitoring post implementation where appropriate so that mistakes can be recognised and learnt from, problems fixed, better future decision making and apologies made where relevant. - Trust is not a right we have, it is something we earn. It is not in contrast to openness and consultation, they all are at their best when they are all in play. 	<p>A repeat of the features of the strong leader model structure.</p>	<p>The decision making process should always be a public event so that decion making can be witnessed and never behind closed doors. the strong leader model is not sufficiently representative of all political parties and therefore not fully representative of our city. The leader of the council holds too much power.</p>
<p>A group of people who all get to feed in their different views and make a joint decision. Needs to be a well-informed process. Win-win outcomes are the best goal to aim for, which can take some time and lots of discussion.</p> <p>A democratic decision should include all of our elected representatives, this is why we voted.</p> <p>All councillors to have a say in decision making</p> <p>Cross-party working</p> <p>Involvement of local groups</p> <p>Advice from experts</p> <p>Open, accountable and evidence based.</p> <p>Anything except the current strong leader model would be better. I would like the local councillors to actual discuss, amend and fully participate in developing council strategies and policies rather than just being there to attend civic functions and rubber stamp any warped, misguided or self interested decision the "strong leader" and their handful of cronies decide. We have tens if not hundreds of councillors who should all participate actively in decision making. Strong leadership and cabinet government is intrinsically undemocratic and should be replaced by larger committees from all council membership and real whole council decision making.</p> <p>Evidenced based and totally transparent. Reasoning for policy decisions should be published in full on the Council website for all citizens to view. Citizens should be consulted very early in decision making processes which affect them.</p> <p>All nominated representatives having equal voice. Decisions made by the many not the few. Decisions are the best for the city not a few individuals</p> <p>A mandated committee, informed by expert opinion, acting swiftly to implement policy decisions taken by a majority of elected representatives.</p> <p>Open policy making that takes local peoples views into consideration. There seem to be some major projects appearing that have not really seen the light of day until they are started. Some really disappointing architectural styled high rise buildings that are a scar rather than an enhancement to the Sheffield skyline, these projects should surely be open to public scrutiny as it affects all Sheffield residents.</p> <p>Listening to what people want and open to everyone not just a select few.</p> <p>One that takes into account the views of councillors from all political parties and tries to produce a well balanced plan of action which considers the effect on the environment as well as the benefits to residents.</p> <p>Based on facts, good business sense, using expert opinion</p> <p>Consultation with relevant experts</p> <p>Genuine consultation with public</p> <p>Cross party cooperation</p> <p>Transparency</p> <p>Transparent, accountable and relatively speedily made.</p> <p>A decision made by a group of elected councillors representing all of the city electorate - N,S,e and W - and all political complexions.</p>	<p>I have been shocked by the Cabinet model in use at SCC. When councillors have been elected democratically, they should all have a voice in decision-making, not only a handful of people.</p> <p>The Strong Leadership role does not represent me or my chosen Councillor .</p> <p>A MODERN committee system, based o the needs of Sheffield, would be more democratic than the present Strong Leader model.</p> <p>See above.</p> <p>The current system is undemocratic, evades meaningful scrutiny, and can potentially lead to abuse of power and or corruption. To be clear I am not saying this is the case, but is a flaw of how SCC operates now.</p> <p>Decision making needs to be public and one to public scrutiny</p> <p>The Sheffield Tree saga affected the mental health of both my parents significantly. If SCC had conducted themselves properly this whole mess could have been avoided.</p> <p>Sheffield has fallen so far behind other cities due to a small group of decision makers errors of judgement. To think that once it was on a par with Leeds!</p> <p>A wider more democratic decisions are needed to stop the city slumping into a further state of decline.</p> <p>Transparency; accountability; responsibility.</p> <p>We have elected Councillors who have a handle on peoples wishes and aspirations. These Councillors should have a bigger say in the decision making process. This will move the very narrow thinking of a small group of Councillors who are making decisions at the moment.</p> <p>That the current system of decision making is changed to benefit the good of everyone not just the chosen few.</p> <p>It is important that pros & cons are carefully weighed up by committees, not steamrollered through by a few cabinet members.</p> <p>Democratic, transparent, accountable, for the benefit of all Sheffield not just Labour voters</p> <p>Genuine public consultation before irreversible decisions made.</p> <p>It's clear who makes the decisions.</p> <p>It's clear how these decisions are held to account.</p> <p>I can lobby the council to hold decision makers to account.</p> <p>I'm clear about the process.</p> <p>Scrutiny is accountable and effective</p> <p>Open, democratic.</p>	<p>Nothing</p> <p>Nothing</p> <p>Not happy at all with the present system - undemocratic, ignoring the views of most councillors, not consulting outside experts, not consulting local community groups, decision in the hands of the cabinet members.</p> <p>I hate it, I think it is flawed and costs the council tax payers money. In some instances wasted money.</p> <p>Nothing</p> <p>Nothing</p> <p>Nothing</p> <p>Nothing</p> <p>Nothing</p> <p>Nothing</p> <p>Nothing</p> <p>???</p> <p>Not sure...it appears like it's North Korea.</p> <p>The current culture does a disservice to effective and transparent governance.</p> <p>However, returning to committees is not the remedy to a sick culture of governance.</p> <p>It has been secretive, obstinate, and bullying</p>	<p>I do not like the cabinet model.</p> <p>Nothing</p> <p>I do not like the cabinet model. All councillors should be able to vote on council decisions.</p> <p>It is i Democratic.</p> <p>Already answered this</p> <p>Decisions made by a small bunch of narrow minded and outdated group thinkers who are ruining the city.</p> <p>The lack of transparency with executive power in hands of small committee.</p> <p>Made by a small group of councillors not representative of the people of the city</p> <p>Little evidence of consultation of relevant experts.</p> <p>Trees- too much willy waving (from both sides) to the extent it became a dialogue of the deaf.</p> <p>See above.</p>	<p>Not using a cabinet model. Instead, giving an effective voice to all councillors and allowing them all to vote on decisions. That way I will feel my own voice is part of the decision-making via my councillors.</p> <p>Abolish the Cabinet and allow a fair vote on all issues.</p> <p>Full transparency. All evidence contributing to a decision being made public. Councillors being legally required to declare all conflicts of interest.</p> <p>Remove the strong leader model, all local representatives to be included in decisions and debates. More public consultation and more transparency</p> <p>Wider consultation among interested and concerned parties to inform the decision making process</p> <p>Not democratic, too narrow in its thinking and even with a strong leadership model which presumably is to enable a quicker decision making process possible, decisions and actions are taken at a pedestrian pace.</p> <p>Too much outsourcing , no responsibility to anyone when things go wrong. Money wasted on poor decision making.</p> <p>Because they ignore the views of the councillors who aren't in the cabinet.</p> <p>Made by a small group of councillors not representative of the people of the city</p> <p>Constituency representation, a voice for all, and more competent people in charge of the council</p> <p>People's Assemblies</p> <p>Cross-party cooperation</p> <p>Citizens assemblies...</p> <p>Properly rsourced governance (scrutiny) support</p> <p>Politics is essentially dysfunctional..., Need to pause and reset.</p>	<p>Yes - avoid present system of Strong Leader model.</p> <p>Secrecy and withholding of evidence.</p> <p>More cooperation and less party politics. No vested interests of corporations.</p> <p>Open governance, decisions taken by all elected (not just rubber stamped at full council all decisions taken publicly and not in secret cabinet</p> <p>Full transparency. All evidence contributing to a decision being made public. Councillors being legally required to declare all conflicts of interest.</p> <p>Remove the strong leader model, all local representatives to be included in decisions and debates. More public consultation and more transparency</p> <p>Wider consultation among interested and concerned parties to inform the decision making process</p> <p>Not democratic, too narrow in its thinking and even with a strong leadership model which presumably is to enable a quicker decision making process possible, decisions and actions are taken at a pedestrian pace.</p> <p>Too much outsourcing , no responsibility to anyone when things go wrong. Money wasted on poor decision making.</p> <p>Because they ignore the views of the councillors who aren't in the cabinet.</p> <p>Constituency representation, a voice for all, and more competent people in charge of the council</p> <p>People's Assemblies</p> <p>Cross-party cooperation</p> <p>Citizens assemblies...</p> <p>Properly rsourced governance (scrutiny) support</p> <p>Politics is essentially dysfunctional..., Need to pause and reset.</p>	<p>It needs to be fully and widely consulted. It should aim for win-win decisions so this should be built in to the process.</p> <p>Powerful individuals making decisions for the whole City, and ignoring their own Council debates and strongly felt opinions. This has to stop . Local politics cannot be sidelined any more.Too many citizens are becoming vocal and energised . Now perhaps we can live down the world wide view of Sheffield as "Stump City"</p> <p>Yes - avoid present system of Strong Leader model.</p> <p>Secrecy and withholding of evidence.</p> <p>No, the present system has to change and if the present leadership is unwilling or unable to change, they need to stand aside and new leaders elected</p> <p>It think I have been fairly clear in my previous comments. Thank you</p>

G
e
o
v
e
r
n
a
n
c
e
r
v
i
e
w

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Made for the good of the whole population not just a section of it while keeping costs controlled and timeframes reasonable. Decision makers listening to experts and the people who the decision will affect and then taking a democratic vote on the decision. Dialogue, transparency, providing facts based on knowledge, sharing information in a a proper democratic process (this is not yes or no, in or out, left or right!).	Time scales, money, finished projects that deliver what they were meant to That decisions are made by our elected representatives with submissions from experts and local communities. Long term thinking and deciding strategies to benefit all people. These pocket regeneration schemes that push people who are poor and in need of mental health support to other areas in the city, until there is another pocket regeneration scheme to drive them out again, these drive me mad. Their practice is focus ting to date.	Dont know Just not joined up. We need to invest in good schemes that build communities for the whole that community. Have a look at Goutte d'Or in Paris	Not enough public scrutiny and consultation Already said. It's not joined up.	More involvement with the public That my representative has a say in decisions that affect me.	Wasted time and money	Thanks for asking
Democratic. Legal and fit the interests and care of people	Absolutely nothing. They are an utter disgrace. Our family have experienced so much bad treatment, no respect and so my lies with unlawful processes. Shameful. Lawful decisions with democratic voting and input.	Nothing	See all above comments re honesty, lawfulness and democratic processes.	Breaking the law that's meant to prove the public and provide necessary services to the most vulnerable in Sheffield	Possibly	
Issues are discussed, recommendations voted on by whole council.	Stop box ticking by creating the odd panel to pretend the public were 'consulted' with. Decisions will never be made in the interest of the most vulnerable More public awareness of what council are planning and what issues are being dealt with.	Don't! Wasn't aware that only a small number of the council actually have a say on what goes on. They should be ashamed of the way they implemented the removal of trees - getting people out of bed at 02:00 in the middle of the week, and requesting them to make cars. Appalling. Local bus services are unreliable ("cosy" little arrangement with First). Student Games. How much did they cost us? Get the impression. Sheffield council is all about prestige, not reality.	Issues not decided by full council, only small minority	Openness, accountability	I'm sure there must be things to avoid but that is not within my knowledge.	Abide by referendum in May!
All points of view being taken into consideration Then a decision made democratically	More inclusion of all people Not for the few, but for more people to be involved SCC has a reputation for not listening to the tax payer or the public as a whole, just there own little click of yes men	Noting it's totally un democratic	The way it's run The inadequacy of the leadership and the un democratic way decisions are made	Public services Spending & collection of council tax Housing Public safety	No	The petition is valid & meets the criteria
A democratic process which is transparent and honest. No secrecy and not power in the hands of a minority.	The long term impact of a process or decision should be considered not just an immediate balance of figures. The impact on the environment and the long term health impact of the people living in Sheffield should be a priority. A joined up approach not department by department e.g the overall environmental impact on health should and the costs be fought against social care. There should be a joined up approach in terms of allocation of funds. White elephant investments need to stopped. Gaining foreign external investment should be transparent to the people of Sheffield. The people of sheffield should be able to have a fair say through a democratic process if key historical buildings or green areas areas are to be sold to foreign investors and be told why. The council need to keep their hands off local parks that have been given to the people of Sheffield to enjoy. They are not to be used nor were they gifted as a commodity to be sold off and built on.	Not a lot. Everything is a battle often involving legal fees and expense to fight decisions made by a distinct minority who clearly think and behave like they can do what they want.	It is not a real democratic process. The power is clearly in the hands of a few...7 I believe at last count!	As mentioned before a transparent and democratic process where decisions are made that reflect the needs and wants of the city, nurturing our environment, the health of the people within the city.	PFI contracts - why on earth would you sign away so much money on such a ridiculous contract. At least check the small print and maintain some control and ability to decision make. Again transparency. Not a document that's top secret eg Amey	But the way the council is handling this proves their thirst for power is above the objective of the people of the city and the democratic system. The city is known as a green city - keep it that way. Retain all the world renown health benefits of keeping our city green.
Local People should be involved in local decision making. Like planning environment Bring back local community Assemblies. Help us work with our local councillors. Teach politics in school	Local People should have more say.	I dont 10 people making decision when there are 85 councillors. That's not democracy. At least 2/3 of local councillors have no say. So what is the point. Leading parties control everything. Committees would mean they had to work cross party	Nothing its undemocratic	Local decision should be made by local councillors and local people. Not 10 people who have never even asked us what we want	Devolving power means less work for many. Go back to Housing committees Finance Highways Planning Education Children so i care Adult Social care Environment Make it simple not complicated. And so on Make these committees invite local people when it involves them. But to get people engaged you need to teach politics in schools. If local people get involved they start to care	Perhaps stop building on flood plains without the necessary preventative means on the sites.
Where the views of ALL are given equal weight and treated with respect. If (for example) 100 people are elected by the public to serve their interests , concerns and wishes, then the views of ALL 100 are important. By giving power to just 10 people, just 10% of those elected, the views, wishes and needs of the other 90% of the population are being ignored or sidelined.	Fair and equal representation. Complete transparency for every decision made and contract signed. Consultations carried out BEFORE decisions have been made, with the results of consultations PROVABLY used to inform the decision.	Not a lot	No fair representation. No transparency. It seems to do what it wants to regardless of the wishes of the population, often appearing to favour large businesses and organisations over the public. Apparent favouritism shown to certain (often wealthier) areas of the city. An apparent unwillingness to address certain problems in the city. And finally, but possibly most importantly, you LIE to us. (AMEY tree contract? you LIED! You got found out. How many other things have you lied about that haven't been discovered? Stop wondering why people don't trust you)	Fair representation, if there are 100 councillors they ALL get an equal vote. We, the public, have chosen them to represent us so LET THEM REPRESENT US! TOTAL transparency - you are working FOR US and should NEVER be hiding things from us.	City-wide decisions not being made by everyone elected. Conflict of interest. Council ties with big business - their interest is profit, yours should be the best interests of the city. The two rarely coincide. Stop signing contracts for ridiculous lengths of time (ie Veolia). Hiding what you're doing with OUR money. LYING TO THE POPULATION.	Consider putting youth groups together for the Be open and transparent Make it local give the people back the power and stop thinking you know what's best from your ivory tower
Where decisions are made, the reasons for those decisions need to be fully transparent and available to the population. There shouldn't ever be any contracts signed that are not truly transparent and available - that any of these should be hidden suggests something is being done that is AGAINST the best interests of the city, or AGAINST the will of the majority of the population.	Listening to what people want and deciding how best to implement it. Not just thinking you know what people want	It's important for all areas to be listened as they all have different needs and requirements. One area may need safer roads, and crossings, where another may need help with tackling anti social behaviour	Nothing. Feel like you just do what you want. The easiest route to make it look like you are doing something	You only listen to certain areas of Sheffield and not all areas of Sheffield	Going out to all areas of the city and asking them what is important to them	Not really. I just think we are a big city and we all have opinions. Everyones opinion matters no matter how small their issue
Decisions made after hearing all sides and discussion	That all points of view are heard and respected	Nothing	Citizens are not listened too and belittled	All parties voting on decisions	The leader of the council forcing decisions	
All stakeholders, and very open. Keep decisions, costs, timescales etc open to see to encourage sensible decisions and listening to feedback. evidence based costed	That I can see why and how	Er, seems sensible. But opaque.	Can't tell why or how, and double down on mistakes like mad.	Open and less buerocratic	Party lines	
does not require wholesale reorganisation of council services Listening to many views and making an informed decision Involving as many democratically elected officials in the process of making decisions as possible Shared responsibility Every Councillor has input and a vote	Where achievable, should have some cross party support - or at least the parties have had a public say	Nothing	Too little consultation with the majority of councillors	Publicising the number of councillors voting		
Involving people Genuinely consulting	That they listen Local councillor for the area should be involved and not dependent on party politics	Not a lot. It seems to be in the hands of a few not the many	Not sure they listen. They give to much control to a select few people	Openness and accountability A more involved committee based system	Too much power being in too few hands	
Getting as many views as possible Decisions made based on evidence and expertise for the good of the many	It needs to be open, public and accountable We use all the information that all the council brings to the table	Very little Not a thing	Secret cabinet meetings Not enough input from all the elected members	Open committee structure A mixture of all elected members on working groups	Secrecy Having a close shop like it is at the moment	Asking the public to have input so long as it does not take funds from the budget
Involving people	Involving peop	Nothing	Centralised Hidden Non democratic Very blinkered	Open Democratic		
That the decisions benefit the people of sheffield	Not much	Not much	The way that it appears that 10 people make decisions for the whole council	Lots of meaningful debate That every elected official has an equal say	Strong leader model	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Every councillor has an equal right to vote/ influence decisions made by the council on our behalf Every one having equal chance to speak or vote	It is not democratic it needs to be open to review and inspection , one person 1 vote Getting it right and listening to people	None at the moment Nothing	Not democratic and not representative of the views of individuals Everything	A democratic one person one vote	The same as now Stop putting personal feelings forward	10 decision makers out of 84 just doesn't make any sense at all.If they want to keep it at 10, then only 10 councillors should be voted on
informed choices made with clear reasoning and able to stand up to scrutiny and challenge. All councillors having a say within the council and an equal vote	a fair representation of all parties involved and a broad and fair decision making process. none.	See above	not a representative decision making quorum.	inclusion of all affected parties and involvement of all elected officials.	needs to avoid excessive red tape. avoid slim majority decisions.	Yes - cliques. Councillors need to vote as individuals Single party decision making
Democratic view of all parts of the city, not just the parts that voted the council in.	Share all the decisions and conclude with a consensus.i don't know enough about it to criticise but I hear that not all opinions are valued. Stop taking decisions on a political basis that prejudices other parts of the city.	Very politically preudiced.	I understand that not all councillors can make valid votes and decisions are made by just a few of them. Take more account of all areas of the city	Equal value to all councillors More wide ranging view of needs of the city	Stop wasting time and money on consultants. The council employs officers to provide guidance and expertise. Use them.	No more outsourcing of council services. It's wrong in principle and it always winds up costing more!
Properly accountable democracy where ALL elected representatives participate in the decision making process. Not a "kitchen cabinet" of a minority which pushes through its own ideas not necessarily to the benefit of the populace of this city.	Full participation in a proper committee system.	Very little	Too much use of outside bodies, like management consultants. A waste of money at best, corrupt at worst.	See above	Councillors should make more of an effort to speak to their constituents.	
Fully democratic. All elected officials have equal influence in decision making. It should include a wide variety of inputs, representing views from across the city and voiced and decided by councillors of all parties.	My council member should represent their ward and make decisions based on their knowledge of the circumstances and needs of their ward. This should be more open than the current process. Leaked emails have shown how certain councillors REDACTED brags about making decisions in advance of council meetings. This is either open or democratic. We've also seen councillors failing to declare pecuniary interests REDACTED which further undermines this process. Both of these are breaches of the Nolan principles and should have resulted in expulsion.	Nothing. Sheffield council has been making terrible decisions for years and things need to change. We are fortunate to have strong representation from Lib Dem and Green councillors who are striving to keep the incumbents honest and open.	The strong leader system is in democratic	Full and open decision making involving all elected representatives	Doing things the way they've been done in the past. Things need to change. The existing structures must be removed completely.	
Clearly thought through, evidence based with consensus. Not going to China on taxpayer money to come back with no investment. Not decisions that bankrupt this city. Not decisions to ruin the city's trees, lie to citizens and then chase those who challenge you through the courts.	A history of terrible decision making means more accountability and change is needed. Decisions that are well thought through and in the best interest of the people is paramount, not decisions that best serve the Labour council and incumbent councillors interests.	Nothing. You only have to look at the planning department as an example of inefficient and ineffective individuals making poor decisions. The whole debacle with the trees was rightly a national embarrassment	Where to start? REDACTED far too many decisions without sufficient due diligence or challenge. The Labour party has been far too influential for too long in Sheffield Supertram, the world student games, losing businesses to Leeds, the trees, trips to China. Something must change or the city will continue to lag behind other northern cities. Whoever advised the council on not only the tree decisions but how to behave thereafter should be ashamed and so should any councillor involved.	Multi party debate. More people with a say on decisions. More transparency. Not chasing protestors who don't like decisions through the courts like the Stasi. Where required, referendums locally. I hate referendums, but the Labour council have shown repeatedly they cannot be trusted to make good decisions. Therefore any change would be better than what they have been doing for the last forty years. This must be the end of the people's Republic of Sheffield	REDACTED A lack of accountability A lack of transparency on decisions If we are arresting and pursuing citizens who challenge decisions, something is horribly wrong	Time for a change. History of poor decisions cannot keep repeating itself or Sheffield will just stay leagues behind our nearest city rivals who have all the white collar companies that were chased out of Sheffield by the Labour council
Making the right choice for the many - taking into account fair outcomes for vulnerable sections of society. Involving local people wherever possible. All the elected councillors having an equal say in open decision making as opposed to the select few making decisions behind closed doors.	They need to be easily held accountable.	Sheffield City Council appears to have strong principles of fairness, cohesion etc	I am not sure how to hold the council accountable for decisions.	Local forums	Making sure all councillors are given a vote in decision making	All councillors to get votes on decisions. We elect them to represent us and so they need to follow through!
All elected members having input	SCC should consult fully with the people of Sheffield. I've never lived anywhere else (Harrow and Warwickshire very recently) where a council have been so universally unpopular. The tree felling debacle is a prime example of not listening where pensioners have been arrested. What a terrible situation . I understand the felling was possibly also illegal!	Not much so far. I like the emails keeping us informed.	I believe that the councillors generally have no power except for a small number of cabinet members selected exclusively by the council leader.	Committees of councillors with expertise and or training in relevant areas given the power to make decisions that affect the lives of ordinary people.		
I strongly believe we need a more democratic system, if someone is elected there voice should be heard and we need to have committee style council to do this It's democratic with everyone having a chance to put forward their views. It's debated then everyone has a chance to vote on it.	I'm a lifelong resident of Sheffield, I vote in every election and would like to know my vote matters It is democratic so all elected officials have an equal part to play.	Not much.	One person makes all the decisions for the city. This person has not been voted for by the majority of the electorate. Too much power to one person it's not democratic.	All elected officials have a chance to vote on decisions being made.	Don't give all the power to one person. That is not democracy.	
Taking a lot of a range of views - compromise Focused on residents' quality of life	That it takes account for a range of views and focuses on residents' quality of life	Nothing	That only a few people are involved in the decision making, often from a single political party meaning they do not fully represent the range of views of all residents in the city.	Councillors involved from a range of political parties Workload spread more among councillors Openness, with evidence for decisions/recommendations Opportunity to debate and refine	Single party involved in decisions Decisions made behind doors, with lack of clarity for reasons	
Where all democratically elected officials are able to express the views of their constituents and vote in all decision making. Those where a range of people are involved and the electorate are listened to. ie trees being cut down, contracts with amey Fair, balanced consideration of all options with opportunity for all of the community to be considered. And with complete transparency A general debate with all parties from all sides. Then a vote for a decision	That all councillors are equal and have an equal say; that all external views are heard with appropriate expert input. It is democratic and listens	Nothing	Major decisions being made by a select committee = a republic! It ignores the community isn't accountable or transparent	All elected councillors should vote on all decisions. Public/expert opinion should be sought. All councillors to vote so are accountable to their electorate	Failure to allow sufficient time for consultations No	
Consensus based, equality in decision making.	How this effects planning, monies spent and the support of the community as a whole.	Nothing	The secrecy and the apparent lack of knowledge by the people making decisions.	A fairer representation of all elected candidates, who voice the views of the people who elected them in the belief that they would be heard.	More secrecy and closed doors	
One that is made in the interests of and to the benefit of the people affected	The decisions should be made by all the councillors not just a few. This is not democracy.	Nothing	It's centered on few people. Who may have an interest in a certain decision	Open discussion to the public before a decision from all the council		
All opinions and objections considered. Not about how much money can be made from the decision. Consideration given to impact on local people and environment. Should have to go through several processes and groups of people before a final decision is made A balanced view made after wide discussion within the City Council, taking information from every Councillor's life experience.	I was surprised to here of the lack of democracy in the current system and would hope for fairer representation.citizens assemblies should also be considered for deciding on important issues.	As above	Lack of true representation	Equal say		
I think it should involve consultation with experts and be considered by a lay persons panel as well as members of the council	Not much	It makes decisions based on monetary gain rather than local opinions. Not enough people involved in the decision				
After some very 'off-piste' bizarre decisions made in recent years, it is very worrying that these poor decisions are then adhered to against all reasonable indications to the contrary.	The citizens of Sheffield find little to like, or more importantly have confidence in... they see themselves being carried along with decisions rational people would not make.	Too many knee-jerk reactions are being listened to and immediately implemented.	Information input from experienced people in business...they have often already found out (often the hard way) what can and cannot work. There is no substitute for experience.	Yes, becoming polarised by one senior person's views, as in the 'tree' fiasco. That view was held onto against all thinking and advice by ecological experts. Why?	The Council have a very difficult job....that should be acknowledged. But so do most of the local population, and if they made such wild decisions they would be out of a job very quickly indeed. Please get more balance of expertise among councillors, and listen to it.	
One where everyone who is affected or involved has equal input and the decisions are made based upon it. In the case of the council I think representatives of the whole city should be involved.	That the council takes into account people who live in all areas of the city, but also take note of their circumstances. Things like roads and lighting and bin services and education should be of the same quality across the city because everyone values them equally. Similarly libraries. Children's services should obviously be located where most children live.	From what I have seen, Some parts of the city seem to have been treated more favourably with links to the council cabinet.	It seems to have limited input and the reasons for the decision making are not always transparent.	I think the cabinet system doesn't always work best for everyone. And a system of committees would be more democratic.		
Clear and justified choice made between options, after a range of views have been sought and taken into account.	That they should be properly justified and capable of being implemented	Not sure. I think the council is doing its best to cope with austerity cuts, but has not been honest with the public (and perhaps with itself) about the bonds it has got itself into eg with the contract with Amey & street trees	Too narrow range of views carry weight, and the tendency to make a virtue of necessity. If your backed into a corner say so, don't pretend you chose that corner	Back to a revised committee system with more meaningful consultation process (ie not just a cover for decisions already made) with community groups etc	Over centralisation of power in the hands of a few politicians and senior officers	
An opportunity for all interested parties to consider the issues requiring a decision with sufficient time for debate and then the decision made via a vote of ALL officers voted in by the electorate, eg ALL current councillors	All decisions must be subject to a majority agreement by all councillors elected by the public. A majority should constitute 75% or more of all councillors voting	Nothing. It should be totally democratic, ie decisions agreed by a majority of all interested parties	Decisions are not based upon a majority of 75%+ of all councillors	All councillors get a vote. Agreement should constitute 75%+ of all councillors. All issues requiring decisions should be published in advance with at least 4 weeks notice on the council website, so that the electorate can lobby their councillor	Minority votes to facilitate decisions and no restrictions on all councillors being able to be part of the decision making process.	Must be democratic, which means all councillors must be involved in ALL decisions
Informed Accountable Transparent Broad/based inclusive membership	Knowing my ward councillor has a voice and part in decision-making	Not a lot	Power is concentrated in too few hands, decision-making is lacking openness, transparency and accountability and far too locked into one party and it's hidden unaccountable political machinery	A return to decision-making by committee All councillors should serve on at least one committee and no more than two	Each committee should elect a minimum of two and a maximum of four experts as voting members	Appalled at the lack of constructive response to, and preparation for, the petition which demonstrated the rarified bible in which decision-makers live

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?	
When decisions are made on the best available evidence, free from bias and with representation from all who may be effected by that decision.	It is important to me that decisions made at SCC are done so by the people who are elected to represent the people of Sheffield.	That there is a tiered approach to decision making, so that decisions can be made at the right levels	That not all elected representatives have decision making powers.	A more equal approach to decision making power, where all elected representatives have a voice in decision making.	There should not be a system where decision making is held in the hands of a single political party - Sheffield is a diverse place where people of all political persuasions should be able to be represented.		
Consultation and direct democratic mandate. Decision made by committee to avoid fixed term mono political leadership.	That they are truly consultative and transparent, including legal agreements made by the council.	Nothing	Leadership is more overtly politically motivated based on vague manifesto priorities that does not take other opinions into account or feel the necessity to do so. Opaque deals made with private companies using taxpayer funds.	Total openness of all decisions and agreements. Committee based decision making that requires all political voices to be heard. More public consultation including proactively seeking opinions rather than barely publicised and brief windows.	The urge toward partisan structures.		
I want those that I vote for to make the real and meaningful decisions of the Council. The current model disenfranches Ward Councillors to properly represents their immediate electorate. Accountable voting at the Ward level across all the City is what good decision making looks like to me.		Nothing is positive about the current position as it limits the accountability of Ward Councillors to their electorate	Current model limits accountability and disengages the electorate from an active dialogue with the Councillor they voted on	More systematic use of committees comprising all or greater number of Ward Councillors in meaningful decisions. We need greater involvement transparency and communication at the Ward level electorate to stimulate greater participation in the political life of the City and greater good governance	Cliques or opportunities to limit power to a few people. Avoid concentration of power to a limited number of politicians as the current system enables	No ...other than to say I am looking forward to ballot next May to broaden and deepen the relevance of the Ward Councillors and stimulate greater transparency and good governance For SHEFFIELD	
When the communities are consulted directly and a representative from each community is present to feedback about discussions so that their community can input at each stage before a final decision is made.	That all communities are involved properly in the decision-making process. This needs to take into account the fact that people have different ways of communicating.	I don't.	Too few people involved in decision-making.	Representatives from each community feeding back to their communities on a regular basis. Representatives to be elected every 6 months so that different people get the chance to represent.	Presuming that all communities viewpoints have been represented .	Make sure that every decision is made with climate change in mind and help Sheffield to be a city that leads other places in this regard. We were once one of the best and now we are one of the worst.	
One where all elected councillors are able to take a full part in any decisions made by the council.	That all elected councillors are able to make decisions based on what is good for their constituents.	I don't like it at all. Decisions are made by a select few and not by all elected councillors having a vote on issues relating to their areas.	Decisions are taken by a select few and those who are not part of that select group have no say and therefore are not able to represent the people that voted for them fully. All councillors should be able to vote upon decisions made.	Where all councillors can vote upon and influence decisions made.	The present structure where the majority of councillors have no real say in what happens, so how can they fully represent their constituents.	No.	
Not what is happening at the moment. The council need to take in to account the opinions of all elected councillors not just a select few. If this happened perhaps the Chapel Walk and heritage issues would be resolved quicker. Weighing up all the facts and making informed decisions.	Its all wrong that just 10 people make all the decisions about what happens in Sheffield. There should be cross party discussions before major decisions are made.	Nothing the present system makes it look like the 10 making the decisions have a vested interest in the outcome.	See previous comment.	Cross party discussion on all major decisions.	Only the unwillingness of the council to do so.	Not at this time.	
Biased of all filtered to a single decision maker. The decision maker will vary according to the content. Getting all the people involved together and listening to everyone's point of view	Equality of voice. Leadership with accountability ie all understand the process even if not part of it directly	No singling out of the decision maker	10 people can easily be swayed, a proper way of decision making should be introduced.	Transparency of process. Accountability of each decision maker	Single decision maker	Giving amey any contracts says it all!!! Useless	
Coproduction Consensus Democratic decision making Debate Fair voting It should be based on balanced consideration of the interests of all stakeholders.	It is important that decisions are made that take into account the views of all people	I do not like that only ten people make decisions	Transparency. No one knew that the majority of councillors do not directly influence the decision	That everyone involved in any issue is allowed to speak and be listened to and all elected councillors are involved in decisions	That only certain groups are allowed to speak	Making decisions without the community	
Good decisions are made when those involved have all the correct facts and figures etc that's needed and decisions are then made using sound logic and reasoning to bring about positive and beneficial changes	It's for the few and not the many!!	Nothing	That only ten people make all the decisions, more people should be involved in all decision making	Every one matters Coproduction, inclusive Scrap current cabinet system	Ditto	I don't think I know enough	
Collective, collaborative decision making made by experts in the field, sharing top-of-the-field research	Following democratic process Listening to others' views Discussion and debate	Appalling! Truly shocked that whole council was not involved in decision making	Everything	The elected representatives of a large proportion of Sheffield citizens have no vote on key decisions. This is completely unacceptable.	Equal voting rights for all councillors on major decisions. Where decisions are made by smaller groups, the composition of these should reflect the wider balance of the council or use weighted block votes.	The strong leadership model	It is imperative that changes are made to restore public confidence in SCC and its processes. Recent years have seen many council actions appearing to be in direct conflict with the will of its electorate. This perception will only be changed by restoring representation of all citizens.
The Council is more likely to make "good decisions" (viz above) if the decision-making involves as many councillors and other ethical stakeholders as possible.	The 'strong governance' model has been demonstrably abused to pursue the narrow agenda of a small minority in recent years and this should not be allowed to continue.	Very little. The present situation has undermined confidence and trust in SCC.	See answer to question 6 above	Openness and transparency as well as decisions being made based on good facts and figures and sound logical reasoning processes I want to see more accountability and public involvement too	The decision making is made by only one individual or small number of individuals and there been no accountability or chance to question or challenge decisions that are made the people need to be involved and have a voice after all it's their city and their home	The strong leader model	
DEMOCRACY NOT HELD TO RANSOM BY THE FEW	That it is well-informed, and without political prejudice and tribal loyalties	Nothing.	The strong leader model would be wrong anyway, but in the hands of the stubborn incompetents we have it's an absolute disaster	A committee based structure that takes advice from experts and political input from all those elected, not just a small cabal	The strong leader model REDACTED	No	
The Council is more likely to make "good decisions" (viz above) if the decision-making involves as many councillors and other ethical stakeholders as possible.	All the above	Nothing	They always say they have no money, that's because they waste it.	The city should be asked what it needs, each area needs to be given money for dealing with the various issues it faces. Kids all over Sheffield need youth clubs.	Yes politicians doing it for themselves, failing to answer questions, ignoring people who dare to tell think what they think of them.		
Good decisions meet certain criteria: 1. They are rational by meeting agreed environmental & behaviour standards ("agreed" not meaning necessarily agreed by racists, xenophobes & those with large investments in curtailing free speech) 2. They can be carried out in reality by staff who are properly paid & involved in the decision-making 3. They lead to results that benefit the majority of our citizens in ways that can be demonstrated to them 4. They reinforce the city as a place where citizens can live in safety & creativity	DEMOCRACY NOT HELD TO RANSOM BY THE FEW	Nothing. SCC is not helping - The environment, climate change, the homeless, the way Sheffield Architecture is only erecting uninspiring flats that in ten years will look even worse . You can tell that decisions are only made by a few.	10 only councillors voting. Leeds, Manchester and Bradford are way out front.	Innovation and more development that is different to the norm while taking into account the people of Sheffield who are not well off as the council.	We are competing with Leeds, Manchester, Bradford and we need to up our game.	That we don't get impasse. A REFERENDUM. Other Cities have just gone for the updated council without a referendum.	Please update the decision making process WITHOUT A COSTLY REFERENDUM.
Transparent Information provided available People's comments and opinions genuinely sought Efficient Open	I like the social media presence (eg streets ahead & the Council newsletter).	I have little faith in the competence of the small number of leading councillors although I am sure that some are well-meaning	A structure that involves all representatives together with the ability of committees to call for expert input but with strict deadlines by which decisions have to be made so that the decisions are not unnecessarily protracted.	Only inertia in the system including officers preferring to only need to consult the chair of a committee before acting.			
Takes into account the wishes and needs of all. Is aligned to strategy. Is openly visible. Isn't driven by winning votes or staying in power. Collective decision making using special expertise as appropriate	I want my local councillors to actually have a say. They seem to be impotent, especially if they're not Labour	Nothing...?	My local councillors seem to be impotent Too much power in the hands of too few people, people who have been in office for a long time with little accountability	More local involvement Better communication	Slow decision-making		
	The council doesn't deliver on its promises. Most Councillors and officers have no influence. Cabinet members shrug off responsibility when they shift roles. I am appalled that decision making is concentrated in the hands of so few people...who appear to be excruciatingly incompetent. Sheffield would surely benefit from involving more people with additional competencies in the decision making process	Not much at all. Nothing	Too centralized. Not clear why decisions get made. Decisions don't get delivered upon. The cabinet make very bad decisions and appear to rely too much on officer opinion	Proper long term focus on delivering real change through long term steering groups of citizens, Councillors and officers. Committees involving all political parties drawing on specialist expertise as appropriate	Hidden power. Centralization in cabinet. Disenfranchised people. Yes. Avoid the strong leader model at all costs		

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
A fully open and transparent group that is elected by the people of Sheffield where issues and policies can be discussed in a constructive way and decisions made by all the elected councillors for the good of the city, not the betterment of the ruling elite who have quietly constructed procedural obstructions to protect their positions and pet policies.	Decisions should be arrived at after taking evidence from all interested parties, considering all aspects in open debate, and voting on the issues by all councillors without excessive whipping by party leaders. Councillors should ensure that they are in full possession of the facts and not blindly follow party dogma.	I have attended several council cabinet meetings and other meetings. In every case I was amazed at the poor level of debate and the lack of knowledge of the councillors. In one cabinet meeting one of the councillors spent his time checking his e-mails, his facebook account, Amazon and eBay instead of paying attention. When he was asked a question he bluffed his way through and gave an answer that had no relevance or intelligent information. I know this to be correct as I sat behind him during the meeting and could see the screen on his laptop. Therefore there is nothing that I like about the way Sheffield City Council makes its decisions at the moment, and it has taken it's Our City to force the council to deal with its ineptitude in spite of every obstacle that the council could put in the path of the citizens of Sheffield.	Please re-read my comments to the previous question. Once Labour councillors are elected to a safe seat, and many seats are safe to the local Labour party, then the councillors become contemptuous of their electorate and feel that they can act in any way that they want. The "strong leader model" has given us a leader who refuses to listen to anything that is not to her liking and she surrounds herself with weak insipid yes men who are more interested in shoring up their own position rather than doing what is best for this city.	The council should stop playing their silly games and realise that they will have to change. The transparently obvious delaying tactics and the demeaning of this petition only proves how necessary it is to sweep away this council structure and ask the Centre for Public Scrutiny to advise the city so that the electorate can see the options for democratic reform and then vote in a referendum next year. This rotten borough has to change before central government puts it into special measures.	The council should not be allowed to cobble together a poor structure whose only reason is to quietly protect the leaders position and hinder the opposition councillors by using shabby procedural methods. A spotstamp should be shone into all the murky corners of the council actions and outside specialist assistance and knowledge should be used wherever possible to arrive at a consensus that the vast majority of the electorate can agree with at the referendum.	This is the moment for ALL councillors to demand a better system of governance for this city, something that has held this city back for far too long. This rotten borough has been run as the personal fiefdom of the council leader and REDACTED personally chosen councillors. The tree campaign showed how the council hid the facts, lied repeatedly, refused to listen to specialist advice, used procedural devices to silence the opposition, refused to consider any other way in spite of the overwhelming media interest, used illegal methods of intimidating its electorate and then tried to cover everything up when found out. If this is how the strong leader system works then it smacks of methods used in other repressive regimes. Is Sheffield twinned with North Korea yet?
A fair, honest and equal voting system, (for all councillors) where every ones opinion is given equal credence. Decisions and outcomes are based on good open discussions and work for the people of the city, not the few.	It is vitally important that the city council makes fair and open decisions. All residents should be informed about decisions made in their area and on a city scale.	Not sure	The council makes decisions behind closed doors or appears to do so. Sometimes there is not enough information about why the council has made a decision one way or another	All councillors have a vote on Decisions, not just a few.		Please keep the good citizens of Sheffield informed and abreast of decision making. Don't cover things up or mislead people. Make yourselves accountable
We need a non political elected committee of Sheffield Citizens (young and old) who live in Sheffield to make decisions on our city and what to prioritise in budget spending.	We would like a more accessible council with better information on how to get things done with less red tape and needless bureaucracy.	I don't. The majority are not proportionately represented.		A transparent system of evidence-gathering leading to open debate and majority vote by an elected committee.	Power crazy mayors!	
A modern committee based system of governance has been my preference ever since I realised that the strong leader model was flawed in so many ways; not least the reduction in democracy! Can't wait for citizens to finally have their voices heard!	Again, the way SCC operates should be for the many not the few (yeah, Labours own mantra!). This means meaningful democratic representation of all elected council members on all votes. Otherwise it's a system aligned to the few, not the many.	Absolutely nothing. The system is broken and has been broken for years. Indeed, it has been reprehensible that SCC has hung on for so long to the strong leader model whilst it's been discredited in other parts of the country and has had to be forced into a referendum. Horrific!	Bus is a short answer. Absolutely nothing.	True and modern democratic representation through a committee system that takes into account all the elected representatives across the wards of Sheffield.	Yes! The system of strong leadership we have now.	Long overdue.
Genuine consultation. An attempt to carry out the will of the people and not a political party	Decision making without taking advice or informing the public. Housing Dept suspended MOST TARAs levy for minor issues WITHOUT informing groups. That's bureaucracy gone mad and offensive to those who give their own time and goodwill	Consultations such as this are beneficial	Cover ups and lies...REDACTED	Increased coverage of the Trams. Increase each line by one stop a year. Then the city would have a decent public transport system. As it is goes south but nothing north!		
Good decision making looks more like commercial management or the scientific method and nothing like modern political practices. Leaders who posses (as far as is possible) no biases at all, should identify objectives (say reduce the number of rough sleepers on the city's streets) then they should appoint recognised experts in the area to study the problem and create a plan. (Should study might involve further information gathering, such as public consultations, getting advice from other city's who have successfully achieved similar aims, or taking evidence from other types of expert -- such as the police or social services.)	Living in a city whose governing body is obviously unequipped for the task is mentally damaging. The impact on work and commerce in the area can only be negative. The regard of the city in the region or countrywide can only be badly damaged by the situation.	Nothing.	Putting an elected body in charge of a complex conurbation, seemingly without any sort of framework or guidelines for how such an enterprise should be lead (see my answers to Q1) would be very bad practice.	Far, far broader representation. Far less politics of all types. Practical and pragmatic handling of the problems facing the city in priority order. Zero grandstanding or vanity projects. The council should do little more than coordinate the actions of other, respected expert organisations.		
Before any plan is executed, leaders and experts between them (and possibly involving some participation from other, disinterested professionals who are expert in measuring such things) should define:			Restricting the active leadership to only a small subset of the elected body is laughably inappropriate.	Anything involving the phrase "strong leader". Anything overly political. Anything based merely on elected representatives opinions and not incorporating measurable benefits.		Until the recent horrifying fiasco erupted, I had no idea that the council was run in such a grotesquely inappropriate manner. Had I known I would have been horrified. Currently I am horrified, not only that this is the case, but that it is apparently permitted (or even encouraged !!!???) that this be the case. I fail to see how any remotely sane process could lead to the current situation but hope for a return to remotely sane functioning in the future.
1) what specific criteria for success 2) how will it be measured 3) when (and how often, if intermediate check-ins are required) 4) by whom (only considering thoroughly disinterested parties for this role) 5) what resources are devoted to the project 6) and how will those be guaranteed for the lifetime of the project						
Ascertaining the success/fail of any project is at least as important as the original launch (and should attract the same publicity etc...) any failed projects should then be automatically studied in depth so that some guides can be created such that they would have a better chance of success next time.						
Good decision making involves listening to all view points and an analysis of the potential impact a decision will have in the present and long term future. It should not be solely based on financial gains for an individual or minority group but on the needs/improvements of the community it serves. A good decision maker will consider their plans after research at the micro and macro levels. Assessing the success /failures of similar decisions taken by other communities should be a major consideration.	My concern is that the council seems to make decisions in a disjointed way about issues as they arrive or cause concern ie fire fighting instead of planning ahead so that resolution is achieved before crisis point.	Nothing	There are too few individuals making important decisions that impact on a diverse and large community parts of which do not have a voice.	More councillors involved in debates about crucial issues such as climate change, pollution, road networks, city centre development, housing and student accommodation (no more thank you)	Personal interest on the part of councillors and red tape that slows the process of change down.	Too many to mention
The decision-makers must be fully informed and they should commit to understanding the problem that is to be decided upon. There should be a nurturing of culture of cross-party collaboration. Decision-makers interests should be declared. All parties with an interest in the subject about which there is a decision should be made should be invited to consultation through their representative councillor. This consultation should be meaningful (not lip service), active, with whatever aids are needed to ensure citizens views (particularly marginalised groups) can be voiced. The political parties should have a weight of vote that is proportionate to their percentage of election success. Bureaucracy should be kept to a minimum. There should be a process of Governance to ensure that standards expected of modern committees are met. The decision process should be open to new ideas. Decisions should be made by elected Councillors, not unelected Officers. The process is fair and open and transparent.	That they look after the City and actively engage with the process of decarbonising and reducing carbon emissions to clean the Air in a way that is effective and courageous, even if it means upsetting the vehicle drivers.	It doesn't seem very good, with too much concentrated power in too few Councillors hands.	As I have said; that there is too much power for a small proportion of Councillors. (That the Council lacks courage in taking the climate crisis on board in a serious and radical way, even if it means upsetting car drivers; too bad)	Transparency. Collaboration (cross-party) Governance Access to expert advice when needed	Lack of consultation with the public who are the ones who suffer as a result of some decisions. Eg charging extortionate parking fees in the city centre which results in fewer people visiting the shops which in turn leaves the centre feeling and looking like a down market ghetto	Time wasting
Open and clear Informed, expertise making decision and then these decisions being held to account so when poor decisions are made these can be identified and rectified.	Should not be strong leader model Open, Honest & informed. Getting rid of quangos. Treating the council's (and therefore the public's) money like their own, looking after it and spending it wisely. Held to account and responsibility is taken for decisions. If outsourcing is chosen, these contractors are held to account and made to provide the quality of service we are paying them for, not leaving them to do what they like (i.e. Amey).	Nothing Nothing, waste money all the time. No leadership, or responsibility taken.	To few elected councillors involved Don't hold others to account. Too much power in too few hands, with no accountability for decisions.	Many more councillors involved Public accountability. Full ratification from all councillors, what's the point in having them if they have no say in matters.	No Quangos Exclusion and those making decisions not being held accountable.	Nothing Why aren't we holding Amey to account like Birmingham CC have and get them to either provide quality services or sueing them and cancelling the contract because they are not fulfilling it as required. You're letting them getting away with murder because you don't hold them to account on our behalf, they deal with all complaints about themselves when the council should be doing that for us
Good decision making is the achievement of consensus from all representatives or stakeholders, or at the very least, seeking a majority but ensuring all have a voice	The present model is skewed. It is undemocratic and biased	Very little. If it is as reported, it's perverse and obdurate at the expense of voters.	The fact that such a small group can have a disproportionate say is obscene. Why does my vote count for less than a voter from another area? Either proportionate representation or just call it what it is: a junta.	Proportionate representation	Yes. The status quo.	Nothing No
Democratic decisions. Why have 84 councillors and only have 10 able to make decisions or be able to vote for things within the council?	I live in Sheffield. We all vote for our local area MP and expect that they have an equal say as any other candidate elected by the people.	Nothing.	Already stated previously.	All mps get a vote.	All should have the same power to implement important issues raised by their constituents.	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
All aspects considered before decision taken.	A small group of "decision makers" does not conform to the democratic process.	Nothing.	See previous comment.	Full accountability and full voting transparency.	A closed shop and/or small clique making decisions for the full council. Avoid replicating the current system.	No.
Considers all viewpoints and is transparent. Examines the effects of decisions on a wide range of people in the city. Consults acknowledged experts within and out with the Councils offices.	At present the City Council does not appear to genuinely take into account or seek the views of the population of the city.	Very little	The Council appears secretive and opaque in its decision making. I am surprised that major decisions are made by so few people. I have to ask what the point of the full council is under these circumstances. A cynic would ask if it wouldn't be cheaper to run the city with those few councillors who make the decisions.	A change of structure to a more democratic system which would involve all councillors. A committee structure is a well accepted model. A better system of consultation for important city wide change. Local consultation for more district based change. Actually engaging with voters and council tax payers.		
A fully democratic process, where the councillors who have been voted in by us (the people) ALL get to have a meaningful say that fully affects the outcome of the decision. We need to shift to a more democratic, modern committee system.	I want a cost-neutral change to a modern committee system. I want cross-party cooperation and a meaningful role for all councillors. I want community and stakeholder representation, not just 'consultation'. I want independent experts, both local and national, consulted whenever necessary. I want an end to tribal politics and to the whip system! I want equality and inclusion across the city. I want transparency and real consultation. I want expertise in designing the new system. If this isn't available in house I want it brought in from the outset.	I don't like anything about it - it does not make sense!	It's not democratic! Which is incredibly disappointing and unhelpful to us citizens. The system that Sheffield City Council use to make decisions currently is broken! It does not work - at least not for the people! Maybe it works for those 10 people making decisions behind closed doors, but it's not transparent and it's not democratic!!!	I refer you back to my previous answer to an earlier question: •We want a cost-neutral change to a modern committee system. •We want cross-party cooperation and a meaningful role for all councillors. •We want community and stakeholder representation, not just 'consultation'. •We want independent experts, both local and national, consulted whenever necessary. •We want an end to tribal politics and to the whip system! How radical is that? •We want equality and inclusion across the city. •We want transparency and real consultation. •We want expertise in designing the new system. If this isn't available in house we want it brought in from the outset.	The current system!	
careful, considered and taking peoples views into account not just the decision of the council leader as guess what they can be wrong and quite often are	transparent and not deals behind closed doors with no view of the public taking place, if nothing. REDACTED the council does make the incorrect decision and takes there citizens to court the have lost the public and should be sacked		they make the decision they look for ways to justify it not, look at the evidence then make the decision	short, we want to open up decision making to make it better for all.	have one person who thinks they know it all then will not engage with anyone who disagrees and takes them to court using lies	the money spent in each ward should be the same over a 5 year period so the party in charge can just not use money for there ward to keep them in post
Decisions should be evidence driven, avoiding ideological prejudice and considering all the possible options. In a council setting they should be made through achieving a bruise consensus wherever possible. Takes into consideration a wide range of evidence and views and is linked to progressing an overall strategy	That decision making represents the overall makeup of the council and not just the party with a majority.		Decision making power is concentrated into a few individuals who do not represent the overall makeup of the council.	Cross party committees where membership is approximately representative of the overall council makeup and with a focus on evidence driven decisions and policy.		
One that is fully inclusive of all representatives	It fails to be fully inclusive and representative of all elected councillors	Nothing	There seems little opportunity to build consensus and to ensure that environmental, economic and social issues are all being fully considered	That it's clear how these decisions will help the city environmentally, economically and socially and the relevant experts have informed the decision making process	That local people are made to feel disenfranchised because decisions are taken by people over whom they can have no influence.	That whatever system is implemented it is only as good as the people in charge of it. They therefore need training and support to understand their role and responsibilities.
Proposal, discussion, consensus then agreement by all parties	The council needs to listen to Sheffielders. We know what the issues are and we know what improvements we want to see.	Nothing	It is not fully inclusive and therefore not truly representative of all elected councillors Decisions aren't made by the group, they're made by the leader. This is not right	Fully inclusive participation by all elected councillors I'd like Sheffield to learn from successful councils and adopt their approach	Continuing the existing structure Replicating the autocratic status quo is not a good way forward	
Collaborative and LISTENING TO THE PEOPLE - the way the street tree situation was conducted has made me utterly lose faith in the council, we need change and the more balanced viewpoint reached by a larger pool of decision-makers. Adequate yet extensive evidence collection followed by debate by people with disparate views but open minded before a representative draft is produced for final consideration and simple majority vote after consideration of amendments.	I don't feel we're listened to. Listening to the electorate	Nothing!!	I do not support the council any more (after a life time of doing so) because of the street trees fiasco. The way they behaved was outrageous, it was like living in a police state. You can't treat people like that in a democracy The excessive political bias on decision that are apolitical.	Listening to the electorate, a more humble attitude that the council is there to serve the people Local cross party parliament with cross party sub committees.	Confusing political leadership with belief elected political group has the monopoly of successful ideas and/or decisions.	They are not acceptable as the appointment of leaders may be but that does not mean their decisions must follow. Alternative options need a sound and transparent platform so they can be aired and considered.
Balanced views that take account of many different opinions and that benefit the widest number of people	Start looking externally to see what is going on in other cities like Manchester, Leeds etc start trying to make the city align with modern ideas such as green issue	Nothing, the city is the most backward place I have ever lived in	It's seems like decisions are made by a few people only.	All councillors having a vote	Influence by only a narrow band	No
Preferably consensus but if consensus cannot be achieved then a good sized majority.	It's important that everyone has a say in decision making.	I like the fact there can be debates and the fact that meetings can be open to the public.	I don't like the fact that only a minority of councillors get to vote on most decisions.	I would like to see all councillors getting a vote in the decision making process. And I would also like to see that there is no top down pressure of the larger political parties on individual members to vote one way or another.	The goal should be towards greater democracy and transparency. Anything that impinges on that should probably be avoided.	
All relevant parties should have say.			This means the general public are even more alienated from the decision process if the councillor they voted for does not have a say.			
There should be free and easy access to background information and some effort to make people listen to different sides of a debate before any vote.						
Transparent and logic driven.	Logical and evidence driven with a key objective to make the lives of people living in Sheffield better	Not very much. There seems to be no logical method behind any decision. Furthermore the council rarely looks to the needs of residents.	I can not think of a single decision the council has made that has had a positive effect on my life. The lack of transparency makes it easy to believe that the council is working to an agenda not necessarily targeted at making the lives of locals better but more to facilitating business as the expense of quality of life for residents. It's completely undemocratic.	A clear logical explanation of why things are done and why decisions were taken.	Ino	
ALL of the elected councillors making the policies and decisions.	That ALL elected members make them.	I don't like it.		Full decision making system for all elected members.	DO NOT give final say to head of the council.	
Decisions are open to debate. Transparency in the decision making process, in terms of how the process is conducted, who is making those decisions and any conflict of interest that those decisions makers have.	That all Sheffield councillors should be involved in the decision making process, so that all communities know that their voice will be heard.	I don't at the moment which is why many are asking for change.	Please see earlier comments.	All councilors involved in the decision making process or at least fairer representation than there is currently.	On important policies e. g. Road maintenance and trees, please seek professional advice and guidance from people who are qualified.	N/A
Where people are well informed, in good time with full facts and allowed to discuss openly and freely without fear or malice directed at them. Where decisions are made using fair and equal processes that are inclusive and thorough.	That council decisions are not made by a select few councilors, thus making a mockery of the whole council election process. That only a few people are permitted to make important decisions that affect thousands of people's lives.	Not very much at all .	There is not more involvement from enough duly elected representatives with voting rights.	Larger consensus and more input from unelected residents of Sheffield.	Letting the power remain with the few thus protecting the status quo.	Please use the collective wisdom of the people of Mighty Sheffield... now more than ever there is opportunity to reach more people who have current, contemporary innovative ideas.
"Decision-making is the process of identifying and choosing alternatives based on the values, preferences and beliefs of the decision-maker." This fancy sentence is from wiki, but it conveys my belief that councillors should be representatives and not puppets of their voters. In the current cabinet and leader system, the majority of councillors have no effective power to represent their voters. Using the appropriate expertise of the total pool of councillors to maximise the effectiveness of the council and make the right decisions for the people of Sheffield.	My priority is to have representatives in the council who have received a vote of trust through the election process, who are then free to exercise a free vote on all council or committee decisions. The current leader and cabinet system does not provide the opportunity to all councillors to be involved in the governance process.	I have little to no involvement in how the council currently makes decisions, as the information is not easily available to citizens.	The current system is exclusionary and opaque. I urge you to move to a system that proportionally represents all citizens of Sheffield in all decisions.	Proportionality, gender equality and accessibility, for example through a committee system, gender quotas and online streaming.	Just use common sense and don't be a dick.	
To me it is fair decision making = good decision making. No one should be a judge in their own cause – decision makers must come to matters without bias or a reasonable perception of bias; they need to "Hear the other side" – each party must have a fair opportunity to be heard. Also the process must be completed in a timely way but allow for the former points. Finally, the decision makers must make reasoned decisions, and give those reasons for their decisions in a publicly accessible and transparent way.	These decisions should be arrived at with complete transparency and not concealed under the pretence of commercial confidentiality. The spending of the council must able to be scrutinised and challenged openly by all the council members.	Nothing, decisions are made in virtual secrecy.	Decisions made by the council only emerge when its to late for anyone to challenge and affect the outcome. When challenged by groups of council tax payers the council has a history of bullying tactics to quell any objections/reference the members of staff who were taken to court. Councils should not get into massive deals with out-sourcing companies, but if they do they should read the contract before signing.	Use of the committee system as used by many other councils successfully. Involvement in the public when decisions are of significant importance.	Too much control in the hands of too few individuals and avoid making decisions without taking the necessary technical, financial or legal advice	
Democratic voices for all Councillors. Openness with transparency of meetings and all decisions in the open	I am an individual whom pays my council taxes that are then spent by the council. I have had experience of the council over the last 20 years of living here and I cannot say that I have seen good decision making that has been reasoned or balanced. I have been shocked at the attitudes and disparaging way in which some decisions have been taken and the direction that the council has taken.	It appears to be outdated and unrepresentative, slow and cumbersome at times and I am struggling to find something to be positive about. It needs to be modernised.	It is not fair and open decision making with a minority of the elected representatives - whom only seem to engage with their areas when they need to - or an election is due. There is not a lot of opportunity for areas/citizens to feed into the decision making in a timely manner. There has been a clear lack of respect at times when citizens have tried to feed into consultations etc. Not by all but it is worrying that so few of the elected are sitting on the major decisions. There is a need for better ongoing debate with all areas of sheffield.	All councillors should have a vote that counts - in a more meaningful manner than they have at the moment. Councillors should be entitled to vote to reflect their constituents and not be party whipped to vote with their party. More cross party working is needed.	They should not be inward looking and should be open to active engagements with the public, not hidden away in consultations, but out in the communities. There should not be an increase in the delay for decisions to be made though - an increase in bureaucracy is not wanted or needed.	
	Currently run like a communist state. Closed transparency and too much power in the hands of a small number of people. This leads to lack of democracy and poor outcomes for citizens	Not like the current system at all	Too much power in the hands of a small number of councillors. Also the current councillors seem to lack the professional expertise to be able to make good decisions. Lack of knowledge is a real problem.	One councillor, one vote. Democracy, openness and transparency is required. This will mean that the council have to totally change the way that they run their operation.	That the people currently in power try to prevent democracy from coming to South Yorkshire. People who've had power seldom like giving it up.	Perhaps we should get some outside experts involved to help train the current councillors on why the current system is not fit for purpose. They can then open peoples minds to democracy.

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Everyone that votes in local elections should have the right to know their local councillor has a real opportunity to represent them. Decision making should involve all representatives view points. It should be necessary to make a compelling argument, to get others on board, in order to carry through decisions and make changes.	That it is able to be influenced by all elected representatives, and therefore scrutiny is increased and decisions cannot be made behind closed doors, or a lack of genuine impactful scrutiny.	Nothing	It's a closed shop. There is little opportunity for councillors to bring forward the views of their constituents in the hope of affecting change. The scrutiny of decisions is not effective. I've been involved in several campaigns where the behaviour and decision making of the council has been extremely unapologetic. Not open, not truthful, not focused on long term good of Sheffield.	Meaningful votes for all councillors on decisions. Greater scrutiny and transparency of the behaviour of officers and the information given to the public. To ensure it is accurate, and not fiddled to fit a particular view point.		
Evidence based. Long term - working for happiness and economic benefit of Sheffielders long term. Environment is a key part of this. A decision made having considered the evidence and involved the potential pros and cons. In terms of local govt, it needs to be a decision made with the best interests of the electorate at heart	As above, plus open and democratic - at a minimum, this means no lying! Eg the trees fiasco. It needs to be taken by a representative group of councillors, not just the party with the largest number of representatives	Not a lot I dont	I don't like the way it does	More evidence based, more open, more democratic - so not just a closed sub set of councillors making decisions. Less party political too. I would like representatives of all parties involved and every member to play a part	See above It being overly influenced by a very small group	
Where views from across the spectrum are listened to, discussed, considered and a decision made that encompasses the best of the outcomes of the discussion.	That views are listened to ... and considered ... from across the city.	Very little.	The cabinet is limited to very few wards. The finance available to the city is limited but reasons for how the money is spent/distributed are veiled. This is not right Citizens from wards that are not Labour are invisible Very few self serving people involved in decision making - no transparency. When I have contacted those supposedly in charge they just ignore contact or lie - still waiting for work on verges that was promised 2 years ago.....	Wider consultation. Decisions made for the benefit of the people of Sheffield and not just for the benefit of a particular political party	Myopia	Cabinet does not feel democratic
Lots of views sought and shared and discussed and then ALL involved in decision making AFTER discussion - rather than a few people making decisions with little thought.	There is NO transparency - decisions made behind closed doors by a small group of people - generally not in the interest of the people of Sheffield. We need the opposite of this.	Nothing.	The rationale behind decision making is unclear, often appearing to be more around tribalism than being for the good of the city. The archaic, tribal politics that plagues much of England and Wales overall prevails here in Sheffield. Representation of our elected members is brushed aside when trying to make progressive policy.	All elected representatives involved and open and transparent discussions and decision making. Would be nice to have those in the town hall being held accountable for how badly they have been running the city and spending our council tax.	Leaders thinking they are untouchable and have no accountability.	Integrity in decision making is important.
That it is evidence based and part of a longer term strategy	That it is representative, collaborative and transparent	Not a lot.		Collaboration, expertise, strategy. Decisions made for the common good.	Self interest. Populism.	
Decision making through political consensus and democratic process.	That all councillors we democratically elect have an equal voice.	I don't.		A more democratic process.	Anything that shuts down the voices of our representatives.	
Transparent and representative that accounts for and acknowledges wide differences in opinion and delivers good compromise where needed.	That my councillors can rely on their views being respected, and by extension my own.			More wide participation through committees that are transparent to the public, accountable and fair to all councillors	Concentrating power in one place	
Decision making should involve inputs from as representative a group as possible. Both majority and minority viewpoints should be able to be heard, along with input from people who can be thought of as expert or experienced in the subject under discussion.	The 'Strong Leader' model is very unrepresentative and should be replaced with a committee system.	I cannot say what I like or dislike. The decision making process is opaque at the moment.	Unrepresentative with power concentrated in the hands of a few with no platform for minority viewpoints.	Broad based committees formed from councillors from across the City, from all parties represented on the council should be the norm.	Anything which limits representation	
A system in which the views of the whole city are represented and decisions made democratically, fairly and without bias.	It is important that we change the way Sheffield makes decisions, the current system in which only a small number of our elected councillors get to make real decisions is unacceptable.	I don't like anything about it.	I don't like the undemocratic 'strong leader' system. It's really a disgraceful way to run a city!!	I would like to see all our legal representatives give equal hearing and equal right to in decision making otherwise what is the point in voting for them?	Secrecy and a continuation of the current system.	This needs to change Now!
Where councillors from all sides are involved in the debate from the beginning so all the best ideas are considered and not just those of a few and then a cross party group finalise the decisions. Honest debate and understanding where each ward Councillor is coming from is good democracy.	That decisions are made in the best interest of Sheffielders rather than to promote any one party political manifesto.	I hear decisions are made faster cos of lack of debate but I think resolutions could be found with debate and honouring points of view.	It feels like decisions on principle are already made and people are not listened to as well as they might be.	Openness of debate, cross party unity for the good of Sheffield and continued reporting of meetings to the public.	Anything that would hinder the locals from making their voices heard. If we truly believe in democracy then when a local united issue is voiced through the councillor of that ward respect should be awarded to that voice and decisions made in line with that or if that isn't possible, feedback to the locals should be granted and fresh suggestions made.	Please please make yourself more open in governance, speak to one another with respect and allow ordinary people to be involved. Unity of people speaking of one accord makes a strong and energised city full of contented citizens.
Committee based system						
Considered opinions from many different branches of an interested society with integrated leadership which considers and rationalises opinions into effective outcomes.	All councillors should have the right to vote on diverse issues.	Limited time for consideration and poor representation of all council members. There seems to be ingrained disrespect from Labour councillors on environment and community issues.	Poor representation across the parties.	Use of a "strong leader" system	Use of a committee system involving a larger number of councillors from all parties in decision making	The current system and anything that prevents cross-party decision making
It should be evidence based. Where appropriate the advice of up to date scientific evidence & research should be sought.	That the impact on the health and well-being of individuals and the health of the environment is considered in every decision made.	There isn't anything.	Community and individuals objections are usually ignored.	Poor representation across the parties.	Thorough engagement and voting for all councillors.	Lack of consultation seems to be leading to a lack of joined-up forward thinking.
All views and opinions should be taken into account and the potential impact the decision could have on health and well-being should be considered.	If it is thought that there may be a detrimental impact of any level then the decision should not proceed.		If members of the public object to a decision on the basis of it causing harm to the well-being of Sheffield residents or the planet at large then those objections should be listened to.	That each party is clearly represented in all decision making.	I don't believe the strong leader and cabinet member model should be included.	No
Good decisions are made when everyone who will be effected directly or indirectly are consulted and able to challenge proposals before they are made into firm decisions.	As someone paying council tax, I would like to be informed and given opportunities to contribute more to decisions made by the council. I see little or no consultation at the moment, namely because I don't read national or local tabloid press (in paper or online) and expect important changes in my area to be communicated directly to my door by post or by email. Make every council tax payer have to elect to either receive notifications by email or by post.	Nothing	Our current council has repeatedly ignored public concerns. The decisions are un-democratic. Only a selected few have been granted that privilege, when all councillors should have an equal footing on decision making.	If the impact on health and well-being of people and the earth has been assessed. If there is to be a negative impact on the health and well-being of people or planet then the decision or policy shouldn't go ahead.	No	We pay our council tax, linked to the areas we live in - so our councillors should have an equal voice as any other areas councillor.
Decisions should only be made based on the representation of ALL councillors and not a selected few. My councillor should have equal decision making powers as those of any other councillor in order that decisions are made fairly.			More consultation with the public and local experts (people who are either schooled, teach or work in an area of interest to the decision making) should be undertaken.	All councillors should have an equal position of making decisions and that the strong leadership model be abandoned.	No party whipping, No strong leadership model, local decisions based on local agendas, not national.	You should communicate better with your residents. Not through outdated channels like Sheffield Radio, Sheffield Newspapers etc..
Priority of decisions to be granted to councillors that represent residents that will be directly or indirectly effected by any decisions.	Obviously email would be most eco-friendly. However communications should have categories, e.g. important, information, events, offers		Residents should be able to challenge proposals and present their own findings/experts during a consultation process and before any decision is made.	No contract should be signed/undertaken that extend beyond the term of the elected council.		We should be made to choose to be informed by either post or email on anything the council proposes in our areas. That includes when you allow a third party to undertake something that effects local residents - NOT relying on that third party to fulfil a duty to inform - as on several occasions this year that have been road closures for events that we were not informed of (apart from a small sign either side of the main road)
What the people want.	Thinking that only a select chosen few councillors should be able to make the decisions	Nothing Not much	Not enough people involved. Already answered above	More contact with the people Already answered in my comments above	Not thinking forward Pre determining the result as a result of pre meeting meetings often on party political grounds	No Said it all above
Non Party political free discussion of the issues in the open. No pre-deciding in advance of meetings. Openness and a willingness to listen to the concerns of interested third parties.	Make the right decisions I suspect many decisions are predetermined on a party political basis in advance of the meetings where the matter is to be discussed.		Too few councillors involved in decision making. Undemocratic.	Greater voting powers for all councillors. More democracy	Keeping it the same	No
Gathering views from all those involved. Ensuring decisions are representative of residents.	That decisions are democratic. All those who are voted in by residents have the chance to vote on important strategic decisions.	Not a lot	That they are made by a small cabinet. That they are often governed by tribal politics and not necessarily what is best for the city. That sometimes they are poor eg IKEA and cycle path, trees and the Amey contract.	More transparency. More councillors taking part in decision making. Better legal advice given. Less political tribalism.	All the things that have gone wrong!	I have little information regarding Sheffield City Council's decision making processes - this is part of the problem so a strange question!
This is a very general question	That they make good, sensible, timely decisions having listened to all councillors/citizens, putting the city's interests before those of any political party or group.	I can't answer this without sounding very negative.	See section 6	A structured decision making system where all views of residents and local councillors.	A free for all of all councillors.	
A balanced decision taking into the views of local residents via their local councillors who need full input so the decision is for the benefit of residents and not just what a cabinet minister who will have their own agenda!!	It must reflect the views and interests of local residents , not just a unilateral decision made by a cabinet member, who has their own agenda and interests.	Not a lot - they are made by the few who may have a different agenda to local councillors	Needs to be totally transparent and not for the benefit of councillors and their "cronies"	If it stays as cabinet then the cabinet member must be accountable to other councillors and residents who councillors are actually there to represent !!!	Make use of committee stages	
Decisions should be made after full information has been made available to both public & elected representatives. All elected parties should have equal voting rights.	Currently Sheffield City Council's voting mechanism is neither open or representative.	Nothing	Sheffield City Council is currently undemocratic & unrepresentative.	Decisions should be made after full information has been made available to both public & elected representatives. All elected parties should have equal voting rights.	Lack of transparency	
As much as possible all elected representatives should be involved especially on policies with citywide implications eg the introduction of revised speed limits, approaches to recycling	It is important the strident minority views do not dominate decisions		They sometimes appear to be unexplained in a meaningful way	Far more information about why as well as what is happening in the regular emails	More opportunity for elected representatives to be fully involved but without causing avoidable delays to necessary action	
This should be a democratic undertaking by all of the elected council members	That it was not a Cabal	I do not like any of it because it is not democratic	A small number of the elected council make important decisions which have a serious implications on how the council tax payers money is spent without the rest of the elected majority council members input.	A change from the present set up	The leader needs to be someone else who is not partisan to the present Undemocratic Cabal of yespeople!	I have said it all in previous slots
To hear all sides of the argument, then take a democratic vote. The majority wins irrespective of political party!	A majority who hopefully represent the views of their constituents irrespective of their party policy!!	Nothing!!	It is not democratic and does not represent the people.	This question is too ambiguous!	Yes, idiots who prepare these surveys. Make surveys that have questions that the majority of constituents can relate to /understand.!	No because I have no faith that anyone would be interested!
When all councillors vote on decisions and not just a selected few...!	When all councillors vote on decisions and not just a selected few...!	Nothing.	Only 10 out of over 80 make the decision.	All councillors voting on decisions and not just a selected few...!	Make decisions for the good of Sheffield and not the political party.	No

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Where every elected councillor has a say in the running of our city, I was truly shocked to discover of the draconian method major issues affecting the city of Sheffield and its residents are decided by an elite ten members of the elected city council. This I believe has constrained the natural development of our city, where party politics has had an adverse effect.	As above all elected councillors should have an input in the decision making processes that affect the running of our city.	None, ten people make major decisions, very un-democratic.	It's not a very democratic process, denying the majority of elected council members any input in decisions that affect Sheffield.	A more open approach where every council member has a say in what happens.	Reverting back to the way decisions are made now by only ten elected councillors.	Be more open, forthright and accountable.
Ensuring the views of all individuals and organisations are reflected in the process. That consultation, in line with the UK cabinet office principles of consultation, is carried out as appropriate. All decisions are made within established guidelines, the benefits and problems of each issue are weighed up appropriately. That the needs and benefits to citizens are placed above any financial gain.	Each ward elects a councillor to represent their views and as such each councillor should have their say. Decisions should be based upon this and the views of Sheffield citizens. Benefit to citizens should take precedent above all other factors.	I do not - I find the council lacks transparency and that decisions appear to be taken on financial motives and what would benefit council leaders rather than what is best for communities. Sheffield city council appears to also 'forget' or just doesn't know about it's statutory duties and any regulations that it must abide by and seems to think it can work as meets the needs of the leaders instead.	Lack of transparency. A minority making decisions that affect the whole city. Lack of accessible public consultation. The council is very insular and unwilling to engage with the people who live in the city. The council is poorly managed and that is reflected in the decision making.	The views of all residents being reflected by making sure decisions are made by a large number of councillors rather than a select few. Council meeting minutes should be easily accessible - as with many other councils - for anyone who takes an interest (eg. Via the website). It should be clear in such minutes that important factors and statutory requirements have been discussed, debated and that evidence has been used to make objective fair decisions.	Poor leadership allowing a minority to make self-serving decisions. The needs of Sheffield residents should be the first and foremost priority.	The council needs to work on being open and transparent. Information should be accessible to all, in a wide range of formats. Consultations should be accessible to all in both paper form and via the website. The council needs to make evidence based decisions and sure that evidence is available for residents to scrutinise.
A wide range of views are sought not just those of a few. This should include local people including children and young people, local organisations including charities and not for profit organisations. Big decisions should be voted upon by all elected councillors.	There are too few people making important decisions about our city. This leads to narrow decisions that are not always balanced.	I really don't know!	See over	I think local people should be more involved in decisions that affect them. I also think that knowledge and expertise should be sought from a wide range of professionals when planning for example, mental health provision. This should include the views of service users (not lip service) and charities etc	Making decisions by the representatives of a few wards that affect the whole city	No Thank you
Where an elected group of people represent the views and requirements of all people from all the wards of the City, and collectively reach a decision. Listening to the peoples points of view and acting in a fair way with their views - and not disregarding them. Everyone has a say, consider all views and opinions, LISTEN, and then have a full, representative meaningful vote.	It must be seen to democratic, fair and open to public scrutiny	I am not impressed in any way about the "cabinet" method of decision making.	It does not fairly represent the view of all of the wards of the city, particularly those of the West side of the city.	A process that represents the views of all the wards at the point of voting.	Decisions being decided upon by a small selected group of councillors.	Listening to the views of the population and acting upon them.
Sounds like this is not a fair representation. Please change the system.	All elected council members having a say on making important decisions.	Nothing.	The whole system is not democratic.	Proper consultation with everybody when deciding on future actions and policies.	Staying the way it is now!	You really don't listen to the people of Sheffield you represent because you are so far removed from us. Including all Councillors will hopefully let everyone have a voice again.
Properly democratic (not dominated by a party with only 30% of vote), informed, cross-party, cooperative (not combative), open, proportional. All councillors having equal power. No party whips (which undemocratically stops others representing their constituents). Inclusion of citizens, experts and communities.	Under the current system, my Councillors don't get a vote and don't get to represent me. The current system is based on the opinion of a small number of people who I didn't vote for and will no doubt have their own biased opinion as to what is 'best'. This is not democratic. There is also more than one political party in Sheffield!	Nothing, it's totally in democratic and the people of Sheffield are not being heard.	You're not listening to people!!! We live here and pay tax but you just do what you want, with little accountability!	A democratic structure that allows all councillors to vote as they know local issues and represent their local area. A simple majority vote then wins.	No. But I think your survey could be made easier and require less written opinion. Perhaps more simple check boxes.	
Evidence-based, transparency, with proper scrutiny multiple individuals have a greater and equal say on the decisions being made. A wider number of individuals involved in the process. Greater chance for discussion and means of incorporating different points of view.	Participation of elected councillors	Clearly it's not democratic!	Very little.	More democracy.	Separatism.	
Good decision making takes account of a wide range of views, and is not dominated by "Group think". Group think is much more likely to arise when a small number of like minded people reinforce each other's views.	That we should get good decisions, based on inclusive, informed and deliberative discussion, without being twisted by undemocratic, party-political tribalism.	Very difficult to think of any good points, as every part of the council's decision-making process seems to be broken. Webcasting of the meetings is a positive.	The Strong Leader system is fundamentally undemocratic. Scrutiny doesn't work, partly because it is controlled by the ruling party. The way the ruling group uses its disproportional power to bully its opponents. The toxic atmosphere in all areas of decision-making, which prevents any rational discussion and promotes the wasteful party-political tribalism. REDACTED...	Replacement of the Strong leader system by a Modernised Committee system. Cross-party committees with membership proportional to party vote. All cllrs to have equal power to influence decisions. Committees chaired by cllrs not from the ruling party. Committees to integral input/participation from experts, citizens and communities. A focus on power-sharing not dictatorship by a minority. Banning of party whips.	Undemocratic dictatorship by a minority. The current toxic culture of the current council. Preventing any councillor from representing their constituents. The illusion of change.	
All elected councillors should have meaningful votes and be able to take a full part in decision making by representing the people who voted for them.	Sheffield City council should make democratic decisions taking full account of citizens concerns.	Nothing judging by the way the tree felling programme was handled for instance.	As previously stated. Too opaque and autocratic.	New, young forward thinkers. Involvement of many more elected councillors. Use of neighbourhood citizens' panels with real power over decisions affecting their area of the city.	Concentrating power within a small cabal of the Council.	
There has to be a balance between effective decision making and democratic accountability, this has been lost in Sheffield. People no longer feel that their views are listened to, represented, by the Council.	The non democratic present system needs to end.	Not much.	A few councillors are making most of the decisions, the majority do not have a say.	A modern, committee system that is democratic.	"consultations" where in reality decisions have already been made.	Please act responsibly as soon as possible.
Good decisions must be based on the available evidence of the views of the people. Hard decisions that are taken with no regard to the views of the electorate, are BAD DECISIONS.	Accountability. Consultation. Listening to the people.	Those occasions when they have tried to represent their arguments to the people.	Distance from the electorate. Acting like a Class Above the rest of us. Acting like there is no need to bring the people along with them.	A PROCESS of decision making. Proposals- discussion- alternatives for action. Applying PRINCIPLES of peoples involvement and participation. PRINCIPLES of the need to explain and working TOGETHER not Against.	ELITISM.	
Arrived at: 1. openly; 2. after consulting those concerned, and taking into account the views expressed; 3. honestly (and the tree scandal is a sad example of where this didn't happen).	Decisions should be made for the benefit of the people of Sheffield, irrespective of political party, and irrespective of the desires of contractors.	Not much. Much seems to be done in secret, without consultation (and if there is any the results seem to be ignored), one party is dominant and does not seem to allow dissenting views from its councillors (the year the Liberals were in charge was different - the senior officers didn't like it because the y could not guarantee that a decision by the major party group would get through, but I expect my councillor to represent the ward, not the majority view of a political party).	Much is done in secret. I have doubts about whether it is worth the bother of giving my views when "consulted". The tree scandal casts doubts about the integrity of the system.	A proper committee structure, with all members having a role in decision making. Limit party "whipping". Collaboration between members from different parties. Careful allocation of delegated powers.	A limited number of councilors dominating decision making.	
Fairly representing the views of everyone affected by the decision, allowing consultation and opportunities for feedback.	Decisions should be made with fair and proportionate representation. If I am voting for a councillor I want them to have an equal voice to all other councillors.	It seems very unfair at the moment and my views are not represented as my councillor is not in the cabinet, so I don't like anything about the way decisions are made currently.	It does not represent the views of all its citizens - ooh those whose councillor is selected to the right committees. It is not fair or proportionate.	Fair and proportionate representation. All councillors having a system to be heard and for their voice to be as valid as any other councillor's.	Having a cabinet and a hierarchical system that leaves some citizens without representation in decision making.	N/A
Consultation with those affected, then asking for advice from experts in the field before having a wide ranging discussion. The decision making process has to be open and accessible throughout the whole process.	The decisions made affect many people, including me, in the city. To have the power to do this confined to just 10 councillors means the vast majority of Sheffield voters are not represented.	Not much.	It's undemocratic.	See my first comment!	Closed decision making.	
A thoroughly democratic distribution of the decision making process given to all the representative councillors as of right.	See above comment.	Not much!	Marginalises minority opinions. Blinkered beliefs on priorities.	See above comments.	No.	No thank-you!
Inclusive discussion of problems as they arise, with whatever expert opinion is required, provided by non biased outside Professionals, where necessary.	That SCC is open to scrutiny. That SCC takes independent reliable advice from informed consultants and other opinion holders.	Nothing.	I feel that SCC hides behind two states of failure. SCC is not brave enough to present a manifesto as a given set of achievable targets that will be met over a duration of time, nor is it willing to take the mood of the voters and go with what they want either.	An open forum of representatives who take advice and then weave that into a long term publicly agreed plan of action for the city.	Be honest with yourself. Your here to suggest how the city and its citizens might better themselves and to carry out their wishes when approved b	
Councillors to develop a priority of allegiance to constituents before Party. A group of people who are well informed sharing opinions and concluding on what works best for all involved.	Must involve all elected representatives and interested parties	Don't like it	The strong leadership model means that decisions are made by a few people	All councillors being involved and also listening to local people	Leaving decision making in the hands of a few	
Where as many people as possible have a say and all councillors have a say too. That the council does listen rather than pretend to. Where many opinions are sought and a consensus decision is made	Decision making should involve all councillors not a few	Nothing!	Too few councillors make the important decisions, it should be more and more representative.	More councillors to make decisions and some members of the public	Keeping it the same as it is now!	
Evidence based, and reached by consensus from many	That it is financially prudent and astute, yet looks to continually improve the social fabric	Not sure	Not revealing contract details for public money spent - if you are told an NDA is required then don't sign the contract	Very democratic	Secrecy	
When each councillor is fully involved in the decision making process.	That all are involved.	Nothing!	A chosen few make the decisions.	All involved.	Power and decision making being placed in the hands of a few chosen councillors.	
Consensus which reflects, as far as practical, the wishes of all Sheffield's residents (irrespective of party lines).	It should allow all councillors to participate and not be limited to a small ruling-party cabinet. A local local parliament.	Nothing	It is remote and bureaucratic. Although I do realise that cuts in funding have not helped anybody.	It should be a 'modern committee system.'		
All locally elected representatives should have an equal say	That every locally elected representative has an equal say	Nothing	Everything. Too much power in the hands of too few people. Cronyism.	Every locally elected representative to have an equal say. Abolition of cabinet system	Secrecy. Nepotism. Cabinet system. Cronyism.	Every locally elected representative should have an equal say. Current system not fit for purpose.
Transparent, timely, auditable, with clear lines of responsibility, adherence to values and principles and taking due account of a range of points of view.	SCC is directly responsible for critical infrastructure and services which affect our daily lives, and spends millions of pounds of taxpayers money. Decision making around the structure and evolution of those services is of interest to everyone in the city.	Not very much. It smacks of Old Labour nepotism and corruption, with decision making taking place behind closed doors. The very antithesis of good governance.	Decision making at present adheres to few, if any, of the principles of good governance. In particular, the strict party whip approach as disenfranchised a large proportion of the electorate. Exactly the sort of approach Trump takes, and it is shameful that a Labour council should adopt similar methods. Labour should be a party of democracy, not dictatorship.	Adequate scrutiny and determination of council decisions involving representatives of all elected members, not just the lucky few of the Labour inner circle. Some of the Cabinet members are a disgrace REDACTED .	Avoid making the mistakes of the past. Above, make decisions in an open manner, not behind closed doors. Yes, it may take longer, but the decisions will have more legitimacy.	Na
I'm in favour of a strong leader, but only if there is a system of checks and balances. Management by committee tends to be indecisive. That is why large companies have a CEO with an advisory board of directors.	all policies should be openly discussed so that objections, and reservations, can be taken into account before decisions are made. Imposing decisions from on high is not fair to the people of the City. We all live here, not just 10 Councillors.	nothing	it seems that there is no debate before a decision is taken	decisions should not be made by committees. They should be there to monitor the decisions of the CEO.	committees; unless they are drawn from senior managerial positions in the private sector.	just be more open and listen to the citizens.
That said, the current situation, in Sheffield, whereby only 10 out of 84 councillors have any idea of what is going on is tantamount to dictatorship.						

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
One where all councillors views have equal weight, not just the few!	Currently it's restricted to just 10 out of 84 elected people - this needs to change.	Very little I find the labour leadership don't listen or engage at either local or national government. It's time for a change.	The current system where only 10 of 84 make decisions and because my councillors are not in the 10 then I don't get a voice.	A change so that all elected councillors can represent the people of sheffield.	Staying as it currently is.	
Before the decision, exploring all views, transparent and open discussions. No prior decision deals done. All representatives have equal input into the process of deconstruction making. All representatives have equal weight in voting on the decision No time pressure that forces a decision.	That decisions are taken by all the councillors not a few selected for the role. That all councillors have input into the process of decision making.	I like nothing about it. It is undemocratic and places too much power into the hands of individuals who demonstrate no respect of the people of Sheffield.	See previous answer. It is undemocratic. The majority of the councillors have limited access to the decision making process and decision making seems to be awarded to councillors who have gained influence and power within the council organisational structure. Friends and favours rule.	Open and transparent to public scrutiny. All councillors actively and equally engaged in deciding making.	Restricting the right to participate in decision making from any elected councillors.	I was shocked to learn that the processes of decision making by SCC had been restricted to a few individuals. Having had my trust in the democratic structure of SCC shattered, I intend to pay much more attention to the way my council behaves.
A combination of each point below: There is a clear objective and goal All options have been considered widely and fairly There is a financial, economic and social benefit arising from the decision The rate payer gets value for money from the decision The final decision is based on a democratic vote of all Councillors Considering all options from experts on the subject. Voting on options.	It should not be dominated by: one political ideology one small group of people	The methodology seems hidden from me, so I only see the outcomes The outcomes are bewildering in many cases, such as road planning, the tree culling and particularly the constant building on green field sites	See previous answer	See previous answers	A veto or blocking mechanism. Decision should be based on a simple democratic vote	No
On a local level, good decision making relies on a highly democratic model where all elected councillors have the opportunity to participate in decision making committees to represent their communities along with relevant experts. Good leadership does not look like the "strong leadership model" of Sheffield city council where a small "ruling group" has overwhelming power. The views of this group represent less than 10% of the electorate.	It should involve the representatives of all rate payers in the final decision making process As an individual not an organisation, taking into account the best decision for everyone	Not a lot	The opinions of ordinary WORKING people are ignored	I would like more encouragement for businesses to come to Sheffield unlike the Ikea fiasco	Ordinary people need more jobs creating	
Democratic: everyone having their say through voting and then the elected representatives of those people all being involved in making decisions on behalf of the people they represent. I live in Walkley. The issues I might think are important here might be very different to those faced by someone on the Manor, someone in Oughtibridge, someone in Handsworth. If we're not all being truly represented, by people who care about us (rather than their own political careers), then how can good decisions be made for our city?	That decision making is open and transparent. That all people in this city are represented in the decision making process.	I don't like anything about it. Power is concentrated in the hands of far too few people, who seem to be motivated by their own political ambitions rather than the needs of the city. Examples of bad and opaque decision making on behalf of SCC: - The whole tree situation has been shambolic. Absolutely shameful. - When our road was completed, a very noisy lorry was being driven around throughout the night, passing the house several times. On complaining, we were told there was nowhere secure to park it overnight, so someone was employed to just drive it round. The contract with Amey is baffling. -REDACTED	See previous section.	Open, transparent, and decision making being truly representative of all the people of the city.	Power being concentrated in the hands of a few. Isn't that Labour's slogan anyway? For the many, not the few. Except in Sheffield it would seem.	No. Except it's bad and it needs to change.
Democratic decisions made after gathering all the facts, examining and discussing these facts before reaching a decision based on these facts. In the case of local authorities, the decision process should ultimately involve all elected members of the local authority, through the use of committee systems and not a small cabinet. We elect our councillors and expect that ALL of them, regardless of political party, will have an equal voice in decision making. I do not want to live in an area where we do not have one of these strong decision making councillors. At the very least a majority vote by the whole council	Because decisions made by the Council should ultimately benefit all of the individuals and businesses in the area, not just the members of a small minority cabinet.	Can't think of anything.	It's undemocratic because it does not fully represent the views of ratepayers and residents of Sheffield. It's basically a dictatorship.	Bring back the committee system. It enabled more rigorous and fairer decisions to be made.	Avoid a huge number of committees which could hold up the decision-making process.	
Benefit to the whole of the people of Sheffield NOT based on political bias Again decisions must be made by all members of council to reflect the views of the communities they serve. Committees must be representative of the electorate as a whole and not made up solely of members of the majority party. While I admire councillors for taking on their civil duties many will have little experience in the running of what amounts to a large organisation and thus training should be given and made a required undertaking for all councillors. In this way best practice can be used to make decisions and resources and much needed monies will not be wasted. When undertaking large projects members should take into consideration projects elsewhere, when possible, to learn from their mistakes or better ideas in order to get the most cost effective and best product for the city. Reduce bureaucracy and therefore expense wherever possible.	See above. We must all have an equal share of the decision making.	Not much. I do not have a local Labour councillor, which is very apparent when you see how unequally Council services are run and our money spent.	How they favour the areas with more Labour voters.	As I have already said, equality in how the money is spent, in favour of all of us.	So few so called 'strong leaders' making all the decisions and excluding most of the democratically elected councillors.	I hope the Sheffield City Council will allow my councillors to have more of a say in what goes on (it seems behind closed doors!)
Inclusive decision-making, involving representatives from everyone affected by the decisions.	My ward is not represented on the council in a decision-making role.	It has led to some good long term planning in the redevelopment of the city centre.	Decisions imposed (or attempted to be imposed) on local wards made without local knowledge (through representation). Results in significant time wasted in consultation and campaigning to make our voices heard.	Representation of all wards regardless of politics. Political parties are not relevant for local politics.	Any lack of transparency (e.g. confidentiality clauses in PFI contracts)	
Process should be clear and open. Decision making should be clear and open and democratic. All councillors should have a vote on all decisions. No closed doors to the electorate. A responsive cumulation of fully representative views. Where all voices are heard for the good of Sheffield rather than one or two people making a decision.	That it should be timely and as above. Yes closed doors.	I don't. Sheffield misses out on opportunities to bring business to Sheffield.	It's too slow, no clarity and no clear line of responsibility from the council to the electorate. Eg we missed out on HS2 because decision making was muddled. And the errors in talking to Chesterfield when mayoral decisions were being made.	All councillors having a vote on all decisions	Muddle and secrecy. We need energy and clarity from our council to make us a more competitive city. Sheffield people deserve that.	As a relative newcomer I love Sheffield but feel sad we keep missing out on opportunities, e.g Channel 4
All elected representatives have the opportunity to contribute to the decision making.	That it is fully democratic That all voices are heard across the city.	Nothing I don't. think you've made some terrible decisions because power is centralised - you don't listen to people anymore.	A feeling of being totally ignored. The fact that power is centralised. We have all these elected councillors but decisions are made by a few people. It doesn't seem very democratic.	Fully representative decision making A way for more elected voices to have power in making key decisions.	Oligarchy Avoid the current 'strong leader' system. It's been awful for our city.	I am disappointed that you had the opportunity to act on the petition straight away but you are drawing it all out. You have chosen to spend more and more money to cling on to centralised power and that is disappointing.
Open	I want to know that the person I voted for is able to represent me even if they do not belong to the majority party. Democratic	I don't like it Nothing	Elected representatives are excluded from decision making because they don't belong to the majority party. Strong leader system	I'd like to see all councillors and political parties represented in decision making committees. Committee system	Avoid non democratic decision making No comment	At present the full Council meeting is dominated by members of the public fond of their own voices and irrelevant motions
Through a fully democratic process	I think it decisions should be made via all of the members of the council, not just a select few	Nothing	The process does not reflect the views of all councillors. The whole process should be more transparent and a committee system should be used as this reflects a modern day democracy	A vote for all councillors		
Decisions should take into account a range of views. Decisions should not be in the hands of approx 10 people rather than the full number of councillors. All councillors should have a vote - they shouldn't just be rubber-stamping a decision that a small number have made.	Council is wasting time and money by forcing this issue to go to a referendum. It could and should move to a fairer system of its own accord. Wasting money means either higher council tax or less money available for necessary projects.	I don't think the current system has any benefits.	Decision making concentrated in hands of small number of people - effectively renders votes of small parties redundant.	Cross party involvement.		
It should be the result of informed discussion and a vote by our elected representative councillors. Informed, democratic decisions based on facts, research and circumstances.	It should be transparent and open to the whole council.	Nothing.	It does not allow all views to be taken into account. Discussions are not open and those who make decisions are a chosen few.	More people involved in the committee structure. Look at other councils.	Too much power in the hand of a few individuals .	
One that is based on evidence. One that takes a representative sample of views into consideration in order to make fair, justifiable and transparent decisions. One that is seen to be unbiased and that does not put individuals or political gains first.	It is representative of all the people and communities of Sheffield.	I don't	Decisions are made by unelected people and too often these people have to vote for the "who". This is not democracy or representative in my view.	A democratic decision made by representatives of all the people and communities of Sheffield.	That we end up with a select few making all the decisions as is now.	
Considering all options on any subject and voting carried out by all Councillors.	Taking into account the best decision for everyone that benefits the City of Sheffield.	Not alot. It is not forward thinking and business orientated.	It appears to be a closed shop. Decision making does not appear to be as transparent, and therefore justifiable as it could. The limited number of Councillors involved in key decision making limits representation.	The opinions of ordinary working people are ignored and the Councils lack of ambitions compared to other major cities.	Lack of transparency and representation. Decisions pre-made before consultation and that are not evidence based.	
Wide consultation Discussion Consensus Transparency Slow to decide Absence of interference from outside agencies Decision makers should not be potential beneficiaries of the outcome	Transparency Social justice Wide consultation The best interests of Sheffield as a whole	Not sure	In the hands of a small number of individuals	More say from all elected representatives	Bias against wealth creators and businesses.	Be more open and democratic.

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Decisions based on evidence and expert opinion. Multidisciplinary and inclusive. All elected councillors should have a vote on important issues, and prior to any vote taking place should avail themselves of any pertinent information.	That decisions are not taken by a small cohort of people, and are evidence based not commercially driven.	I have not been impressed with SCC to date and feel that the system needs an overhaul.	I do not like that decisions are made by a select cohort, public opinion is either not sought or ignored and decisions seem to be commercially motivated. It feels like SCC is working for itself rather than for the people it serves.	Full input from all elected councillors on any decisions which will effect their constituents. Public opinion sought on major decisions. Expert opinions shared with the public using plain wording with links to evidence sources.	Avoid a small group of people making decisions based on commercial considerations behind closed doors.	Your tree policy was a complete and utter shambles. Time to engage with the people you represent before embarking on projects which result in pitched battles between the council and the people. What a waste of valuable time and resources.
When the outcome is beneficial to the people of Sheffield it and what the majority of sheffielders want	It should be voted on by all of the council members not just a few otherwise there is no point in electing so many members as their opinion is just overridden	totally unfair ,what's the point in having so many members when just a handful do what they want	Its run by a handful of members who don't listen to the rest of the members so get away with doing whatever they want ignoring their points of view and in effect the points of view of the people who voted for them	All members vote on the decisions of the council	Giving the power to a handful of members and not listening to and doing what the people of Sheffield want	Avoid carrying on without knowing if its what we want
Listen and take note of the peoples opinion and dont think our residents dont know what their talking about when the council are making decisions about our city they obviously havent taken into account the impact of that decision ie lets build houses not thinking about the extra traffic in that area causing more problems with pollution and sever bottle necking and school places for children The traffic on Sheffield roads is totally unacceptable and the decision to let houses be built where ever there is a bit of grass is lunacy The council should be looking at retrieving council tax from those who dont pay which will generate income	We are kept in the dark about council decisions there should be information sent out to residents to let us know what is happening	I dont the council should remember who they are representing	No one knows what is decided upon or what the council is planning to do	Tell us and let us have a genuine opinion ask us if its what we want	Avoid carrying on without knowing if its what we want	Let us know what the council is thinking of doing not sort it behind closed doors
Consultative and representative of the whole city population. Based on expert advice where relevant.	Elected representative are able to input, steer and vote on decisions	No knowledge of this apart from it is by a minority group which I do not agree with	Small decision making group which excludes elected councillors is not representative. Am less interested in party politics and more interested in sound cross party (balanced) management which is best for the city.	Where relevant, impartial expert advice is used to steer decisions.	This does not mean via third party contractors who might have vested interests.	N/a
Good decision making involves a timely decision, based on the expertise of appropriately qualified individuals. It must take into consideration the potential impact and outcome of the decision on others and seek their judgement equally. Where possible, a range of voices must be heard and taken into account--those that this decision impacts especially.	That all voices are heard. If my elected Councillor does not have a say in the decision making process-- that effectively means I do not have a say. This is also my city- I live here, its my taxes being spent and my life that is changed, and yet, with the current system, I may not get a say in how my taxes are spent, or how my life is changed. I am concerned that decisions have already been made without consulting experts, or that SCC are very insular and don't use the opportunity to seek help from others.	That the process does involve some Councillor discussion, although only 10 out of 84 is appalling statistics.	- only 10 out of 84 councillors are involved in the decision making process, effectively meaning depending on where I live, I may not be represented. - it appears that decisions have already been made without the advice of experts (such as the tree discussion panel which made decisions and gave advice that was overruled by SCC) - that in some cases, I'm afraid I'm going to mention trees again, that the voices of the people who live in this city are ignored, or even worse, deliberately manipulated (thinking of the unmarked envelopes with letters delivered for the survey for trees which meant many simply went in the bin) or mismanaged and that the police have been advised incorrectly, and illegally in some cases. - that SCC are very insular and not open to scrutiny by the general public. Not much is shared with the citizens of Sheffield regarding decision making and it is only after scrutiny from others that this whole diabolical decision making process has come to light. There has literally been no information from SCC regarding this petition's outcome, nor of this questionnaire itself. I'm only aware of it thanks to an email from Our City co-ordination group, which means that yet again, not every voice will be heard in this decision making. Communication needs to be greatly improved for this to work.	Balanced use of resources to benefit wider community. - better communication with the general public so we know what decisions have been made, how they have been made and the potential impact that this will have. - ALL elected councillors having a say in the decision making. - use of experts and range of voices BEFORE decisions are made to inform that decision. - more transparency (through better communication as above)	One party making all the decisions, lack of experts to advise, lack of communication with the general public, lack of transparency.	
Where the majority decide in a democratic process to give value for money and benefit the city, the community as a whole.	It is important that the decisions are made by all and not a controlling few.	Nothing. For too long it has been an autocratic rule	I don't like the fact that decisions are made without any consultation (the consultation processes I have witnessed are for show, the decisions are made and we have no influence at all). We citizens are paying for this so we should exercise our right to an opinion	Clear and visible consultation.	Definitely a repeat of the road resurfacing debacle. We still have not been allowed access to the contract which should be in the public domain.	Yes, bring back a full and clear democratic process.
Reflective of a broad base of opinion. Taken with multiple inputs from all stakeholders effected by the decision	I live in Sheffield, I have seen the result of poor decision making during the scandals surrounding the attempt to cut down thousands of trees in Sheffield. This decision to effectively remove one of the things that makes Sheffield unique amongst UK cities seems to have been made with very little insight or consultation. Hiding behind commercial confidentiality was profoundly undermining of democracy	At the moment, very little	It seems unreflective of the city and doesn't include the majority of the city's elected representatives	A committee structure	Na	
Evidence & expert based plus taking into account the views of people who might be affected by any decisions.	Major decisions affecting the city should involve input from across all parties and councillors not just a few clrs on a committee. Tribalism is affecting politics at national level . This way governing needs to stop and put the needs of the city first. More cross party cooperation.	Only aware of the basic committee structure but I don't agree with decisions being made by so few (eg 10) people.	Old fashioned structure of committees and the impression that some decisions are done behind closed doors before being subject to scrutiny in wider committees. Power in the hands of a few clrs who then make all the decisions.	More participation/involvement by communities eg community reps on committees on issues affecting a local area.	Concentrating decision making in the hands of too few clrs.	
Good decision making means taking account of all of the facts, consulting with all stakeholders, and being accountable for the decision made. It may involve making difficult decisions which some stakeholders may/will disagree with.	Research and evidence needs to be obtained from credible and reliable sources to limit mistakes eg the fiasco of selling the central library. Also issues with the quality of the Amey roads, trees contract - thorough due diligence with other councils who have used them The council should make decisions in a way that benefits all of the city's residents rather than vested interests or a political party, be open and transparent allowing the decision making process to be scrutinised and above all involve consultation with the people of Sheffield.	Nothing. Decisions are made by a few individuals who do not reflect the views of the majority in Sheffield. Power is in the hands of a few, not the many!	See previous comment.	Mechanism for citizens to feedback on city/local issues once an initiative or change has been enacted. Then provide updates of any actions taken. I think this would help people feel more invested with what is going on in their city and feel less like their opinions are ignored.	Replacing a few powerful individuals with a vocal minority of intolerant vested interest groups, however well meaning they are.	No
Collecting & reviewing all relevant evidence; debate/discussion amongst all councillors; voting by all councillors (1 vote 1 councillor). Careful, made on facts and well thought through	I want my local councillor to represent me/my area, in the same way that my MP does. I want them to be able to vote on issues. I think all councillors opinions should count and decisions are made by the council working together and seeking what's best for Sheffield.	Not much, it doesn't seem very democratic to have only a small group making the decisions.	See previous answer.	Decision making bodies to involve councillors from all political parties, public consultation and scrutiny.	Letting in-fighting get out of control. Letting the prospect of short term gains which could lead to us being worse off in the long term (whether that's financially or culturally) blind the process.	
Evidence based and in line with current national issues (e.g. climate change). The local council should be leading on these issues, not just doing the minimum possible to meet govt targets.	For decisions, and more importantly the end destination of taxpayers money, to be properly scrutinised. No organisation should be locked in to supplier contracts where unacceptable work cannot result in a termination of that contract.	Not much I'm well informed and have extensive public sector work experience across the whole of local government Sheffield seems to have deeply embedded tribal politics and a patronising leadership approach	Why bother electing all those councillors if their voices are not heard Very little What I've seen seems shrouded in secrecy for no good reason other than avoiding accountability and challenge	Focused groups of councillors for specific issues. If everyone votes on the minutiae everything nothing will get done Genuine consultation Listening to outside views Working across political groups Openness to challenge	Political group whipping that perpetuates a contentious and argumentative system of governance and debate Refusing to reveal decision making processes even when challenged in the courts Telling less than the truth	It's about culture as much as systems or processes and the culture needs to change You can change the system but if the same old attitudes remain then it will be to no avail There seems to be a sense that it's citizens v the council but you are supposed to represent us not rule us
Proper consultation before decisions are taken Listening to the views of the wide community of interests in Sheffield Informed debate of issues relevant to those affected without prejudging or following a political group remit Working across political groups and communities to get the best for our city	Almost nothing. I think it has got out of hand with too much power invested in a few people who think they know better than the local people who elect them.	There appears to be a lack of: Genuine consultation Openness and transparency Humility Honesty in many decisions made	That all decisions are discussed and voted on by all councillors and that councillors respect the views of the people that put them in office and not their own views.	Having one person that can veto any decisions that are agreed by the majority.	Unnecessary bureaucracy	It needs to be changed as soon as possible. It is completely undemocratic. The current system has brought Sheffield into disrepute, has made a lot of residents very angry and resentful and has disenfranchised many councillors.
When a group of people discuss the issue and then a decision is made by the concensus of the whole group.	It is important to me that we have a complete representation of the elected councillors making the decisions.	Nothing	Decision seems to be always rushed, with little time for people to consider proposals and to submit their views. One gets the impression that we have little or no say	Realistic timescales. Opportunities to comment. All interested parties to be involved.	Closed doors. Final decisions being made by a "select few"	It has needed revision for years. The City might well be able to go forward if this different approach is implemented
Council decision making should be transparent and accountable. More particularly it should be honest. This means that the council should be able to demonstrate clearly and unequivocally that it has consulted the local community whose decisions it effects and can show that it has honestly and genuinely taken the views of the local residents into account during the decision-making process. It has become quite clear to me that in many areas of Sheffield council's recent decision-making this has not been done. There is clear evidence that the council and some councillors have making decisions which go against what local people actually want.	Because it affects me every day, whether it is decisions about road closures, one-way systems and traffic calming or about street furniture, street trees and local services such as recycling - the list is endless	I don't.				
Fair and open research with appropriate discussion, follow by a truly representative decision making process.	I feel that they need to be more open.					

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
democratic, open and available to scrutiny	as above and all elected councillors have input and valid action in the decisions	nothing it is not democratic	as above	All elected officials vote in any decisions made, opinions are included from all relevant groups or individuals involved or effected by those decisions. All discussions are open and the content freely available to all. No motions can be deleted or changed until voted on. All decisions taken should be either under guidance from experts in the field or by qualified/trained councillors. a list of councillors who voted on an issue appended to each document voted upon.	Party politics and bureaucracy, personal agendas.	
consensus of all the elected representatives of the citizens of Sheffield	That every elected representative attends and votes on the issues.	nothing	decisions are made by a cartel		checks need to be in place to prevent minority decisions	
a democratic discussion where all sides get to air their view and are listened to and a consensus reached A democratic system where all councillors get a vote	I would like to think that all elected councillors got to vote on what happens in Sheffield, not just a few It will help our city develop and move forward instead of lagging behind cities like Leeds like we have done for years.	Nothing Decisions need to be fair and democratic and currently they are not. It's important that, going forward, our city adopts a fairer system of decision making.	generally I don't like the way that SCC makes decisions and this is probably why we lag behind other northern cities Nothing	It is undemocratic that only a selected few make decisions Its undemocratic	1 vote per councillor	To which political parties do the current 10 voters belong?
A fully democratic system where all votes from elected members count. Not the 'strong leader' system.		Nothing.		It's simply not fair and seems a very dated way of governing. Sheffield needs to take a progressive and contemporary way of operating in regards to this matter. Systems like the 'strong leader' approach are why people have a lack of trust and understanding in local politics.	Consulting the public and listening to them is a good start. How about local referenda on local issues?	Unfairness and lack of transparency.
All affected parties need to be able to put their points of view. Decisions should be made by bodies including locally elected councillors.	That they should be made rationally and based on real evidence, not on any preconceptions, or dogma.	Not much		Far too often, local councillors are ignored or only informed of decisions, not consulted on them. This leads to a feeling of impotence and a lack of confidence in the fairness of the system.	A committee system is a great improvement, where both governing and opposition parties can debate each issue and come to a consensus after considering all aspects.	Excessive centralisation and executive privilege
For me, good decision making has the following characteristics: a) Wide discussion with affected parties in attempt to reach consensus especially when decisions are likely to be unpopular, b) a transparent and accountable decision making process, c) a fair representation of councillor opinion not just the leading party.	The tree chopping policy (that is, the poor framework set up for the outsourcing of street management to a multinational company) has undermined our national standing each time Sheffield features in a national news report. And locally the cost of implementation has been far too high.	Very little. Its failure to properly respond to the recent "Its Our City" campaign for change shows an arrogance which some of us thought had gone with 'old Labour'.		Poor accountability, no sharing of the decision making process with affected or interested parties, little if any attempt to reach consensus which only leads to further division and hostility to us as Labour people. Poor respect for the spending of our money.	Wider involvement of the elected parties, open discussions and decision making processes, better accountability for decisions made, better and genuine attempts to reach consensus. Less 'strong' leadership, greater consensus.	Avoid hostility with other elected parties and work for consensus.
The 'strong' decision making process does not show these characteristics. The impact of previous poor decisions has been financially costly, has deepened divisions and lost us votes.	So, well informed decisions by wider groups of councillors, perhaps with specialist advisors, made more accountable to the people who pay for them is needed.			Very little sharing of the financial constraints which national government have imposed. I think you should be highlighting the difficulties the Tories have made for you, and leading it to electoral advantage. Not leading hostilities with other Political groups and deepening divisions locally. We need a coordinated voice against the attack from the Tories.		Dont ignore local activist groups' opinion for technical and specialist input to discussions,
Paraphrasing the current Labour Party Election slogan - "a good decision is one made by the many not the few".	The decision-making process should be clear and transparent and should involve input from all interested parties	Not a great deal. One example of my concern is the long-delayed publication of the Forward Planning strategy document which, if I understand correctly, was pulled, earlier in the year, from a planned review and discussion session solely - and without consultation - on the authority of the Council Leader.		I have the belief that the way the SCC currently operates is faction led and, as a result, many of its decisions do not represent fairly the interest of all Sheffield residents. An example here would be the absolute debacle in the way the SCC handled the Tree controversy.	I would support the proposals submitted to the SCC by IOC!	No !
It should take account of all stakeholders in a proportionate way, it should be truly transparent, those making the decisions should be truly accountable.	As above. Decisions should be fully debated. Committee structure regarding party political numbers should be based on the vote share of each party not the number of councillors.	About 10 people decide everything and know one else has a say. It is a dictatorship. I do not like anything about this. It is old fashioned and non democratic.		A further example would be the refusal of the SCC to honour its legal obligations and to address early the petition organised by IOC! and instead to involve city residents in further expense through a referendum		I believe that the whole negative approach shown by the SCC to the IOC campaign clearly demonstrates that the present Council model is desperately in need of change.
For example notifying people of a decision in such a way that they could not reasonably respond is not acceptable.				See above. It is non democratic, and old fashioned. It is a dictatorship where about 10 people make all decisions and no other councillors have any input.		The committee structure in terms of the proportion of party political representatives should not be based on the number of councillors of each party on the council this would mean that SCC would continue to be a dictatorship run by Labour with no other views represented, despite less than half of residents voting for them.
Having the ruling party decide whether decisions they made were taken appropriately is not acceptable.				The whole process is flawed and has held Sheffield back compared to other cities like Leeds and Manchester.		There appears to be no joined up thinking between public health and public transport ie more buses, more cycle lanes, more street trees, more green spaces in the city centre and air quality.
considering all the evidence, listening to the views of as many relevant experts as possible, letting all this before all the people who have a vote so they can vote on this information, expertise the majority decision should then be implemented as quickly as possible.	All councillors should be involved in decisions no matter which party they belong to. Councillors should not be forced to vote along party lines they should be free to vote on the information put before them.	I do not like the way decisions are made by the council it is far too dictatorial.		see previous comments.		Time wasting.
Collecting option to all sides of a debate and empowering all elected representatives to have an equal say. To enable elected representatives to represent the views of their constituents and have those views listened to and acted upon through a committee style voting system. To then stand accountable for that decision and allow transparency as to how decisions are reached and why.	Sheffield City council takes decisions that affect individuals' daily lives. We are one of the UK's largest cities and the way decisions are made now will affect the livelihood and quality of life for its inhabitants in the future. Sheffield City council has been shown to be repeatedly inept with regard to its decision making and incredibly defensive and inflexible in terms of listening to feedback from the citizens it represents. On closer inspection the way the council is operated is entirely unfit for purpose and has enabled a small number of individuals to dictate policy and take decisions that would not have been supported by a committee approach. This needs to change. We need to be a forward-thinking progressive council. Sheffield has many challenges, but also many opportunities and it is imperative that there is meaningful change in the way the council operates in order to maximise the opportunities city-wide.	I don't at all like the way decisions are made.		As already stated, Sheffield City Council's strong leader system translates into only a small percentage of councillors having formal power to make most decisions. So-called 'consultations' are often meaningless because decisions appear to already have been taken and the lack of transparency is a major problem to assess the competency of the decisions taken. There needs to be a wholesale change in the way decisions are taken on behalf of Sheffield's citizens.		The voting public need to be able to scrutinise the work of the elected councillors via live streaming of all council meetings.
It would elevate Sheffield in status as other large cities or Leeds, Manchester, Liverpool, Bristol, Newcastle etc who seem to enjoy a far higher esteem than Sheffield . We are punching way below our weight and this is all due to our council's decision making. Get your finger out and do something positive for a change.		Nothing				
Listening to all of the options. Then everyone gets a vote on the final decision. Good decision making should be informed by a proper understanding of the issue, with evidence gathered from those effected and by experts. I feel a committee style of government allows evidence to be judged by a range of individuals, hopefully informed by critical thinking.	See above It is important to me that Sheffield council is open, honest and transparent about its decisions. I understand that bad decisions are going to happen but I would like to know that the council can respond to situations where decisions have unexpected consequences. I would like openness about when and by whom a decision has been made.	I don't like the way decisions are made by the council it is far too dictatorial.		All councillors of whatever party being involved. All relevant information open to public scrutiny. Live streaming of all council meetings so the voters can scrutinise the work of the councillors they have voted into office. That all decisions are acted upon as quickly as possible.		
A wide range of elected people having a say, representing the whole city, not just a small number of councillors. I would like to know that my voice is being heard (via my local councillor) and that my councillor is able to have influence over the big decisions affecting Sheffield.	I want Sheffield council to listen and take account of the views of the whole city, not just Labour wards.	I don't		A committee approach to decision making, where all elected representatives have an equal voice in shaping policy and decisions.		Yes, a vanity project where little changes. There needs to be meaningful change.
Everybody who is on the council having a part in the decision process	Because I feel the way you do it currently is unrepresentative	I don't	Already stated	Only 10 people get to vote on the decision I feel SSC: (probably because of coping with years of under funding.) * Lies or misleads about the reasons decisions have been made * Tries to shut down those who disagree instead of seeing opposition as productive. * Is dogmatic once a decision has been made even if evidence shows difficulties.	Inclusive practice * I would like to see a committee structure and an end to the strong leader model * I would like disagreement to be viewed through the lens of spiral dynamics * I would like a blame free culture where bad decisions can be put right. * Hardline on bullying	* A lack of understanding of what has gone wrong. * just papering over the cracks.
A decision decided upon by the majority after sensible discussion	See answer to Q4	I don't like it at all		I don't like that only 10 councillors form part of an executive that makes all of the decisions, disenfranchising large parts of the city.	I would like a return to the proper committee system	Committees need to have clear roles and responsibilities and be accountable for the decisions they make. Those on the committees need to be empowered to make decisions (ie for them not to be talking shools).
				The decisions are just made by a committee of 10 people with other elected people seemingly having no say	Fair and meaningful representation Increased participation Setting of clear standards See answer to Q4	How you do it now
						D/K
						Nope

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Collaborative, democratic and accountable. Decisions made at the lowest possible level and directly informed by the opinions and experiences of the people they will affect (e.g. Through co-production)	Decisions should involve as many as possible of the people who have been elected to represent us. Before any idea of how something should be done is shaped it should be put to the people who it will affect. This may sound expensive, but it will actually save time and money in the long run because people are experts in their own experiences.	I agree with all of the principles laid out in the 'It's our city' document detailing what signatories of the petition want for democracy in Sheffield (fair and meaningful representation, increased participation and impact, cultural change hand in hand with new structures and processes, and setting clear standards and improvements).	The cabinet system. We vote in 84 councillors but only 10 have a say in most decisions.	I want to see a committee system, first and foremost. But I think we should take this as an opportunity to make Sheffield more democratic as a whole.	More of the same. It needs to change radically.	
Decisions made after receiving input from all elected officials stating their case. Decisions reached by consensus where compromise is not seen as a bad thing.	It's important that all councillors are involved in the decision making. Even as a Labour supporter (when it comes to the General Election), the current set-up is not right in the local Sheffield council. It reduces accountability and denies a voices to councillors who represent thousands of local Sheffield people.	To be honest, there doesn't seem much to like about the current set-up. The decision making and lack of transparency is hurting our local democracy.	The fact that council votes are whipped, meaning often parties vote as a block rather than individuals voting based on their personal values (especially as their personal values may be the reason why they were voted in as a councillor).	I'd like to see decisions made at the lowest possible level, gathering citizens ideas and opinions before decisions are made through people's assemblies or co-production. Decisions should always be evidence-based and there should be a clear way that this is demonstrated to be the case.	Given the number of citizens who signed this petition, I believe the right thing to do would have been to make these changes without having a referendum. I'm not worried about the result, it's just a large cost to the city which could be invested in implementing these urgent and essential changes.	
Democracy - all of our elected representatives having a say and vote in the councils rescission making process. In our city elections we vote for individuals to represent our area of our city. This so-called strong leadership model strips these rights away from us and from our representative. Our votes are not always party politic driven, sometimes it is for the individual. The current model quashes democracy and having the populace's voices heard. An open discussion by all interested parties, or those elected to do so, having all the necessary information to hand. No adherence to party policies or dogma, but decisions made for the good of the citizens. Open, transparent, equally elected- equal say and equal vote.	That it is open, visible, representative, fair and legal. I feel I should not have to say this but feel I have to - living in a Democracy, we vote for our representative, who then should be given the opportunity to vote on the issues at hand. Not have their hand forced by a party leadership.	Nothing. Disgraceful, bullish, haughty and disrespectful of the city's citizens	The lack of transparency and scrutiny that occurs due to the current set up of the council and the way they go about making their decisions. As a local residents we don't know why certain things are happening - e.g. Amey contract, cutting down thousands of trees despite independent & professional expert advice not to do so.	True accountability and transparency. For every elected councillor to have a vote on matters and for each vote to count - like in the Westminster Parliament.	Power should not be concentrated to one or a few individuals. It must be shared across the whole chamber and to all elected officials not matter what party they represent. We need to work together and across party to achieve our goals for this city. The tribalism that we've seen just doesn't work and we're all the poorer for it.	
To involve all elected councillors I Should be formed by a vote of all interested and elected parties. Not by a small minority who only represent a small part of the electorate. Genuinely consultative beforehand Free from conflicts of interest but if there are any, they are managed appropriately Decisions made public in an honest way Reasons for decisions shared openly Public goods put before political convenience	I think it is undemocratic that we citizens elect our 84 councillors, but only 10 of them make the decisions!	Not much.	As above, too few people have too much decision making power.	Open debate and free voting. Being Proud of this model so that it can be used as an exemplar across the country	How will the decisions be taken on the detail. How will this detail, not bland high level statements, be made to the city and the voters	
A fair process where all elected councillors and committee members are allowed to vote. It needs to be democratic with fair representation across the city.	Transparency Based on evidence	From personal experience (local consultation) very little.	As stated above, local councillors have been democratically elected, yet most of them have no power in the decision making process.	Open votes by all the city council members.	Avoid cliques of power hungry members.	
Informed, inclusive and transparent. The concentration of final decision-making power in a small handful of people is archaic, and unsuited to a modern democracy in which information is more freely available (and more easily twisted) than ever before. It would be better if fewer decisions were made more slowly, if that meant that the people of the city and their representatives got a chance to understand and discuss the issues. It would also be better if the money currently spent on consultants and their buzzword-laden "initiatives" was spent on opening up the deliberative systems of the council to the citizens whose taxes support it.	That the decisions made balance the needs and desires of the citizens against the practicalities of the circumstances. It is broadly understood that constraints produce a need for difficult decisions and prioritisation; if those constraints (and their causes) were better understood, the difficult decisions might be more readily accepted.	It appeared that a decision had been made prior to the consultation process beginning and was to be passed irrespective of the over-whelming evidence that it was wrong	Too few councillors involved in decision s It's not Democratic, only reflecting a small minority of the population of the city.	Open debate and fee voting. Being Proud of this model so that it can be used as an exemplar across the country	A hierarchical system where city wide and local community decisions are made by the few behind closed doors.	
Good decisions are reached on the basis of a) An agreed and transparent framework of principles or values that guide the decision making process b) Dispassionate, non-selective empirical evidence - the objective reality of the world.	That decisions should be both transparent (the process and end result should be accessible to everyone who wishes to know) and accountable (those responsible for the decisions can be required to explain, especially when things go wrong)	Very little	See 6	Adoption of the committee system and improving the scrutiny processes	Reliance on the cabinet structure. Blocking amendments by other parties in debates. Closing down discussion in debates.	Where one party holds a very clear majority there is a risk of abuse of that power, which is exacerbated by the Cabinet system. Putting that much power in the hands of so few people who can then dismantle much of the apparatus of scrutiny, leads to maladministration.
Joint open discussions to agree an outcome	That all councillors get to agree on an outcome not just a few selective councillors....	I don't think it's appalling that this is only down to 10 councillors & not all councillors that is Sheffield folk have voted in....	Limited number of councillors allowed to vote	Transparency around the decision-making process and how a decision will be made prior to any consultation process beginning Decisions based on evidence Local views being heard Local councillors being able to represent local residents in any decision-making process	Lack of transparency and lack of representation	From 1st-hand experience it is not fit for purpose
It involves consultation and more people being involved than the present one	Consultation	Not much	The process lacks accountability, and a lack of transparency makes it all too easy to assume mendacity or graft where none may exist; the Amey tree maintenance contract being a prime example. There can have been no good reason that such a contract had to be secret.	As mentioned previously, I want openness, transparency, representation, informed discussion, and inclusive engagement with the people. This survey is a good start, but it is only a start; structures to support regular face-to-face deliberation at a grassroots scale need to follow, and be reflected in a more rhizomic structure at the top of the organisation.	As mentioned before, spend less money on consultants. If expertise is really required, hire some and keep it in house, where it can be applied and tailored to the specific context of the city over time. So much of the suffering and failure in this country can be directly ascribed to the vigorous application of the faddish "frameworks" of business school graduates who assume that running a country or city is just like running a firm; it is not.	
			This kind of question is difficult to answer without considerable knowledge of the council's procedures. Judgements are made from the outside based on the results of decisions and currently these are predominantly negative. The council is perceived as autocratic, untrustworthy and secretive which are exactly the opposite of the ways our governance should be seen.	Decision making should take place in the public forum and not behind closed doors and the end result should be able to be justified on the basis of evidence, not empty rhetoric.	Anything that could lead to constituents feeling they are being deceived	
			Only 10 councillors make the decision.	All councillors voted in to make decisions together.	Decisions should be made by all councillors with the full facts & fairness & go with the majority - if it's a stale mate with equal votes then the issues should be readdressed after giving more time to gather information for & against in the hope a conclusion. Can be made.	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Collection of all relevant information/evidence Identify alternatives Weigh evidence Make decision Review and consider consequences All transparent and open	That it is even-handed, takes account of resident's views, is transparent and based on the best available evidence	Nothing	High-handed/alof Not based on evidence Lack of transparency Not taking into account resident's views Made by a small handful of individuals The person I voted for has no real say in decisions that affect me	Transparency Evidence based Listen to (and take seriously) local residents and their representatives Open and egalitarian	Leaving power in the hands of the few Lack of transparency Lack of an independent appeal process	
One that is representative of the whole of the cities needs not politically biased to suit certain communities and groups. The balance of opinions being considered and a representative consensus agreed. Not an autocratic imposition of a single viewpoint. The need to be open, honest and transparent.	Equity in judgement, a balance that benefits all residents and areas and an end to the bias of driving some areas out of the process of local democracy.	Nothing, far to biased to benefiting the few rather than the majority.	The bias, autocratic, self serving , self righteous council members. Ill informed and over paid officers in senior management that don't understand the needs of service users and are only interested in furthering their own agendas.	Equity for all councillors to be included in the decision making process that reflects the fact that they are all elected by their area and their views must be included. Removal of the dictatorial cabinet and leader of the council as the few control the many	Any group that has an overarching power to over rule or veto the wishes of the full council.	It has been flawed for so long and serves the interests of a few councillors that it is impossible to view the council as credible or honest in its oversight of the city.
A consensus of elected officials informed by experts and research with time for fair, balanced debate. Unbiased and looking at the best decisions for Sheffield as a whole not just a few. How many times has fargate been updated when the castlegate area has been left to rack and ruin.	The current model does not work well for the city as witnessed by the Streets Ahead policy bungle. To be unbiased and not bring party politics into everything. Look at the best for Sheffield not themselves.	I don't like the way decisions are made currently. Nothing just look at the development of the city and the fiasco that happened to the regeneration when developer backed out.	Decision-making is centred around a few, like-minded individuals. They are biased politically and ignore the green belt that is our greatest asset	Scope for all parties to contribute and not be blocked by a Labour bloc. Cross party decisions not dictatorship	The so-called 'Strong Leader' model!!	No
Transparent. Intelligent. Carefully argued. Evidence based. Input from appropriate consultation with different views. I think all elected members should be involved to make the process democratic and open	As above decision making should be transparent.		I think the cabinet system is inimical to good democratic practice.	Transparency. Clear lines of accountability. Clear communication to the general public. Explanation of pros and cons for particular decisions with clear arguments presented as to why the council went in the direction it did. I would like to go back to a committee and sub committee structure in which more people can contribute	Keep the city heritage buildings and the green belt. Cities that are top of people list are ones with lovely old buildings not skyscrapers and concrete monstrosities. Too much concentration of power in a small number of individuals.	
All stakeholders have an equal opportunity to be listened to, and a decision is reached after a due process of debate and negotiation. This decision and the process should be transparent.	I want The process to be open and transparent and for every elected member's vote to count	I don't	I think the strong leader model is undemocratic		The strong leader model in which the power to decide is left in the hands of a few	
letting everyone vote in a democratic decision	making sure all the information is correct and a democratic decision is made, and it should be for the good of the majority of people in sheffield, not pampering to the whims of the minorities	i dont like anything about it, its undemocratic and not about the many, and the council appear to have no vision or common sense at all.	everything	Fair and meaningful representation Increased participation Systems and processes that reflect the above A local agenda for Sheffield Public debate and ongoing evaluation of the way the council works	'Consultations' when a decision has already been made behind closed doors.	
Interested parties feel like they have been given the chance to contribute. Decision makers genuinely and meaningfully consult.	You need to feel that a wide range of opinion is routinely sought - all councillors should be involved as much as possible and they should have the opportunity as often as poss. of putting the issues out to people in their wards.	Not a lot! SCC's decisions seem to be dependent on business and financial considerations.	It's implied in the above answer.	Genuine consultation.	Obfuscation!	Leadership needs to learn the importance of apologising for mistakes. Being genuinely open to changing direction is a key to avoiding the need to apologise.
If the likely outcome is controversial, the decision maker explains this openly rather than pretending. In this case, the limited possible outcomes are still presented clearly to the public.		It's not genuinely democratic and participatory.		The committee system does seem much more involving; people believe in a system when it takes their views in consideration.		
		I was shocked at the way the tree issue was handled and even more shocked at the vindictive way in which the protesters were vilified. The Rustlings Road action seemed more in fitting with Chinese govt methods than a democratic UK city council.		Involvement of as many people at every level. Councillors should be encouraged to seek constituent opinion.		
		This survey is typical of the SCC's way: discourage, mock, dismiss, then when it won, gave way and incurred the expense of the referendum. Better to cede genuine debate in the first place.				
One that puts the welfare of Sheffield people before party politics A decision based on objective evidence with consideration of all pros and cons	That it is truly democratic That decision making is transparent, democratic, and honestly represents the views of its citizens	Power in too few people Not much	Sheffield Labour's majority is bad for healthy debate and discussion. Opposition	Too few people involved in making decisions Problems don't appear to be solved or are simply plastered over without getting to the route of the issue, or in some cases are made worse, for example, in relation to public transport services which is more expensive and less reliable	People power More frequent surveys given to Sheffield citizens to see what they want to happen in their areas, and councillors representing all areas having a say in any decisions	
There should be more transparency and diversity in the decision making process, not just carry out stakeholders consultations then make the majority of the decisions that affect this city behind closed doors.	The decision making process needs to be more transparent and open, accountable. People making the decisions can't be expert in everything, so why are only 10 out of 84 councillors making majority of the decisions, surely more input across board would enhance the decision making that affects the city?		The 'Strong Leader' model that means 10 out of 84 councillors, of one party, make the majority of decisions behind closed doors. Why 10? Who gets to choose the 10 councillors? What is the point of us voting?	Cross party collaborative, evidence based decision making structure. There's little point of the council making the decisions then the communities have to challenge afterwards		
Elected councillors that we voted for should have real powers of representation, not just the selected few chosen.	Meaningful and diverse representation					
Some form of mechanism to increase assurance that issues raised by stakeholders / communities/ experts have been considered/ incorporated in the decision making process.						
Fair, balanced, considered. By a group representing all stakeholders.	Balanced, fair and reasonable to all	The current system does not fairly represent the groups within the city	The current system does not create a fair representation of voting.	A representative presence which reflects the votes cast	Corruption, cronyism, misjudged contracts with private companies.	
A consensus of all the councillors elected in Sheffield	Clear and transparent. They must be made with the green agenda high on the priority list	Its simply not working for the majority of Sheffield people	Too few councillors have the ability to effect decisions	All councillors having their opinions heard	No	No
Good decision making should put the needs of the City and its people first. It should be inclusive (ie it should consider everybody's needs), fair (ie it tries to find a balance between the needs of different types of people), and above all open and honest. People making decisions should be qualified to do so - ie knowledgeable about the subject and unbiased (ie not driven by narrow self-interest or interest groups).	People making decisions should be competent to do so (and should act on the basis of relevant information not narrow or pre-held views) Decisions should be made fairly - ie the people who are affected by the decision (or their representatives) should be included in the decision making process Both the process for making decisions, and the decisions themselves, should be transparent and open	I don't know	I don't like that a lot of decisions are made behind closed doors by a small number of people. There doesn't seem to be enough transparency or accountability.	Include all elected councillors. Publicise not just the decisions, but the reasoning behind them and the justification for doing (or not doing) something.	Secrecy Small closed committees lack of openness and accountability	no
Totally undemocratic and typical of SCC, disgraceful.	It is important to me that decisions are made/voted for in a democratic manner, not how you currently operate which is by a minority voting system which is dictatorial and unfair.	Nothing	See section 5	Fair democratic voting.	Avoid your current system and operate within the Nationally recommended guidelines.	No
Decision made after a full consultation and gathering of relevant facts, debate by elected representative members followed by a full vote ie all councillors with entitlement to vote.	Vocies are heard - not just the rich and powerful All sides have opportunity to debate and vote	I don't! It appears that only a few make decisions.	Too few able to vote	The opposite of what I have said above.	Too small a number of individuals involved in final say.	It is not transparent enough.
						I do not have faith in this present consultation exercise.
Democratic Evidence based, rational, strategic, timely, representing the best interests of constituents , efficient.	Transparency and accountability. Effective enhancement of the interests of the city and its citizens	Can't think of anything. It seems slow and poor	Plus, this questionnaire is how not to gather information to help with making a decision. It excludes those who are not computer literate, it excludes those who want a voice but do not know how to express it in writing. It is elitist and the questions asked are quite general - how on earth are you going to collate these answers?	Democratisation. Full Representation! Openness and transparency. Improve community involvement and engagement before decisions are made. Involve all councillors in decisions Cross party consultations Decisions made democratically	Leaving things as they are. Stitching up power among a few. Bureaucracy Whips Deselecting motions	Implementing change before a referendum would save millions
In a council situation, it should be a discussion among all elected council members , all given an equal right to comment/have their views heard, then a vote and the majority outcome	Democratic so it fully represents the electorate	I don't!	I don't		No	On big decisions, invite members of the public to contribute This could include attendance at meetings or surveys, but don't just do surveys which have black & white questions with no ability for free text
Open and transparent- there is NO reason that the public should be excluded from the decision-making process- any firms or individuals unwilling to allow this (e.g., for "commercially sensitive" reasons) should not be allowed to undertake council contracts).	Transparency - all decision making should be open to public scrutiny The council should have access to the best information and advice available	Very little- there is insufficient transparency and too few councillors have influence	Too secret Too few councillors involved	All major committees open to the public		
Access to expertise and experience e.g maximum consultation with local government experts (at Sheffield and other universities) and other councils already operating a local council committee system.	All decisions should be accompanied by an assessment of their impact on inequality	Nothing i'm afraid it's very undiplomatic	Not diplomatic they do t listen	Better playing places and less victimising of traffic. Stop closing off roads an cu pollution	Tree felling	
Listening to the electorate and aiming to deliver their needs. All our elected councilors should be able to vote on decisions	Everyone should have a say or what is the point of electing a council					It is antiquated and narrow minded. Include the voices of the electorate

Page 1

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Democratic, well informed, based on all available honest information .	Open, representative of the constituents views.	Not much. They rely on reporting from officers with little scrutiny and too much power. Nothing much!	As previously answered.	Open, all elected representatives having a vote.	Croneyism.	For many years the council has wasted a great deal of money on their hare brained schemes which could have been put to better use helping the people of this city.
Decision making based upon the facts of the matter, taking in to account the views of all people concerned, and doing what the majority of the people want.	At the moment only a few powerful councillors make the decisions regardless of what the rest of the people want.		I don't like the fact that power is in the hands of a very few councillors when the rest of them have no say.	All councillors are involved, or if it is a decision specific to a certain area the councillors from that area can represent the wishes of the people from that area when they make a decision.	No one person or small group of people should make decisions while the views of the rest of the councillors have no say in the matter.	The way thing are done now is not democratic and not fair and representative for most citizens
Reaching a consensus and moving forward on the basis of allowing as many opinions to be heard as possible	That it is democratic and allows the views of as wide a range of representatives as possible to be heard and given consideration	Nothing	It is not democratic and a small number of individuals have all the power to the detriment of other groups	That all groups have decision making power. That decisions are taken by the whole council	Avoid limiting power to a small number of individuals or giving a veto to a small cabal	The way thing are done now is not democratic and not fair and representative for most citizens
Democracy within council - certainly not empowering just 10 Councillors to make key decisions. Openness and scrutiny to the electorate. Sheffield does not practice this and is subjecting it's voters to out dated practice to further its party political aims.	Decisions should be made by the full Council in order for the voting public to observe this democracy in public. Investing the power in a Cabinet format is closed and dangerous.	Nothing. The Cabinet system is totally fractured and broken, as well as being immoral	the Cabinet system is fractured. You only need to see the resignations from the ruling party to see that. Sheffield is becoming totalitarian with this ridiculous cabinet system. Let's get back to honest and open debate on issues.	Honest and open debate Whole council votes, not just Cabinet decisions Abolishment of the Cabinet system		
Democratic decision made by all involved parties	Decisions are made to the benefit of all groups and individuals throughout the city by a democratic process	Rubbish, secretive by small groups without full council involvement	That 10 of 84 councillors make most of the decisions is wrong in democratic and smacks of doing what's best for the few not the many	Full involvement of all council members and full pen disclosure to all citizens of Sheffield	Secret meetings and behind closed door decision making	
I want to see a meaningful role for all councillors and not just the few who hold cabinet positions. Open up decision making so it is open to make it better for all ... more inclusive and greater equality across the city.	A modern committee system which has clear standards and a more democratic governance system.	I do not feel the way in which Sheffield City Council makes decisions at the moment is very democratic or inclusive.	We need to move away from the Strong Leader and Cabinet model to a Modern Committee System fit for the 21st century. The current system is open to abuse and decisions made by a handful of councillors who will be tempted to listen only to those with the greatest voice in the city rather than people as a whole.	Allow committees to be chaired by councillors not from the majority party.	Need to move completely away from the current committee structure based on giving power to the few and only the majority party.	Reform of the way the council currently makes decisions has long been something local people have demanded. Let's see this being given priority and not put off into a long term goal/ambition.
First of all if there is a decision to be made then there must be a reason or cause, there for you would need to identify the initial problem and stage you're already at then identify where you would like to be at some stage in the future ie: your end goal. To make good decisions you must collect as much information about the issue as is possible always seek input from others and not assume that the obvious answer is the best answer, seeking opinions from others often opens up new avenues of thought. Identify practical and realistic solutions and not the ones that just "sound best" often times the best sounding options turn out to be impossible to implement.	I would like to see a wide range of people consulted on issues before any decisions are made, this doesn't seem to be the way things are generally done. The people making the decisions and the people who have to live with the consequences of those decisions should all have a voice.	To me there is a disconnect between the council and the people of Sheffield. We seem to be informed instead of being consulted.	I don't like that just a few people get the say on what does and doesn't happen when there are so many people affected. We have a lot of representatives around the city and a lot of good people with good ideas that are ignored, not consulted or dismissed. This needs to be changed and to be more inclusive.	I would like more public consultations especially on large projects and things that change our city like the way the new building look, new road layouts and things like where new retail outlets are placed. I would like our local representatives to be consulted more and be asked for input and be more involved in decision making.	Party politics should have no place in the decision making, things should be done for the good of the people.	Consult the people, ask questions, seek different opinions and ask for advice from those affected by the decisions being made. It feels like the people of Sheffield are treated like an inconvenience sometimes. We should have a say about how things are done, about how things are run and about the things that affect our day to day lives, we all live in this city and our input and opinions should matter.
Open, transparent and accountable. This is especially important when times are tough and difficult decisions have to be made which have a real and direct impact on people's quality of life. I work in the third sector and so am more familiar with 'governance' and good practice in that context is guided by nationally published codes of good governance, approved of by the charity commission but developed and owned by the sector. I tend to favour organisations which are driven by the people they aim to service and who work with a co-production ethos - working with not doing to our service users and communities. Its not easy stuff - it gets messy - but it results in better decisions and a real sense of shared ownership of the problems as well as the solutions.	That it is open, honest, reflective and self-critical and, well, grown up. The arrogant so-called 'strong leadership' we've had inflicted on us in recent years, where that 'leadership' is invested in a few individuals, is a really weak model for running a city. It's just not fit for the task we face moving forward. We're all in the boat - we all need to be pulling together, owning the challenges we face and not shut out of the process. The councillors I elect should be included in decision making, not excluded as they have been. And they should be doing their level best to represent citizens, especially those citizens who struggle to be heard.	Nothing I can think of.	It is not inclusive of a wide enough range of voices. It is not open, reflective and self-critical.	I can't put it any better than the Principles document produced by the Its our city campaign - link below. https://www.itsoursheffield.co.uk/some-principles-for-a-modern-committee-system-briefing/	Over investing in a small group of people and calling them leaders! A closed partisan approach which becomes combative and blocks open, honest problem solving.	
Gathering of all relevant facts and subsequent presentation to all elected decision makers responsible in the area/matter being considered. Co-operative decision making rather than behind closed doors is always preferable in a democratic system. A good decision is made when the majority of the population affected are in support of the outcome. It is not a decision where retrospective improvements are obvious.	We live in Stannington and the councillors elected to serve this community should have a higher level of influence than those not elected or who represent other areas of Sheffield. If the decisions affect the whole of Sheffield then no councillor should have more influence / power to ratify a decision than any other elected councillor.	I can't think of anything	Very bad and slow decision making leaves Sheffield with some very poor long term policies. The roads - great decision to do it but poorly implemented meaning that many roads re-surfaced only a few years ago are already pot holed. I vote at local elections but I believe that the current system leaves Sheffield residents feeling that it's not worth voting as it won't make any difference to the area in which we live or Sheffield as a whole. I believe that the council is holding back Sheffield with bad decisions made by people without the correct level of expertise to evaluate the options	Local charities who work within communities should have a mechanism by which their expertise can be harnessed. For example it's no use talking about knife crime or drugs if the people doing the talking are not actively engaged with the communities suffering with the problem. All residents of Sheffield should be encouraged to vote and whether this needs to be encouraged by reward is maybe a possible solution	Yes - the current system of a minority of councillors making the majority of decisions if	It is too difficult to raise potential problems with the council.
The more people involved with making decisions is the best way forward. The small group system, becomes a very clique and narrow minded way to govern. Inclusive, informed, democratic.	What's the point of having council elections in the areas that do not have any influence.	Not happy finding is only 10 people.	How can it be a balanced view when only a small number makes any input. One councillor one vote. Too few councillors making decisions in private.	Just a fair and all areas being represented open debates and votes.10 councillors should not be allowed to run Sheffield. More open, inclusive system. I support the calls for: We want a cost-neutral change to a modern committee system. •We want cross-party cooperation and a meaningful role for all councillors. •We want community and stakeholder representation, not just 'consultation'. •We want independent experts, both local and national, consulted whenever necessary. •We want an end to tribal politics and to the whip system! How radical is that? •We want equality and inclusion across the city. •We want transparency and real consultation. •We want expertise in designing the new system. If this isn't available in house we want it brought in from the outset.	Small numbers of people deciding what happens for other areas of the city.	I hope this is not another sham consultation.
As democratic as possible - the more voices the better. And a rational and representative way of then actioning this.	The Cabinet system is exclusive - I want all councillors, and when appropriate external organisations and individuals, to be involved in decision making. There fore moving to a modern committee-style system is appropriate.	Not much at all.	As above.	As above.	Hierarchies that block or hinder democratic decision making.	This process is very important and I am looking forward to having my say in the referendum.
Consensus, or as close as practicably achievable.	That all voices are heard and actively involved in decision making.	Clarity of leadership roles	The strong leader model allows party politics to become too central to local politics. There can be a lack of transparency.	Cross party cooperation.	Consolidated power.	
A democratic system that also takes minority views into account and makes decisions based on PROPER consultations and final say involvement of all elected representatives	That decisions are made based on FAIR and COMPREHENSIVE consultation with the public where all the facts and opinions are presented. Final say decisions should involve voting by ALL elected representatives	I think it is undemocratic and i don't "like" it at all. I do not feel represented	The "strong leadership" model is flawed, undemocratic and autocratic I have had personal experience of making a representation with other citizens to a decision making committee and having our well-documented research ignored as well as being belittled by committee members Councillors don't have any say in making decisions that affect the communities they represent Public consultations are farcical	Proper public consultations with evidence-based research All elected reps having a vote that counts Not using the "whip" method to force reps to vote the party line (this is not Parliament and Councillors are much more in touch with public feeling locally) The Council should perform regular open evaluations when implementing a decision and should admit when they got it wrong and issue swift apologies Whistle-blowing should be encouraged from both elected reps and Council employees to expose bad practice Open, fair and democratic representation.	Putting pressure on Councillors to vote a certain way (the party line) Reverting to the "strong leadership" model	Councillors can only be accountable if they are allowed full participation in decision-making The current cabinet who have presided over some of the most controversial decisions should resign so they don't try to dominate committees or bully elected Councillors A new decision making structure requires new faces to implement Please make decisions based on what is best for our city and its residents, not what suits party politics. Oh and don't cut down any more healthy trees.
Unbiased consideration of the facts by all elected council members followed by a vote by all those members, thus ensuring that democracy prevails.	That we all have a voice, achieved by all parts of the community having input.	Very little. It cannot be democratic for only a small number of elected representatives to have outright power.	I don't like that decisions are made by a small group of members.	As above.	That the powere is held by one or only a small number of members.	
Equal share of power between all parties involved. Transparent decision making. Beneficial, effective outcomes. A lack of pointless squabbling over idealistic nonsense.	Sheffield City Council makes decisions which affect my life, from transport, to roads, to policing and fire services, to decisions about inner city regeneration.	Not much, it doesn't seem particularly open.	It's not open. It's not fair. I currently don't feel represented in the council which is supposed to do just that. There are too many stupid squabbles over political ideals, and party politics. Power isn't shared equally. Decisions aren't made in discussion with local residents: for example the recent cutting down of trees against the will of the people who actually live there. Currently Sheffield City Council feels like it is out of date and in desperate need of change, and frankly I'm disgusted that this has gone on so long.	As a bare minimum, some kind of proportional representation. Decision making power must be shared equally across all councillors.	Unfair concentration of power. Any ability to ignore input from local residents.	
An open debate followed by a vote of all councillors	The well-being of its citizens	Very Little !! The current decision-taking system seems to me to be undemocratic in the extreme and puts decision-making in the hands of a few rather than the whole body of elected councillors.	See earlier comments	Detailed examination of proposals by a committee followed by full council debate to reach a voted conclusion.		
Where everyone is involved in the decision making?	That the person I vote for in my local election is not just consulted but democratically involved in making that decision.	Nothing.	The system is left open to abuse by a small minority within the Labour council.	That the whole of the elected council are involved in decision making, ie as if we had a democracy.	Yes, where the decisions are made by a small group within the council which gives them power who make decisions which they do not have.	Look no further than unnecessarily cutting down trees which involved lying to the electorate about what was in the agreement.
					What is the point in me meeting and voting for my local councillor if he is not involved in any final decision making?	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Good decision making involves the collating of views, an appraisal of those views and consideration of the impact of implementation. That process should involve everyone who represents those affected by any decision made. The decision should be made by the majority. The process should be open to scrutiny by all Sheffield citizens.	I understand that decision making is in the hands of the few which is entirely undemocratic and leads to communities not in effect being heard. This is wrong and should be changed to a more democratic system.	I am not able to think of anything I like about the way in which SCC currently makes decisions.	As stated above, the power appears to lie in the hands of a few, leaving sections of the community not being heard.	I would like all local councillors to have the opportunity to become involved in decisions that affect the community they represent. The views of that community should be heard and taken into account. Decisions should be made by a representative committee which has an independent Chair.	Whilst greater participation is sought, the processes should not become so cumbersome that no decisions are ever made.	No.
Openness & trust from a diverse team of people who are ultimately accountable to the citizens of Sheffield. Decisions need to be made after extensive consultations with the public & plans need to be easily accessible & communicated.	So many bad & expensive decisions have been made by the 'cabinet' council which have been proved to be a disaster & had to be reversed. Just one of many examples was the bus gate on Chesterfield Rd Woodsheets. The heavy cost of these mistakes was paid for with our Council Tax & could have been put to better use paying for underfunded or cuts to social services.	Nothing! I am a Labour supporter but feel ashamed of the sheer audacity to squander vast amounts of money to no avail.	Totally undemocratic.	Coalition of independents 'flatpack' democracy'. Elected members actually listening & acknowledging concerns & suggestions rather than dismissing out of hand.	Closed-door bureaucracy. Blinkered decision making. Political backbiting damaging all residents & services. 'Dyed in the wool' philosophy.	If bad decisions continue to be made & no change in the overall ethos then the pride we all have of our wonderful city will be eroded & socially-minded people will start to revolt.
All elected councillors should take part & have a say in decision making & not just 10 out of 84.	The council should listen to the views of the people in the city via their elected representatives. Councillors should not have to forced to vote in a particular way due to party politics. There should be more cross party working.	Not a lot.	If only 10 out of 84 are allowed to vote how can that be fair & democratic.	Showing respect towards the people of Sheffield. Better sharing of information.	It should not be dominated by party politics.	No
Democratic. All councillors who were voted for have power to influence.	That decision making is fair, transparent, democratic and based on putting people's needs first	Unacceptable and kept quiet for a long time. Undemocratic and not in the best interests of Sheffield people	Misty councillors have minimal say. Power held by too few.	The same democratic systems used in other cities.	I don't know but should expect local governments to know	They've wasted so much money delaying on this and pushing it to a referendum at a time when we are already hard hit by cuts. Shame on a labour council for making Tory cuts even worse and behaving so badly
Truthful, honest decent Well informed and researched In the best interests of the residents of sheffield now and those in the future.	All our elected representatives need to be part of decision making to make sure all our voices are heard.	Nothing.	They are made by too few people, the decisions are not transparent and the people making them have tried to withhold critical information and to silence people who have challenged the current cabinet.	Truthful, honest and decent as has been implemented successfully in other authorities already. Sheffield does not have to reinvent the wheel, learn from others and the clear guidance that already exists for local governance in the 21st century. Sheffield should move with the times and adopt the same decision making structure which has been used in other more progressive towns and cities.	Lies, poor representation, the 'strong leadership model', adversarial conflict.	Change for the better is badly needed in this city.
Decisions should be made by all councillors, not just a handful. When making decisions likely future costs need to be factored in. Also the longevity of infrastructure should be considered, eg the relatively short lifespan of Don Valley Stadium seems appalling for the cost. Good decisions are based on facts and views of all parties. Whilst some compromise will undoubtedly be necessary the outcome will be the result of thoughtful discussion. 'Joined up thinking' will also be apparent.	The balance of spending should be applied equally across all wards, this does not appear to happen currently, nor did it seem to have been the case historically.	Nothing, indeed some very poor decision making seems to have taken place in the past.	There has been just a few councillors making decisions, this is totally up democratic.	The decision making should involve all councillors, not just a select few. Where public consultation is necessary there should be a sufficient time-scale of consultation for as many people as possible to attend. Notices of consultation should be more apparent than they are at present.	Yes, keeping the current unfair undemocratic structure.	Lack of transparency.
Where each elected representative has a vote.	That the full range of viewpoints is heard and that democracy is seen to be served by people's representatives having a say in decision making.	Nothing	Unless your candidate is one of the chosen few, your vote seems meaningless.	All elected representatives given the vote.		
Getting the job done for the majority A modern committee system in line with the principles set out by It's Our City	Majority decisions not just a select few It should be transparent Power should not be concentrated in a strong leader and (and in Sheffield's recent history, inept) cabinet system	Nothing Nothing	Not a majority decision Lack of transparency Lack of accountability Undemocratic nature Failure to represent local electorate favouring party politics instead Failure to listen	See principles for a Modern Committee System set out by It's Our City	An adversarial system; it needs to be about building consensus National party politics "Ruling cliques" - same people staying in power See principles for a Modern Committee System set out by It's Our City	
Informed and Democratic    	That decisions are made by all councillors so the people of Sheffield's views can be represented as fully as possible. It must be transparent and engage with differing points of view. It should bring representatives of different political parties into discussion to move forward for the benefit of the city, and not follow narrow political ideology. The party in power was never put there by a majority of the electorate.	I assume putting power in the hands of such a small group allows decisions to be taken quickly, but this doesn't guarantee good decision-making.	The fact that only a few councillors can vote in making decisions	I would like to see a democratic committee system		
A process which listens to different voices and communities and their representatives to come to a conclusion which is informed and reflects different interests.   	That the people who make decisions based on knowledge of the issues and the correct solutions to those problems. Decisions made by a small nucleus of individuals is not informed decision making but is based on the personal preferences of those individuals.	Nothing	It is in the hands of too few people and that is not good for the city. We need a lively and engaged group of Configurable, but it must put people off standing, when being elected doesn't guarantee a say in any decisions. It must also diminish Councillors' standing in their communities.	I thought the committee system we used to have worked well most of the time, and something along those lines should be adopted again. Councillors should be offered good training to ensure better process.	Making it over-bureaucratic, or very expensive. Both may be avoided with good preparation	I don't feel that under the current system, the Council listens to citizens (or even Councillors). There are many decisions which clearly aren't in the best interests of the city and a better decision making process should have revealed this before hand.
Good decision making means the right decision in the circumstances. Good decision making by elected officials is making decisions based on what the people who elected those officials want and in the best interests of the City. It is not about party politics, the good of this City should override the petty squabbling that leads to some poor decision making taking place in this City.	People in Sheffield need to feel valuable and respected. Every resident needs to be confident that the council will make decisions that consider individual needs and listen to all opinions. That it's fair and cares for all citizens equally which is not what happens now	Not much. It's a very partial and biased organisation Nothing	That those people making the decisions do not listen to the people of a Sheffield. That council officials in charge of departments make decisions based on personal prejudices often to the detriment of many people across this city. Those self same people are paid a lot of money but do not offer a service to those they should be helping.	That elected officials listen to the electorate and make decisions for the good of this city and not on personal likes or dislikes. That heads of council departments act on behalf of the people they are supposed to help.	Pettiness and arrogance. There is far too many people involved in decision making who are both petty and arrogant. They believe that they know better than the people for whom they work or represent.	Decisions made by a small group within the Council are wrong and un-democratic. All councillors must have a say in those decisions that affect this City. There is not enough experience within the current small group involved in major decisions.
Fair choices. Decisions that give everyone equality. Treating everyone fairly. Protecting the vulnerable. Encouraging workers. Punishing crime. Fighting against the entitlement culture to promote individual responsibility Following principles of democracy Everyone votes so should have an equal right to representation	People in Sheffield need to feel valuable and respected. Everyone needs to be confident that the council will make decisions that consider individual needs and listen to all opinions. That it's fair and cares for all citizens equally which is not what happens now	Not much. It's a very partial and biased organisation Nothing	I don't like the way it prioritises those who shout loudest. We shouldn't have to make a fuss to get noticed. These self serving sanctimonious people who pretend to care	Small representative groups from all classes and types of people in the city. Each group should be heard and considered. Honesty fairness and transparency	REDACTED. The people who work and pay taxes should be able to decide where the money goes. ... REDACTED Self serving individuals who only care about themselves and not the people who pay in excess of £1800 per year in council tax	No Let's have more decent honest people who serve the city and not themselves
Democratic process open to public scrutiny and debate.	Need to reflect the wider views of the broad community	Not a lot - A small minority group are given a free hand to dictate the most important policy decisions. Totally undemocratic.	Undemocratic - Minority Group given free hand - No consideration given to alternative views and wider public concerns.	Wider involvement of all councillors in formulating overall policy for all main areas of activity. Consideration given to alternative views held by significant minority groups - to reflect a wider consensus view. People of Sheffield input	Minority groups dictating key policy areas.	
It looks like to me that 87 elected people who are paid by us should get to discuss their thoughts on whatever is happening in our city, then a majority vote would give more councillors the chance to give their opinion, those who listen to the people who voted for them then put the people's point of view forward Not some 10 over egotistical people thinking they are god and their ideas are the only ones, Its NO WONDER that sheffield looks and acts like a back water village with these 10 so called masters of sheffield driving us into a one way ring road to disaster, our heritage buildings are disappearing quicker than a night bombing from the luftwaffe. The greenest city in england has trees chopped down by the thousands, and most of sheffield is actually ashamed of how our city councillors don't listen to us at all, and I still wonder  Transparency, seeking and listening to views of stakeholders, and accountability.	To listen to the people, give the people a chance to give a point of view then the council should look at these and then consider carefully before they vote against the peoples wishes As you saw from the tree cuttings elderly people were arrested because you upset so many people	Nothing at all	10 fat cats think they god And they ain't	It's good to be cost effective but not the main objective when making decisions Think about services that are a minority who's help you may need. Read the sheffield star and see what opinions your people are writing about	Taking it upon your self To make decisions even when the public has said no	
Good decision making involves ALL elected councillors discussing and making decisions. This would mean all parties would have a say and involve independent experts being consulted. Also the voice of the people should be taken into account.	That voters can have an impact through the representatives they elect and who they can hold to account for way they contributed to decisions made by SCC.	I am not at all happy about way decisions are made.	They seem to be made by a few people, and those who disagree with decisions are forced out. Also, it seems that by time voters become aware of decisions - eg planning decisions - it is too late to object. Prime example is contract with Amey which 'nodded through' felling of huge number of trees with no-one really being aware of implications of contract. Local councillor who supported constituents views against tree felling was forced out. Democracy??	That councillors who have been voted in on basis of their views on local issues are able to put forward their views and that they will be at least listened to. End to decisions being made by small closed group with no accountability.	Presumably the 'strong leader' model was adopted to 'get things done' but this has led to a Sheffield I find hard to accept. Model had to avoid too loose a structure leading to time wasting and circular arguments, but there are models in councils elsewhere to help with this.	I'm assuming this will be published in SCC's newsletters etc.
Firm leadership and following commitments given when elected even in the face of stiff opposition	I want the council to pursue a green, people-centred agenda: zero carbon soon, less under the influence of the car lobby, more focused on air quality issues, definitely behind living streets and neighbourhood schemes of this sort. To carry this though we need strong leadership. My personal view is that committees deciding this sort of this will be ineffective	The current system is not a real democratic way of working.	Too influenced by the car lobby	Strong, committed leadership	committees	
A democratic system using all elected members.	Becomes more democratic Not run by a caucus	Nothing	Every decision seems to be made behind closed doors and questioning is not encouraged. The council is unchallenged.	All elected parties to have an equal voice.	The current system.	
Democratic open decision making with clear scrutiny All elected representatives have a say		I dont Nothing	strong leader model Too secretive	more scrutiny and transparency More open	REDACTED Avoid decision making by the few	Video and live stream debates

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Listening well and attentively to all stakeholders. Finding away forward together	All communities must be represented at Sheffield city council through their councillors. All councillors must have a meaningful vote and have the opportunity to represent their communities views in working in topic based committees	I do not like the way SCC is making its decisions at the moment	I do not think all voices are heard in a democratic way through the cabinet system. There is not enough due regard for all communities voices. The council should be more proactive in seeking to find out	Committees, involvement of interest groups and citizens initiatives	Avoid concentrating power in too few hands	
Decisions which reflect the views of the democratically elected representatives.	That they fully reflect the views of my representatives	Very little	They are dominated by a small cabal from one part of one party	A chance for all democratically elected representatives to participate in decisions	Too much power in the hands of too few people	Modernize and democratise
Democratic. All elected councillors should have a say.	That it values the people of Sheffield above political power	Nothing	Small number of people have power. It's undemocratic.	Equality of power per vote	No but people in local govt should know what to avoid.	No
As devolved as possible; all councillors having input into decision-making.	That the decisions are broad-based, taking into account the views of all our elected representatives to the council. An open and transparent voting mechanism for making decisions.	I can't think of anything that I like.	Decisions are being made by a very small number of councillors and then imposed upon the rest of the Council - decision-making is in the hands of too few people.	I would like to see decisions being proposed by cross-party committees who have discussed the pros and cons of different alternatives, and presented to the full council for a final debate and democratic decision.	Putting the responsibility for decision-making in the hands of a small group of the same individuals.	No
Evidence based, outcome focused considering a range of stakeholder views. Options are critically and rigorously evaluated against established criteria agreed by the stakeholders or committee body. The best option is then decided usually by a cross interest group based on the recommendations coming out of such a process.	Impacts are assessed in short, medium and long term, economic evaluations ensure that social and wider values are included so low cost low outcome isn't the default option and long term strategic investment can and does take place.	Nothing it is undemocratic and opaque.	The strong leadership model means views aren't heard or suppressed. Decisions don't necessarily reflect the views of the community. Their isn't transparency in decisions or decision making which damages trust and puts party before people.	More transparency, more collaboration, more cross party working, more engagement.	The current structure! Anything that puts too much power in too few individuals. Process that is too complex or too long winded. Lack visibility on process and application.	None
Something all affected parties have the chance to contribute to, and ultimately vote on if required. Something that allows everyone to have a say.	Current process keeps most decisions in the hands of very few people. It's anti democratic as it does not give the representatives of most voters the chance to have an input on decisions.	Nothing. It allows 1 party to act as a cartel to the exclusion of all others.	See last question. Everything. I don't like everything about the current process.	All elected representatives voting on all matters of significance.	The chance for one party to exclude all others from discussion, debate and decisions.	
Decision making through a committee of elected representatives Good decision making must be a transparent and evidence based. A good decision often comes from consensus not division.	That all councillors are involved in the running of the council. It is important that my councillors are able to fully participate in the decision making process, that decision making is done transparently and that decision making is not delegated to a small executive.	N/a Not much.	It isn't representative - too much power is concentrated in too few people. The current system has delegated power to a secretive and highly political executive and has brought out the worst of politics. The leadership are disconnected from the people and behave as if they are in a political drama, and the strong leader system in place encourages this. Ordinary councillors are left powerless.	A move to a committee system of local government. Power should be decentralised by introducing a committee system.	N/a Any system that gives most of the power to a small minority.	
Evidence based Clear and transparent, open to public scrutiny Accountable Learn from mistakes (and admit them!) Uses best practice When decisions are made considering the real needs of each individual community. So elected councillors knowing their communities well and knowing the priority issues in their area. They do this by engaging and talking to the people who live in their constituency.. Taking into account this knowledge and understanding in their work of representing their people. Everyone of the 84 councillors in Sheffield should be able to have a voice on all significant council decisions. Democracy should work bottom up the people's voice should be taken by councillors who care and should influence the working of the city and its sympathetic development. MPs in turn take the voice and needs of Sheffield people to parliament.	Currently I don't think Sheffield City Council make decisions based on the above decision making principles. They seem very secretive and reluctant to share information with the public they serve.	N/A!	Please see previous answer - too cladenstine and undemocratic. This questionnaire is a case in point. I've only just become aware of it and it only has a week to run - how are the council advertising this consultation? They don't seem to be too bothered about gathering as many opinions as possible!	Clear and transparent with accountability. Elected councillors to be able to represent the voice of their local community and have a proportional sway/vote on all decisions. Nobody making decisions on our behalf should be unelected and unaccountable.	Secrecy	Aim for best practise not business as usual
A move to a committee system where there are representatives from across the city rather than just a small selection from the majority party being told how to vote regardless of their constituents wishes. A committee approach will improve governance and transparency	Democracy. Good and real representation of the people. Because decisions should reflect the needs and voices of the people who live here. Decisions that are made by listening to people. Seeing petitions and people raising concerns or matters that effect their community as a positive thing and something to be valued and not be threatened by.	Im disappointed. I could not believe we operate a strong leader policy with decisions mostly made by 10 cabinet members. This doesn't sound like democracy to me. I feel the council to be reactive and not proactive.	Strong leader model.	Committee based decision making so a change to the strong leader model which is completely undemocratic esp when the leader chooses their handpicked cabinet. How can 10 people decide on so much on behalf of 600,000 people.	Yes strong leader model.	We really need to have incredible councillors who have their communities at heart.
Decisions should be made in a fully transparent, evidence-based framework. Where the whole council votes.	The council must not: Wasting money on poor decisions. Hiding information or reasons for decisions. Allow only a minority of council members to control the voting power	Nothing	Only 10 councillors, out of 84 we all vote for, have the formal power to make most decisions	An evidence-based approach to decisions Total transparency on all decisions made.	Only a minority, out of 84 we all vote for, having the formal power to make most decisions	
To benefit locality regardless of their voting history. As the council, you are not here to serve your own agenda regardless	Open and transparent, being willing to call in independent experts when required and actually have a meaningful discussion and take notice of and act on expert advice even if it is opposed to the council's direction of travel. Being prepared to openly admit to making a mistake and doing something to put it right.	I don't like anything about the way council makes decisions.	I don't like that decisions are made by a small group of councillors disregarding the views of other councillors from other parties. I don't like the fact that there is a whip system meaning that those in charge have to vote the way they're told even if their constituents would demand otherwise.	I think I've made it fairly clear I would like to see a committee system and a return to decent democracy putting fairness and equity at the heart of the council's work	Avoid the current system Avoid the use of PFI contracts Avoid selling parts of our heritage to overseas concerns for profit.	
One made by experts. Different decisions made by different people according to their area of expertise and any one decision should be made by a group of experts since even experts will have different perspectives on things.	It would be nice if there were more decisions that benefited the people of this great city	It seems fairly small minded	Too few people are involved in actual decisions	Transparency	REDACTED	No
That is honest and fair and represents the people of the city. That the process behind it is transparent and people in the city have an opportunity to be part of it.	That more than 10 people make decisions that effect the majority of people in the city.	The ones about the development of the city.	That it doesn't help the most vulnerable in the city with regards to homelessness enough.	More open and transparent And involves people from Communities more.	Decisions made by a restricted group with little knowledge of issues and implications. Certainly no decisions should be made by those with a financial interest in the outcome.	No
It is evidence-based, forward-looking and un-biased. Evidence-based means that all available information about technical and cost-benefit aspects of the decision should be taken into account, investigating best practice as seen in other locations in the UK and more widely. The validity of evidence should be evaluated from a professional viewpoint, not just 'widely held public opinion' (which may be distorted due to media influence or rumour); and not unduly weighted by the loudness of particular voices in any debate: the voices of under-represented groups should be sought. Forward-looking means that the long-term impact on communities and environment should be considered; and 'sustainability' in a total sense should be an over-riding aim. Un-biased means to avoid distortions of the decision-making process due to party-political or other 'tribal' biases, and considering the Nolan principles for public life.	It should be transparent, accountable, open to scrutiny; not carried out by elite, private 'cabines' behind closed doors.	It appears to be efficient, in the sense of time. (But the implication is: lacking in consultation and perhaps over-hasty or unbalanced...)	It appears to lack transparency, due to the 'strong leader / cabinet' model.	Some form of modern committee system. It should be cross-party and truly consultative, taking into account evidence and best practices from elsewhere.	Party-based 'whipping' systems which lead to binary decision-making without adequately considering the opinions of important minorities. The 'majority rule' principle is a bad form of government especially at local level where its decisions can significantly affect day-to-day living.	
Good decision making should be fair and democratic. Ideally it should be proportionally representative. People elected to hold office should be able to represent the views of the electorate without fear of reprimand when decisions are being made. The process should be pragmatic, not wasting time or resources and with built-in justice. It should involve all people equally, not just a politically elevated few.	Sheffield City Council should take account of the views and feelings of the people of Sheffield when making decisions. They should make the decisions in a fair and transparent way.	I don't have any strong likes - I believe the power is currently too centralised and should be more widely spread amongst all councillors	I don't like the way that decisions have been made which clearly go against the wishes of many of Sheffield's people recently. I would like the decision making power to be devolved to all councillors and the process to be fair, robust, representative and transparent	I would like to see all local councillors involved and to see positive impact in the city	Please avoid a handful of people holding the majority of the decision making power - this is never a good thing	no thank you
Where the whole council group gets to make a decision rather than a specific few.	That there is a broad range of people that look at the issues and make the decisions.	I don't like the way that the council currently makes decisions.	I don't like the fact that is a limit amount of people that is making the decisions	I would like to see a broad base of the council able to be included in the decision making.	Limiting the input of all council members.	The decision making needs to be more accountable. The Sheffield public needs to be able to see what decisions have been made, who supported the decision and who did not and why the decision was made. Councillors need to be accountable.
Decisions made a group of people to ensure a wide range of views are considered	That all Councillors are involved in decisions	Nothing	Decisions only made by a select few	Transparency: who is in which decision making group & why they in that group	Avoiding giving too much overriding power to anyone/few people	
One where all voices and views are heard. One where people cooperate together to reach a decision. One where the widest knowledge is shared.	That all elected members are able to contribute and have a say. That all decisions are transparent, we know who was able to vote and what their vote was. The people we elect can represent us in council decision making.	They just get on with the work. Not much to say	Not all elected members are part of the decision making. This makes voting for local councillors a farce.	All councillors be part of decision making. They be able to represent their voters views and vote.		
What will benefits over 55% people of the City. It have to be open and transparent, inclusive to BAME and disable people. Which will leave a legacy for our young generation.	The cuts for the devices, Council tax and payment like clean air zone . We don't know anything behind this prices and where it's going?	N/a	A public meeting, announcement reasoning What why when and how will the do it. What is the benefits or negative of their decisions	Yes, don't make it for one section of the population Don't listen to the officers and directors. Mostly they are corrupt and no clue	Council needs to reach out more to people. REDACTED People of the city also needs to awake up and ask questions and read. They don't want to engage but complaining all the time.	
Democratic. Involving ALL councillors	That they are made in the interests of the whole of the population regardless of political affiliation.	Nothing. Not democratic. Biased towards "favoured areas"	Everything. Non democratic. Biased towards favoured areas.	Involvement of whole council.	Placing power in the hands of a few	Is not fit for purpose in a modern democratic city

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
<p>As an ex manager working in a large privatised company (BT) and with 21 staff to look after, my thoughts would be these: The first question to ask is is the subject in need of any decision? If yes, then the next task is to determine all the factors by doing some quality research. Look at the issue from all sides, take advice, think long term and specifically at any negatives that might arise out of taking the decision and what effects it might have on the operation, community and workforce. If, after doing all this, the decision still makes sense, then plan properly and implement as quickly as possible.</p> <p>(1) A range of opinions is considered (2) Any decisions are based on evidence (3) Decision makers are genuinely representative of the communities they are appointed/elected by and serve the interests of those communities rather than the narrow interests of political groups (4) Community groups affected by decisions should be included in initial discussions and be allowed a vetoing role (5) The decision making process should be genuinely transparent at all stages Informed and evidence based. Made by those open to opinions other than their own or those in their own institutions.</p>	<p>That it is transparent and makes financial and social sense. I prefer to see long term planning rather than short term fixes. For example, many roads in Sheffield have trees overhanging them that are an obvious safety hazard. Yet what happens? Nothing until someone is injured / killed by falling branches. So I would say the current operational side of the council is simply not working and needs to change.</p> <p>As above - the council needs to be far more inclusive in the way it forms decision-making groups and it needs to be far more transparent. At the moment Sheffield Council acts in an arrogant and undemocratic manner.</p> <p>It is important for them to make good strategic decisions that are appropriate for a large city.</p> <p>It is important that there is a plurality of views taken into account in decision making.</p> <p>It needs to be clear exactly who makes the decisions and that they are accountable.</p> <p>Decisions need to be in best interests of the city and not influenced by local party politics.</p>	<p>I'm not in a position to comment.</p> <p>Not a great deal. They keep the services running but they said that about Mussolini too.</p> <p>SCC seems to make decisions with the best intentions in mind.</p>	<p>I see no long term planning for Sheffield, no direction of travel. Everything seems to be reactionary and whatever the whim of the day is.</p> <p>There are too few people making the important decisions. I also worry those making the decisions lack the skills training or experience to be making such decisions.</p> <p>How much experience does the leader of the council and the other members of the cabinet have of working outside Sheffield?</p> <p>For example what have they done outside local politics that is comparable in terms of budgets and strategy and leadership to the roles they now fulfill?</p> <p>Decisions are made without proper consultation and appear to be very heavily influenced by local party politics.</p> <p>When demonstrably bad decisions are made there is a reluctance to admit mistakes and there is very little ability for the public to hold SCC to account.</p> <p>Sometimes I feel the council attempts to impose a decision already made, and the 'consultation' which follows is a box ticking exercise.</p> <p>At the moment, political parties can 'pull rank' meaning that independents and councillors from smaller parties are not heard. Too much time is spent trying to score political points rather than addressing the issue at hand.</p>	<p>Mechanisms to ensure community participation Mechanisms to ensure the proper garnering and attention to expert opinion when appropriate A more democratic broadening of decision making groups A structure that stresses the primacy of local over party needs</p> <p>A modern committee system that allows all councillors, regardless of political party, to be involved in decisions.</p> <p>This would be far more representative of the people of Sheffield than the current model.</p> <p>Avoid concentrating power and decision making in the hands of one person or a small group of people from the same political party.</p> <p>It is not healthy to have power concentrated in one small group that will not critically review each other.</p>	<p>We need to take the politics out of decision making and concentrate more on making the area a better place to live and work.</p>	<p>Sheffield council has been Labour run for decades and has run up mountains of debt through wild schemes. If I think back to all the wasted money over the years it is simply massive: The centre of town dug up, a giant hole dug with fishtank and shop and then all filled in. A shiny new swimming pool, built at huge cost, used a few years, torn down and turned into a school. A new eggbox town hall extension. Built at great expense, now torn down and replaced by an office block. A bandstand on the Moor now torn down. This must represent billion of pounds wasted over the years and illustrates the calamitous Council planning process. We need long term planning and proper financial management.</p>
<p>If a decision is likely to affect a large amount of people very deeply (e.g. A new school) informal talks or an online survey should take place first in order to understand the concerns, rather than a suggested idea by the council being put forward first. It would save a lot of time in the long run by ruling out utterly unworkable plans so that the flat actual consultation had options that were feasible.</p> <p>Every political party and independent should have an equal right to speak and be heard. Decisions that affect many should always go to the full cabinet and members of the public should have time to submit documents if necessary so that all sides are represented.</p> <p>There is a balance to be struck between expediency and democratic accountability, but the main arguments on all sides of each debate should be heard before a decision is made.</p>	<p>It's important that the councillor I vote for, even if it is an independent (unlikely in my seat but not necessarily in others) should have the same right to influence decisions as any other councillor. Councillors who go against party line should still be able to represent their constituents fully. It is up to the party whether to push them out (make them an independent councillor or refuse to put them forward as a party councillor in future) but they should not have the power to tell all that councillor sitting.</p> <p>As I previously said, there is a balance to be struck between expediency and democratic accountability, but the main arguments on all sides of each debate should be heard before a decision is made.</p>	<p>I think some of the smaller committee meetings work well, as the public can present at them and often smaller decisions can be made quickly. I think some of the later consultation meetings that are nearer to a decision have been run better (I would prefer, as mentioned before, to get to that stage more quickly).</p>	<p>Strong leader model</p>	<p>A new leader</p>	<p>More open early consultations.</p> <p>Every councillor getting a chance to speak.</p> <p>Better debate.</p>	<p>More political point scoring.</p>
<p>Participative and democratic, attending to diversity, efficient open and accountable. Local councillors must be involved in decisions and discussions that affect residents and businesses in the wards that they represent. Political parties must share responsibility, while attending to their vote-shares in the composition of committees. The "strong leader - cabinet" model is inappropriate for a diverse and complex city like Sheffield, and wastes the talents of the great majority of the councillors, and indeed of other interested groups and individuals.</p> <p>"Consultations" must be integral to the planning process, not conducted solely to satisfy narrowly interpreted legal obligations after decisions have been taken. The active involvement of Sheffield's people and their organisations in all council activity is essential, and ensuring that this happens will take some resources; however, there are currently wasted resources - formal (but largely ineffective) "scrutiny" is redundant in a properly constituted open and accountable committee system, and as noted above the talents and energies of those elected representatives who are currently excluded from the decision making processes will be released by the introduction of a modern power-sharing system in which leadership is encouraged and distributed among many individuals.</p>	<p>See above.</p>	<p>Nothing.</p>	<p>Undemocratic, insular, defensive, tribal party-politics, patronising to residents, in thrall to a few large contractors, such as Amey and Veolia, that do not deliver value for money.</p>	<p>See comments in Section 1.</p>	<p>That a small number of individuals can make the decisions on behalf of a whole city.</p>	<p>Please do not use the Tory government's dreadful austerity policies as an excuse to keep cutting support for Sheffield's cultural heritage. Our galleries and museums represent the city to many visitors, and at present they take away an image of crumbling spaces and broken infrastructure. The Millennium Gallery roof and windows leak, the Graves Gallery/Central Library has broken lavatories, leaks and crumbling walls, broken heating system. The maintenance of these buildings is under-resourced.</p>
<p>Positive ideas from a wide range of people based on facts</p>	<p>Transparency and accountability.</p>	<p>Not a lot</p>	<p>Poor transparency, poor representation of the public, poor accountability</p>	<p>Better Transparency, Better representation of all wards, better accountability</p>	<p>Avoid the same mistakes you are making now. Avoid thinking that the general public won't hold you to account.</p>	<p>This whole strong leader thing has to end. Everyone needs to have their say.</p>
<p>Thoroughly researched, properly and impartially advised, taking account of the views of all interested and affected parties, free from political bias and / or self-interest, informed and made by an appropriately diverse and broad range of decision makers. Decision making should not be in the hands of a small, self-perpetuating group of people who are not properly accountable.</p>	<p>See above. Sheffield City Council needs to change its current model. The 'strong leadership' approach only leads to decision making being concentrated in an elite. It is not genuinely democratic and excludes too many voices. A broader, more inclusive approach is needed.</p> <p>Sheffield Council should make decisions that reflect the views of Sheffield people and that are carried out in order to create the best city for Sheffield people.</p> <p>In recent years it has felt like a small core of councillors have made decisions where commercial interests have come above the interests of Sheffield people and views have not been taken into account.</p> <p>For example street trees - where even councillors were protesting and did not appear to have any input in the process. There have been other issues that felt like this too, but I can't recall specific details.</p> <p>Maximising services provided whilst facing year on year cuts is not easy. However this makes a transparent process with the involvement of councillors representing the whole of the city more important.</p>	<p>Very little. The Streets Ahead programme, the felling of street trees, the misleading information given to and misuse of South Yorkshire Police resources, the plans around the City Library, the approach to history and heritage in the city are all recent examples of Sheffield City Council's poor decision making.</p>	<p>I don't like the way decision making is concentrated in to the hands of a small group of people.</p> <p>Decisions appear to be made by a very small group of councillors and it sometimes feels like commercial interests are more important than the council's role providing services for the people of Sheffield.</p>	<p>A wider range of voices with access to the decision making process. A genuine committee structure where elected representatives actually have a voice.</p> <p>Open and transparent. Representing the views of people across Sheffield.</p>	<p>Concentrating the power in the hands of too small a group of people. Allowing those who have dominated decision making in Sheffield for many years to pay lip-service to change and simply construct another system in which they remain unchallengeable and unaccountable.</p>	<p>Don't know enough about possibilities</p>

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Good decision making involves all parties with a stake in those decisions being able to participate in a meaningful way. Decisions should not be made by a select few. There should be proper scrutiny of decisions and they should only be made after consultation, not before.	Sheffield Council are there to represent all the constituents, whichever party they voted for. Therefore all Council members should be able to represent their constituents and have a meaningful voice within the Council chamber.	Very little.	Please see comments above. I don't like the strong leader approach that is being used at present. This disenfranchises a large number of constituents who are represented by the majority of the eighty four councillors who are outside the small tribal cabal of ten councillors currently making decisions.	That SCC move away from the strong leader model to a more democratic committee system where all councillors should be able to properly represent their constituents and have a meaningful voice. There should be more involvement with stakeholders and others who are working towards a more equal and inclusive city.	There must be care taken to ensure there is no increase in unnecessary bureaucracy .	
Good decision making is accountable, fully transparent and aims to deliver the best possible outcome for those affected by the decision.	It is important to me that decisions that affect the city are not made by a small handpicked group of 'yes men', doing the bidding of the Leader, but that all decisions should be able to be challenged in a proper democratic way.			A citizen observatory - a representative body to ensure decision making is witnessed by the electorate; particularly when significant public funds are at stake.	An increase in closed-session evidence and decision making.	
Good decision making considers as much broad input as possible, from a range of sources and diverse representation - this allows contribution to the effort from those whose voices are not easily heard, and decreases the chance of the echo chamber effect - where a few voices in agreement are amplified and assumed to represent the majority.	It appears at the moment that this is not the case, and decisions are made on tribal grounds often behind closed doors and not always in the best interests of the constituents.					
When all reasonable views are taken into account, considered respectfully and a decision is made with transparency by all our representatives	Important that large groups of people (who vote for other parties) are not excluded from the decision making process.	Very little	That a tiny group of the elected representatives have far reaching power to make decisions that are then ratified quickly and without transparency.	Most importantly, I'd like to see a committee system that includes proportional reps from all parties, not unlike the Westminster cross party committees.	Any moves towards more secrecy, especially with contracting out services.	I believe we should move to proportional representation in our local elections, to get a Council that more accurately represents the wide cross section of views. See Scotland for examples. Perhaps the Council might then move forward in a spirit of cooperation and compromise?
All the facts + evidence being considered All possible solutions being put forward Which solution/decision is best voted on by an impartial group of people, who fully comprehend the benefits/pitfalls of each solution.	All councillors should be able to weigh in on decisions with an equal vote. on serious issues the public should be consulted.	I am mostly interested in environmental issues. The grey to green scheme idea is good. The city incinerator is good for waste removal/energy recapture. I hear that the council has applied for funding for more cycle/walking/public transport infrastructure development. This would be very good for the city.	The AMEY contract has been terrible for the city and should be stopped ASAP. Not enough investment in environmental/sustainable growth cycle/public transport/electric car charging there should be a big push in these areas.	More investment in the environment/renewable energy/zero waste/zero carbon options. Fine people for idling cars (particularly around hospitals) maybe have double red lines (no stopping) around hospitals/schools with cameras to enforce this.	There should never be a small number of people making decisions for the many. This generally leads to corruption/abuse of power.	Please invest in more environmentally friendly options. please have councillors from all parties involved please involve the people.
It should be evidence based and include input from all elected members who are aware of local needs. Whilst input from organisations is important, the primary focus should be on what people living in Sheffield will benefit from most, such as health benefits.	Decisions should be taken with a vote from each elected member, with all evidence open to all members. Decisions should be transparent and available to the public online. Use of confidentiality agreements in private contracts should be eliminated as it distorts democracy and public access to information.	It's hard to know how decisions are made currently as they are made behind closed doors and the public do not know how decisions are made. Therefore, I do not have any positive comments to make.	It seems like decisions are made based on financial gains, rather than what is actually best for the city.	Basically all decisions should consider the environmental impact, and this should be as important as any financial benefit. Open, honest evidence presented with voting records open and all elected members able to have equal voting rights.	There should be no hierarchy of members and all information that decisions are based on should be open to public scrutiny.	
Democratic views being considered A collaborative, open, honest, transparent, sensible and pragmatic process that allows an equal input and say from all elected persons (in this case councillors)	Unrepresentative That the current 'closed shop' or 'strong leader' model as it's otherwise called, favoured by SCC be scrapped and replaced by a truly democratic, non self-serving system as employed by the vast majority of authorities.	Nothing nothing	Not representative of the people see my earlier responses (this is simply asking the same question, phrased differently)	All councillors should be involved in decision making see my earlier responses (again this is asking the same question, just phrased differently)	Yes, the Strong Leader system.	Unbalanced ..Labour heavy If Sheffield could hold a candle to similar northern cities in terms of inward investment, infrastructure, levels of affluence, a vibrant city centre, quality and diversity of housing stock and economic growth, then maybe I could be persuaded that the current system, despite its obvious flaws had some merit.
A process that doesn't aim to serve the cause of the individuals involved, anxious to retain their positions, but rather one that utilises best practice, genuine expert advice and opinion and takes the longer view.						However given Sheffield lags behind on so many metrics, then it suggests the need for a change is long overdue.
P The principles set out in the 'it's our city' document (https://www.itsoursheffield.co.uk/some-principles-for-a-modern-committee-system-briefing) seem to make a lot of sense to me as a guide to a system that can lead to good decision making.	working together to seek the common good listening widely transparency and accountability looking to be cost effective - using funds wisely		Lack of openness/transparency Only a minority of councillors involved - from a single party non-elected, non accountable decision makers	As in my answer to question 1. I think the principles set out in the document produced by 'it's our city' are a good guide.	Too many layers of decision making and accountability	I am pleased that this review is happening and would also like to recognise, with thanks, the wealth of work that is undertaken by the council in its council chambers and its offices.
S For me the principle of collaborative working and evidence based decisions along with good listening to communities and experts. The ethos of working together seeking the common good seems to me a good underlying principle. Inclusive and informed. Respecting opinions. People being heard, unbiased reporting so everyone has the facts. Transparent and open to scrutiny. Clear governance and accountability Inclusive Measured outcomes. Clear guidelines. Study all the facts from both sides of an argument and then make a logical conclusion.	It's not currently inclusive or transparent. Many Sheffield residents are not clear on the current process	I think they have residents' interests at heart, and the decisions do not seem to be motivated by party politics	Lack of transparency, no scrutiny by Sheffield residents	Open and honest, inclusive and making Sheffield a desirable place to live and visit. Addressing inequality in the city, giving all residents a voice or representation	Closed shops	
N Made with equal say from ALL elected councillors. A selected cabinet is anti-democratic and means many wards are not represented in decisions.	All councillors to have an equal vote in decision making. Committees etc to have representation based on electoral share	Nothing Too much secrecy (eg the abysmal tree felling contract with Amey)	A small elite make decisions No electoral accountability	Real consultations not sham exercises Give all councillors a say so that people feel their vote isn't wasted	Elite cabinet secrecy	must be democratic with all councillors having a real say and genuinely representing their wards
T Transparent, inclusive, evidence based and competent A democracy. Where multiple opinions are taken into account and then voted on by as wide a range of people as possible.	Taking appropriate (drastic and urgent) action on climate breakdown. I want to see whatever changes that are needed to make this possible and effective. I think the system should be modernised to allow more councillors to represent the people who voted for them	I don't like the current system	They get away with things like the appalling Amey tree contract. My councillors don't have any power. The public are shut out. Can't see what council is working on. Too few people are making the very big decisions	significant element of deliberative involvement of the public (citizens assemblies) - not for all functions, but to steer things. More councillors should be consulted to make decisions	A system which allows just a few people to make decisions affecting thousands of people without proper consultation and accountability.	
E Good decision making takes account of the breadth of opinion, need and evidence from all sides. It does not dismiss any concerns as 'trivial' or 'stupid', but considers why such concerns may arise, and evaluates how they will be affected by the decision. It is thoroughly checked - both by impartial civil servants and by all stakeholders - and its impacts are considered before the decision is taken. It is transparent, based on evidence, and considered.	From the outside, SCC seems to make decisions based on its own internal interests rather than the interests of the people of Sheffield. It appears narrowly concerned with its own bureaucracy and unable to collaborate effectively, fairly, or reasonably with local organisations. SCC seems to be obsessed with large, corporate, external parties, over and above any rhetoric about boosting the local economy. SCC's decisions appear to suffer from the 'little brother' inferiority complex, assuming that people outside Sheffield know better than its citizens about how to look after the city. Many decisions appear arbitrary, narrow minded, unconsidered and undemocratic.	Not a lot.	see question 6. You can't even get a questionnaire right, can you?	Proper involvement of all councillors, with decisions made through a committee structure, where members of the public are encouraged to attend, observe, and contribute as appropriate. I would like to see council papers written in a way that is easy for non-members to understand, in common-sense language, and not hiding behind jargon.	Committees must be accountable, and their decisions should be demonstrably based on evidence (ie evidence must be cited to justify decisions), and all decisions should be open to challenge if it is clear that evidence has been left out or ignored. Committees should avoid overlap, and each committee should report directly to the whole council for ratification. It should be possible for anyone to raise an objection when committee reports come to full council, whether they are a councillor, civil servant or member of the public. Vexatious objections should be dismissed, but serious objections must be attended too.	
R Good decision making is based upon opportunities for participation across a range of political positions and stakeholder organisations such as community forums. Good decisions are transparent, based on evidence and have taken the time necessary to arrive at them	That SCC decision making should reflect the principles underlying good decision making as noted in 4 above	I can't honestly that I 'like' the way SCC makes its decisions as this process is unclear	Apparent lack of transparency and the dominance of a single political grouping. Some decisions e.g. pertaining to planning, heritage, public transport are opaque	More involvement of community and neighbourhood groups in direct democratic processes (e.g. Barnsley model)	Relying on the 'tried and tested' and lack of openness to other council models (e.g. Preston, Bristol)	No

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
All council members having a meaningful vote. Not just the select few	DEMOCRACY as it's intended not just the leader choosing who can make decisions.	N/A	The Cabinet method appears to be elitist and undemocratic. What the point of elections if the councillors can't decide what's best for their constituents.	Committee style local government where all councillors have an equal say and vote.	Elitism and the leader having too much power	What a pity change had to be forced on the council. They should have done it voluntarily themselves. It's a shame that the people of Sheffield had to force this change on SCC by signing a massive petition. Well done to the people of Sheffield. I believe it should never have been required if we'd had a true democracy in the first place. A cabinet style gives the real impression of being anti democratic and elitist.
A system whereby all councillors have, and are expected to use, a vote on all council decisions	Decisions must be made in a fully democratic manner with all councillors taking part	Not much	It is undemocratic. Lack of transparency.	Please read the It's Our City briefing Some Principles for a Modern Committee System, it's all there!	Pointless expense and even more waste of taxpayers money than Sheffield is already notorious for... Minority groups councillors or people making decisions for the majority.	It is obvious that the decision making process requires reform and should be more proportional.
Proportional and transparent with minutes of meetings which can be accessed by the people it will effect and the whole of Sheffield before decisions are made. Any changes made must be "signed off" by a majority proportional to the people it will effect. Sheffield residents must have full access to all council related minutes whether they will effect change or not. This should include planning meeting records and proposals.	Proportional and transparent with minutes of meetings which can be accessed by the people it will effect and the whole of Sheffield before decisions are made. Any changes made must be "signed off" by a majority proportional to the people it will effect.	I like that I have been contacted on this issue.	Not being contacted or informed or not having access to information about decision making. I do not like decisions being made without proportional consent.	More contact with residents. More online information. More notice boards providing information not only in public areas but in areas such as supermarkets, leisure centres and transport hubs (also advertising billboards).		
The system that is used now in my opinion is totally undemocratic and denies a balanced approach to the governance of the city it renders the votes of many people as irrelevant unless you vote Labour. In parliament all MPs have a vote at the end of debates not just the Prime Minister and his cabinet. The system has to alter.	To me as a voter every vote that is cast should count for something and not just as a way to enable a small number of councillors to run the city on ideologies that suit only a narrow view of how this great City is run	At the moment I cannot really say that I like the way the city is run	It disenfranchises most of the local councillors who don't vote Labour	For all voting to be open to scrutiny and not be decided behind closed doors with only the views that go along with the status quo are listened to	That common sense is use and the council don't jump and opt for fly by night schemes that last no longer than city centre highway systems.	All the schemes that are ratified seem to be in favour of large companies that don't take an holistic view to the city and its inhabitants
Good decision making in local government should make its decisions based on the following.	Sheffield is made up of very different communities and it is right that all the needs of these communities are met. Therefore, equal representation in the council of the areas is important.	The executive approach offers benefits such as timeliness, reduced procrastination, clear accountability and implementation of policies aligned to the majority party. However, it does mean areas of the city and many people in the city feel under-represented, regardless of how much the executive body feels it has included their needs.	I know there is an executive council and understand in principle the processes for decision making and scrutiny, but other than that it is not clear to me how decisions are actually made. Perhaps that says something about the need for more transparency or communication.	I think I have outlined these in my comments in the first few questions.	Procrastination. Decisions need to be time-boxed appropriately.	I believe fewer councils now run with an executive council, so changing would be a clear signal to voters and potential partners for redevelopment that Sheffield too is willing to have a more democratic and representative approach.
Facts and analysis - all decisions should be supported by facts and analysis. Cognitive bias has no place in local government decisions.	But, there has to be priorities based on the different needs of different parts of the city.	There is a key area from my perspective that I believe would benefit from a broader engagement of the council: how to stimulate the economy of Sheffield, attracting businesses, moving on from its past, and making best use of its resources, location, student population, etc, in the way other cities such as Manchester and Leeds have done. I believe our rail station needs to be seriously looked at as part of this. Parking, drop offs and pick ups is a shambles.			Political games that lead to inaction. One can only hope this would be avoided, but if not then publication of why delays are happening would probably help to move things forward.	
Political policies - we voted for the councillors and the policies their parties stand for, so decisions should be based on the policies. The policies of the majority should take precedence.	For example, some areas may require more urgent developments, improvements and maintenance than others. So, there needs to be a portfolio of projects and services that addresses these differently prioritised needs. A portfolio means that lower priority actions would not be endlessly put off, in favour of high priority actions. A portfolio would be a mix that while favouring the higher priority items also addresses the lower priority items, a few every year.				Decentralised action plans. As I stated previously, the council should have a centralised, mixed portfolio of projects and services to develop, improve and maintain areas of the city that while favouring the high priority (based on needs) items also includes lower priority ones running in parallel.	
People oriented - local government must represent the people and decisions must be made that is for their collective good.	Retain accountability - contracts with service providers must be scrutinised prior to signing to ensure we get the service that benefits people and our environment, not the companies or their shareholders (we don't want another tree debacle).				That the majority party should not be able to enforce decisions which are rejected by all minority parties	
Timely - while decisions must be fact based, they need to be carried out at a speed that is in tune with priorities.						
All elected representatives (councillors) should be able to contribute to discussions, be made aware of pertinent information and be involved in decisions. In the case of a ward issue, the 3 councillors of the ward should have a greater influence on the decision. Issues being decided should be brought to the attention of affected residents/businesses/service users and their views included in discussions before a decision is made. Appeals/reviews of decisions from affected residents/businesses/service users should always be possible.	That they are acceptable to affected residents/businesses/service users.	nothing strikes me, but I am pleased that the street trees decision was finally resolved, but it took too many years.	The belligerent attitude in refusal to review decisions or consider points contributed by councillors of minority parties	What I said in question 4		
One where the opinions of all stakeholders are considered and acted upon in the best interests of the majority.	That they are not based on concealed information, collusion or coercion.					
A fair cross section of council members to work together from all areas of the city giving consideration to the needs of ALL residents in the city.	That all democratically elected representatives are involved in decisions that affect the city and their electorate.	Not much if it is based on a sub set of councillors, rather than all councillors.	Small group decision making across all council areas.	Representative, democratic decision making.	The ability for small groups to unduly influence decisions that affect all of Sheffield.	
Good decision making for Sheffield should be on the basis of the current available evidence and not prejudged or carried out on Party Political lines. It should be for the benefit of all residents and not tailored to garner support at the next election.	I think my comments above answer this question.	I don't like their method of democracy, which it certainly isn't.	This was answered in the previous section.	Already mentioned in an earlier section.	The present way it is handled by hidden decisions by a minority of council members.	I feel I have covered most in previous sections.
A democracy. A variety of people giving a variety of opinions and then, as a whole, making a decision.	That everyone's voice is heard. Having a variety of voices chosen from the 84 councillors and not from one political party.	I don't. Decisions are made by 10 Labour councillors. There is no option for dilution of opinion or policy.	It's focussed on the views of only 10 councillors from the Labour Party. I would like to see a more varied political council.	Openness.		
Good decision making at SCC would mean doing the right thing for the majority rather than minorities.	At present, under the existing strong leader system only 10 councillors out of 84 have the formal power to make most decisions and this feels like so many people in Sheffield are being disenfranchised.	Not much. It seems highly politicised, tribal, insular and lacks transparency.	See previous answers.	All councillors to have a say.		
I would also like to see more of the elected councillors have an involvement in the way decisions are reached and consequently, am in full agreement with the It's Our City Campaign and its aims.	In addition, many of the decisions seem to have been made before the consultations you run have taken place. Most importantly, when I look at the CV of the councillors in the city, they do not bear scrutiny as being the right people for the job. All from the same political view and few with any real world experience of running large enterprises and being responsible for significant budgets.		By the way, this survey is very poorly designed. Feels like an attempt to sweep any issues into the long grass.			
Decisions are undertaken based on all available information. All elected councillors get to have a say and a vote on all issues effecting the community in Sheffield	As a result, I think they must be widely scrutinised as they cannot be trusted to always make the correct decisions.					
It needs to be based on continual positive encouragement for the electorate to engage. It needs to involve all councillors equally. It needs to be focused on co-operation. It needs to be clear to voters how decisions were reached.	The removal of the current leader system and its replacement with a more democratic, modern committee system, with immediate effect.	Nothing, the current system is terrible, it is undemocratic, and does not represent the views of the council as a whole or the people of Sheffield.	The current system is terrible, it is undemocratic, and does not represent the views of the council as a whole or the people of Sheffield.	The need to shift to a more democratic modern committee system. This has been very successful in other cities where the system has been implemented.	Anything like the current system, power being in the hands of a small number of people	The amount of money wasted under the current system is criminal, ie money spent trying to prosecute the tree protesters.
Decisions that result in sensible outcomes that benefit people of all types Self interest.	That they listen to all local representatives	No comment Very poor, not democratic	The dominance of a few people Too few making the decisions, Not democratic	A full democratic voting system for all councillors Every council member should have a vote.	Extremism of any sort Being a closed shop, which you get from party alliances.	Been very poor and costly, fine example "Sevenstone" and there are many more.
Transparency Clear accountability Reflecting communities before political ideals	Government of the people by the people for the people	Very little seems decisions are made according to political doctrine not the interests of its citizens	Power in the hands of a few making decisions based on political doctrine not in the best interests of its citizens	More inclusive of all the councillors we elect this will ensure their constituents views are considered	Get rid of P&CC & mayor both cost us money & we didn't want them Both roles existed in the old committee system	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Good decision-making flows from good governance, that incorporates:- Transparency, expertise and inclusion, representing views from across the community, not 'tribal politics' that favour the views of one small segment of that community to the exclusion of all others. Unfortunately, many people do not even vote at council elections as they feel that their views will never be represented in a 'first-past-the-post' system, so proportional representation would be much more inclusive. There are too many Councillors and many are of limited intellectual ability. I would prefer to see a much smaller number of properly paid representatives.	As Secretary of Nether Edge Neighbourhood Group and having formerly been engaged with other community groups, I have valued the effort and contribution of Councillors from different political persuasions. I have been even more impressed by the skills and knowledge of Officers who support them. Unfortunately I have found too often that the views of both local councillors and their officers are over-ridden by a ruling 'Cabinet' who have little interest or knowledge of local issues. As is generally agreed, Sheffield is a great city, but it is also effectively a collection of villages and this, in my view is what makes it a great place to live. The differing needs and characteristics of these 'villages' should be respected in the decision-making structure.	Not a lot.	The Strong Leader cabinet model depends on greater levels of individual skill and intelligence than are generally available from the pool of candidates who are prepared to stand for those posts. The traditional Committee system is more likely to produce good, democratic decisions. I deplore the fact that the skills and experience of professional Officers are constantly undermined by the cabinet, leading to poorly considered decisions and at cabinet level and a general reduction in the skill-base of the Council as a whole.	*Proportional representation *Transparency and inclusion *Cross-party cooperation *Professional expertise, both in the design of a new system and in day-to-day decision-making *Genuine consultation *A smaller number of able and intelligent, but properly paid Councillor representatives	*Single-party dominance, enforced by 'whips'. *A 'one size must fit all' approach	Not today, thank you
Decisions reached through discussion and consensus among ALL elected councillors in consultation with the community and in light of information provided by independent experts on the issues.	All elected councillors must have a proper role in decision making to ensure fair and meaningful representation of us citizens. As it stands key decision are made by a very small number of councillors who are heavily influenced unelected officials who do not follow the council's own policy. This has put aspects of our lives in the hands of people interested in profits and not citizens especially with regard to the planning and development of our city's housing provision and the maintenance of the city e.g. the PFI contract that led to the destruction of healthy trees and the spending of council money on attempts to prosecute and imprison protesters unlawfully.	Nothing. Decisions are in the hands of a few for the benefit of the few not the community.	See previous comments and: Zero accountability for the decisions taken by the current decision makers - as a citizen I feel like I am living under a local dictatorship Lack of fairness and transparency e.g. the PFI contract which should never have been awarded and wouldn't have been if all councillors and community had seen the terms of it The influence of unelected officials The current control by 10 councillors Party politics being a driving factor in decisions instead of the needs of the community Public attendance at committee meetings is just window dressing and a mechanism to pretend that community views are taken into account. I speak from personal experience after presenting evidence at one which showed the assumptions made in a planning document were false and flawed and I was simply ignored - no response was given by the committee members to explain why there were claims in the report were false.	The key things are: Fair and meaningful representation Increased participation and impact Cultural change hand in hand with new system structure and processes Setting clear standards and improvements and accountability for make them You can find a list of the features I expect for each of these at the following website. The research has been done for you and I suggest you take it on board. https://www.itsoursheffield.co.uk/some-principles-for-a-modern-committee-system-briefing/	The status quo which is unethical and immoral. The decision making must not be on party political lines and must be made in a way that ensures all of the councillors elected actually collectively make decisions in a fair and transparent and ethical manner for the benefit of all Sheffield's citizens	The current system needs radical reform. I am frankly disgusted to learn that reforms of the kind needed and I am suggesting can be made without the council wasting money on a referendum. The number of signatures obtained through the petition makes it clear the people of Sheffield want change and all previous referendums of this nature in other regions have resulted in a vote for reform. Furthermore, I would be very surprised if the people of Sheffield voted against the democracy that reform will bring. The current leadership needs to admit that mistakes have been made and that change is essential and to do the ethical thing and use the resources available to develop and implement reform proposals.
I think you initially need to canvas a range of opinions, including people external to the decision-making process. This includes special interest groups - they should have an influence but should not necessarily have the final say just because they are vocal and/or the decision directly affects them.	Most of my knowledge of SCC's decision making comes from questions I have asked about waste management and cycling infrastructure, two subjects I am interested in. With waste management and what gets recycled it might be that SCC gets it right in that it only collects recyclables that can be processed locally rather than items that are sent to the Far East and nobody really knows what happens next. But the council does not explain this at all and so gets criticism for an apparently low recycling rate.	From what I know, not much at all. I have never worked in an organization where such a large percentage of the workforce is excluded from so many of the major decisions - I can't see how only asking a few people is going to result in making the right decisions	- The fact that so few people make the decisions - The fact that the decisions aren't explained well - The fact that SCC doesn't appear to be open to scrutiny of their decisions	- For decisions to be made much more collectively. My understanding of the House of Commons is most of its most productive work is done in committee, where people of different parties work together. That is what I would like to see in Sheffield	The current cabinet model, where if your councilor is not in the cabinet you have very little say. It leads to closed in thinking and people defending decisions they probably know are wrong	
When as much evidence is gathered as possible, then it should be reviewed by people with a range of beliefs. This group should not just consist of a few people whose career advancement depends on agreeing with someone else in the group, but instead of people not afraid to speak truth to power.			The fact that SCC doesn't seem prepared to admit it might have got things wrong			
The speed of the decision is not as important as getting the decision right. Part of this involves decision makers not being afraid to admit they have got things wrong - we all make mistakes and pretending otherwise is silly.						
If there are complaints about a decision then they should be dealt with by someone independent of the original decision maker.						
D E C I S O N P R O C E D U R E	It is accountable, open to scrutiny, democratic and transparent.	The current strong leadership model is not transparent enough and the public are not able to scrutinise their decision making to an acceptable standard. The decision on street trees is a case in point.	I am opposed to the current model of decision making and want to see more accountability and subsidiarity.	The strong leadership model does not include the voices of all city councillors and decisions are not accountable to wider public scrutiny. This leads to a democratic deficit and people feeling they have no stake in city wide decision making.	Inclusion of more all councillors in decision making, more public consultation, transparency in all contracts for city services and more involvement of the public at the level most relevant to those effected by decisions (more citizens councils and consultations).	Centralisation of decision making in the hands of a single person or executive.
Where all councillors have a say, where councillors can make their own mind up not be told what to do by their party. Open and transparent, even if people do not like the outcome,  can see the process	I personally vote Labour but if you do not and a councillor from a different party represents you then they should have a voice. I cannot believe that the same 10 people making decisions is fair	I don't really, I suppose they would argue it is quicker but then the time taken having to argue against opposition once a decision is made does not seem democratic	Strong leader model, as already stated, the same 10 voices, chosen I assume because they agree with the leader,	Committee system where every councillor can be involved in decisions and make their own mind up, just follow party line	Please take this opportunity and make positive change, it is getting harder to justify Labour's position locally and that makes me truly sad. Don't just rebrand the same model, we have a real potential to lead the way here	No
A system which involves all councillors, within a committee structure so that all wards are involved in decisions. Quick responses and a range of opinions taken into account. This involves the organization listening to the views of its electorate.	A proper democracy rather than a small group selected by the ruling party making the decisions. I would like decisions made by a wide range of councillors, to reflect the views of the people who elected them.	It is undemocratic	See above	The possibility of all councillors being able to comment on proposals, especially those affecting the area for which they have been elected I'd like a committee structure, with more councillors involved in making decisions. The 'strong leader' model focuses power in a narrow group of people, while the rest of the elected body seem to do not much.	See above	No
Consultation and scrutiny	It seems to me that the city is not well served by having all key decisions made by a small number of people. Should be made by representatives of all voters	Nothing	Decisions are made by a small coterie and the scrutiny process merely a sop to public concerns.	All elected councillors should have an equal input to the decision making process.	A powerful elite who can ignore inconvenient opposition	The process should be much more transparent and scrutiny need to be taken more seriously by councillors - no more shuffling papers, checking phones or chatting to one another. Nor do I want to be palmed off by individual anecdotes of councillors' experience. LISTEN.
Proper consultation not lip service. Open and transparent Accountable with the opportunity for me as a citizen to see all minutes and for these to be easily accessible online perhaps? The opposite of what happened during the AMEY PFI contract and the issue with the trees. All voices can be heard and all, parties have a say.	It should be open to robust scrutiny It isn't so much committee or exec leader - we need a CULTURE shift.	No comment	They come across as autocratic sometimes and dogmatic. I want my councillor to be able to have a say on decision making which he doesn't at the moment.	I don't know if this is available but I would like consultation to be more meaningful and to reach more people in minority and vulnerable groups before key decisions are taken. To be honest however the structure is change the key thing is a culture shift to more open honest and democratic decision making which takes into account minority voices. Perhaps citizens assemblies but making sure all sectors of the community are involved not just the usual suspects like me!	better checks and balances	Thank you I know this can be an easy task!!!
A centralised management team that make day to day ad hoc decisions on a daily basis and is answerable to the public. Keeps decision making visible and democratic. On major decisions on matters over £20K for instance that matters are dealt with by full council and full vote by all members. Decisions on budget cuts and major investments over £1M I think there should be some democratic public involvement but I'm not sure how that could be managed in a cost effective manner.	That the public who is the end user get full involvement in the way in which Sheffield is run and the budgets are allocated. And that all decisions are made public and accessible.	There is a process in place that is managing things.	Not transparent and answerable to the public. Not fully democratic and too few council members making decisions for high level planning/decisions.	As previously described. Various levels but much more democratic for budgets over set amounts.	Additional costs.	I think it is excellent that a review is taking place and if a more democratic process is introduced and decisions are not left to a few, then it will be a step forward. Perhaps a more accessible update of decisions, budgets and plans. It may be available but where is and how would I know?

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Evidence-based. Action-oriented. Clear objectives and deliverables. Understood and supported by the people for whom it is made or who are affected by it. Gives overriding priority to the interests of the people of the city (which implies that it is politically impartial).	Able to influence the decision before it is made. Able to make a meaningful challenge to a decision. Trust that decisions will be made in the interests of the people of the city. Complete transparency of the reasons for a decision. Knowledge of a decision.	Not much. However, only objectionable decisions are likely to be noticed. There will be well-made decisions of which there is little public awareness.	The fact that some community groups have felt the need to resort to the law to challenge decisions - or that the Council has resorted to the law rather than enter into rational debate - indicates a problem with the way that at least some decisions are made. When decisions are challenged, Councillors sometimes seem to see it as an attack, and either become defensive or counter-attack. A far-reaching decision can be made by a single cabinet member apparently without reference even to other cabinet members, let alone the Council as a whole. This can be done regardless of whether the cabinet member in question has sufficient information or any expertise in the area. Many cabinet members give the impression of being out of their depth. All executive decisions are made by members of the ruling political party. This disenfranchises much of the electorate, and removes even the possibility of alternative views and approaches being considered. In Council, the ruling political party sees any proposal by another party as an attack and will vote it down, regardless of its merits. Other parties feel the need to propose motions that imply criticism of the ruling party. This hurts the reputation of the Council as a whole, as well as resulting in the loss of ideas that merit consideration. Much the same applies in committees. Even in the Planning committee, in which members have a responsibility to make decisions that implement policy, voting on controversial decisions quite often divides along party lines. Cabinet reshuffles, which may result from changing electoral fortunes or just internecine spats, make it difficult for community groups to establish a dialogue. Individual elected members are not always well-informed about issues. As they	Councillors must accept a responsibility to be knowledgeable about the matters dealt with by any committee on which they serve, and must be provided with the tools to gain that knowledge. Committees must communicate with one another. Decisions relating to one portfolio may conflict with another. Committees should not be afraid to set up joint sub-committees. Committees should circulate their agenda to the chairs of other committees and invite a representative to attend to ensure synergy. Committee membership should be reasonably stable. There has to be scope for new members to be appointed and bring fresh ideas, but it is important that members have time to build their knowledge and experience. The size of committees may need to be flexible to accommodate this. The largest possible number of members should be encouraged to be involved. A network of external consultees should be created, including community groups, institutions, professional bodies, campaigners, businesses and others. Committees should hear evidence from these as a matter of course, and co-opt individuals with relevant expertise. More useful communication of decisions. Press releases and newsletters provide some information, but only contain the stories that the Council wants to promote and invariably give these a positive spin. Where decisions have been influenced by community requests, this should be celebrated, with the participation of the relevant group or individual. Allow subscription to receive a 1-page summary update on all decisions, to save wading through minutes.	Committee chairs (or other individuals) should not be allowed to become cabinet members by another name. The chair should rotate, and all parties should have opportunities to chair. Committees should not be too large. A smaller number of well-informed and motivated members will be much more productive. The same members serving on multiple committees should be restricted. Committee appointments must not be a political process - that is, appointments should not be subject to election by Councillors, or patronage.	
Full participation of all the elected councillors and complete transparency of council business including the tendering process and decisions reached.	Full transparency regarding tenders and how these are awarded and full participation of elected councillors.	Dreadful, lack of transparency.	As above, there is a lack of transparency.	As above - again full transparency	Decisions being taken without proper debate and the participation of all council members.	
Good decision making takes account of the views and impacts on all stakeholders. Decision makers in a politically led situation will represent a wide majority of political views and their decisions will be made accountable by robust scrutiny mechanisms.	The City Council should be properly accountable to its decisions and subject to cross-party involvement and scrutiny. Decisions should take all stakeholders into consideration.		There should be more input from all councillors rather than being dominated by the majority group.	Cross party Committees for key policy areas, with relevant cross party scrutiny panels. Recommendations for key decisions should be presented to full council for decision.		
1. Elected representatives seeking citizens' opinions and suggestions. 2. Then passing them onto appropriate sub committees for scrutiny. 3. Conclusions discussed and voted on in council meetings. 4. Cabinet fine tunes and implements. Good decision making should consist of a committee from all parties having a say.	Be well informed and take account of citizens' majority wishes within the scope of the budget. Not to take decisions in small closed groups. Be transparent to avoid accusations of being biased. To make sure that all areas are treated fairly and not allowing some areas to have the lion's share. Monies from sales of council land should benefit the people in that area and not be sent to other areas. That my councillor has a voice and a vote in the decision making. That that vote counts and that the councillors vote is visible and they are accountable	Nothing is fair at the moment. The cabinet has too much power.	Closed sessions and ploughing ahead even when an action becomes controversial. As stated before I do not agree with a small number of people making all the decisions.	Include representatives from all elected councillors across the parties so all citizens feel included. A cross party committee who would be accountable for decisions made.	Autocratic structures.	
Wide participation from a range of views, to inform decision, open democratic decision making after presentation of arguments		I don't, its been the same old clique from the same old party with the same old leader who is never accountable for their decision.	See previous	Better use of technology to engage the voters and make the process transparent. A democratic decision making process 1 councillor, 1 vote	Lack of transparency, party not people first, let councillors represent their people	
Collective decision making, not by a few behind closed door. Decision making by all elected individuals again not by a few behind closed door. Taking into account of all individuals being represented not by partisan individuals behind closed door. Full accountability and transparency for decisions made. Credible decisions from people with true expertise.	Treating all citizens whether living in the North South East or West in the city on an equal footing and same amount of money spent per head equally to all . We need Councillors to spend money as it was their own and not wasting it on silly expensive projects which I am sure if it was their own money would not be so freely spent. In these time Councils are saying how strapped for cash they are but a lot of money seems to be completely wasted on unnecessary projects.	Shockingly low voter turn out and presentation as a symptom of a stale and dated local politics that has to change Nothing that springs to mind at the moment which is very disappointing. Disproportionate spending on East side of city not taking into account other parts of the city.	Only a few of the elected council make decisions, this is not democracy especially as the chosen few are not politically spread - all Labour Shocking !!! Who elected the few ? Sounds very suspicious - We are talking about lot of money here that is being spent on our behalf where is the accountability. Sounds like a close shop and only like minded people allowed to enter the 'club'.	Open decision making and not made by a fraction of the Councillors elected. Complete transparent needed . The system as used at present is not fit for purpose. There does not seem to be any accountability	Yes a few Councillors making decisions on citizens of Sheffield money for there own political ends and not for the whole good of the People who pay there taxes and who they should represent but don't.	Completely shocked after having been brought up to speed how this council is run and the few people who make decisions that are not on my behalf. Complacency and self interest is apparent . We need a total clear out. Councillors living in a Bubble comes to mind more self serving that serving.
A good decision is one made , not by the few, but by all those who represent all parts of the city, and who have been elected by its citizens. I firmly believe that the restriction of all council members having a say, and the main decisions being made by a "cabinet" of the minority of 10 or so must fly in the face of a proper democracy. How can it be right or democratic? There have been several instances in the past year when the so called cabinet have overridden the views of many of those in the city, and this has to change for proper debate and discussion to take place. People become cynical about what the council does or doesn't do when so called "consultations" appear to citizens to be decided even before "consultation" takes place. Moves away from "cabinet" systems in other areas seem to have happened already. Too much power in the hands of a few must change if the city is to go forward..	As an individual I want to see less power in a few hands. The modern committee system gives more opportunity for all council members to have meaningful input. This must be more democratic.	We need to move on from the "cabinet" system which concentrates too much power in too few hands. It would also be a step forward if the leader of the council could also change periodically, not as frequently as a mayor say, but for each leader to have a finite term, much like the US president, say a four year span and then a change. This would also give a fresh view to the council, and also be useful to give more councillors experience of leading the city.	I do not like it at all. The sooner it is changed to make the system more democratic the better. Maybe it would engage more citizens in the political process which in its current form is pretty stifling. People become cynical, disenchanted and frankly fed up with things as they are.	Wider participation in decision making and less power in the hands of the few. A modern committee structure where all elected members have the possibility of having input and influence thus making the city more democratic.	Avoid a cabinet system with the concentration of decision making in the hands of the few.	Please can it change from the current system which leaves many citizens frustrated and angry.
Difficult to put into words, easiest to say "exactly the opposite of our present (and several years back) parliament" where point scoring, time wasting trivia, entrenched dogma hold sway.	S.C.C. has the relevant committee representative present at meetings, with anyone who wishes to oppose or comment entitled to attend; we employ experts to meet beforehand with councillors to be briefed on relevant factors. The public can see notices of the subsequent meetings where the final deciding is made.	I think my answer above also answers this question.	I am not an expertfew of us are....but above all I want common sense, no time wasting (which can be used to discourage discussion, busy people as chairpeople, with work in another place that they want to get back to....training for these chairpeople as part of their reason for sitting in that place.	I feel I have said all I want to .	I take the local weekly newspaper, and hope that S.C.C. will use space there to keep us informed.	
Discussions would involve all elected council members as this will incorporate more ideas. There are several methods of reaching decisions - brainstorming; each coming up with individual ideas and then voting on the favourite; working groups who make recommendations. All residential areas of Sheffield as well as institutions and businesses should be represented. Discussions should be recorded as with Hansards in House of Commons.	Decisions must be made in a way that fairly reflects the whole of Sheffield - residents, employees, organisations.	I don't think I do like the way decisions are made currently. Recent bad experiences include way the Amey contact was handled which was secretive and underhand. Also the closure of the Childrens' Centres around 7 years ago. The consultation survey was written in such a way as to place a certain interpretation on the results regardless of what people actually thought and the centres were closed as a result. I am unimpressed with the way the council makes decisions for the people.	I don't think I do like the way decisions are made currently. Recent bad experiences include way the Amey contact was handled which was secretive and underhand. Also the closure of the Childrens' Centres around 7 years ago. The consultation survey was written in such a way as to place a certain interpretation on the results regardless of what people actually thought and the centres were closed as a result. I am unimpressed with the way the council makes decisions for the people.	Consultations documents should be produced impartially and ensure the outcome is not set before Sheffield people's voices are heard.	When the government recommends that council makes changes to the way they are run Sheffield Council should make those changes.	
Decisions should be based on evidence. The biases inherent in the evidence should be transparent and decisions should take them into account.	Council decisions should be made on the basis of evidence that is accessible to the public so that we can understand, interrogate and challenge them on equal footing.	I don't know how the council makes decisions at the moment.	Inclusiveness. Collaboration. Timeliness. Transparency. Ownership. Clarity of intent / goal / desired outcome.	Partnership. Competition. Monocultures. Delay. Secrecy. Hidden agendas.		
The intended outcomes and impacts of decisions should be clear. The degree to which these are achieved should be measured and this information should be used to inform future decisions.	The council should give an account of each non-reversible decision affecting the public, to include: its context, constraints, evidence, the alternatives considered and the council's reasoning.					
Decisions that cannot be reversed need to be taken with great care. Most decisions can be reversed, however, and these should be taken more lightly so as to avoid undue delay and unhelpful risk aversion. Good decision-making recognises this difference.	The council should measure the intended and unintended consequences of its decisions, and report these in some routine way that is accessible publicly.					
Decisions should have owners, or directly responsible individuals, who can provide an account of their making to people with a stake in them.	Council decisions should not be made by monocultures (political, social, educational, demographic or otherwise). Decisions that cannot be reversed should be made in consultation with a group the diversity of which reflects that of the people who would be affected.					
All views should be taken into account and a consensus reached. All parties should be represented in decision making. The process of making decisions should be transparent and open to scrutiny.	Council decisions should be timely. They should provide stability so that organisations and individuals can make their own decisions with confidence.	Nothing! At present it seems that decisions are made by just a few unrepresentative councillors from one political party and this cannot be democratic.	See above.	See answers above. Councillors from all parties should take part in decision-making committees so that views from the people they represent can be taken into account. Greater transparency. Meaningful, ongoing training by outside agencies.	Pressure or bias from political parties to take the party line rather than act in the best interests of local people. Just having one small group who make all the decisions without meaningful consultation.	We need a more democratic system in Sheffield for the benefit of its people.
An educated discussion resulting in satisfactory decision making	No decision shall be left to a individual person or party	No comment	No comment	Discussion amongst colleagues from all political parties	No comment	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?	
Non existent as far as Sheffield City Council is concerned.	Common sense.	I consider Sheffield City Council to be a complete and utter joke.	Lack of common sense.	People making decisions to have a reasonable level of common sense, and not making decisions purely based on politics.	Avoid allowing decision making by complete idiots.	I consider that a lot of decisions currently made by persons in authority to be based either on political viewpoints and/or a desire to "cover their backsides."	
Good decision making requires wider representation and democracy. Resistance to the Modern Committee System will not only cost the city much money when the public vote is held, but also indicates an unwillingness to listen to democracy. While you fiddle and fudge providing no credible opposition the country goes down the tubes.	Sheffield sits near the bottom of many league tables for health, education, economy etc - perhaps if we have better leadership we might do better. Greater consultation might engage more people and result in more successful operations and initiatives.	It is hard to think of anything. The City Council is in a tough place and until there is a larger revenue support grant you will have problems.	The behaviour of senior leaders who are not willing to consider other perspectives indicates an autocratic approach. Also, the fact that there is clear evidence of disputes among the leadership removes any semblance of confidence from ordinary people.	It's Our City provide many suggestions - isn't it time they were listened to?	A continuation of the present leadership.		
Good decision making should: Be fair and meaningful Have increased participation and impact Include new systems, structures and processes Have clear standards and structures							
Clear objectives - what is the desirable outcome of the decision? Objective evidence of the pros and cons of each option under consideration. A committee structure to deal with detail of the matter and formulation of recommendation. Approval by a body representing all the electorate.	Serves the interests of the whole community. Avoids decision making being high-jacked by a dominant party. Options considered and basis of decisions published in plain language so that the electorate can see that the governance mechanism is working and effective.		Lack of transparency and analysis of options.	Committee or working groups to specialise in the various responsibilities of the council with a final decision making body of representatives from all electorates.	The creation of an inner circle of elected representatives who dominate decision making.	No thanks	
Good decisions should represent the views of the electorate as a whole. They should be transparent and free from the influence of vested interests. They should be free of political dogma and ideology and based on the widest possible collection of relevant facts. They should take account of long term implications rather than short term expediency.	Sheffield City Council should make decisions in accordance with the points in 4. above		Decisions are currently made by a very small number of people who do not fairly represent either the full number of elected councillors or the electorate as a whole.	I would like to see a new decision making structure based on a politically proportionate committee system and discontinuation of the executive powers of the current Leader and Cabinet system. I would like to see full cross-party representation on all committees.	Disenchantment of sections of the electorate who feel their views and interests are not proportionately represented.	Irrespective of the processes in place, the City's perspective should be progressive and outward looking, seeking to improve the City's cultural and business standing and reputation as the fourth biggest city in the country.	
Balanced, informed & consultative.	I voted for a councilor to represent my views at the local level. That councilor was elected to the council, so I feel completely disenfranchised when I discover that my representative is almost powerless on the council & instead a system that mirrors our failed national Parliament operates so that there is non-consensual rule by a single party. This has resulted in terrible decisions like the policy to shred Sheffield's reputation for being fantastically green thanks to it's tree cover, and make it an environmental & political laughing stock as it jailed pensioners in pre-dawn raids. Rule by consensus would not have allowed such terrible decision making to happen, no matter the terrible pressures placed on the council by terrible austerity policies of the national government	I cannot say I like anything about the way the council is run. I understand the terrible constraints placed on the budget but that is not an existing for despotism	It is undemocratic and unrepresentative of the people of Sheffield. It is open to abuse of power. It is responsible for decisions that any Tory council would be ashamed of, so how a Labour council has acted this way can only be a result of the corrupting system.	Decision making by consensus. Cross-party voting and democratic processes as standard so that all the people of Sheffield feel they are represented.	Concentration of power in the hands of a small number of unaccountable decision makers.	The current 'strong leadership' has ignored the call for a more representative system in the council until they could deny it no more. This undemocratic behaviour has cost time & money that Sheffield does not have. They must stop their stalling tactics immediately and do everything possible to implement a new system quickly, efficiently & cheaply.	
When all councillors are able to take part in the decision making process and not by just 10!!!	That they should open and transparent and held accountable for their decisions to the rate payers.	I dont like anything about the way the Council make decisions behind closed doors.	Does not appear to have any professional qualifications to make some of the decisions they (the Ten) make.	Open and transparent and all councillors that have been elected should be involved in the process.	Follow the guidelines laid for the proper way of making decisions.	Now that Sheffield have to follow the guidelines hope that it is not fudged and put on the back burner.	
A balanced decision made by all elected members responsible to their electorate for representing their electorate and the effect on them of its outcome.	The current system is crazy and apparently not representative of all sections of the community. We need total participation of all elected representatives in the city's decision making process.	It is crap! They just don't represent the balanced and significant sections of the electorate.	What on earth is the point of having such a small number of people from a very narrow section of the electorate making decisions and who are only responsible to a fraction of the City's population. If it was intended that the City should be run by such a small number of councillors under the strong management system what is point of having such a larger number of councillors who are effectively disenfranchised.	Each councillor should have an equal voting power to each other councillor.	We currently have a system that ignores a significant proportion of the City's population and who, from previous recent experience, don't seem to take a blind bit of notice on common sense and the facts of the matter example Street Trees. The current council has made Sheffield a laughing stock world wide. We visited Alaska last year and when we introduced ourselves to Alaskans or other tourists from all over the world their reply with a guffaw of laughter was "Oh Sheffield, that is where they are cutting their street trees down!"		
Decisions reached after open representations and discussions involving all interested parties who should be free to represent the interests of those they represent	That the system is open and fair so that all representatives of all interested or affected parties have a say in the decision	Nothing	Outrageous lack of democracy - secrecy, lack of consultation with and involvement of all relevant representatives	A modern committee system designed by experts to provide a base for democratic and informed decisions. All councillors should have full access to information. Committees should be cross party and local councillors should be involved in local decisions. Councillors should be free to represent their electorate and not subject to a whip. Independent experts, local and national, should be consulted when necessary and their responses made available to all councillors and not ignored	A structure which allows: Decisions cloaked in secrecy and made behind closed doors Decisions made by a cabinet consisting of councillors from one party A system which excludes local councillors from having a real say in local issues A system which does not give all councillors a meaningful voice	We have a good city with great people with a heritage of good socialist principles. Remember that and use your powers for the good of the people, not to do what a Tory government decrees or private developers bribe or bully you.	
Proper consultation from all, particularly experts in the field (and they really must be not just someone who agrees with you).	It would be good if any or all the above points were adhered to.	Nothing that I can think of	I don't like the 'behind closed doors' nature of decision making. I don't like that decisions are taken by so few councillors thereby missing the input from large swathes of the city	Much openness. Work within the Labour group particularly to get a better crop of councillors - refer to national party for their ideas on improved representation. More accountability. We, as citizens, need to know who has made some of the catastrophic decisions of the last few years and be able to challenge them where necessary and not find the Labour group closing ranks and suffocating debate.	Not trying to get away with doing nothing. Keeping all the same dead wood making decisions they seem to no little about and care less		
Appropriate time given to research and do the consultation.							
Preparedness to admit mistakes and rectify them but ultimately taking responsibility for your decisions. All councilors should have an equal voice and play a strong role.	The people are not being listened to by the present Council.	Nothing!	Less than 10% voted for the current ruling group....but the 'strong leadership system' inexplicably gives them overwhelming power!	Co-operative, cross party representation formed by equal power, FULL access to information and the decision making process (rather than the shady dealings with companies like Amey, REDACTED which were a disgrace to the city and it's residents).	The 'strong leader' system is undemocratic, dictatorial and self-serving. Avoid it at all costs...even if it costs certain individuals money and status!	LISTEN TO THE PEOPLE OF SHEFFIELD!	
This should be proportional to vote share.	Dissatisfaction appears rife with the way the Council treats the public, and how they respond to criticism.		How is this democracy in 2019? It appears as an attempt by a few people to prop up their own self interest. The result is a lack of representation, falling standards for the people of Sheffield, a lack of accountability and festering problems across all aspects of life for residents.				
Democratic - i.e. it represents the wishes of the majority of people that the decision will affect Prompt - i.e. it is in time to implement effectively Transparent - i.e. not kept secret Realistic - it takes account of economic and environmental circumstances Considers evidence and a wide range of views before reaching decisions on an objective rather than ideological basis.	Shameful tactics are used (such as the difficulty people have with people able to speak to the Council when they have issues) in order to deflect responsibility.	It is vital that all councilors are given an equal voice to stop the few acting with impunity in their own best interests Answers as 4 above.	I don't know enough to comment	Decisions sometimes are made secretly. I would like to see a more democratic process	More account taken of local councillors. Answers as in 4	Making it too hard to come to decisions	Decisions made regarding the felling of trees and in particular walking residents of Rustlings Road up at 4 in the morning should be investigated and steps taken to make sure nothing like this happens again.
Transparent and accountable. Based on open consultation with stakeholders and experts, which is documented.	That decisions should be fair, balanced and not driven by party politics.	I think the people involved genuinely aim to do their best for the city. But I believe wider councillor participation and representation in the decision making process would improve it further.	Many councillors seem to be excluded from the decision making process. Decisions seem to be made exclusively on political party lines.	Wider participation in the decision making process. All councillors should have the opportunity to be involved. Decisions shouldn't be made on the basis of councillors following a particular party whip.	Previously covered, I think.		
Benefits the community and visitors in a sustainably, aesthetically pleasing way	Engages with local people	Nothing	Decisions often appear to be driven by unclear motives.	Decisions should be fully transparent and evidence based.			
			Only 10 cabinet members (all from the Labour party) out of 84 making key decisions. Ruling group including senior council officers act like REDACTED 'gang', not like people who are paid to serve the public. 'Consultations' are loaded or just a facade and the decisions have already been made behind closed doors. Policy and comms officers act like spin doctors for the ruling group.	All decisions should consider the long-term impact on the city and its environment and not just short-term political expediency. No more strong leader, replace with modern committee system as suggested by Its Our City. Councillors from all parties involved in decision making. Labour councillors allowed a free vote in council meetings according to what their constituents want, not what the leader dictates. More transparency of all meetings including with outsourced services like streets ahead. Follow Nolan principles.	Sham consultations. Secret decision making. Officers having too much power over councillors. Lying to the public about decision making. Lying to the police to launch operations against citizens (tree campaign). Breaking of the Nolan Principles. All the previous mistakes made in the past	SCC has made too many awful decisions in my lifetime to count. Putting Sheffield and its people first like other cities would be a good start	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Good decision making is clear, transparent and independent and taken on a case by case basis. There should be adequate provision for citizen input and feedback where the decision is likely to be controversial. Genuine scrutiny should allow citizens to influence decision makers and scrutiny panel members should on the merits of the case not along party lines. Officers advice to decision makers should also be transparent and shared with all interested parties. Final decisions should not be made by a small section of the council alone.	As above		That there is a scrutiny process. [However the one I attended was unsatisfactory with factual errors and insufficient consultation / listening to all stakeholders.]	That decisions are often taken on a "scratch my back basis" i.e. that if a councillor takes an independent decision they will not be supported by their councillors on future decision that they wish to pass.	Fairer scrutiny demonstrating that the interests or concerns of all stakeholders have been taken into account.	Major decisions being taken by a sub-set of the council.
It means balancing and including views from all groups of significant size and seeking a consensus which will carry sufficient support to have a greater chance of being successful. Where we used to live, the ruling group used to decide among themselves the policy and then vote that through. On occasions a narrow vote in the ruling group was carried through council, despite other groups in the council opposing. If a proper democratic vote had been allowed, a more representative view would have been reached. Also the "capital" of the county appeared to be unfairly advantaged in relation to the rest of the county.	That it seeks consensus so that policies are more likely to be supported and effective	Not much		Major decisions would appear to be taken by a small number of councillors which reduces representation of citizens.	Clear reasons for why a decision has been taken and why alternatives have been rejected.	Lack of independence of individual decision makers.
Taking all aspects into consideration and suggesting the best long term decision then explaining it.	Transparent and taken by the whole council. Small groups should be used to target specifics: group make the decision.	Given the decisions you've made lately (trees being a good example) it's not possible to answer!		The cabinet model concentrates too much power in a few hands, who only represent parts of the city. Views of other elected representatives appear to be ignored.	Committees made up of representation based broadly on relative strengths of elected representatives of parties, with some leeway to allow for including those with particular expertise in the area or policy with which the committee is dealing.	That the chair persons on the committees should not automatically be from the ruling group. Proportional chair representation should be sought, based on strengths of groups on council.
Good decision making should involve collecting all the necessary information needed, discussing with the relevant people, organisations etc, consider all the options and positives and negatives. They should be done within a certain amount of time and within budget if applicable.	The council should listen to the citizens of Sheffield and act on this. At the moment they seem to have consultations just to 'tick boxes' but don't take any notice of what the people want and go ahead and do what they want anyway. More councillors should be involved in the decisions and not just a few, and each area should be represented. Decisions should be open and communicated to residents. Listen to everyone's input and opinions.		Not much really. I have attended and listened online to the monthly council meetings and have been unimpressed. Very unprofessional. I have also attended council meetings for different reasons such as learning disabilities and interested parties have put forward their opinions etc and they are not listened to.	Too few councillors are involved in the major decision making in the city and have too much power and responsibility. The Labour party/councillors do not listen to other parties. They have consultations but most of the time do not listen or take notice of what residents say or need.	There are 23 wards in Sheffield and at least there should be a councillor from every ward involved in important decisions and discussions or have input. More co-operation. More input from more councillors. More consultations with residents and listen to them. Publish results and recommendations from consultations.	Avoid the Leader of the council having too much 'power' as she does now. Not just have Labour party reps. Each party should have input
Completely democratic not run by a small unrepresentative minority.	That all elected councillors participate in decision making.	Nothing.		They are totally undemocratic and secretive.	Transparency and democracy.	continuing so-called strong government.
Taking into account all information and views and then taking the best course of action. In terms of the city it would be that the voices of constituents are heard through the local representatives that they voted for and that decisions are based on this rather than the view points of 12 individuals.	That voices and opinions are heard. That the process is fair and transparent. That people can influence decisions through their local representatives.	Nothing. The process is unfair and does not take into account the wider views of the population.		As per previous answer. The process is unfair and does not take into account the views of the wider population as the representatives they elected are not able to directly influence decisions.	A more fair and democratic process.	Uneven distribution of power
Democratic. Power not concentrated in a few people.				Lack of diversity in the people making decisions. Lack of transparency and openness. Perhaps the key people making the decisions have not been elected or known to people in Sheffield.	A distribution of power.	It needs to change. The consensus is the population of Sheffield do not think the current process is fair.
Taking into account all sides and views. Consulting with appropriate bodies which are impartial to make an informed decision.	Getting impartial, informed and experienced advice so not swayed by a conflicting agenda Transparency is also vital to get on side with the public Doing the right thing not just following others		The clean air initiative is an example of SCC seeking out local people and businesses opinion. A set period consultation.	A non biased consultant, looking at precedent, gathering of facts and taking into account local people's views		Please be as transparent as possible. Avoid conflict of interest, eg motivated by profit
Something what help and is for the average work man		Not a lot at the moment		They arn't thing about the people of Sheffield	None of these crazy emissions ruling all the other towns and cities have been brain washed into MODERN COMMITTEE SYSTEM see above	Not real probably wont listen anyway ☺
Inclusion of all stakeholders ie ALL population of Sheffield particularly those who used to be described as hard to reach. Much more ambitious in setting up ongoing participation of grass roots community groups, not take safe option of constantly engaging with fellow professionals. Meaningful commitment to proactive transparency and accountability. An end to arrogance and bullying which is what we have seen under the strong leader model of government.	That they are open, that they truly involve ALL members of the public, not simply drawing upon the views of professionals in the city and with whom they have a far too cosy a relationship. eg talk to young people w mental health issues, ACTUAL rough sleepers. Dare to be proved wrong. Why do the POLICE feature so much. It is important to take a much more challenging perspective.	?		Arrogant. Entitled. Incompetent. Dishonest. Cowardly. Corrupt. Ungenerous. Limited. Uncreative. Unimaginative		Keeping same inadequacies at the heart of power
The courage to publicly say when mistakes are made, eg trees, Birley Spa, refusal to work with representatives from other political parties. A root and branch change structurally to a modern committee system and getting rid of the current Labour leadership. Ensure consultations, interactions with members of the public are respectful and supportive, and not as at present intimidating and bullying REDACTED.						
A democratic process where all members and stakeholders have an equal say in decisions that affect them.	All people who live in Sheffield need their voices to be heard. We should all be treated equally. Our councillors should all be able to decide for us.	Very little. It is unfair and biased		It is weighted in favour of some areas and not others meaning some residents get very little representation. That decisions are made by people who seem to have very little foresight and who have stood in council for too long. That the group is too small and not in touch with the changing times and what is needed to future proof the city not just for the students but for those who have made Sheffield their permanent city and who were born here.	All areas of Sheffield should have councillors who are involved in the decision making process at all levels.	Inequality
Democratic, using expertise, knowledge and views from a variety of people from different ages, races and backgrounds. To make fair decisions that will benefit the many rather than the few. Decision making for the long term rather than the short term and just for monetary value.	That decisions are made democratically and by people who are on the front line or are aware of the full impact of such decisions for the future of Sheffield residents. Not to base decisions on their short term value but for the long term benefits of the many rather than the few.	Not a great deal. Decisions currently are being made to benefit temporary residents in Sheffield and by people who have been on the council for far too long and with no bearing or knowledge of living real lives in this city.		Too much power is vested in too few people	I welcome It's our city's 'Principles for a Modern Committee System'	To stay the same.
Democratic, inclusive, bottom-up, evidence based, transparent	That all elected members should have a say	Nothing- I feel reform is necessary				I would prefer the It's our city model to a slightly revised version of the current system
Good decision making is democratic and there is a consensus of elected members.	Currently the council operates in an undemocratic fashion where only a few elected representatives make all the decisions.	Nothing it is undemocratic!		As above.	Elected councillors should play a full and democratic role in policy and decision making. The current system should be replaced by a modern committee system, which facilitates democratic decision making by all elected members.	First past the post style politics and structures need to be eliminated in favour of decision making systems which are more representative of voters. Strong government often makes bad decisions quickly, based on tribal ideologies rather than through consensus.
A place where every point of view is heard, good and even representation of all parties are represented at decision making times. No one party or group of people should have the final say.	That it is fair and even and that everyone people vote for helps in making the decision not just 10 individuals from one party who may have personal agenda's.	I think it is currently an unfair system. Nothing I like about it.			I would like there to be an even representative on each party or independent's on the decision making committee's. Everyone's voice should be heard and taken into consideration when voting. And there should be checks buy independent reviews on all decisions.	Yes, ignoring what people are asking for, change.
Good decisions are reached when the widest possible range of informed views can be taken into account. There should be a broad definition of 'informed'. In the context of a local authority, for example, input into decision-making should come from people with learned expertise in the issue under discussion, e.g. trained council officers and perhaps local academics, and also from people with lived experience of the issue. Good decision making always approaches a problem from as many angles as possible, and ensures that no one group is unduly advantaged over another as a result of the decision-making process.	See answer to 4 above. In addition I would say that I want all councillors to have an equal role in decision-making. If I vote for someone to represent me, I want them to be able to have meaningful input into the decisions the council is making on my behalf. I don't want decision-making delegated to a small group of people in a way that excludes my local councillor and thus devalues my vote. I think local people should be actively supported to have a say in decisions.	I was amazed to find out about the 'strong leadership' model. I didn't know about it before, and so I suspect there are other aspects of the way the council makes decisions that I don't know about. So I can't answer this.		I don't like the fact that a small group of councillors has a disproportionate influence over the decisions that are made. I strongly object to the fact that many councillors are excluded from the decision-making process, and that decisions are made behind closed doors. Decision-making should be open and transparent and all councillors should have an equal say.	Decisions should be taken according to a committee system. All councillors should have an equal voice and meaningful power to represent their communities. Committees should be chaired by councillors not from the ruling party. Councillors should not be whiped to vote in a particular way if this goes against the wishes of the community they represent.	The new system should not be more expensive than the current one
Free of political bias Based on well researched information Everyone affected to be told what is going on and an easily understood route to letting decision makers know their views Captioned recorded broadcasts Whassappening? - make it easy for citizens to have access to timely information.	Up until the foundation of 'It's our city' I didn't believe that I could have any part at all to play in the making of any decisions affecting the community. A situation where party politics isn't the be all and end all sounds very attractive.	After 40 years of being a resident in this city I have always felt myself to be an outsider. So the answer to this question is I assume that socialist ideology rules.		As I have said. It may be denied but I have hitherto believed that political coloration currently and in the past has disproportionately influenced whatever decisions have been taken. At least in parliament there is an opposition.	A breath of non - ideological fresh air. The engagement of people who love Sheffield	Negativity, self seeking, greed, bigotry, small mindedness, holier than thou, lack of consideration and a multitude of other human frailties.
Where all parties make decisions based in the best information available and use it to act in the best interest of the wider public One which is evidence based & has been reached transparently.	Democratic where elected councillors have an effective vote that they can use to best represent the best interests of their constituents. I believe in consensus decision making	Not much	I don't know much about it....if the strong leader model is as described then it does not seem transparent or democratic.	I don't like the current model where a small number of councillors hold the decision making power and the majority of councillors are powerless	All councillors get to vote on all decisions	A great deal of positive self awareness is going to be needed to overcome the inevitability of the emergence of the above.
Co-created Improvements that involves service users as partners rather than a tick box exercise. Decision made by being informed rather than imposing decisions.	Co-created Improvements that involves service users as partners rather than a tick box exercise. Decision made by being informed rather than imposing decisions.	Nothing. Decisions made in isolation by top management. Doesn't involve service users.		Please see my response to Q6.	Service users part of steering groups or programme improvement boards. Task and finish groups to review improvements. Meaningful engagement that involves co-creating with various stakeholders, in particular service users.	Top down approach. Labour councillors
						Make this engagement meaningful and listen to responses made.

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Involvement of all elected counsellors who each represent their local areas. Listening to views of residents so there isn't a repeat of things such as the street tree debacle. Decision making also needs to be completely transparent. We shouldn't need to pull teeth to find out finer details of contracts. All counsellors should be allowed to express their own opinions and be given equal weighting. Clear identification of a problem or area for improvement. Realistic aims and objectives. Time limited process with clear goals for each. Evidence gathering from independent bodies and experts. Discussed in depth by knowledgeable individuals. Consensual decision making. Strategy for implementation with required resources accurately determined. Evidence-based, fair, transparent, consulted upon	Honesty. Integrity. No conflicts of interests.	Not sure	Not transparent. We didn't choose the cabinet. They're not representative. I don't trust their intentions. Don't seem to represent Labour values even though they're from that party	Public consultation on very important issues such as environment, or big financial expenditures.	Commercial interests of individuals	
The decisions made should be those that are deemed best for Sheffield and should not reflect party political preferences.	The decisions made should be those that are deemed best for Sheffield and should not reflect party political preferences.	Not in a position to comment	Cannot comment	Decisions being taken to include those already in post who are best placed to inform the process. Development of in house expertise to avoid consultancy costs. Less outsourcing and more control over the quality of any requisite work.	Wasting money.	
Must be more transparent (learning from past failures itself and grave mistakes of other local orgs like SYP). Doing things efficiently (good decision making can't be slow, especially in a climate emergency!)	Seeks people's views, keen on consultation	Slow, dithering, avoids making big decisions, doesn't want to rock the boat, sticks with status quo	More agile. Piloting and expanding quickly. Not waiting ages to set targets years in future and write reports. Just get on with it and be transparent as you go.		Needs to be honest to the urgent and stark challenges of social care, public health, climate change. Hurry up and make improvements!	
All elected officials have an input into the decision making process and can vote.	Not impressed if all power is in the hands of a few.	Ten people having more say than others elected.	A fairer balance of power.		Avoid democracy being circumvented.	
Full and frank discussions on any topic with all elected representatives having the right to vote on the course of action. Based on data and hard evidence and agreed on by at least five 'educated lay' people, with no conflicts of interest.	It must be transparent and based on evidence/data.	I like nothing about the way Sheffield City Council makes decisions. Awarding the contract for road maintenance to a shower of rubbish like Amey shows they must be stupid or corrupt.	I dislike the decision to award the streets ahead contract to Amey. Their work is so low quality that Sheffield City Council must be corrupt or stupid.	Decision making based on evidence and data and implemented by majority voting across all council members qualified and not conflicted.	Conflicts of interest. Partisan, unpragmatic opposition. People with no understanding of relevant issues making decisions. Corruption. Amey are absolutely terrible and the quality of their work is shockingly bad.	
Engaging with the people whom the decisions involve. Good communication. A full democratic process taking into account ALL views of elected and accountable representatives	Engagement. Honesty. Communication.	Not a lot	Lack of communication. Lack of regard for the people who your decisions impact on. Doesn't represent all views of those elected representatives	Community engagement. Open consulting. Public meetings and members of the local areas allowed to be involved and listened to. I would like to see all councillors have a meaningful voice that fully represents Sheffield's communities. I would like to see SCC listen and undertake proper consultations that are not just a tick box exercise because decisions have already been made. I would like to see SCC be less insular & scrutiny of decision making processes working more effectively.	Yes tribal party politicking	
Talking and planning with those who will be affected by those decisions. More than 'consulting', being meaningfully involved start to finish.	That it makes its decisions from a broad church and is transparent about who is involved and who isn't. All elected representatives need to have a fair share of influence if the demographics of the city are to be represented fairly.	Very little. I've been shocked to learn how few councillors are involved in key decision making.	That it is done through such opaque processes. That it does not consider the views of the city as represented by all councillors. That decisions seem to be made with profit in mind before people. That decisions seem to favour multinationals over its local citizens.	Transparency with citizens. Communication directly with citizens which justify decisions. At ward level and city wide.	Favouring the small group of the same old faces.	Please take us seriously. Please be as progressive as the citizens of Sheffield are. Our council needs to represent the creativity and open mindedness that people across the city offer.
Looking at the facts, discussing how it will affect different groups, listening to different views, and making a decision based on this knowledge.	That the residents needs are put before party politics or personal ambition. I think the best way this can happen is if all elected representatives have a say and are listened to.	I receive weekly emails, and I like that there are often surveys or questionnaires for residents to have their say too.	I don't like the current model, it doesn't seem democratic to me. It feels removed from the people it serves.	Cross party collaboration. All elected representatives should participate, not just the chosen few with the rest shut out.	Too much hierarchy. The structure should be transparent and as flat as possible	I think the current leaders have brought ridicule to the city and are completely out of touch from the people they serve. The way the tree situation was handled was diabolical and embarrassing. Many councillors simply could not do a thing about it as they were shut out.
Good decision making is where people have all the information required to make those decisions together with independent oversight from the public and media and other political parties.	That it should do so openly, without expensive hidden contracts, that are undemocratic due to the length of time they run for. Also council members that are derogatory about their constituents should be properly held to account by an independent organisation with binding powers to discipline Councillors.	Practically nothing, if they can screw things up, they will. They are unaccountable and when obviously have broken the code of conduct, the Labour group sticks together and finds them innocent. https://www.yorkshirepost.co.uk/news/latest-news/sheffield-councillor-reprimanded-for-arrogant-little-s-tweet-about-rival-politician-1-9483089	See previous comments. Undemocratic; decisions only taken by a small number of people Unaccountable; difficult to say who made a decision due to cabinet system, Unrepresentative; few regions of Sheffield have any influence. Hypocritical; using Tory Anti-Union laws against tree protesters.	Just implement the request of the 'It's our city' campaign and stop wasting our money with surveys like this.	I really don't see how you could make it much worse	
A decision that is based on experts advice, involving a committee of cross-parties, cross-opinions representatives, and resulting in a transparent outcome.	As a taxpayer, I trust that the elected representative will be driven by people's interests. For me it is important that decisions are informed and that the process is transparent to avoid doubts of corruption or incompetence.	As I cannot see the next question, I feel that this is a leading question. I don't believe in the strong leader system. Every surprising decision comes with opacity and arrogance to some extent. Not all decisions are wrong, but there is no scrutiny or accountability for the ones that go wrong.	Most of all wasteful, spending half a million to fight a petition signed by over 20,000 validated voters to protect a failed system. The fact that it is opaque. The fact that I vote for a councillor that has very little say in the running of the council.	Transparency. Involving ALL councillors. Expert advice (not spending huge amount, to then ignore the reports). Accountability. Treating citizens respectfully (peaceful protest debacle and shameful injunction). I would add that I was personally belittled when raising a concern about new pavements being very slippery, (more than the perfectly fine old ones), especially for older people like my neighbour. I was told other councils use them and that they were compliant. The fact is I did not use to slip. Now I do.	Avoid the strong leader system that brings mistrust on the council. Avoid interference with the work of law enforcement when what is at stake is the profit of a private business. Involve experts before signing large PFIs, or better yet in-source it.	I found it baffling that there was no attempt at cooperation with the "it's our city" campaign. I believe the people in charge, who have ignored the calls for discussions, and then threw the city into an avoidable and costly referendum, should be held accountable.
A democratic open, transparent, fair, honest and clear process.	It is important to me that decisions are made fairly and the outcomes benefit the majority. Be honest and accountable in your reasons for making decisions	Don't know much about this not well publicised.	Decisions are made by a small collective that may not represent the interest of the masses.	Exactly that a transparent decision making structure. Available information on each stage of this, perhaps online.	Don't make a decision making process a tick box exercise when the outcome is already decided. If needs be have criteria that excludes certain decisions from the 'honest' decision making structure. If not carried out honestly it loses all credibility	Consult with the affected communities more on decision options.
Decisions where all the elected members have an equal voice in the discussion and voting.	That they are fair and have the interests of all Sheffield citizens, that they are made by all elected members, rather than a select few who I did not elect.	Not a whole lot to be honest. The Amey tree felling incident was a complete debacle, huge waste of tax payers money and an embarrassment for all Sheffield's citizens.	That it has outsourced too much of the services provided to its citizens to organisations with an interest in profit over customer service.	One where all elected members have an equal chance to put the opinions of their electorate forward and have an equal day in any policy which is set as a result.		
An agreed and fully impacted decision with benefits to the community as a whole and not just resolving the issue informed consensus	It benefits all the community and not just something the Council thinks is right for them politically That we are all equally represented by our councillors	I don't Nothing	I have no idea who the few people are who make the majority of decisions, but if I complain to my councillor, they have no power to effect change or opinion of those few in the inner circle. How is this democracy? They are made by political party's and there own party agenda and not necessarily the right for the circumstances The strong leader model. It's not democratic and doesn't represent me or my area.	A public input and a democratic election process to agree	Political pressure Leaving people without a voice - as it currently stands, only the cabinet makes decisions and the rest of the councillors pretend to their constituents that they have a voice when they effectively don't	Please change the system! It is NOT representing me or my area
Considering all viewpoints with an outcome that benefits/represents the community as a whole as much as possible. Involving mindful and compassionate communication throughout the process. Including all of the councillors rather than just a few. We elect all these people to represent and only a small percentage are heard. Good decision making is: -open -subject to proper scrutiny by councillors and independent organisations -based on evidence and the evidence is available for the public to see wherever possible. -puts aside tribal politics do what's best for Sheffield -has clear principles against which it can be tested (eg the council declared a climate emergency, is the decision aligned with that?) -is done in accordance with good governance standards -the decision making process balances the need for all the above with time and cost.	That they represent the communities of Sheffield's views/ interests and do not put profit or business over the wellbeing of our communities. That it reflects all the views of the people of Sheffield. In addition to all the above - the whole city is represented through its councillors. - the public and experts have the opportunity to contribute - councillors have to be ready to overturn bad decisions when evidence shows they have been made. - there needs to be a highly proactive culture in the council to take action when things go wrong and seek constant improvement. - where things have gone badly wrong there must be an open and transparent examination of the reasons for failure and published lessons learned. Councillors and officers must be held to account if they fail to comply with the law or the standards and principles but the culture in the council needs to be one that is also comfortable with learning and recognise that failure is something to learn from.	I don't. The model currently in use does not represent the community as a whole. not a lot. We have a history of being not heard, having the council to people to court, misuse of police, perjury in court..... I could go on I don't think there is much I like about the current system.	As stated previously. That all of the voices of the council let alone the people of Sheffield are not heard. All council members voting - surely this is more democratic	Mindful communication. Considering a broader range of viewpoints (more councillors to be involved in the decision making process) therefore representing more views of the Sheffield public.	The existing voting system.	This process feels like it has taken too long to get started. The priority has to be to get a good enough view of the new process ready in time for the referendum. The council seemed to be in denial that it would need to do this for a long time, and failure to act puts at risk the whole process.

D
a
g
o
e
20

Not a whole lot to be honest. The Amey tree felling incident was a complete debacle, huge waste of tax payers money and an embarrassment for all Sheffield's citizens.

That it has outsourced too much of the services provided to its citizens to organisations with an interest in profit over customer service.

I have no idea who the few people are who make the majority of decisions, but if I complain to my councillor, they have no power to effect change or opinion of those few in the inner circle. How is this democracy?
They are made by political party's and there own party agenda and not necessarily the right for the circumstances
The strong leader model. It's not democratic and doesn't represent me or my area.

One where all elected members have an equal chance to put the opinions of their electorate forward and have an equal day in any policy which is set as a result.

Political pressure
Leaving people without a voice - as it currently stands, only the cabinet makes decisions and the rest of the councillors pretend to their constituents that they have a voice when they effectively don't

That all of the voices of the council let alone the people of Sheffield are not heard.
All council members voting - surely this is more democratic

Mindful communication. Considering a broader range of viewpoints (more councillors to be involved in the decision making process) therefore representing more views of the Sheffield public.

The existing voting system.

This process feels like it has taken too long to get started. The priority has to be to get a good enough view of the new process ready in time for the referendum. The council seemed to be in denial that it would need to do this for a long time, and failure to act puts at risk the whole process.

As the detail of the new process is being worked out, it is essential Sheffield council is open about how the existing process works and takes a case study of where decision making has gone wrong to ensure we learn how to avoid the same problems in the new system. Given the history and issues involved, the council could appoint someone independent to look at this. The obvious example of bad decision making is the tree felling programme under streets ahead. Refusal to examine mistakes and learn, openly, so councillors and the people of the city can be confident the improvements being made are the right ones will be a huge missed opportunity.

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
In management theory one of the key factors in administering power in a healthy way, is transparency. That is sorely lacking in the way the current council leadership enacts its power.	That it's clear that decisions are being made with the city residents' at heart.	I am struggling for an answer.	Both the lack of transparency and the authoritarian manner in which policies are implemented, as well as the fact that not all elected constituents have a share of power.	Inclusion of all 84 members in decision processes; transparency as to rationale of key decisions, especially when tendering private contracts; a citizens committee. Let's bring our city into the future.	One political party holding all the power. Vested interests influencing decisions. Lack of citizen consultation with key decisions.	Closed decision making by a cabinet style group, anything that closes down fair representation and rough shod riding over those who do not agree with a closed group.
Fair representation and discussion of all issues, rather than a select few making unilateral decisions for all. Listening with respect to those with different points of view. But being willing to compromise on some issues, whilst being true to your convictions	It is important to me as a senior citizen as I feel my rights are slowly being eroded. I do not think I am being represented by the small closed group that decide issues. It is important for me to know that my money paid in various ways to the council is used wisely.	I do not like the way the council makes decisions at the moment.	I do not like the way a small closed cabinet make decisions, this makes me think my views are not being fully represented by the council. I do not like the lack of transparency, as I am suspicious that they have something to hide.	Transparent and fair decision making by the whole council, which is what I expect of a labour, socialist council, that I trusted to represent me. Integrity.	People who serve and represent me and my concerns, that I do not think happens at present.	Party politics. Quick snap decisions for the short term.
Fair and meaningful representation by all 84 elected councillors regardless of party with a change from the present system. A democratic decision taking all views into account based on hard evidence.	See above.	Nothing.	Everything- its undemocratic.	See1 above.	Party politics.	Be less secretive.
Every councillor has the same voice as all have been voted in. They agreed on the best way forward.	All residents must be considered as it is our money they are spending.	None.	Decisions are made to suit the few high up council leaders.	More opportunities for residents to decide how the money is spent and what the council focuses on to improve our city.		
Transparent decision making, led by evidence and sound justification.	That I can publicly see what decisions have been made; how much has been spent; that a range of due diligence checks - financial, legal, hr, equalities... have been made; why decisions have been made...	A Cabinet system is an understood and common approach to decision making, which the public can follow. It also crucially makes decisions and can act decisively.	There are pros and cons - constant chopping and changing of politicians with different priorities and pledges has to be weighed up against long term power for one party.	That all decisions are held to account and can be properly challenged.	Circular discussions and an inability for decisions to actually be made due to a range of disparate voices - see hung parliament and effects on Brexit.	Introducing a wider range of representation may benefit decision making, e.g. more women, more people from BAME community, more people from a range of diverse backgrounds etc.
Being able to make unpopular and hard decisions, yet stand by them with a rational case.	Making decisions in the interest of the public and taxpayer, not the political party.	Im appalled that only a reduced group make all the decisions that affect the way Sheffield is governed	The views of most citizens are not taking into consideration	That all decisions are grounded on evidence and a clear rationale.		
Clear question set out Those deciding given time to research question All views clearly stated Areas of agreement established Areas of disagreement discussed Compromises offered and accepted by both sides A consensus decision reached. Discussion where	Decisions should be openly reached WITHOUT the whip being used so that councillors can genuinely represent their constituents wishes	Nothing at present.	Bullying behaviour by certain prominent figures. Use of the whip Attempts to stifle the input of smaller parties. I have completely lost trust in the devious way this Labour Council has operated. I speak as a life long Labour voter.	A modern Committee system Proportional representation on committees by total number of votes gained, NOT by number of wards won. Consensus decision making after serious deliberation. Compromises made by all sides to reach decisions.	The Cabinet system and the whip to enforce the view of a very small 'elite'	
Good decision making in a local council should be above party politics. All elected representatives should be able to put their electors views and be heard with respect and an open mind. There should be transparency.	Transparency is vital as is honesty. I am deeply unhappy to say that I have experienced being fobbed off with half-truths and downright lies in my dealing with Councillors. It is important that a city council takes account of the views of all of its elected representatives, reflecting as they do the varied experiences and views of the electorate.	I do not like the way decisions are made.	The cabinet system closes down transparency and true democracy. Whilst acknowledging the constraints and difficulties facing the Council under a Conservative Government I believe the city has had the wrong priorities over many years. It has wanted to be a 'big' player like Manchester, Leeds. I know a city has to be economically sound but we can never compete with them. That is not being negative just realistic. We have to nurture more than large developments. Work more with local organisations and campaigning groups. This has not been the priority it should have been.	I would like the Council to genuinely approach those who have knowledge and experience of best practice. I do not have this. I can only believe there has to be a better, fairer, healthier system. The Centre for Public Scrutiny seems to me to be a good place to start.	Splits along party political lines , excluding smaller parties who do have elected representatives.	
A majority vote with clear and open details Have good representation across a wide range of diversities and background making decisions for our city. Also, knowledge of the surrounding area enabling community-based decision rather than a top-down approach.	Openness Because I feel that is only fair we vote for candidates for our local area that they have a voice when making decisions.	Nothing Undemocratic.	It is too one sided That it seems to be a laborious progress and not made by a good representation of the city.	I quote from there website - "A move to a committee system form of governance is a not a "return" to an old way of working – it is an opportunity to think differently about how and why this model might be designed to be fit for the 21st century. We can help to manage political tensions to identify concensus where none previously seemed possible "	Closed door decisions That the same people who have been at the top for years and year are still okay to make decisions with no real knowledge of what really happens in their city.	To make more public all decisions
A proper consultation where the decision is actually based on the results, not based on a small committee who have already made up their minds.	Important decisions which affect the whole city should be made by a majority of our elected representatives, not by a small number of the ruling party.	I don't like anything about the way SCC makes decisions at the moment.	I don't believe SCC take the views of the city into account when making decisions which can affect everyone.	There should be transparency. Decisions should be made based on independent advice where necessary, and with proper, not rubber-stamped, consultation. All, at least a large majority of councillors, should be responsible for making decisions which affect the people who voted them in.	We must move away from the current model where only 10 people make massive decisions affecting such a large population.	I would like to see no further delay in moving this very important issue forward. This could have been resolved without the need for the petition, but it seems those in power are reluctant to let it go.
A system where things get done, problems get support, people kept well informed. Information clear and precise and delivered in a timely manner. Information available in multiple format.	1. People are kept informed and are listened to. 2. People get all the information they require, in a format they can access. Not just online. 3. Full unbiased consultation with no political bias. 4 No pathetic excuses for not doing what you said. 5 No last minute surveys with tight deadlines that no one knows about. 6 Openness and transparency.	Not a lot. It is almost impossible to find anything out. Your website is useless since you changed it. Even your own staff and councillors can't find the information they require.	It is very secretive and controlled by a few people who hide what they do. Who never answer a question properly. Who communicate with the public as little as possible. Who don't even communicate with their own staff and fellow councillors.	Act in a timely manner. Improved communication with all members of society.	Anything you did before. Your current system is biased and self centered and does not do it's job i.e. serve the public. Any councillor that does a good job and becomes popular with the public is currently removed! This must be stopped.	At the end of the day you are public servants and as such should listen to the views of the public and act on them appropriately and not impose your own ideas.
People (public) consulted properly not just lip service. No short surveys that don't mean anything. Officials concerned listening carefully to public opinion and not just side stepping problem with excuses.	Information has been removed and hidden from public and even council staff view.	Even a freedom of information act request does not answer the questions asked.	Your new website is useless. Even your staff on customer services can't find things.	People who don't have internet access through cost or ability are totally cut off from what is happening in the city. Those that do have no chance of knowing anything unless they spend all day looking for it. Information that is received is always late leaving very little time to read/consult/answer. I can give numerous examples.		For example you spend millions of pounds, in your opinion, 'improving the city centre' at great cost and upheaval for know obvious purpose. You should be spending more across the city not just your 'designated areas'. The city centre used to be full of character, it was easy to access and a place where you wanted to be. Now it looks like a building site with all the facilities removed just for the sake of it. Roads closed to facilitate unnecessary building. Buses diverted to who knows where. Meanwhile the rest of the city is totally neglected, the worst roads in the country. Cheap cover ups on roads and pavements. Parks with no paths while millions are spent on 'special parks' No public toilets in the city centre. empty shops, overcrowded schools, this is what you have done to our city. In my life time you've built a town hall and then knocked it down and repaved Fargate 3 times!!! How does this help the people of our City?
Transparent decision making by people who understand fully the issues involved. Decisions that take into account varying views and are not made purely on face saving or party lines.	It affects the lives of the inhabitants of the city and so is very important.	Very little. They are not transparent about the reasons for the decisions they make and are not making them in the best long term interests.	Lack of transparency, short termism, party dogma.	Open decision making involving all members of the council. Decisions that take into account all areas of the city.	Too much power held by the leader and the leader's followers.	
Good decision making is firstly sharing ideas / options then consulting local organisations and residents about ideas / options requesting feedback. The feedback is then discussed as an example by all Councillors elected not just a small group. Then Councillors can do a private ballot vote then the majority vote is passed and implemented	Decision making should not be down to a certain group of councillors but all elected councillors	Nothing	Presently out of all elected councillors only a small selected group of councillors make decisions that is undemocratic as it stops other councillors being a voice for their constituents	I would like to see a local select committee's made up of stakeholders and local residents who can scrutinize the local authority and Councillors and or senior management can be accountable to the select committee's	Unpopular it maybe but avoid making costly agreements with other countries I trying to make central library into a hotel a deal with China! What is there to show for it? What lessons have been learnt if any?	I would like to be part of a select committee in holding council management and elected councillors to account. I want to be a voice for others with mental health and autism and long term physical health issues! I don't feel a select committee should be politically motivated though.
In government, decision making has to be democratic. That means all directly elected representatives have the same influence and voting power.	In government, decision making has to be democratic. That means all directly elected representatives have the same influence and voting power.	Nothing. The outsourcing of services such as public transport, rubbish collection and highways has been catastrophic. The fact that the terms of the contract with Amey are not open to public scrutiny is a scandal and the business over the felling of street trees a disgrace, worthy of a police state. If this is the result of the current decision structure of the council, then the quicker it goes, the better.	See previous answer.	See first answer.	Anything secret, closed or of restricted access.	No
Gathering and considering information from all available sources. Open discussion by all parties involved. Reacting to genuine public opinion.	I am an individual not an organisation. Decisions can affect my day to day life in retirement and the future of my children and grandchildren. Not a lot.,,	Not a lot!!! eg trees, road improvements.	See question 6 ?? Pay attention to detail. Democracy	Democracy and inclusivity. Arrogance	Arrogance. Party politics. The council is here to serve the community as a whole even if the decisions are not in line with my views and not in-line with the view of the incumbent councillors.	Stop thinking you automatically know best and listen better.
Honest policy with clean hands and a majority opinion	We are all occupants and they need to think about us all when they are making plans and policies not just people with money	Nothing	We do not get a proper say you tell us what we think don't tell me ask me	More input from people on the front line who are directly affected by your policies	Talking amongst yourselves	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
That there has been wide consultation with the appropriate people and that a variety of perspectives are listened to and considered. Voting should take place with all councillors involved - committee system Whether it is a simple majority win or there is a 60/40 etc requirement should be discussed and decided on before hand. There should be an opportunity to hear the voices of the public in certain situations	That a wide variety of local voices via elected representatives are included in the decision making process. That local people can have a voice in major decisions that will have a large impact. It must be democratic	I believe the current leader /cabinet format is not democratic in that there is no opportunity for all voices to be heard. Having a broader committee style approach would open up space for other voices and views to be considered	Lacks democracy can be seen as a way of maintaining power by a small group	Inclusivity a committee style more democratic		
Consultative, open and clear. Representative i.e. reflecting the views of voters etc., to be guided by the folks who voted them in! I would expect reasoned arguments from both/all sides to be made available for decision makers and the general public where appropriate. I would expect all elected members of the council to be involved at the outset, with a process to agree on a specialist 'sub' committee to progress with fact finding etc. if appropriate. Then the final decision should be voted on by all elected members. I believe that this model is how the general public have assumed that the council would work.	That any decision is made by a genuine majority of elected councilors, certainly not by a closed clique of selected and partial individuals.	I have only heard of the gross malpractice that has taken place, there is a possibility that some decisions have been made in a correct and proper way, but I wouldn't bet on it!	It appears that some very major decisions have been made by a small 'clique' of councilors, not by a full council vote. The consequences of some of these decisions have resulted in many people being extremely suspicious of the council.	More consultation with the people on the ground who will be affected by a decision. For major decisions there should be extensive consultation and the opportunity for peoples views to be heard. The argument that this would be costly and slow the process down would be made I am sure, but any decision based on a strong consultative model will be far stronger and have greater support than those made under the current system.	Closed committees, blanking of legitimate enquiries, and sense that the public are being hoodwinked!	Please get it right, then this council could be a beacon for other councils to follow??
Clear, well-informed, timely	Clarity, well-informed, open, subject to challenge, timely	Nothing	Taken within a narrow cabal, no real challenge, poorly informed and argued, arrogant That my elected representatives are not able fully to represent me and other constituents.	Openness, much wider basis, multi-party, real challenge,	all the current faults mentioned above	
1 Critical, clear thinking about all the stages in a transparent decision process, from the initial formulation of the proposal onwards.	That all citizens feel they have voice and that what they say will be heard without prejudice.	I can't think of anything.	1 That all decisions are publicly approved by the Council in such a way that any elected representative may record a comment and vote.	2 That ways are found to give the Chair of the Council a clear and effective role in strengthening the voice of elected members as a body. (Recent events and discussions about the role of the Speaker in Parliament are relevant here.)	Giving final decision-making authority to a single individual or committee/group.	No
2 Open						
(a) to direct input either from all who will be affected by the decision, e.g., by a full consultation process or by announcement of intention and simple invitation to comment						
or						
(b) input through an elected representative who is entitled to play a full role in the decision-making process and is committed to reflecting the range and depth of their constituents views, regardless of any political party affiliations.						
3 Should leave all involved - citizens and representatives - feeling that the process has treated them fairly, regardless of the substantive outcome.						
Informed, educated, and joined-up.	Transparency and accountability.	I'm afraid there's not very much that has impressed me recently. I assume that the council leadership has decent intentions.	Very unaccountable and a lack of transparency. The interests of the council's business partners seems to be put ahead of the people the represent. There seems to be a tendency to play things 'safe' rather than looking for creative and forward thinking solutions. The strong leadership model means there is very little democratic accountability.	Complete accountability. Transcribed and/or open communications regarding how the decisions were arrived at. Clear and easy interaction regarding plans and decisions. Wherever possible, local councillors being responsible for local decisions.		I think the fact that SCC waited for the strong leadership petition to reach the legally required number of signatures rather than seeing it as inherently undemocratic and getting ahead of the process early says an awful lot about SCC's lack of commitment to fairly and equally representing the people of Sheffield.
Timely; Agreeable; Fair	To hear representation from all sides, including members of the public.	I am struggling with this one.	The perception is that they appear to have gone a little power crazy. Decisions made in secret; no explanation of how decisions have come about; a shroud of secrecy.	A more open approach, including more consultation. Not the sort of Hobson's choice consultation that has become the norm, i.e. "Which of these two options, both of which we have decided on and already provisionally approved, would you prefer?"	Secrecy.	Yes. Don't forget who votes for you and what you are there to do. You are there to serve the public and not just help yourselves.
P age one						
I feel we need an appropriate and representative way for decisions to be made - ensuring that the different political voices that make up Sheffield's constituencies and communities are heard and can contribute to the overall political management of the city.	I want it to be representative, inclusive and promote cross-party cooperation.	The current system is not fit for purpose	The Strong Leader model concentrates power in the hands of a very few councillors, and they have demonstrated poor judgement, particularly in relation to how SCC addressed the tree protests.	Open, transparent, inclusive, deliberative, co-operative.		concentrating power in the hands of the few. Overly complex or restrictive processes. Obscure or inaccessible processes that limit oversight.
It should be representative of the views of all people who are represented by the councillors that they elect. It shouldn't be a system where only 10 councillors get to influence decisions.	That it is fair and representative.	In all honesty, I believe that the way Sheffield City Council has been run during my lifetime (since the mid-70s) is responsible for Sheffield being behind every other leading city in the country for economic prosperity, opportunities and facilities. I don't like most of the decisions that my council currently makes, and I don't like the way that the decisions are dominated by just a few voices.	See previous answer	A fair system that is representative of all of the councillors, not just a chosen few.		Hard left politics and economic policies. These have held Sheffield back all of my life.
Decisions should be made based on expert evidence and views of stakeholders/local people. Whilst the project/plan should be financially viable the decision must not be influenced by individuals or companies/organisations who may profit from the issue.	There should be adequate information about the issue and an opportunity for the public to be consulted if it is likely to affect their well-being or quality of life.	Unfortunately, positive points do not readily spring to mind.	Decisions seem to be rushed and often take place behind closed doors. Recently this has raised a considerable amount of negative publicity.	A more politically balanced committee discussing issues. Independent chairing if appropriate.		
evidence based, sensitive to varied perspectives, taken openly through a clear procedure, recommendations subject to open challenge before final decision is taken, clearly communicated. Local decisions need to be taken as locally as possible with information exchanged on a local level and a clear role for community/stakeholder representatives.	As well as financial criteria, environmental and social issues must be considered.	Decisions should not be made solely on party lines.				
Experts should be called on when needed and councils should be wary of getting rid of knowledgeable people from their workforce. However also look to the knowledge, experience of the local population						
That we know what is happening and going to happen in our city and have the chance to influence it through formal democratic procedures. Our representatives are accessible and that their performance can be assessed. That not being in cabinet does not deny councillors a voice.		Really have no idea how decisions other than planning decisions are made except in secret by the ruling group. While the time given for questions in council and cabinet public meetings is welcome, this tends to distort the meetings.	Full council meetings are ineffective and scrutiny is a mixed bag. Cabinet and other public committees tend to be rehearsed. We don't really know what decisions are made, when they are made and by whom they are made. Communication of consultations and executive decision-making on the website is poor. It's obvious many councillors, including in the ruling group, feel excluded, let alone the wider community. Whilst party politics has its role there is far too much opportunism (or defensiveness) at the expense of good governance for the city. Too much delegation to unaccountable officers whom it is difficult to challenge. Outsourcing presents its own problems with the buck being passed. Both the Council and Amey behaved disreputably about the street trees, adding to the leverage which was then exerted by STAG - often inappropriately and in the case of my street with highly problematic results. The last couple of years are my first experience of being at the mercy of council officers or their outsourced equivalents who neither keep proper records nor tell the truth.	As someone who spent a lot of my working life writing reports for Metropolitan Council committees I have first hand experience of how the old committee system was riddled with inefficiencies and individual grandstanding. It was also quite remote from the public despite the gradual introduction of rights to attend. It was designed in an era long before the internet and social media radically changed the whole basis of communication. However the current system in Sheffield only has a veneer of democratic involvement. The lack of committees means that the only debates and the main questioning and challenge comes in the highly charged atmosphere of full council and many things get swept over.	Processes which are exclusive. Processes which mean that decision making drags on and on. Lack of clarity when decisions have actually been taken.	Local government is one of our most important institutions which the behaviour and policies of successive governments have demeaned. That makes it all the more important that major Councils like Sheffield try to rebuild a framework for local decision making which is seen as relevant and can be trusted. Also don't be afraid of more regional co-operation - though without trying to centralise issues in Sheffield.
Cooperation between different parties.	It is more important that people work together to make decisions on a city size scale, than just a small narrow band of like minded individuals do at present.	If there is only 10 people making these decisions, or have the power of the final say. Then I do not think much of the way Sheffield Council is making decisions.	It is not open and by the 10 vote strong man idea, it is very narrow in ideas.	We also need to know what type of decisions in all the major areas of council activity are taken at what level and if possible by whom.		
				Modern Committee System.		
					Don't fall into the same trap as now, and think you know better than everyone else. Think of the very bad Tree decision.	Make it more inclusive.

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
What is it that needs a decision? Who does the issue affect? Have those effects been clearly identified? Have we asked those affected for ideas? Has a full range of options been gathered? - incl who does it well already. Do we have a good forum to consult re options? - and to follow through as plans are implemented. Do people FEEL included? Evidence based open discussion addressing the needs of all concerned with the outcome.	I would like to think that my Councillor(s) a) have my interests at heart. b) are (more obviously) accessible, and (more actively) seek residents views/ideas. c) are responsive to reasonable requests for assistance. d) are well supported by professional and helpful officers to do their job. e) views are properly sought and included in discussions about the city's 'big issues' and their solutions Open sensible fact based decisions with regards to how they impact the local community.	Dont feel i know much about it!	Just dont feel stuff gets a wide enough discussion/hearing.	I cant say more/put it better than the four sections of 'Its our city' "Some Principles for a Modern Committee System" briefing. (Which i would have copied and pasted here if i knew how to!) Please see: https://www.itsoursheffield.co.uk/some-principles-for-a-modern-committee-system-briefing/	Secrecy about decisions/choices like the trees/PFI's generally.	no
Committee based where all parties are represented and views considered before decisions are made. Also the availability for interested groups/organisations/constituent to put forward their views and to have them considered. If appropriate co-opted members with experience in area under discussion would be included in committee make up.	It is imperative that what is best for the city is at the forefront of discussion and the decision making process. Cross party discussion Cost effective policies. Less wasting of finite budgets. Transparency of the process and how decision was voted on. Public input to hold council members accountable for their actions - need to have easy access to information [where appropriate] so that constituents can use their democratic vote at election times in a more meaningful way. [Accept that this may not be liked by elected member but we live in a democracy and are always being urged to use our voting rights intelligently)	Not a great deal.	Very little clarity or seeming reasoning behind decisions. Lack of openness and accountability. Failure to involve a huge majority of councillors and by extension population of the city. Disregard of social impact; concern with only financial profit without consideration of social profit or long term benefits to the wider communities. Decisions being made for the benefit of profit making organisations. Many citizens view is that most of the councils decisions are made for business and corporate entities and not for the citizens themselves.	Public forums and open review of the decisions made. Involvement of councillors from more than just 12% of the city. Freedom of information not just for the decision making process, but the resources used to gather the information to make those decisions, Preventing corruption, narrow intelligence gathering and poor methodology.	Avoid lack of accountability. The ability of citizens or groups to talk to the council in direct response to decisions made is a considerable concern of many people i talk to, the inability to challenge and overturn patently incorrect policies is damaging to the support and trust of the council by the city's citizens.	
Democratic, formed by an elected group of relevant authorities.	Must be DEMOCRATICALLY elected. Made up of a diverse demographic. A decision making panel should change every 5 years or less. The decisions made should not directly benefit anyone on the panel of decision makers. We (the people) are sick of unelected people getting into positions of power and influence and in doing so furthering their own position or filling their pocket.	REDACTED . Across the board the most atrocious council I've had the displeasure of having to give taxes to.	84 elected councillors however only the cabinet leader and 9 cabinet members making the decisions. Does that honestly sound right to you? Do you think 10 people making all the key decisions for the city is democratic? Do you think it represents the will of ALL the people? Or does it represent the will of just those 10? Probably the latter. Sheffield city council is well known for being an archaic dinosaur. I don't think the whole council makes decisions on important issues. I think a small number of cabinet members take important decisions.	Cross party cooperation in discussions and decisions. Greater spread of power. Co opting of member from local businesses and educational organisations and interested groups. Transparency. Easy access to information.	Party dogmatism. Closing down of discussion.	
Democratic decisions made in the best interests of the community. Listening to the electorate.	That people are listened to.	I don't know! How does the council make decisions?	I do NOT like the way decisions are made at the moment.	I do not like the closed cabinet system. I do not like the way Sheffield residents have been treated when they tried to protest about decisions made by the cabinet.	Total transparency. True democracy. Involvement of all councillors. Not on party lines, but cross party openness.	No "strong leader" and cabinet.
Decisions should be made, based on facts and expert advice relative to local problems and should not be on party or national lines. Meetings should be transparent (not behind closed doors!) and decisions should be made democratically by all councillors, not by a small cabinet. Evidence based policy. Issues presented before decisions made with clear indications of ways to be involved and to express concerns and preferences. Options and possibilities should be presented at this time - at least 2, or there isn't actually a decision to make. Once decisions made, outcomes communicated clearly and with their rationale and evidence at the same time. Specifically not a decision already made where the evidence is sought after to fit the decision already made.	Transparency ! Truth! Democratic! Input from all councillors! That it be transparent and open to change, that it does not take a narrow partisan view of issues and is able to engage with the best and brightest in the city to come up with new and vibrant alternatives – for example, the catastrophe of the mount pleasant development - this outcome was poor on almost every level and entirely arbitrary. Much more open processes and information were needed.	Almost nothing.	Decisions seem arbitrary and incapable of being challenged. There is a very great amount of confirmation bias.	The involvement of all councillors. An effective scrutiny apparatus involving citizens, representatives of various interests, relevant experts as well as councillors. The overriding emphasis on Party advantage. The electoral model.	closed sessions, agenda setting, public consultations that seem designed to specifically indicate the outcome desired. Perhaps there should be a strong separation between the council and the preparation of consultations, and a greater adversarial process in setting up those consultations to make sure they do not quickly fall towards the status quo or already entrenched positions.	More openness and honesty is needed. Better communication about what is happening. Better consultation.
1. Involves all interested parties and stakeholders; 2. Is taken democratically i.e. all people affected, or who have a contribution to make, should be heard.; 3. It should be a product of discussion, based on full, accurate and open information, between those involved e.g. a citizen assembly; 4. Its objectives should be the well-being of all the citizens of Sheffield which will involve a focus on the most disadvantaged since their well being is a precondition of the enhancement of all citizens. All councillors have a voice and power at least in proportion to their share of the vote, so that decisions are seen to be representative of the electorate. Decisions need to be consensual, not imposed by party diktat. Evidence of participation by all parties and evidence that all views have been taken into account.	It should be democratic in the fullest sense of the term. It should be based on long term wellbeing not short term sectional advantage. It should involve all councillors but also non-councillors, representatives of various interests and sectors and organisations. It should not be derailed and distorted by perpetual elections, i.e. it should be based on an all-out election model. It should be subject to effective and frequent scrutiny from within the council and from outside. Transparent Consensual Fair-eg currently the Greens are unable to put forward many motion to council, despite them having 10% of councillors and a higher % than that of the votes.	Very little, I'm afraid	The 'strong leader' (who on earth thought that was a good name?) model. The total lack of power of non-cabinet councillors, and therefore of their constituents who effectively have no real representation. The overriding emphasis on Party advantage. The electoral model.	The cabinet system is inherently unfair. The cabinet does not represent the span and breadth of the people who voted in elections. It has the potential to create a cabal that may or may be good for Sheffield citizens. It means that cabinet members have to rely much more on the advice of officials, who have not been elected.	Transparency and openness Seen to be fair and honest. All councillors to have a voice. More cross party working that is genuine, not going through the motions. Seen to have consulted widely, with citizens, interested parties and professional parties. I would like to see objectives of the Council move towards representing the people of Sheffield first, and party politics second.	Inappropriate power given to officials.
Good decision making is fully informed and pragmatic. Opinions of all stakeholders are taken into account. When faced with information that affects how a decision was made, good decision makers will change their decision if appropriate.	Decisions should be agreed by consensus of all councillors in a democratic manner. Decision makers should be able to change decisions when faced with new information.	I can't think of anything I like about the way decisions are currently made by the council.	I understand that decisions are made by a cabinet, but that the leader of the council essentially has the final say within that cabinet. One person can direct every aspect of how the council operates. If that one person can overrule opinions of members of the cabinet, and totally ignore those outside the cabinet, then I don't believe Sheffield City Council is at all democratic outside of local election campaigns.	SEE PREVIOUS COMMENTS	A committee-based system to debate policy and make proposals, which are then voted on by all councillors.	Too much power invested in individuals.
One in which everybody is represented not just ten elected representatives from a possible 84 this gives rise to people believing the the council is just a Labour stitch-up Modernise Now	Make the decisions based on full council voting not a rigged vote by a few people	NOTHING	A small group of people are too powerful and making decisions that are not necessarily in the interests of the people of Sheffield. The rest of the council does not really have adequate representation at the point of decision making.	A fair vote A vote that takes into consideration all elected representatives	YES AVOID PUTTING THE DECISIONS IN THE HANDS OF THE FEW	
Well informed decisions made after full debate with people who take views from others. Decisions that are balanced and fair not made because one group has disproportional access or influence on the decision making process	If only a small group of people are making decisions then inevitably those decisions will not have been rigorously tested in full debate. Those decisions may have been made without consideration of all the facts or full knowledge of the circumstances.	I don't like it because a tiny proportion of the councillors hold sway over a fully elected council. Why bother with all the other councillors?	Cross party groups discussing items that are of interest across the city. More involvement for all the elected representatives. A mature and balanced way of behaving in council and not making cheap jibes cross party.	Continuing in the same way as present.	This process to me seems like another way of stalling and putting off the decision to move to a fairer way of running the council. The Council Leader's decision to proceed in this way is simply adding to the costs of the whole process, deflecting addressing the root of the problem. It is not helpful.	
Transparent with all views considered. Documented and evidenced. Open to public scrutiny. Conflict of interests need to be reported.	Fairly and with the public's best interest at the centre.	I don't, it smacks of a boys club full of back handers and incompetence	See previous	Public consultation groups representing a wide cross section of the general public.	Avoid those with conflict of interest being involved in decision making where they or their families could directly benefit	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
ALL councillors, as representatives of Sheffield's wards, should have an opportunity to input discussions & vote on decisions. The existing 'cartel' does not represent the views of Sheffield's inhabitants or the democratic involvement of council members elected.	The end of a narrow reactionary approach to 'management' of the city, the allocation of resources & the priorities decided upon to make the city not only resilient as we face the complexities of life in the 21st century but as a place people want to inhabit & visit.	The LIKE ! Are you serious ? There is NOTHING to be liked about the way Sheffield City Council makes decisions currently ! Entrenched attitudes & outdated mentalities & methods that are unresponsive to the needs & preferences of the people are rife.	10 people making poor decisions, allocating limited resources inappropriately, excluding input & decision making from other councillors with different opinions & views leaving Sheffield looking like the poor relation to other Northern cities like Leeds, Manchester & York.	The inputting of different views & approaches leading to the adoption of different policies backed up by different decisions outworked practically in the community.	The existing system ! 10 people not being permitted to ride roughshod over other council representatives, the city's people & the city's businesses & services as a result of outmoded mentalities. (that led to ill informed decisions like no super tram routes to the South West of the city & not having properly costed the World Student Games & the subsequent on-going running costs).	Listen to those that truly represent the people & their views. Be open minded. Think outside the box. Be realistic to the needs of the people as well as the planet. Grasp opportunities. Don't be transient. Do all that can be done to throw off the reactionary reputation the council has had for years. Think carefully about the consequences of decision making, particularly in the long term. Investigate, refer, respond to & practically asses the views of the electorate on the needs of the concerns of the people & the needs of the city
Well thought out. Democratic. Possibilities explored. In favour of the many. As many people as possible having their views heard and listened to One that takes in broad range of voices and opinions, but come to make a decision in a timely manor that is for the service of the people of Sheffield who are represented by the voices round the table.	They need to be fair and reflective of the needs of the people. I expect my elected representative to have a say in all decisions Currently opaque with the cabinet model in place.	I don't like the fact that not everyone gets a say Nothing	Decisions are made by the few. People elected by Sheffield residents to represent them are not given the power to take part in decision making. Not everyone gets a say I do not like the way decisions are made with the strong leader model which appears opaque and closed to challenge / transparency.	Every elected member to get a vote.	Power given to the few.	
Consideration of all options & impact on different groups / demographics. Wide variety of people making / discussing options When it's done for the actual good of the community, not just for money. Sheffield city centre is being turned into (mainly) somewhere to live with no thought to people who use it to shop, or businesses that employ many of those same people. It's short sighted. Good decisions take the old and beautiful untils, the quirky, the things that are unique & add to them.....not tear them down & build ugliness. Good decisions see the bigger picture.....& listen to people.....& actually take note. Not just pay lip service.	Fair & people making decisions represent the people of Sheffield	Not sure how they do	Ignore popular public opinion. Eg tree debacle	More representation from community.	Interest of pfi companies over residents of Sheffield Secrecy, sneakiness (see above), bullying, decisions made for 'business' but that are not actually beneficial for Sheffield people!	I'd like to think this (& other people's) survey would make a difference but I won't hold my breath. People do not trust the council and many loathe it. It looks like it's corrupt.....sort it out, you work for US!
Every elected member has an equal voice. Decisions re coproduced with the people that are effected. Good decision making to me, is when elected councilors can participate and not be left to a selected few that could have their own agenda.	Democratic and inclusive process	I don't like it	Not every elected councillor has a say. The council does not appear to take local views into account when making pivotal decisions in the city Too insular and secretive.	All elected members have a voice and a vote	A better system that involves more councilors, not the selected few.	A structure which unfairly favours the status quo Yes, obtain more opinions and engage with the public more, before the final decision is made not after when it is too late.
The decision improves on what was there before . That it is not change for the sake of it. That all reasonable options have been considered . That consequences have been considered . And that decisions are explained before implementation and people's concerns are looked into and not ignored And that the decision making process is clear and transparent Collaborative Everyone's views taken into account. Compromises Full understanding of the broad picture. Thorough research on the pros and cons and how people will be affected.	The decisions that Sheffield City Council made in appointing a PPI contractor to carry out work on road improvements in my opinion was a bad decision. There appears to be no supervision from the council. The work that is started takes forever and is at a snails pace. The supposedly road improvements at the bottom of Corporation Street / Derek Dooley Way is like watching paint dry, the work is supposed to improve traffic flow. That is yet to be seen,it is difficult to get a quart in a pint pot. Plus the fact that the Council will not allow contract with Amey to be viewed. The council do not seem to penalise Amey for any breaches of contract, they should take a similar stand as Birmingham Council and fine them for non compliance of the contract when it is breached.	Little ! The cabinet system is elitist and excludes elected representatives from the full decision making process	See above	More public meetings and briefings		Alienating the public and especially the more deprived areas Give the people more of a voice
Always consider the views of those who live and work in the area. Transparent. Democratic. All evidence considered. Researched and in line with best practice.		I don't really know how SCC makes decisions at the moment.	My understanding is that decisions are taken by a handful of councillors, thus excluding those voted for by many Sheffield people, and I feel all councillors are elected and therefore all councillors should have a say. Each councillor should know the views of their own constituents and be able to feed those in.	Transparency. Fairness. Decisions which relate to certain areas of Sheffield should include the councillors from those areas. If people have expertise, use it.	Factions making decisions. The same few people making all the decisions. Ignoring views of colleagues. Ignoring views of the public. Ignoring views of third & voluntary sector. Anyone thinking they "know best" - two heads are better than one.	
Gather evidence. Review evidence and consult experts and stakeholders on the subject to review the evidence. Consider costs. Present evidence and costs to elected individuals (all Councillors). Allow those all elected individuals to have a vote to make the decision. This will actually be a democratic decision.	The Council is a body of members voted for, and representative, of the entire voting population of Sheffield. Sheffield City Council's decision-making process should allow the wishes of ALL of the population to be represented - i.e. all Councillors should be able to vote on all decisions made by the Council, in order for a democracy to function in the City.	Nothing really. It's not evidence-based. It does not take into account the views of scientists or experts. It excludes the majority of elected Councillors from the process.	See above: A small proportion of elected members makes the decisions. They don't meaningfully consult experts when their knowledge is limited. They have no governance mechanism in place to monitor their decisions. They have actively prevented challenges to their decisions. They have lied about their decisions and the evidence underlying them. They certainly should now hold a public inquiry.	All elected Councillors allowed a vote on all decisions, so that policy and action truly represents the democratic wish of the people of Sheffield. Challenges to decisions allowed and heard when based on sound scientific evidence. A governance mechanism that allows legitimate concerns to be heard, considered and answered. Most organisations have this in place. When obviously wrong decisions, financially wrong decisions or illegal activities occur, individual/s responsible should be held to account publicly. Everyone needs to consider the limits of their knowledge and know when to ask for help! Have an open and transparent way of doing things, where individuals feel free to "whistleblow" or raise concerns about the process, and have those concerns listened to.	Single individuals or small groups of individuals should not be allowed to hold all the power. This is not democratic. Avoid making decisions based on "gut instinct" or personal feelings/ interests. Avoid a "blame culture" which tends to foster dishonesty, and instead have an open and transparent way of doing things, where individuals feel free to "whistleblow" or raise concerns, and have those listened to.	I think that in the past it has been wrong, ill-informed, led by individuals who have tried to hide the truth and it has had no governance since you got rid of your governance officer. Any new order should look into this and issue an apology about lies, threats and the huge cost to the people of Sheffield for throwing away their money in various ways, including loss of assets and non-recoverable court costs
Based in evidence and consultation of people involved / effected. Decision made by widest number of people possible.	That my elected councillors are involved in decisions regarding services and running of the local authority.	Nothing.	Seems only a few councillors involved in decisions (cabinet) making it hard for ordinary citizen to have direct input as other councillors not involved. Also I dislike the fact power is all with one political party. Should be more input from other parties and cross party working.	Committees involving all councillors and more decisions taken by full council.	Remove cabinet and leadership models.	Officers should be more accountable to electorate. More scrutiny by whole council means officers have to persuade all council their ideas are worthwhile rather than just focus their pitch at cabinet.
An issue is aired on the SCC website and appropriate channels for the public, with information given. People can contact their local Councillors with their opinions, and discuss the facts. The Councillors will know whether Committees are involved and contact them, re more detail. Councillors are all included in a Council debate on the issue, which leads to a vote or consensus decision.	The public and their local Councillors should be involved and listened to.	It is too secretive.	It does not listen to the public and is too secretive.	I don't know enough about it.		
Assessing why a decision needs to be made, including the original motivations and intended outcomes. Collecting relevant data and evidence. Consultation with stakeholders. Discussion by informed and diverse contributing group. A determination made by a broadly agreed mechanism. Continual review of the need to make a decision as new information emerges.	The current mechanism that SCC uses to make decisions excludes representation of the majority of residents of Sheffield. It is important that this changes as soon as possible to ensure that the decision making is more inclusive, representative and there is more diversity in the make up of the decision makers.	Not a lot.	It lacks sufficiently broad input and oversight of members. It lacks the ability for contribution by a majority of Sheffield's residents. Reviewing the minutes of meetings and committees it appears that a lot of the decision is emotive and informed by anecdotal experience rather than consideration of data based evidence.	Committee based decision making with mechanisms to ensure that members are provided with reviewed data based evidence and that the committees are agile and effective.	Concentrating power in to a small group of people. Failure to provide data based evidence to inform decision making. Unduly broad committees that are at risk of getting bogged down in lengthy and circuitous discussions on the day of meeting rather than requesting and reviewing information beforehand.	My local Councillor REDACTED has given assurances that a citizens assembly would be formed by the Council to address the issues of the declared climate emergency. This would be a valuable addition to the decision making process but doesn't seem to be materialising.

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
<p>One that is open to scrutiny. It should show respect to those asking questions or making comments. When those questions or comments are made, they should either be responded to by amending proposals, or where it is decided that amendments are not appropriate, responded to with evidence based reasons. These answers should then themselves be open to scrutiny, before any final decisions are made. At the legislative level, they should then be subjected to approval by council meetings. At a more administrative level (where decision making is being undertaken within the framework of established law, rules, protocols and procedures), members of the public in communication with local civil servants should be treated with the utmost respect (even when in error). "Service" (the council provides many services) has a meaning, and council employees paid for from taxation have a duty to act and speak to members of the public in an appropriate manner. This does not need to be "servile", but should be polite, as friendly as possible, and taking into account that it is the tax payer to whom service is being provided, not the internal structures of local administration or even the council.</p>	<p>Decision making should explicitly reflect service to the public, with the assumption that council assets and services are not in the ownership of the council, but the public. Decision making should consider advice from any quarter (including private corporate or business interests), but should not give preference to the views of corporate or business interests over that of other stakeholders. Often the excuse is made that such interests represent potential much needed investments (often with a view to an undefined "future"), without further discussion. Scrutiny often shows that in reality, at best, lazy assumptions have been made about the efficacy of the assumption, which have led to long term sustainable investment being sacrificed to short term gain by corporate interests. Corporate interests that have questionable consideration for the long term economic or social interests of the city.</p>	<p>None, frankly. That does not mean that all decisions made are bad, or inappropriate. Even under the present system good decisions are often made. However, many that are poor could have been avoided if the decision making process had been more open, amenable to amendment and more honest. Lack of an honest response when proposals are challenged undermines confidence in the system of decision making, particularly when it can be seen that attempts have been made to deny or cover up ways of avoiding legitimate scrutiny. When that happens, the obvious question that is begged is why? Why would officials seek to shut down legitimate attempts to understand the reasoning behind particular decisions? How does that help to promote confidence in the system of decision making?</p>	<p>My previous answer goes some way to answering this question, but to elaborate, it is obvious to me after many years of dealings with the local authorities that decision making is frequently of an authoritarian nature. That would be worrying enough if the decisions made were usually good, but when they are demonstrably wrong (such as in the case of the decision to give planning permission to the demolition of the Edwardian wing of Jessop's hospital, compounded by the error in approving the design of its successor), the result is catastrophic. Authoritarian attitudes to decision making, with legitimate concerns about decision making being dismissed with contempt, even when supported by hard evidence and the advice of experts make such disasters possible. The result is a degraded historic environment that hampers, permanently, efforts to make our city an attractive place for people to settle and work in and for businesses to invest in for the future. Nobody can expect people making complex and often difficult decisions to have the necessary expertise in every conceivable relevant issue, which is precisely why those tasked with making such decisions should avoid authoritarian approaches. Errors, including catastrophic errors, are inevitable in such scenarios.</p>	<p>Advice being given by experts relevant to the issue in question, and most important of all evidence, rather than (often aggressively delivered) assertions by vested corporate interests. Advice that is professional can be expensive when formally sought, but it is often possible, as an initial assessment, to gain basic advice at limited or no cost when sought informally. This could be done more often in order to determine whether it is deemed important enough to seek more detailed professional advice. When ideas are being considered for the outsourcing of services, or the implementation of planning proposals, advice should also be sought to build a positive case for such ideas where they are being considered (as well as advice that might give grounds for not making such decisions). Positive, evidenced based, proposals that provide proof of how changes are to be made will deliver good outcomes, rather than vague and nebulous appeals to "jobs and investment" or "savings" or "the future" are essential.</p>	<p>Individuals being given power to make and enforce arbitrary decision making without meaningful debate (when proposals are challenged), or a way of appealing against such decisions where they are made.</p>	
<p>Transparent. Above all, it *must* be open and transparent.</p> <p>It must be well informed and honest.</p> <p>It should involve more than 10 councillors listening to all good ideas and not just dismissing them because they are not from the party in power.</p> <p>It should be as non-party political as possible and councillors should be able to vote for each decision on its merits, rather than being told how to vote.</p> <p>It should take a bigger picture into account (eg climate change) rather than chasing short term popularity.</p>	<p>Transparency - it has been totally lacking.</p> <p>Truthfulness - councillors have made decisions based on information that was not true (the fabled 14 engineering solutions to save trees are just one example).</p> <p>It has seemed as though decisions have been made to keep a small group of Labour councillors happy.</p> <p>The Cabinet refuse to be accountable for their decisions by failing to answer questions from the public at full council or cabinet meetings. Accountability is vital.</p> <p>Councillors from other parties MUST be included in decision making.</p> <p>I would like to see more councillors included in decision making</p> <p>I would like to see greater consultation, with a realistic timescale, to allow people the chance to have their say where appropriate</p>	<p>To be honest, not much. Four years ago I genuinely believed that most councillors and council officers were doing the best they could in very difficult financial circumstances. I have seen council officers and councillors say things in public that were just not true, refuse to apologise and refuse to listen. I now have very little respect for SCC.</p>	<p>No transparency. Small group of people (Cabinet) develop ideas and full council just rubber stamp them.</p> <p>Very limited cross-party involvement.</p> <p>Leaders seem unable to grasp the concept that they may have got decisions wrong.</p> <p>Decisions are ill-informed and councillors take what they are told at face value.</p>	<p>Q committee system with cross-party involvement.</p> <p>Humility.</p> <p>Transparency</p> <p>Openness</p> <p>Honesty</p> <p>Well informed councillors prepared to challenge officers and do their own research.</p>	<p>Avoid the current system like the plague.</p>	<p>I just want them to say sorry for bad decisions in an honest and generous way.</p>
<p><i>It should be transparent when things have gone wrong</i></p> <p>these are just a few points which I think are important - there is no short, simple answer</p> <ol style="list-style-type: none"> 1. Outline what is being discussed 2. Collect the views and opinions from a wide variety of people where appropriate. This should include those with experience in the area as well as those likely to be affected by the outcome 3. Discussion should be open 4. Timescale should allow proper consultation where appropriate 5. When the decision has been made, the outcome, and reasons for the decision, should be available to the public 	<p>Accountability</p> <p>Citizens in every area of Sheffield having access to the decision making process via their local councillor</p> <p>It looks like whatever is the absolute opposite of what Sheffield City Council has been doing over the 35 years I have been living in Sheffield.</p>	<p>I don't.</p> <p>I do not like the governance system in which the power lies with the few councillors who happen to be part of the cabinet with a "strong leader". In my view this makes democracy in Sheffield weak</p> <p>Absolutely nothing.</p>	<p>The "strong leader" and cabinet system of governance.</p> <p>Our local councillors are elected to represent our views and yet it is only a few who make the decisions.</p> <p>It's open to corruption. It's probably corrupt. It is hard to exercise democratic influence. It has a strong track record of making REDACTED decisions.</p>	<p>A more democratic system. Local councillors having access to the decision making process. Abolishing the cabinet and "strong leader" system. Other political parties being involved in the decision making process, after all we voted for them too.</p>	<p>cabinet and "strong leader" models</p>	
<p>Good decision making is a process in which differing options and views are considered, expert advice is sought if needed and good evidence is used to support options and views. From this presented list of options , evidence and advice a final decision can be taken. To ensure that decisions are representative, decision makers should also be representative.</p> <p>Problems to be discussed with everybody with possible solutions compared and discussed between councillors to allow for proper scrutiny and expert knowledge regarding the problem/solution. Then, a joint decision made between all individuals involved that best suits everybody.</p>	<p>Accountability</p>	<p>It is vital that they do it differently, because the way it's done now is clearly not working and it is very difficult to alter the course, even when it is clearly wrong (e.g. trees). Also concentration of power in the hands of a few enables corruption.</p>	<p>Scrutiny is a useful tool and all cabinet decisions are publicly available.</p>	<p>The Labour only cabinet system can be too much of a closed house.</p>	<p>A more open system such as the proposed committee system where the committee is representative of the city. This may slow decision making, but ultimately should make it more robust.</p>	
<p>democracy is guided by the people, the people elect councilors, ALL the councilors should be involved in the decisions to truly represent the opinions of ALL the people.</p>			<p>Nothing at the moment. All decisions are made behind closed doors with the SCC working in an insular manner. The SCC does not listen to community councillors and dictate decisions without consulting the wider community. When so-called 'consultations' do take place, they are just for show as all decisions seem to have already been made (recent example is the clean air consultation).</p>	<p>Nothing, see previous answer for details</p>	<p>Proper consultations BEFORE making a decision. All councillors to have a voice and a vote in decision making.</p>	
<p>A thorough evaluation of all the information available. A detailed, polite discussion of all the facts available. A democratic vote of ALL concerned before the decision is implemented</p>		<p>that every one can voice their opinions and be listened to. not having politicians simply doing what they think best.</p>	<p>not a lot, peoples views get lost between their councilors and the cabinet.</p>	<p>see no. 6.</p>	<p>that ALL councilors can be involved in major decisions.</p>	<p>one or a small group of councilors gaining too much power.</p>
<p>Decision making that;</p> <ul style="list-style-type: none"> - never decides then consults but does these things in the correct order. - is open and transparent about the process followed to arrive at the decision including using the information gained through debate and consultation to justify the decision. - that values and responds to expert and general opinion on the matter in hand. - that is willing and able to change or even abandon the proposal in the light of the consultation process. - that values input from all political representatives through a committee system. 		<p>ALL elected councilors , should be involved in the decision making process and the views of all parties involved should be sought BEFORE decisions are made, no more of this making the decision and then seeking views on the acceptability or otherwise of the decision.</p>	<p>Not a lot</p>	<p>Please see points 4 and 5</p>	<p>Please see points 4 & 5</p>	<p>Please see points 4 & 5</p>
		<p>I cannot think of anything I like as the process of decision making appears to me to be entirely opaque with a front of 'consultations'.</p>		<p>Decision making is opaque. There seems to be no feedback on how 'consultation' have fed into a decision making process - frequently the matter has already been negotiated and committed to before 'consulting'. There is no openness nor genuine debate, either with experts, the public or other political parties.</p>	<p>I would like to move to a committee system with reports on consultations and decision making published for the relevant committees.</p>	<p>Continuing with the current cabinet system.</p>
		<p>It is very interesting that I have not come across this survey in any communication from SCC despite signing up to the council bulletins. It is unlikely but possible that I have missed it - if so apologies. Alternatively maybe decision makers are only using this consultation as a further token gesture.</p>				
		<p>My Council is far from transparent. Decisions are made behind closed doors. We dont even have a youtube channel for filming of the various depts or committee meetings. Transparency is key.</p>	<p>Zero.</p>	<p>Our Councillors and Officers seem to dismiss our electorate on too many occasions. Apologies are rare. The Tree Saga being a typical example. A Public Review is needed urgently.</p>	<p>Transparency</p> <p>YouTube Channel for filming council and committee meetings</p>	<p>Yes, please ensure your use of PR are better understood.</p>
		<p>Informed, evidence-based, timely.</p>	<p>That consultations happen. (Though see what I don't like about these.)</p>	<p>Cabinet control excludes most councillors from decision-making, even those of the controlling party.</p> <p>Consultations often seem late in the process and the questions asked make it difficult to actually say what you think about the subject without writing a lot in the "anything else to say" section. Because they're late in the process the questions are built to support a desired outcome.</p>	<p>Majority of councillors involved regularly in decision-making across the whole of the council services and responsibilities.</p> <p>Early consultation without preconception. If the responses suggest a certain course of action is not desired then a rethink is required.</p> <p>Open-minded benchmarking, use of research and evidence, identifying best practice.</p> <p>Strategy should be about the outcome, not the method of achieving that.</p> <p>Councillors can be designated a lead for a service/area of responsibility but they should be leading decision-making by committee using the tenets of good decision making and accepting of the outcome.</p> <p>There should be clear limits to the length of time a decision takes before extra scrutiny looks into why something appears to be languishing.</p>	<p>Don't reinvent the structure or processes. Find the best aspects of the Modern Committee System used elsewhere and implement these. Plan to review and tweak annually for 3 years or so.</p>
		<p>Evidence based, good practice, well debated. Open to compromise. Open to scrutiny.</p>	<p>Some holes in the evidence based decision making. No transparency. Refusal to compromise until after the lawyers join in (in the case of the tree protest).</p> <p>Confidential sensitivity should not be used when public money is being spent. It is our money as it were and contracts of any size should be open to public examination.</p>	<p>A wider decision making process that can feed back to council wards.</p> <p>Climate emergency led.</p> <p>Open to public scrutiny at all levels.</p>		<p>Good luck, getting the representation and flattened decision making balance right is hard.</p>

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Good decision making represents all the people impacted by the decision, and takes into account their opinions and why they feel the way they do to reach a decision which is in the best interests of society as a whole and the long term interests of the population, without unfairly impacting any individuals or groups.	Decisions should be open and transparent with every voice represented, heard and able to influence. Information required to make decisions should where possible be in the public domain, and if there are legitimate reasons why this is not possible it MUST be available to all elected representatives. Decisions, plans and resulting contracts and agreements must also be public domain in order to demonstrate that those elected to represent the people are correctly and honestly discharging their duties. Party politics and self interest cannot be allowed to come before the interests and needs of our city.	The current strong leader model is unrepresentative and undemocratic. It excludes the voices of large numbers of citizens who may well not even be aware that their elected representative is powerless and that their voice will be unheard, and increases risk of disengagement and disenfranchisement. Local politics needs to build and maintain grass roots connectivity so those who are elected to serve do so in the best interests of all of us, and not a small secretive hand picked clique.	Sheffield City Council are opaque and dishonest in their decision making and communication, with key decisions made behind closed door and not properly and effectively communicated to the citizens of the city. Information is deliberately withheld and misinformation spread, taking full advantage of the small number of people in a position to effect change and the fact these individuals are chosen not by the citizens but by the leader of the council.	I would like to see much better positive and transparent collaboration with citizens, experts and interest groups to ensure the best decisions can be made to the benefit of everyone, and ensure the council serves the city, and not the other way around.	Exclusion should absolutely be avoided in a new decision making structure, and it needs to be free of the constraints of party politics for the council is here to serve the city - this is especially true of national policies which may be in conflict of the requirements of Sheffield; our council must stand up for Sheffield and if that means holding a national party to account then that will be in the interests of the country as a whole.	I am happy to see this finally happening and believe this can be an opportunity for Sheffield to shine and demonstrate what we can achieve. We are so much more than a few voices behind closed doors, we need to take advantage of that.
Good decision making requires consultation and engagement, with compromise required on all sides.				Transparency, openness and honesty are absolutely key, and nothing should happen behind closed doors. The public should be invited to observe, to participate, and to feed back on all council actions.		
1.Ones that are clear and have a practical benefit to the community. 2. In the case of long term or controversial decisions, the community should be invited to make comment. 3Decisions should be made in the interests of the community, not the Council itself	1. Clear and open sharing of any proposals with representatives of the community before decisions are made. 2. The result of those decisions made public.	Not very favourable. If we hear about decisions, it is usually after they have been made. There should be some way of seeing what's being proposed.	Decisions seem to be made by the ruling political party. All parties should be represented when these decisions are discussed and made. The ruling party seem to see any ideas from another party as criticism of their policies, rather than just another view.	1. Councillors should know about what is being discussed in committee. 2. Where a particular community will be affected, that same community should be invited to make representation. 3. All proposals should be communicated to the public, not just the ones that the Council wants.	Community and interest group involvement must not allow people to buy influence, and therefore needs to have an ability to adjust for social and financial capital in involving stakeholders.	
A good decision is objective. However, from the perspective of the council, decisions should be made by every councillor, otherwise there is no point electing them. Rationale should be explained and everything should be in the public domain - we pay the taxes that pay for the council and its services. Good decisions are based on evidence and should take into account all views and opinions before a decision is reached. No decision should be rushed. It makes things happen. It makes things work and generally people are satisfied with the outcome.	Every councillor should be empowered to vote on issues. End the secretive Cabinet system - it looks corrupt.	Not much. Of note are the woeful decisions made by SCC with regard to Sheffield street trees. The decision to cut down so many healthy trees, the decision to involve the police, the decision to employ bouncers, the decision to take street tree protesters to court. The decision not to make councillors accountable for their actions.	The decision making process should be transparent, there should be the opportunity for individuals to comment, all councillors should be empowered to vote not just a select few.	All councillors empowered not just the inner circle.	Party politics and secrecy. An unwillingness to accept when a wrong decision has been made and reconsider. Entrenched positions.	
Where each member of the council has had an equal opportunity and power to participate in decisions made. All councillors would have equal access to pertinent information in order to make a considered choice.	That decisions are made within a framework that is truly democratic and not limited to a cabinet of ten members. Please see previous response.	There seems to be very little to like, which is why this consultation is taking place.	It is totally undemocratic that 10 out of 84 councillors of one party makes the decisions. Many elected councillors have no real powers of representation.	Openness, transparency,accountability, truthfulness. With budget cuts from Central Government it is all the more important that cross - party politicians should pull together.	Undemocratic systems of the past.	
For the common good Extensive and inclusive discussion Taking into account the views of everyone concerned Everyone gets a vote Majority rule All action taken transparent and fair and honourable Good decision making should take account of key environmental and strategic factors and the views of all stakeholders (&/or their representatives). Transparent, democratic, fair in line with accepted policies and procedures.	The decisions made by SCC should be made by ALL 84 Councillors who represent all the citizens of Sheffield	Nothing	It is leader led which is undemocratic. It is a farce to have decisions made by 10 "senior" councillors, when there are 84 representing all the wards, and all the people.it is not remotely possible that the senior 10 have the expertise or experience to hold such power.	A modern Committee system, so that all elected Councillors who represent all the citizens of Sheffield have their voices and opinions taken into account. Open and fair consultations where every Councillor plays a part.	Meaningless and time wasting debate. Decisions made behind closed doors Ignorant and unacceptable behaviour	The cloth cap and clogs approach is stifling the city and treating us all with contempt. We are all important and the voices of the councillors who represent us should be heard and contribute to the decision making.
transparent, inclusive, and reasoned. Fact based and not ideology driven, underpinned by strategic values.	Inclusive of all councillors views and representation of districts	None The current cabinet arrangement is a disaster. It is undemocratic and creates a culture where the incumbent cabinet believe they are unassailable and answer only themselves Nothing.	The follow only the cabinet—it is undemocratic	Fair governance system. Include a range of councillors views so all wards are represented	yes, the restriction of power to the few	
Decisions should be made on a cross-party basis involving representation of all councillors and with full transparency. Where the council does not have sufficient knowledge and expertise to make a well informed and well reasoned decision, independent experts and consultation should be utilised.	Decisions should be inclusive and should made considering the interests of all Sheffield residents from across the city by involving all their representatives. I very much want to see a modern committee system employed and an end to the "Leader and Cabinet" model which I believe is fundamentally un-democratic can lead to decisions made for party-political ends rather than for the greater benefit of Sheffield residents.	Not much	Decision making behind closed doors is not open or transparent, and decisions made by a small cabinet are less likely to be taken considering the interests of all Sheffield residents. Decisions can also be taken which might not have the support of a majority of councillors. Large parts of the city can be unrepresented in the decision-making process.	All elected councillors having real powers of representation. Equality of representation for all Sheffield residents. A cross-party system that does away with tribal politics. Use of independent experts and consultation where the council does not have the necessary expertise to make a decision.	Any form of "leader and cabinet" model.	I would like to see the current leader and cabinet properly and genuinely embracing the need for change according to the will and interests of Sheffield residents and not trying to come up with a fudge to suit their party political ends.
Transparency and accountability	That my local councillors are active and influential in the decision-making process	N/A	Decision-making for issues affecting the whole city is undertaken by a few councillors only, i.e leader and cabinet system.	Greater involvement of all councillors in decision-making, and decisions affecting specific areas and services to be taken by councillors local to those areas or from areas specifically linked to the issues / services being considered.	The current system.	If decision-making was more transparent and accountable and locally based then people would feel as though they have a greater influence on outcomes. At the moment its definitely a 'them and us' situation with decisions handed down from on high.
Open, honest and collaborative! Decisions based on the needs and wants of the people. Their collective voices must be the key focus of a council. Each ward should have equal representation. Ultimately, decisions should be made after a community enquires, reasons and reflects using caring, collaborative, creative and critical thinking skills.	Decisions should not just be financially led. There are many simple and effective community led solutions so decisions should involve them instead of being made for them. People will be far more incentivised if they feel they have a part to play in how their city breathes, develops and grows.	Not a lot.	We generally don't hear about the issues under discussion and have, seemingly, very little influence on any decisions made. I don't feel that I, or anyone else, has a voice in how our city exists.	Increased participation and impact Cultural change hand-in-hand with new systems and processes Fair and meaningful representation Setting clear standards and improvements	Not making the system clear to all. If people don't know how something operates, they won't trust it. Increased costs should be avoidable if community support is gained. Most important of all is not to rehash the cabinet model by another name!	I really hope that SCC's national reputation will be regained by the implementation of a fully considered and fully democratic Modern Committee style model.
Involves discussion with a broad range of people, the voicing of different opinions and listening to views from different perspectives. Then the decision should be taken in a decentralised manner involving a broad group of people.	It needs to be less centralised, less secretive and more open to discussion within a broad range of views before taking any decision.	Only a small number of councillors is involved in most day-to-day decision making. Council leader won't listen to anyone who disagrees.	Involve a much larger number of councillors in key decisions, preferably all of them. More transparency and publicity about decisions and decision making process.	Greater opportunities for meaningful engagement with the decision making process for ordinary citizens, with opportunities to object to council decisions.	Centralisation. The views of one person or a small group overriding the views of others. Secrecy and obfuscation about how and why council decisions are made.	The current centralised, secretive, unaccountable, elitist model of running the council has to go. The council are there to serve the people of Sheffield, not the other way round.
		Ordinary people often kept in the dark about council decisions and decision making process. Little opportunity for meaningful engagement with the decision making process by ordinary people.			Ordinary citizens given no opportunity for meaningful engagement and objection to council decisions.	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Making decisions based on ALL the data relevant to the situation Not taking dictatorial positions Injustice is a terrible failure of responsibility - decisions always have to be seen as being just and fair by those on the receiving end Decisions made by officers can be biased in favour of their perceived priorities and may result in wrong solutions. Councillors must always be on guard against this.	Injustice and unfairness seem to have been a continual error state of Sheffield Council in recent years. Examples are the tree felling debacle - the dictatorial decision to persist with felling so many trees was always going to be wrong in the eyes of the public and would have to be modified. It should have been changed long before reaching national prominence. Whoever advised that line had to be pursued should no longer be working at the Council. Similarly the Glossop Road bus-gate changes in 2017 were dictated by officers who were basing their dictatorial stance on flawed logic. Their decisions have done massive damage to the economy of the area and the scheme they introduced makes no sense on any reasonable measurement - public transport benefit, economic impact, damage to local businesses or personal inconvenience to residents. But the officers, backed up by Councillors, have stuck relentlessly to their flawed scheme. Such injustice.	There isn't anything to like, based on the dictatorial stance being adopted. Individually the Councillors seem decent people; collectively they make and stick to flawed decisions where the interests of their citizens are concerned. One has to question the quality of the people advising them.	See my comments above. Plus- Too dictatorial. Too little consideration of the implications of dictatorial decisions. Failure to consult properly on decisions affecting residents. Failure to reconsider decisions when people shout "Help!" Failure to act when people ask for something to improve the situation - for example - why has it taken more than 4 years to consider a Cumulative Impact Policy for West street to control the number of off-licences in the area? And still there is no movement on something that other Councils put into effect years ago. It's needed, it's not difficult, but SCC can't do it - WHY?	Less of a dictatorship - wherever it is coming from - officers or councillors. It is understandable that the Council has faced cruel and massive cuts in government support which must impact on decision making, but that calls for more reasonable consultation and listening to people to get the best solutions. Not circling the wagons and shooting out at the locals when they tell you a mistake has been made. We don't take pleasure from criticising the Council - but we cannot accept the injustice of some of its actions.	Officers telling Councillors "It can only be done this way" and "It cannot be done at all for (spurious reasons)". You must avoid those people who tell you there are no alternatives - much of this is done to simplify their own workload or to avoid being criticised. You need a fair and independent review board to consider complaints from the public. This is not available currently.	The redevelopment of the City Centre is a commendable achievement but the Sevenstone development should have been kicked out a long time before it was. Poor decision making or locked into a poor agreement? 22,000 residents in the City Centre are being treated badly - is it because they vote for non-Labour councillors or is it big businesses pulling the strings? Or is it highway engineers making life difficult with no consideration for locals? There is limited parking for residents, no electric charging points for cars of the future, high air pollution, some areas have been cut off for local access. There's no coordination between Licensing and Planning.
Absence of bias, absence of preconception, detailed knowledge of all available facts and data, plurality of views considered and validated, thorough understanding of costs/benefits of potential solutions. Clear, transparent fully informed by the relevant facts. Decision take account of what will be of benefit to the greatest number of people and not influenced by party politics or individual prejudices. Reasons influencing the final decision should be clear and accessible to all those affected by it.	Fairness, lack of bias, perspicacity, openness, auditability	Little	Lack of leadership, bias, too narrow, undemocratic.	More transparency, more democracy, greater scrutiny , better post implementation reviews.	Decisions based on preconception, lack of accountability measures, undemocratic structure.	The 'It's Our City' campaign did an amazing job of exposing the reasons behind the current poor decision-making by SCC and the unrepresentative way in which it currently operates. The campaign has put forward a number of principles that should inform a new system. I fully support and endorse those principles.
A decision made after real consultation with all parties involved	The views of all council members should be considered	Not enough council members contribute	It doesn't consider everyone's views. 'Consultations' happen but the decision has already been made At the moment some very hardworking local councillors have no say in the decision making process until the last minute. The Strong Leader system excludes other parties, means that many wards are unrepresented in the processes. There is no attempt to build consensus or to develop cross party goodwill. Our councillors should be working for the benefit of the whole city, not just for one political party.	Something which would take all councillors' views into account	Keeping to the same old ways	It's a pity that it appears we are ruled as a one-party state
Free and transparent discussion of the issue with the involvement of experts if necessary, for advice and evidence based information. Decisions should be voted on by all councillors who have an equal say. This should make the whole decision making process more transparent and accountable, it will mean that decisions are made which are more valid and therefore more likely to be cost effective.	At the moment too many initiatives are announced which never come to fruition because they have not involved any consultation. Unelected and unaccountable individuals, often with limited experience, attempt to put the decisions into practice. Often there is opposition and delay, costs rise and yet another initiative fails...to the frustration of all. I worked for the council for 7 years and saw this in action within the Town Hall, as well as watching, in despair, as a local citizen.	I have neither seen nor felt the positive impact of any decisions in recent years. Our council appears to have stood still. I realise the impact of government cuts has badly affected finances but stagnation is not an option for a city with aspirations.	More open government, involving councillors of all wards and all parties. More positive attitudes, rather than confrontational party politics...we have enough of that nationally! Less decision making by unelected, unaccountable people. All councillors having an equal right to vote and to discuss so that all wards and all parties are represented. Better use of evidence based ideas. Clear published governance standards. A more transparent and open decision making process.	A strong leader system...it has been tried and hasn't worked A system whereby 10% of councillors wield the power, leaving much of the city unrepresented		
It will depend on the decision to be made, but generally... Non-partial information is provided in an easy to understand and access way. There is a way for people to have their opinion listened to. Expert information is provided where necessary, and may be given more weight depending on the nature of the decision. Opportunities provided for scrutiny of possible outcomes before a decision is made. The decision is made by reaching a consensus by a group of people, but who have considered other opinions and advice.	Decisions should be open to scrutiny. Information for the basis of a decision should be publicly accessible. Representation should be made from Councillors across the city, reflecting opinions in their ward. Decisions are not just made by a handful of people. Expert advice from Officers should be part of the process.	Not much - it doesn't feel transparent or open. It doesn't feel like decisions are necessarily made for the benefit of the citizens of Sheffield.	See previous comment.	A broader range of people should be involved in the process - ie 'back benchers'. A more open/transparent way for residents to feed into decision making via their local councillor - and that these Cllrs are given proper opportunity to participate in decision making of the council.	A 'Strong Leader'. It's not good to have too much power in the hands of one individual.	
Having an appropriately informed group of people sharing decision making , using cross-party members - to achieve a decision from which action is taken within a given time-scale.	consultation - & the need to actively listen and be accountable for decisions made		Too few people share the power and are not listening to those who not always share their specific views.	Delegation to appropriate committees who would be accountable for specific schemes and share information and be accountable for decisions.	individuals wanting self-power	Cross party involvement openness and transparency at all levels of decision making. forward planning - fairly for all individuals in Sheffield
Inclusive, evidence based, impartial decisions made with wide involvement and taking appropriate advice from those with expert and extensive knowledge. Proper declarations of interest from those involved. No political interference in the process, do what is in the best interests of the electorate.	That it is open, includes all elected members and takes notice of public needs and expectations.	Nothing	Too much secrecy, too much decided behind closed doors by a small self selected group of councillors. Too often public consultation is just a token effort with views being ignored if they don't accord with the views of the ruling group. What should be public discussions get classed as 'closed' for spurious reasons including the catch-all 'commercial confidentiality'. Seem to forget they are public servants and that the monies they are dealing are public monies from taxation.	Inclusive, open meetings involving cross party representation and much more public scrutiny of the process and the decisions.	Retreating to tribal party politics. Exclusion of the public. Not listening to people with relevant knowledge and experience.	It is shameful that the council had to be forced into this by the weight of public opinion and is an indictment of the inward looking Labour Group who cling onto the highly centralised decision making process at the expense of local democracy.
Collaborative and transparent	That decisions reflect the views of the breadth of the community that it serves. That decision making is transparent That relevant expertise is sought where appropriate and consideration of that expertise apparent in any final decision documents	I currently do not agree with the way that a small group of councillors can make decisions. I also think that the breadth of councillors does not represent the community as a whole and more should be done to ensure this.	Lack of transparency Lack of a voice for councillors in all parts of the city	a system that gives fair and meaningful representation to people across the city to make systems that support collaborative (cross party) working an accepted practice and that efforts are made to focus on benefits to Sheffield rather than on following party based allegiances.	repeating the current system	
It does not look like the existing system in Sheffield. It looks like a fully democratic system where there is no Executive clique in place, where ALL Councillor's views are heard and taken note of. Decisions are taken on behalf of the residents of Sheffield, not on behalf of the ruling political party - party politics should not enter into the equation.	The City Council should listen to residents, and not ignore them. The issue of tree felling is a prime example here of residents views being ignored because they didn't fit with the ruling body. Reasons for decisions should be in the public realm and not hidden behind client confidentiality pretences, such as the street works contract with Amey, or the recycling contract with Veolia. The issue of the sale of parts of Graves Park should never have arisen - it was gifted to the people of Sheffield, not the Ruling Body.	Not very much.	Little information seems to be available as to why decisions are made. This would become clearer under a committee system, where the minutes of meetings are published	That effort is made to make council politics more relevant for people in the city More openness, and clearer explanations behind the decisions. Also, an explanation of the reasons behind decisions if officers recommendations have not been followed.	Too much power in the hands of a few	This consultation should have taken place a long time ago, and shouldn't have to be forced on the Council by petition. That looks like Council wanting to hold on to power at all costs.
Every elected councilor must have the opportunity to review, debate and vote on all major policy change decisions. Research scrutinised Proposal put forward to representatives from all society including relevant stakeholders and community groups, and made public. A vote put forward to this diverse representation. The results made public	Decisions should always benefit the citizens of Sheffield.	I do not like the way decisions are made currently as only a handful of councilors are making them. Some of the town hall meeting are now live streamed.	It seems only a select few of councilors are making all the important decisions.	All elected councilors must have a full role in decision making.	Political dogma.	
Good decision making needs to be timely, logical, explicable, consensual and challengeable.	At a council level decision making needs to be focussed clearly on doing the best for the city in a way that reflects the views of all its citizens. It needs to be clear and transparent what is going on and why certain decisions are made. It needs to be possible to debate and challenge decisions in a meaningful manner. It needs to give voice to all elected councillors else it simply diminishes the overall credibility of the council.	The concentration of power in a small group should facilitate faster and more focussed decision making.	The concentration of power in a small group disenfranchises other councillors and places too much power in the hands of too few people. It enables a more parochial and party political approach to the administration of the city and places more emphasis on a zero sum game. It does not make base use of the range of skills and expertise available.	More transparency, greater emphasis on building consensus, less concentration of power in a few hands, a more technocratic and less party political approach.	Structures need to enable decisions to be made and actions to be followed through in a timely manner. There still needs to be accountability.	I would rather the council recognised the dissatisfaction with its current operating model and moved to change its processes now and avoid the cost of an expensive local referendum.
It is considered and informed, taking into account views and evidence from all interested parties. Decisions can be changed in light of new information/evidence. Decision makers should be able to be held to account. Cost shouldn't be overraching consideration, quality should be an essential consideration. Transparency and openness are crucial. Consensus decision making is preferable.	Openness and transparency Cross party working Take account of all the information and evidence from interested parties. My councillors opinion should be as valid as anyone else's. Quality of service and accountability for provision of contract is important.	Not a lot. I like the fact that the Council did eventually change it's decision about the street trees and actually paid heed to it's own tree advice team.	Decision making does not appear to be open and transparent. Decisions don't seem to be based on all the relevant, available information/evidence. Sheffield's amazing history and historic legacy does not seem to be particularly valued or promoted by the council. All of the elected representatives do not appear to have equality of representation.	Openness and transparency. Equality of representation for all councillors. Cross party working. Conensus decision making. All available information/evidence being used when making decisions.	Secrecy. Non transparent decision making. Non consensus decision making. Marginalising councillors.	
Decisions made for the complete community that has a lasting positive effect. It is not a hastily taken one that completes a tick box to say that a action has been taken.	That the decisions are made in an ethical, truthful and holistic manner. Not so that political points are made and votes are brought just prior to an election.	I fell that my views are not considered at all so there is nothing good about Sheffield councils decision making.	I live in a part of the city where we do not have a labour Councillor so my Councillor is completely ignored. I don't think that a small select few can understand the needs of the residents of Sheffield. Plus they are made in a secretive and unaccountable manner.	I would like to see an open and transparent way to make a decision that is open to scrutiny. I would like to see all voted officials making the decisions.	A replica of the system we have now where most is wasted on visits to China, loans are made without scrutiny and money is wasted on bad decisions.	Sheffield council has shown itself to be dysfunctional and many key decisions have not been correct.

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
It is open and transparent, provides chance for people to consider the implications before a decision is made. It should allow communities to participate in decision making particularly decisions that directly affect their wards like developments and the sale of heritage assets. Each councillor should have a meaningful voice and the power to represent their community. Councillors should not be forced to vote a particular way and should work together to make the best decisions for the city.	It should be more inclusive , open and honest. Statements should be based on fact not spin. Where possible decisions should not be made by unelected, unaccountable officers. Need more community involvement so that Sheffielders can learn about new projects alongside councillors and be actively involved in finding solutions.		Its behind closed doors. When there are consultations they are only short and not widely advertised and divisive. Sheffield residents and opposition councillors are only involved sometimes and when the decision is pretty much made. So called scrutiny committees are usually chaired by the ruling group - (ruling group marking their own homework). Sometimes new, creative initiatives are stifled in favour of national and international companies but we need to support our local creative communities.	Cross party committees for all major decisions eg transport, education etc and a voice for communities to inform those committees. Membership of committees based on vote share not seats. Active monitoring to ensure that Nolan principles are being upheld. Welcomes input from outside organisations eg local businesses and experts. Governance system that constantly reviews what works and what doesn't and seeks to improve the structures. Systems that support full and open debate of issues at an early stage and that welcomes input from all stakeholders.	Avoid too much power being concentrated on individuals. Tribalism. Deliberately misleading Sheffield residents. Denigrating people that ask questions. Filibustering.	All Sheffield people deserve a voice and deserve the best decisions for our city. The current culture in Sheffield City Council is not healthy or conducive to quality decisions that reflect the needs of stakeholders.
When the democratic process has been followed - decisions not being made by a privileged few	ALL elected councillors should have a hands on role in deciding policy - NOT a "selected" few	Nothing - it shuns the democratic process completely.	That the councillors elected by the majority of voters in the city are being ignored in the decision making process and therefore my view isn't being taken into account.	All councillors being involved in it.		Disregarding the view of the majority of councillors
Good decision making, in the context of local government, should be open, transparent and responsive to the interests and concerns of council tax payers and other residents of the city. It should not be the preserve of a clique of councillors, political party ideologues or those with a financial or commercial interest in specific projects. Public consultations, most notably those connected with the planning system, should take place in advance of decisions being taken, not afterwards (as happens at present) and the results of such public consultations should not be automatically sub-ordinated to the interests of developers and financiers, no matter how close their relationships with individual councillors. Council and Committee meetings should be open to the public and to journalists (including those from new media, not just the local newspapers) and councillors should be expected (and required) to address public concerns directly and not fall back on claims of privilege or arcane bureaucratic rules and regulations designed to obscure and confuse the public. Questions and points 'from the floor' should be listened to and not ignored and the speakers should be treated with decency and respect, not shut down as if they were an irrelevant irritant or a mere impediment to the passing of motions already stumped up behind closed doors. In order to ensure that decisions taken meet the needs of the city and its citizens, council officers (i.e. individuals employed by the council as distinct from elected councillors) should be free to speak their minds on issues of concern within their area of competence. Whistle-blowers should be encouraged to speak out when councillors are exceeding their competence or authority and should be protected from any vindictive sanctions that might be taken against them or their colleagues. Councillors should make the effort to become informed on contentious issues and should be willing to take informed advice on issues outside their own areas of knowledge and Taking on board views from all councillors and the public, taking time to discuss without time pressure, all discussion and information available to everyone, with a consensus in mind.	At present I feel wholly disenfranchised and disregarded when it comes to decisions being made about the city in which I live (and have lived, on and off, since 1979) and work. The Strong Leader and Cabinet model seems designed to exclude all but those who are part of the leader's narrow and exclusive clique. I want to know that all views (including, but not only, my own) will be heard and properly considered before decisions are taken - whether these are at the small scale (such as the use of potentially hazardous herbicides in my street) or large scale (such as the redevelopment of the city centre). Sheffield is important to me; not only is it the place in which I live and work but it is also a city with a distinctive and important history which deserves better in terms of governance and decision-making than that offered by the Council as presently organised. The current decision-making system seems designed to favour a very particular and narrow conception of what the city should look like and how it should be organised. The existing decision-making structures seem explicitly designed to exclude anyone who dissents from the Council's interests and sub-modernist perspective. I do not, for example, want to see the material traces of Sheffield's past (its buildings and street plan) swept away simply because a handful of councillors, their collaborators in the development industry and a small, favoured, segment of the architecture profession dislike the architecture of the late Victorian and Edwardian periods. Nor do I want to see our streets devoid of trees and green areas simply to suit the convenience of a multi-national corporation which sees an opportunity for profit by exploiting a system which favours the views of a small ruling clique over those of those of us who actually live and work in the city. The decision-making system structures what happens to the city and as such should be much more open and responsive to alternatives than is the case at present. I want to know that the Council has taken the advice of those with expertise in specific	Nothing. It is exclusive, badly informed, unresponsive to critique and seems to depend upon a culture of ignorance and bullying in which alternative views are either not listened to or are howled down by a small clique who seem to be utterly contemptuous of everyone outside their own narrow circle.	The Council's intention to transform a city that was human in scale and possessed buildings which were both distinctive and of high quality into an inhuman and alienating sub-modernist nightmare cannot now be undone and will stand as a testament to the arrogance and small-mindedness of the current Council for the next thirty to fifty years. A more democratic and open approach in which the views of civic societies and well-informed interest groups were taken into account would have produced a far more attractive and distinctive cityscape much more in keeping with the type of transformation that is needed at a time of major economic, environmental and social change. Instead, the current narrow and exclusive decision-making process has given us a poor quality 'clone-town' environment more suited to the 1960s than to the 21st century.	1) A more open and responsive system in which all views, not just those of a small segment of the Labour Party, are fully and openly considered with space for real debate and discussion. This should involve a committee system in which all political parties and independent councillors should be able to participate fully. Individual councillors should be able to express their own opinions, irrespective of the 'party line' and should not be subject to sanctions when their views differ from those of the political party to which they belong. 2) An end to the bullying culture advocated and enacted by a number of councillors, notably several of those within the ruling clique. 3) An end to the flagrant abuse of the planning regulations by councillors. 4) The involvement of properly qualified specialists and experts as and when necessary in situations where matters are clearly outside the competence of councillors and local staff. 5) Proper consideration of the natural and historic environments as components of a modern, vibrant city. 6) An end the automatic assumption that whatever developers and financiers demand must be given priority over all other considerations. 7) The active inclusion of civic groups in discussions pertaining to the structure and infrastructure of the city.	1) Anything that perpetuates the present system and further reinforces the power and influence of the small clique of local politicians and their apparatchiks who seem to regard Sheffield as their own feudal fiefdom and the citizens as ignorant peasants who must be cajoled with lies and who, if they do not submit, may be abused, insulted and eventually hauled before the courts on trumped up charges designed to intimidate others. 2) The excessive influence of financiers and developers in planning matters. 3) Public-private partnerships in which the interests of the citizens of Sheffield are subordinated to those of the private sector and multi-national corporations. 4) The abuse of the planning regulations by councillors and the favouring of powerful lobby groups within the development sector.	I think I have made clear my dissatisfaction with the present system and the outcomes that it generates, specifically in relation to the natural and historic environment of the city but also more generally. The current decision-making processes have led to what I see as wholly undesirable outcomes which will blight the lives of the people of Sheffield for generations to come. Much of this seems to stem from the fact that power is currently concentrated in the hands of a small clique of councillors whose views are not subject to effective challenge and who occupy leading positions for years on end without any mechanism for change. This inevitably leads to the perpetuation of particular narrow views on specific subjects and the compounding of errors, year after year. I would prefer to see a committee system in which the chair-ship and membership of committees changed regularly (maybe every three years) and which encouraged input and participation from those with expert knowledge, from non-political civic groups and others whose views might be different from those of councillors. I would like to see an end to the current confrontational and highly politicised system in which the ruling clique feel free to bully, shout down and abuse anyone who disagrees with them.
Fairly considered and voted on by all councillors All councillors must be involved and all must have an equal say in any decision.	It needs to be done by democratic will not just selection of 10 people. As above. All councillors must be involved and all must have an equal say in any decision.	?	?	Informed from the roots up All councillors involved Aiming for consensus All info available to all citizens	Closed doors Redactions Small committees Bullying Lying ?	No thank you.
Engaged with the people it affects, open to influence (not pre-determined), clearly using proper evidence, clearly understood as process and product by this it affects.	That is clear how to influence decisions, that decisions are not made behind closed doors, that there is a welcoming stance to engagement with those affected by decisions and no defensiveness, and that decisions are clearly based on evidence.	To be honest very little, the only good factor would be that we have an excellent local councillor, but we are told she feels she has very little influence on decisions.	Principally the fact that decisions seem to be announced rather than debated, that there is a very defensive attitude to engagement with those affected, that only a small number of councillors seem to be engaged in the decisions.	Giving all 80 odd representatives a voice for the people who they represent. As above again. All councillors must be involved and all must have an equal say in any decision. Basically a modern committee system, with cross-party cooperation encouraged and a genuine role for all councillors. A move from consultation after the event to discussion and engagement before (for major issues), and genuine options presented once things become clearer. Independent experts consulted and used and their information made available. The possibility of councillors not voting on bloc for the party without automatic punishment The values headlines would be: equality and inclusion across the city and transparency and real consultation. Very importantly the new system should also be designed on the basis of real expertise, brought in as needed and done in ways that reflect the values above.	?	Not sure.
Decisions need to be open, transparent and considered i.e. 1. We know what's being decided before decision are made 2. They need to be made based on facts 3. There needs to be proper opportunity for alternative views ideas to be considered 4. They need to be the right decisions 5. When mistakes are made, we should be able to admit 'we got this wrong', learn from it and move on.	They should put the needs of the people first There should be an effective voice for the people of the city in those decisions	Nothing.	Decisions are not open, transparent or properly scrutinised Scrutiny committee only sees decisions after they have been made and have very little power to challenge them Too much power sits with too few people. The relationship between Cabinet members and Council officials are too cosy Reports by council officials need to be available to more people and need more scrutiny I find it hard to believe that a single, part time councillor, can effectively stay on to of a large brief responsibly for numerous officials without delegating large amounts of responsibility to those officials	Committees rather than all powerful cabinet councillors A voice for the people and communities Proper scrutiny It has to encourage good 'Nolan principle' behaviour. A system that has built in governance review to allow it to adapt as we learn	Too much power in the hands of a few. tribalism ability to stall decisions	From a high level i would like to see 1. Committees to replace cabinet members, e.g. a transport, health, education.. committees. 2. each committee should be made up of councillors from all parties 3. for each committee there should also be a community forum consisting of members of the public, community organisations and local companies with specific interest in that area e.g. a Transport forum could include representatives from local taxi driver, bus company, cycling groups etc. These would bring local knowledge and expert opinion on decisions and would report to the main committee.
Representation from the full range of perspectives with a commitment to exploring all options to achieve consensus. Not biased along rigid party lines but sensitive to the needs of the electorate, the environment and the future.	I would like the council to be as transparent as possible when making decisions about our city and its residents. Open debate and the considerations of all views and solutions,harnessing the input from any expert or interest group as appropriate is of the utmost importance. This is what democracy looks like.	Not a lot. It feels as though the electorate is not consulted and local councillors are largely excluded from the decision making process. Diversity of opinion, as expressed in the election of councillors from a range of parties, is not reflected in the make up of the 'cabinet' style of decision making. The electorate feels disenfranchised so is less likely to vote leading to a sham democratic engagement. A dangerous way for us to go - that often ends with abuse of power.	Lack of full engagement of all councillors and local interest groups. Not open enough to scrutiny and appears resistant to any other views.	A return to committees with a commitment to engage with local communities and explore more innovative solutions.	Power to make decisions in the hands of very few people.	Local government is a microcosm of national government and the last few years have demonstrated that the complex political situation that we are living through needs everyone to engage in a more constructive way to make the difficult decisions which we face. We need reliable information to enable informed debate and be brave and innovative in our responses. Our community is a resource to be used and will help if they are given a proper voice.
Collecting ideas from various sources for areas of improvement. Discuss the quality/costs from reliable sources. Suggestions to go through nominated cabinet for approval. Develop / Implement the changes. Gain feedback from various sources. When ALL input from ALL interested parties is considered and, in many cases, makes a difference. I've been in a council committee meeting where it was blatantly clear that only one outcome was possible and that it was whatever Coun REDACTED said it was going to be. Objections were ignored and Coun. REDACTED dismissed alternatives and problems with "well X has that", when it was clear that the circumstances were not the same.	That Sheffield City Council makes the decisions based on the best possible quality / cost for those who require the services.	That Sheffield City Council are making the decisions based on the best possible quality / cost for those who require the services.	They do not always have the best teams to arrange and implement the services that require development.	To be a structure to clearly identify the relevant teams to go to research the area for development.	It would need to be a noticeable improvement to the current decision-making structure.	Yes, duplicating the current system.
This is not democracy. It's not even close. It's not even as democratic as Russia and America, which are virtual dictatorships.	I'd just like to be able to believe that decisions aren't just those of the council's officers, nodded through by a bunch of donkeys with red rosettes.	The way that the only major newspapers in the city are hand-in-glove with the council. They fail to criticise decisions that have major repercussions and seldom publicise ways for the people of Sheffield to feed opinion into public access portals, like this one.	Just the feeling that there are half a dozen people making Sheffield in their manner and according to their beliefs, while the rest of us pay for it.			
I think Sheffield can do better.						

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
<p>It should be based on real consultation with the public, not the sort that the Council currently undertakes.</p> <p>Decision-making should be open and deliberative.</p> <p>Councillors should have full access to relevant information.</p> <p>Councillors should not be 'whipped' to vote with the leadership.</p>	<p>I am opposed to the current 'strong leadership' model in the Council, where all important decisions are made by a small number of individuals and most councillors have no voice. All councillors should have an equal voice and an equal chance to represent their wards. They should not be compelled to support the Council leadership: there should be no 'whipping', which is undemocratic. All councillors should have access to relevant documents—for example the 'Streets Ahead' contract, which was kept secret both from the public and from most of the Council.</p>	<p>Absolutely nothing.</p>	<p>Consultations with the public are not taken seriously. They are only used to justify decisions already taken.</p> <p>Councillors are compelled to vote as their leaders instruct them, and are not given full information.</p>	<p>Change the 'strong-leadership' model to a modern committee structure.</p> <p>Ban whipping.</p> <p>Committees should be chaired by members not from the ruling party.</p> <p>Adopt the recommendations of It's Our City.</p>	<p>Everything in the current model.</p>	<p>The addition of Humility to the 7 Nolan Principles. Holders of Public Office should have the ability to accept that they might be wrong.</p>
<p>The following items are essential for good decision making.</p> <ol style="list-style-type: none"> 1. The governance model of the council should be based on the Committee System including a scrutiny committee. 2. Stakeholders, experts & community voices must be integral to committee governance, not separate. Eg open community sub-committees, working groups which include external members, Citizen Assemblies. 3. All councillors should have a meaningful voice and equal power to represent their community. 4. Committees should be chaired by councillors not from the majority council. 5. Ban party whipping that overrides a councillor's duty to represent their community. 6. A set of standards for modern committee governance with a commitment to continuing evaluation and public debate about the way the council votes. 7. An integration of an annual Citizens Assembly into a continuing public evaluation process. 8. Local councillors should have access to all information especially relating to ward based decisions involving development, sales of assets etc.. 	<p>What is currently wrong :-</p> <ol style="list-style-type: none"> 1. The 'Strong Leader' model means 10 out of 84 councillors, of one party, make the majority of decisions behind closed doors. This has led to an autocratic system with no checks and balances in the decision making process. This in turn has led to outsourced companies given the legal right to be able to make operational decisions that cannot be overturned, even when independent expert advice shows them to be ill-judged. eg Tree felling & replacement program. 2. Complaints are referred to outsourced companies and not investigated directly by the council. <p>Changes that need to be made :-</p> <ol style="list-style-type: none"> 1. Every step of the decision making process should be available to the citizens at all times. 2. There needs to be community and stakeholder representation in the decision making process 	<p>1. The 'Strong Leader' model means 10 out of 84 councillors, of one party, make the majority of decisions behind closed doors. This has led to an autocratic system with no checks and balances in the decision making process. This in turn has led to outsourced companies given the legal right to be able to make operational decisions that cannot be overturned, even when independent expert advice shows them to be ill-judged. eg Tree felling & replacement program.</p> <p>2. Complaints are referred to outsourced companies and not investigated directly by the council.</p> <p>It is undemocratic and opaque to the people who are paying the bills.</p>	<ol style="list-style-type: none"> 1. The governance model of the council should be based on the Committee System including a scrutiny committee. 2. Stakeholders, experts & community voices must be integral to committee governance, not separate. Eg open community sub-committees, working groups which include external members, Citizen Assemblies. 3. All councillors should have a meaningful voice and equal power to represent their community. 4. Committees should be chaired by councillors not from the majority council. 5. Ban party whipping that overrides a councillor's duty to represent their community. 6. A set of standards for modern committee governance with a commitment to continuing evaluation and public debate about the way the council votes. 7. An integration of an annual Citizens Assembly into a continuing public evaluation process. 8. Local councillors should have access to all information especially relating to ward based decisions involving development, sales of assets etc.. 	<p>Everything in the current model.</p>	<p>1. Selflessness</p> <p>2. Integrity</p> <p>3. Objectivity</p> <p>4. Accountability</p> <p>5. Openness</p> <p>6. Honesty</p> <p>7. Leadership</p>	<p>Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs</p>
<p>Good decision making would involve councillors making sure they are cognisant of all evidence, facts and opinions as far as possible, that they consult with both experts and people on the ground and work across political party divisions.</p>	<p>See above</p>	<p>I'm pleased that the Planning Committee at least still exists</p>	<p>Too much power in Leader and Cabinet, not enough in many Councillors representing wards. It's hard for ordinary people to get involved and be properly heard.</p>	<p>Better surveys - more user friendly. Council website - especially ha I gotta say on planning proposals - is really hard. Also a committee system so that all councillors can be involved in decision making and local people can be heard. This also means that individual councillors can get involved in areas that they are particularly experienced or interested in.</p>	<p>Making meeting times difficult for councillors with family responsibilities.</p>	<p>No</p>
<p>Taking a long term non - political view of what is best for the city.</p>	<p>Far sightedness and imagination.</p>	<p>I don't know how decisions are made</p>	<p>I understand there is a small group of councillors who make important decisions.</p>	<p>Far sightedness and imagination.</p>	<p>Don't know .</p>	<p>No</p>
<p>Ones made by consensus.</p> <p>This would be a due process of investigation and consultation from all parties ,with the system and results being transparent at all times.</p>	<p>That all views are taken into account and then decisions made.</p> <p>The decision process should be well informed and made by people who do not have a personal interest in the matter, but an interest for the future of the city.</p>	<p>Nothing.</p>	<p>That only nine people make them.</p> <p>See above</p>	<p>All Councillors are allowed to vote.</p> <p>Inclusion of opposing views that should lead to a more democratic process of discussion with a more balanced view being achieved.Hence more people being included and from every political persuasion and walk off life to rid us of the lopsided and totally flawed status quo.</p>	<p>Slipping back into old ways.</p> <p>One party decisions and a small number of decision makers</p>	<p>Please see answers to previous questions.</p>
<p>A decision making process that devolves decision-making down to those who will be affected by the decision taken, ie local communities as far as possible, and on a more citywide basis, by all elected representatives, irrespective of party, so that their electors know that decisions are being taken on their behalf and not by a small group of Councillors in a Town Hall that many of them have never visited and of which they have little understanding how the system works.</p>	<p>That people feel that actually have a say in the decisions that are being taken on their behalf and that all communities in Sheffield don't feel discriminated against</p>	<p>I don't. It takes ages for items to come for decision and the majority of Councillors can only get involved by being members of Planning or Licencing Committees. I also dislike how infrequently Scrutiny Boards meet.</p>	<p>See above plus the widespread feeling in the City that decisions have already been taken even though the Council says it is consulting.</p>	<p>A committee system in which all representatives can feel included.</p>	<p>Decisions being taken just by one political group</p>	<p>For many electors, the Council is a place they only come into contact with when they are faced by something that is going to affect their lives directly. It would be could if the whole system could be more inclusive so that Sheffielders are not just on the receiving end of political good news stories but feel the decisions being taken on their behalf are actually relevant to them</p>
<p>Whole council decision making. The current 'cabinet' system I think is not democratic.</p>	<p>A much more inclusive process where councillors representing my area of Sheffield have a voice in council decisions. As it stands, I feel disenfranchised.</p>	<p>Nothing!</p>	<p>Undemocratic - see previous comments. Consultation process seems to be ineffective.</p>	<p>Modern committee system where all councillors can participate and bring their own experience and views to the debate as well as representing the view of people in their wards. Making use of experts in their field to advise on complex matters.</p>	<p>Concentrating power in too few hands.</p>	<p></p>
<p>All interests and parties consulted and their views taken into account. Outcome needs to benefit the majority but not to the detriment of the minority. All decisions need to comply with stringent climate change measures. Decisions by majority full council vote after consultation.</p> <p>Responsive to circumstance, equitable with resources, and judged if necessary by a third party that does not have a stake or allegiances or part in the outcome. Decisions for a community should involve the views of all that community.</p>	<p>See above</p>	<p>I don't. Small leadership group with too much power leads to poor decisions because of inexperience, political bias and lack of consultation.</p>	<p>See above</p>	<p>Full council decision making</p>	<p>Need to insure individuals do not have too much power, remove leadership model to committees</p>	<p>It shows how appalling it has been that a petition had to be raised to change it</p>
<p>All participants well-informed.</p> <p>Purpose of decision clearly defined.</p> <p>Process designed to work towards consensus (rather than winners & losers).</p> <p>Implications for other decisions, including future issues, considered (coherence).</p>	<p>It's important to me that my elected representative has an opportunity to debate and partake in ALL council decisions, not a few, or essentially none.</p>	<p>I don't think I like any of the current method of a small number making most decisions. That's not democracy.</p>	<p>As last answer. Small sub- or in fact super committee decision-making concentrates already limited representation into the hands of the few power brokers who then wield undue power and influence.</p>	<p>Focus to local issues, across party lines, to strive towards improving equality across the city (with its exceptional social gradient). Genuine opportunity for all councillors to participate in debate and voting. Strong positive focus to green/ environmentally friendly policies above "environmentally neutral" or negative policies.</p>	<p>Increase in costs, increase in bureaucracy, outsourcing for lengthy expensive private sector "consultation" to mask failures in making decisions.</p>	<p>I hope the Council will approach this Governance Review with goodwill and enthusiasm. The engagement of the public in the petition (and other issues) should be welcomed and built on.</p>
<p>A vote is taken by the whole council and a majority decision is made</p>	<p>Decisions must be made by the collective not the executive</p>	<p>Nothing it's undemocratic</p>	<p>It's undemocratic</p>	<p>Decisions should be made by the council not by a minority executive</p>	<p>Yes making unilateral decisions on behalf of the electorate like recognising Palestine as a state without consulting the people of Sheffield</p>	<p>Decisions like a clean air zone and recognising states should be made by the people in referendums</p>
<p>Proportional representation. All elected councillors giving a vote on every decision. It is NOT THE CURRENT STRONG LEADER MODEL.</p> <p>Current leader shows disdain for peoples will and democracy.</p> <p>Open to discussion and debate. A decision should be based on all 84 elected councillors, not just 10 of them. There should be no tribal party politicking but instead honest debate on what is best for the city. Cost effectiveness should not be the only consideration as this drives down the beauty of the city and the effectiveness of services. It shouldn't be a politics of personality.</p>	<p>Proportional representation. All elected councillors giving a vote on every decision. It is NOT THE CURRENT STRONG LEADER MODEL.</p> <p>Democracy and representation. Only 10 councillors have decision making powers out of 84 at present. This is undemocratic. My main concern is environmental issues and sustainability but this is never considered by most councillors. My second priority is helping homeless and low income individuals. The consultations of the SCC are ineffective as decisions have already been made before the people's opinion is heard. The decision making process takes place behind closed doors and the decisions are not communicated effectively to the people.</p>	<p>Nothing</p>	<p>Not democratic. Ignores opinions of huge swathes of city. Shows disdain for publics opinions. Enters into contracts it hasn't understood.</p>	<p>Full democracy and representation by every councillor participating in all decisions. Get rid of strong leader model.</p>	<p>Strong leader model or any structure like the one currently being used</p>	<p>No. I already receive it</p>
		<p>Some of our representatives are from the working class. Some are Women, some are from BAME communities. This is good.</p>	<p>Under the existing strong leader system only 10 councillors, out of 84 we all vote for, have the formal power to make most decisions! Many thousands have told us it is shocking that all councillors do not have a meaningful voice to represent Sheffield's communities, that SCC does not listen, that tribal party politicking is holding back the city, that so-called 'consultations' are a problem because decisions appear to have already been made, that they are worried about lack of competence/expertise, that SCC are insular & work behind closed doors, that scrutiny does not work. Sustainability is not at the heart of councillors' decisions. This means that the costs to clean up after drought, floods etc, will be unaffordable within the next ten years. Councillors are easily influenced by rich powerful business people. This needs to stop.</p>	<p>Democracy. Proportionate representation .</p>	<p>Easily influenced councillors who see no further than their time in office. This short-term vision is harming our democracy.</p>	<p>Please try to communicate more effectively with everyone. Otherwise people feel disempowered and won't vote</p>

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Decisions which are based on sound expertise and information from competent specialists. Decisions which are made after real consultation, rather than lip-service, and talks which happen before decisions have actually been made behind closed door. Decisions which deliver results that protect the good things about our city, such as mature trees, healthy public services and the city's heritage. Decisions which allow scrutiny, rather than being clouded in secrecy.	It is important that decisions are democratic, that all the 84 councillors we put into power have actual impact on outcomes, because they are able to vote formally. It is important that the people of Sheffield feel that they have a part to play, that they are able to find out what decisions are being made on their behalf, and why.	Not a lot.	I was shocked to discover that, under the existing strong leader system, only 10 councillors out of 84 we vote for, have the formal power to make most decisions. It seems to me to be completely undemocratic to work within a framework in which most councillors do not have a meaningful voice to represent their communities. I am also very concerned that SCC are so keen to work behind closed doors, to avoid scrutiny, so that people do not interfere with decisions, which are being made by so few people, on behalf of so many.	I would like all councillors to have full voting rights. I would like SCC to engage properly with experts at the early stages of the decision-making process, so that decisions are not made by people without the relevant experience. I would like full and proper scrutiny. I would like a less adversarial attitude, with SCC genuinely interested in listening to feedback and concerns. I would like accountability.	Giving too much power to just 10 people. Making decisions without consulting relevant experts.	I was appalled by some of the attitudes which came out during the tree campaign. I was shocked that SCC allowed themselves to become 'the enemy', using the media to put out false information, in an attempt to cover up poor decision-making. Mistakes are made - that is always going to happen - but what is important is how people deal with mistakes. The decision to set themselves against the people who had concerns, rather than work with them to try and put things right, was fundamentally flawed.
Democratic effective transparent	I would like more of the councilors to be involved in making decisions on my behalf.	Not a great deal.	Too autocratic	Broader base for decision making so that all councilors can vote on issues.	Do not let the stats quo remain.	I have lost faith in my council as a result. They are going to have to work hard at making genuine
Democratic honorable effective transparent inclusive	Should represent the whole population by using all the councilors to make policy decisions.	Not much	Not democratic. Decisions are autocratic and seems muddled and poorly thought through.	More inclusive of all the elected councilors. Transparent and effective decision making needed.	No	No
Informed and with diverse voices, expertly informed and with a democratic consensus.	That they listen and represent, that personal and local 'interestes' are not influential factors and that they are open minded with representation and service formost in their minds.	Not alot.	The bullying, defamatory, dismissive and closed shop attitude. The blatant bias and self-protection, the obsfuation, lies and misinforming propaganda when a small cabal take it upon themselves to self protect.	Transparency, facts, research and accountability	A top-down power structure.	They have, in the recent past, been an embarrassment and dismal and a damaging failure to the local and national parties and the reputation of the city locally, nationally and internationally.
It should be conducted in a spirit of willingness to listen, including to opposing views. All elected councilors should have a part in decision-making. A committee system provides the means for this. Our councilors should be able to properly represent their areas. There should be exploration of ways to increase the numbers of people who vote.	I was shocked to discover that decisions in Sheffield are taken only by a small number of councilors. I am very much against this.	Please see above. It's hard to find anything I feel positive about. The consultations seem to me to be not genuine, but attempts to find support for decisions already made. At least, though, this indicates some willingness to subscribe to the idea of consultation.	I am completely opposed to the 'strong leader' and 'cabinet' model currently in place. This denies a proper role to the majority of our elected councilors: how can this be called a democratic process? The effect is that my elected councillor and most others have no power and cannot properly represent us.	Restoration of the powers of all elected councilors. A committee system to increase involvement of all in the process of government. Better cross-party working. Restore the idea that the councillor's job is to represent their community, not just do as instructed by the party	Avoid the concentration of power in the hands of a few individuals.	
Fair for all voices where sensible consideration has been shown. The whole tree debacle is an example where the people were not consulted and bad uninformed decisions made. It considers and balances expert opinion, evidence from invested communities and is transparently open about how a decision has been arrived at. Scrutiny is in to the decision making process and is independent and untainted by vested interests. There is trust that decisions are made in a balanced way for the good of the city and it's people. Mistakes are recognised and should be defensible without PR spin (e.g. in the light of new information or unforeseen events). As appropriate a decision can be reversed - without embarrassment or bad feeling - if it is now considered to be the best thing to do. Basically it should be OK to say 'we're sorry, knowing what we know now we got that one wrong'.	It holds open consultations where people are able to know what is being discussed - far more open communication either via the website, Twitter etc.	Sadly not much.	If appears that decisions are made by a select few who may not be wholly informed. The impression I get, is it is sometimes the blind being led by the blind.	Good lines of communication such as a regularly updated website, social media communication. Large companies have annual reports, perhaps this is something that can happen so every household has the opportunity to know what has been done and achieved in the past year.	Decisions made from bad information ie the tree debacle. Hold people accountable for bad decisions.	Please listen to what we have to say as opposed to the few.
The experience of other councils in similar issues, where available, are built in. Risk assessments are considered.	That the council is open and transparent about it all and can demonstrate that they have properly researched and considered evidence and alternatives.	Not a great deal. I can't think of anything to recommend it.	Too many decisions are made behind closed doors and are merely rubber-stamped at council. Whipping arrangements need to stop (and certainly retribution for defying the whip). Every vote should be a free vote where councillors can represent their wards.	Party politics dominating. Decisions should never be made behind closed doors. Exclusion of experts and stakeholders must be overturned.	It is telling that Sheffield became infamous on the world stage. The current decision making process seems unaccountable and the cabinet appear to work in some sort of black box. That so many in Sheffield are disenfranchised because they feel that they have no meaningful representation and that 'the council just do what they want anyway' is pretty damning.	
Measures of success are established early on for key decisions and these should be revisited post decision making to establish the ongoing effectiveness of the decisions made.	That there is no party political agenda. That cross-party and stakeholder consultation has occurred.	That there is considered opinion about likely outcomes.	What accounts for consultation with the public is terrible.	Convincing proportionate representation (e.g. by vote, not by number or wards won) in the structure.	The current, damaging, long-term erosion of public trust that the current system has generated needs to be rectified.	
Effective, efficient and value for money. To achieve this it must be visibly representative of the people of Sheffield and operate in an inclusive and transparent way bringing in experts, stakeholders and community representatives into the decision making process and structures as required. This makes for a better informed more flexible and responsive system than the current secretive remote Cabinet system which is unfit for purpose. Public decision making must be genuinely representative, legitimate and accountable to be democratic and SCC lacks the participatory element eg. tree felling protestors, transport complainers.	For me it is most important that things work effectively and speedily for people at ground level to meet their needs, safeguard their health and well being. Sheffield people are incredibly tolerant but the culture is resigned apathy - people have low expectations. I have only lived here for 7 years but SCC are far and away the most inefficient of the 5 cities and towns I've resided in. When SCC make decisions they should try and ensure that they are effectively communicated to those impacted by them as part of the end to end process. Planning, design implementation, monitoring and review are required and quality appears lacking. To me as an ordinary citizen resource allocation, priorities, staff training, constant change and lack of accountability appear deficiencies, although I appreciate the serious difficulties that the last 9 years austerity have caused.	Little. Local Councillors seem to have little voice in decision making. Political Party interests seem to dominate rather than participatory and collaborative working eg.- whip system, sniping, political point scoring etc. Unresponsive, secretive and defensive. Remote from public.	See previous answer to question 6.	A full review of council PR - the constant same-mantra spin is offensive, ineffective and unhelpful in the public perception of how the council is distanced from the people of Sheffield.		No. Hope you get a big response to the consultation
Looks at all the evidence, looks at this from a variety of angles (e.g. condiders De Bono's 6 thinking hats)	See above...	Very little.	See earlier answers...			
Makes decisions based on long term benefits to the community rather than short term or political gain.	In addition as we pay for councillors to be our representatives it's logical that all of them should be able to take part, including full access to all papers on which decisions are made	The structure is secretive, opaque and undemocratic. Surveys like this don't help as it has been very poorly advertised and so its results are likely to be more confusing than helpful... whatever they suggest				
The process is transparent and involves or is fully open to all those delegated to make decisions on behalf of the public. Timely, well informed, decisive, unbiased, well balanced, within the best interests of citizens rather than political party or big business.	It affects much of day to day life as a Sheffield citizen. It should therefore be timely, well informed, well balanced, decisive, unbiased, within the best interests of citizens rather than political party or big business.	There is little comment to offer on this as decisions are too often made in an opaque way and information is not shared with citizens when they ask for it, case in point: Streets Ahead project and SCC role in it. Nothing	Decisions are too often made in an opaque way and information is not shared with citizens when they ask for it, case in point: Streets Ahead project and SCC role in it.	Clarity and openness, involvement of all elected members not just a select few. It applies the cabinet /strong leader model. This is a mechanism for closed decision making by a small number of councillors and is not democratic. Dissent does not appear to be tolerated	Proposed development should be evidence informed and widely communicated. Objections should be considered and addressed. Final decision making should rest with all councillors and not just an elite group	
It is informed by evidence and is as widely consulted upon as is practical	It is important that decisions are undertaken by councillors as a whole group and not just by those who head committees or lead the council. Objections to proposed decisions need to be considered and addressed	I do not like the current system	Too small a group from a single party have too much power.	People's assemblies, specialist all party communities who look at evidence and work for the best outcome for the people of Sheffield. A can do philosophy who make the brave decisions we need to make given climate destruction.	A cabinet lack of transparency and not working across parties	No
Where all the elected Councillors can have input into a democratic decision making process with sub groups exploring the evidence and bringing the key options to the council. Transparency, long term planning with the interests of Sheffield coming first not party politics.	What should be happening is that our representatives are actively involved in making the decisions that affect us.					This survey has not been well advertised which is unhelpful and part of the whole way of working that needs to change. I have only just heard of it by word of mouth.

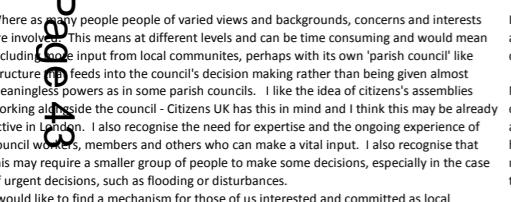
What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Good decision making is well informed, fair and transparent	Transparency is critical plus making sure all views, no matter how diverse, are taken into account to ensure the most well informed, balanced and beneficial decisions are made.	Not much. There is a complete lack of any genuine transparency into how decisions are made and by whom. There appears to be a deeply embedded culture of behind the scenes decision making. This has inevitably led to a huge distrust of Sheffield councils key decision/policy makers.	Zero meaningful transparency. On the surface, a small but very exclusive, group of hand picked individuals (exclusively from a single party and from a handful of wards) making key decisions behind closed doors. Block voting in council on important issues is more than commonplace. Under the 'strong leader' model the majority of Sheffields elected councillors are excluded from contributing to any meaningful decision making processes. Public consultations are a meaningless tick box exercise and usually written in a way that produces certain answers. There is zero accountability on questionable decisions that have been made which have produced disastrous results, either from councillors or council officers.	Fairness should be paramount. Cross party decision making. Party politics has no place in decision making at local level. Every Councillor, regardless of party association, should be able to express their view freely and without duress. Every ward should be represented in the decision making process which should fairly reflect Sheffield as a whole. Overriding fair decision making should be genuine transparency and wholesome accountability at all levels.	Too much power in too few hands. Party politics obstructing open, fair, productive decision-making process.	I hope the process changes! I strongly believe that the current system is undemocratic, unfair and damaging to our city. We desperately need a more transparent, inclusive and accountable process in place.
The decision making body taking account of evidence and opinion. Decisions being taken by bodies which are accountable to the public (i.e. not behind closed doors). A willingness to make bold decisions because there is consensus in the council and support from the public.	I do not represent an organisation, though was an (opposition) city councillor for 11 years. It was incredibly frustrating to see that people who could have contributed to decisions (inside and outside the council) were excluded. Again and again, nothing could be decided until the ruling group had made up their minds, and then it was too late to change things.	At a micro-level some council officers really push the boat out to be helpful to community groups and organisations. But this is often against the grain of the environment in which they work, which feels incredibly bureaucratic and not open to suggestions.	A recent example was the new cycle scheme on Broomhall Road. Local people made a huge effort to show officers and councillors (the cabinet member) why it was a waste of money and would make things worse rather than better. I gave up trying to find out why the scheme had been chosen/designated in the first place. In the end it went ahead on a trial basis and was made permanent despite continued objections. The stated outcomes changed to reflect the lack of improvement. There was a very strong suspicion that the scheme was "make work" for Amey.	The main thing is to reduce the influence of party politics. This could happen with the strong leader model, if the strong leader picked a "rainbow cabinet", instead of from within one party by secret vote. Existing committees should choose their chairs and co-chairs according to merit, not just on political party. Ideally we would have proportional representation, which would elect a council which reflected the public's votes. This depends on national legislation, but we could move to all-out elections every 4 years which would produce a more balanced council, forcing the rainbow principle to talk to each other.	Party politics Secrecy	
Democratic, informed, progressive, innovative, flexible, accountable.	To be fair and equal, able to listen, learn and review its process, taking a long term view of things, finding ways to engage with even the most vulnerable through identifying the barriers to them.	I am not saying there aren't any but there must be some but I am not aware of any particular good points	Very disappointed that only 10 councillors get to make decisions for the whole city. A way for citizens to feed into the decision making process, training for people involved, a democratic and effective structure. Candidates should declare their interest and should be voted in democratically. The public should be kept informed of All elections and information and decisions.	Too many layers so it becomes ineffective, too political		The city so needs a direction, a proper strategy and dealing with environmental matters urgently. It needs a modern, affordable and efficient public transport system to all parts of the city so that citizens have a proper choice and start dumping their vehicles.
All elected representatives have an equal say in the decision making process. This way all people have their interests heard and voiced, furthering the democratic process.	It is important to me that, again, all people are represented through the elected councillors. And the decisions are taken from a long term and sustainable stand point. The need for this has been recently very acutely highlighted with the flooding and the impact that long term land management of the south pennine hills has. SCC being a major land holder in the catchments west of Sheffield need to be thinking long and hard about how these lands provide all the services its people need, not just getting a simple tenancy and forgetting about it until it is up for renewal.	The fact that there is a consultation process is positive, though this needs to be expanded.	Decisions seem to be made behind closed doors and consultations can seem like an after thought. There also seems to be a lack of ambition on how the green space is managed. Simply going with the Status Quo rather than making more positive change.	Less politics of personality and a greater sense of democracy through all elected councillor engagement. Decisions that better benefit the city as a whole, especially the more deprived areas, rather than the rich land holders/ big business. I refer back to my previous answer on land management. Well are all impacted by decisions in the area so this needs to be taken into account		Large business and wealthy individuals influencing the decision making process.
Open and informed discussion with all options, ideas and expertise involved from the beginning, as far as possible in public.	That the right decisions are made for the betterment of Sheffield. That electoral politics shouldn't interfere with decision making whereby political parties are afraid to do the right thing if they think it will have an adverse effect at the ballot box.	N/a	Decision making in the SCC is bad. Too many decisions are made by a few people behind closed doors. Only to be rubber stamped in public.	Fair and open discussion. A committee where all ideas and expertise are on the table at the beginning of the process.		Anyone with absolute power.
Evidence based decisions not dictated by leaders from above.	What is right for Sheffield might not be the same for another authority or organisation based outside of Sheffield so the right thing for Sheffield is done.		The scrutiny system fails when the leading group has a majority on all committees and even when a committee gives an instruction the cabinet member can overrule the decision.	Full transparency where everyone has access to all information.		Anyone with power to reward individuals with positions of power, be they paid or unpaid.
P a g e s s	That problems are met with a can do attitude and SCC always strive to be the best.		There is a distinct lack of transparency whereby opposition and non cabinet councillors are refused information that is essential for them work on the Betterment of Sheffield.	Empowering all councillors to work for the betterment of Sheffield.		Majorities that can force through policies.
Where everyone discusses without party pressure to keep to party politics! Means looking at all options available, doing research , keeping people informed , Being Honest	That all our councillors are heard . The people of sheffield are not ignored , our thoughts and opinions are considered.	Over the past 3 years of watching the council at council meetings , I cannot say I like any decisions made . The questions people ask are never answered , people are not respected. The council doesn't take responsibility for its own actions .	Lack of democracy shown by the cabinet. Lack of consideration when people ask questions no answers given , I worry about transparency and honesty with SCC having witnessed quite a lot of hyperbole over the last 3 years .	Power spread across as many people as possible. A minimum of two co chairs on each committee. A maximum term for each chair of just a few months so positions of power change between people and parties frequently.		Cabinet system doesn't give true democracy, this must go !
Democratic, all elected representatives. Not the current strong leader model in Sheffield	Needs to involve all the elected representatives.	I don't. It is undemocratic and has contributed to a sense of mistrust in the council and the complete travesty and waste of public money in relation to street trees with absolutely no accountability.	Strong leader model - unrepresentative and undemocratic. Awful. And I am a labour voter!	All councillors to get a say , all councillors given power to truly represent the people of Sheffield.		I would like to know why people are disrespected by not being given answers .
It is evidence based, includes input from stakeholders and has the buy-in and involvement of those most closely affected by the decisions. In the context of decisions made by the council it's important to take on board the views of ALL elected councillors, not just Cabinet members.	Decisions ought to be made following a thorough evaluation of all the evidence and on the basis of the widest range of views put forward. All too often the wishes of the community are ignored or overridden in favour of commercial interests.	I have nothing positive to report.	Important decisions are made only by the Cabinet members which means that only ten of the 84 elected councillors have any real influence. This way of working is appallingly undemocratic and arrogant in the extreme.	I'd like to see the "Strong Leader" model scrapped in favour of the committee system. I'd like to see more cross party collaboration in both decision making and scrutiny of those decisions. Above all I'd like to see more openness, transparency and public accountability built into the system.		Councillors and council officials need to keep in mind that their purpose is to serve the people of Sheffield and to act accordingly. They should admit their mistakes e.g. the disastrous and expensive Streets Ahead PFI contract - and seek to rectify such situations, as other councils have done. That way they would actually gain respect and justify continuation in their roles.
Open, accountable, evidenced based, subject to public scrutiny.	Decision making should be transparent, accountable, democratic and in the best interests of the many, not the few.	It is impossible to say as decisions are made behind closed doors by 10 cabinet members.	Decision making is secretive, opaque, unaccountable and seems to disproportionately benefit the interests of big businesses and developers at the expense of the community. Just three examples include: the proposed central library sell-off, the proposed Mount Pleasant community regeneration scheme and of course the AMEY contract.	A committee system which allows for more public scrutiny, and less fear of being disciplined for local Councillors who want to represent the interests of their constituents rather than being dictated to by their party leaders.		A "strong leader" model. The ability for corporates or big businesses or developers to lobby Councillors.
Based on genuine consultation, open and transparent.	That is it is none of the things mentioned above	Nothing.	Everything. The Cabinet is run as a secretive cabal.	The things I mentioned above.	Secrecy and bullying.	The council has demonstrated time and again that its decision making process is broken but has shown no desire to change it.
Proper consultation - talking to those affected about plans BEFORE they're so far down the line they can't be changed.	Fair and meaningful representation Most people in Sheffield do not vote in local elections. Less than 10% of the electorate voted for the current ruling group, but the current 'strong leader' system gives them overwhelming power. This makes representation meaningless (and undermines legitimacy) ! All councillors should have a meaningful voice & equal power to represent their communities ! It must be clear that all councillors play a role in shaping and taking council decisions ! The political membership of committees should be proportional to vote share ! Committees should be chaired by councillors not from the majority party ! Ban anti-democratic party-whipping (councillors forced to vote in a particular way by their party) that overrides a councillor's duty to represent their local community ! Local councillors should have full access to information, and be part of all specific ward-based decisions (eg selling off heritage assets, new developments) ! More consensus building and cross-party working – a constitutional commitment to structures and procedures that support power-sharing ! A reduction in delegation of decisions to unelected, unaccountable officers 2.	Zero	Fair and meaningful representation Most people in Sheffield do not vote in local elections. Less than 10% of the electorate voted for the current ruling group, but the current 'strong leader' system gives them overwhelming power. This makes representation meaningless (and undermines legitimacy) ! All councillors should have a meaningful voice & equal power to represent their communities ! It must be clear that all councillors play a role in shaping and taking council decisions ! The political membership of committees should be proportional to vote share ! Committees should be chaired by councillors not from the majority party ! Ban anti-democratic party-whipping (councillors forced to vote in a particular way by their party) that overrides a councillor's duty to represent their local community ! Local councillors should have full access to information, and be part of all specific ward-based decisions (eg selling off heritage assets, new developments) ! More consensus building and cross-party working – a constitutional commitment to structures and procedures that support power-sharing ! A reduction in delegation of decisions to unelected, unaccountable officers 2.	Fair and meaningful representation Most people in Sheffield do not vote in local elections. Less than 10% of the electorate voted for the current ruling group, but the current 'strong leader' system gives them overwhelming power. This makes representation meaningless (and undermines legitimacy) ! All councillors should have a meaningful voice & equal power to represent their communities ! It must be clear that all councillors play a role in shaping and taking council decisions ! The political membership of committees should be proportional to vote share ! Committees should be chaired by councillors not from the majority party ! Ban anti-democratic party-whipping (councillors forced to vote in a particular way by their party) that overrides a councillor's duty to represent their local community ! Local councillors should have full access to information, and be part of all specific ward-based decisions (eg selling off heritage assets, new developments) ! More consensus building and cross-party working – a constitutional commitment to structures and procedures that support power-sharing ! A reduction in delegation of decisions to unelected, unaccountable officers 2.		1.) When will the council publish or make available the report from Nigel Slack's event? 2) How confident are they that they will be able to fulfil their moral obligation to enable people to make an informed decision in the referendum. 3) Exactly what resources will the council make available to the public to assist them to make the decision and how will they be disseminated? 4) How often do the people in this culture identify, recognise and seek to close gaps and misunderstandings with others?
Proper representation - committees can be formed on the basis of vote share, rather than seats won. This gives a voice to minorities	Increased participation and impact Representative democratic systems are limited, and need additional mechanisms and processes to enhance decision-making (and as part of checks and balances). Stakeholders, experts and community voices must be integral to committee governance, not separate from it, e.g. designated committee places/roles, open community sub-committees and working groups ! Formalised and active support for communities wanting to contribute to decisions ! Decision-making needs to be more open and deliberative (reduce the need for ineffective 'scrutiny'/consultation' after decisions are made) ! Provide a framework that is creative & responsive to innovations, particularly to counter the impact of inequalities and differential social capital e.g. incentivise community input ! The impact of participation must be evident in council decision-making 3. Cultural change hand in hand with new system structures and		Fair and meaningful representation Most people in Sheffield do not vote in local elections. Less than 10% of the electorate voted for the current ruling group, but the current 'strong leader' system gives them overwhelming power. This makes representation meaningless (and undermines legitimacy) ! All councillors should have a meaningful voice & equal power to represent their communities ! It must be clear that all councillors play a role in shaping and taking council decisions ! The political membership of committees should be proportional to vote share ! Committees should be chaired by councillors not from the majority party ! Ban anti-democratic party-whipping (councillors forced to vote in a particular way by their party) that overrides a councillor's duty to represent their local community ! Local councillors should have full access to information, and be part of all specific ward-based decisions (eg selling off heritage assets, new developments) ! More consensus building and cross-party working – a constitutional commitment to structures and procedures that support power-sharing ! A reduction in delegation of decisions to unelected, unaccountable officers 2.	Fair and meaningful representation Most people in Sheffield do not vote in local elections. Less than 10% of the electorate voted for the current ruling group, but the current 'strong leader' system gives them overwhelming power. This makes representation meaningless (and undermines legitimacy) ! All councillors should have a meaningful voice & equal power to represent their communities ! It must be clear that all councillors play a role in shaping and taking council decisions ! The political membership of committees should be proportional to vote share ! Committees should be chaired by councillors not from the majority party ! Ban anti-democratic party-whipping (councillors forced to vote in a particular way by their party) that overrides a councillor's duty to represent their local community ! Local councillors should have full access to information, and be part of all specific ward-based decisions (eg selling off heritage assets, new developments) ! More consensus building and cross-party working – a constitutional commitment to structures and procedures that support power-sharing ! A reduction in delegation of decisions to unelected, unaccountable officers 2.		At Nigel Slack's event both there was a general consensus that cultural change was needed and this was certainly highlighted at the last Full council meeting. It was also noted that scrutiny was not effective and yet this committee is the one that is leading on the governance review. Rather than marking their own homework wouldn't there be more value in getting in external expertise eg from CIPs to help conduct the review and to hold public engagement events? After all asking for help from a critical friend is a well recognised technique used by people from all kinds of organisation who are fully committed to driving improvement.
Committees created from people with the necessary skills and experience, rather than with the right colour of rosette.						1000s of Sheffield voters told it's Our City that they

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
It is based on data and factually accurate information from experts. As such it is not subjective or politicised.	The decision making process must be based upon information that is accurate and up to date and presented by experts in the field the representing persons must declare without reservation any and all conflicting interests prior to any presentation.	Very little	There is little communication with the community and very little effort to engage with people to bring in alternative view points. Decision making is made largely by people who have vested interests or political bias. The people making decisions are not completely transparent.	A more transparent open system where people in the community are truly engaged with and actively brought in to the discussion.	Nepotism	It needs root and branch reform. It needs to engage the community and strive towards bringing in a balanced perspective of conflicting view points which can accurately reflect the diverse community that is Sheffield. We are a rapidly changing community. The rate of change is accelerating. The stasis in the council is counter productive and conservative. It's time for change.
Decision making based on expert advice, made by groups of impartial but motivated individuals	That it moves away from the current strong leader model and towards a committee based system	Nothing	That the decisions being made are counter to the benefit of the city and its residents	More democracy. Citizens assemblies. Transparency.	Avoid decisions made by small groups or individuals	The council leadership should have taken notice of the It's Our City petition and could have avoided the costs to the taxpayer of a referendum. The strong leader and their cabinet should have divested themselves of power and invited in the full council to find a more balanced decision making system.
1. The collection of all available and relevant facts, 2. The development of options which take account of the facts, address the needs of different interest groups, are practical, and are assessed for second order consequences. The options should be costed. 3. The options are presented to the interest groups for consultation and comment. This should provide additional testing of the options. 4. The options and the comments should be considered by the decision-taking group, which should be representative of all the interest group. There should be the option to call for further information. The decision should be supported by a justification to explain why it has been taken and how it impacts different groups. genuine stakeholder engagement - proportional representation and people's assemblies	Decisions should be open to scrutiny by the whole of the council, or a relevant and agreed subset. Every councillor should have the opportunity of making an input, to ensure that community interests are taken into account. All councillors should be able to account to their constituents for decisions taken. The city's interests should take precedence over sectional interests and all councillors should be able to account for their behaviour and demonstrate that this has been done.	Nothing much. I feel that, for example, the recent debacle over tree removal could have been avoided with a more open decision making and scrutiny. Instead our city has been made a national laughing stock with its heavy handed authoritarian approach.	It places too much power in the hands of a small unrepresentative group with little real accountability to the electorate. It undermines local democracy by making people feel impotent and disengaged from the process and creates a vicious circle of undermining democracy.	A system which prevents short-term political expediency from over-ruled the long term needs of the city and its citizens. A system which allows all councillors to represent the interest of their electorates.	The obvious threat is the possibility of creating bureaucracy for its own sake. The structure should incorporate limits to curtail obstructionism and 'overthinking'.	No
The options are made clear. The arguments for and against and who made them also. Any consultation process is described. If no consultation then a justification for that is given. The votes for and against are publicised. A mechanism or procedure for reviewing the decisions made is identified. Well informed, impartial, fair, willing to listen and take full and proper account of differing views, willing to try new ideas and different ways of doing things. People and organisations significantly affected given sufficient timely unbiased information on proposals, options available, pros and cons, implications, and given opportunities and sufficient time to comment. Tight and effective control over delegated decision making. Fore sight and early action to ensure decision making is not rushed and is done to a high standard. Decision making process being clear and understandable. Openness and accountability from start to finish. Effective, timely and open reporting, including outcome of decisions, lesson learned, and changes made as a result. [Why are you asking ordinary people to answer this question for a big complex local authority such as Sheffield City Council the workings of which most local people know little about? And why the tight timetable for completing the survey? To help, why didn't you provide with this survey some links to the ideas, guidance and examples available on the internet including the detailed information you publish on the Council's website about how it makes its decisions?]	Most councilors do not get a say in decision making processes	nothing	see answer for above	genuine engagement with the people of sheffield reflected in diverse peoples' assemblies tribalism	The urgent need to listen to local public opinion and take a lead in progressive and far-reaching political action.	
Decisions made by a fully representative committee, covering people and organisations of all backgrounds and interest groups	Be accountable Be transparent Be truthful Be representative Do not be biased Do not represent particular interest groups Do the right thing by the planet and all species inhabiting it	I want to know how it all works. I believe that the council has acted slowly, has not represented the whole of the city. Has been lacking in ambition. Has been naive in arranging its commercial contracts. And has been defensive rather than open. Has failed to look outwards. Because I pay tax that helps to fund the Council, because I want people in Sheffield, myself included, to have good public and private services now and in the future, because I want the city to be interesting, recognised elsewhere as being forward thinking and innovative, and I want to be proud of Sheffield. To achieve this, amongst other things I want the Council to manage its finances and services well, work effectively with other bodies when necessary, learn from good practice elsewhere, and demonstrate clearly that it delivers value for money. In my view there's a need for more effective external audit of value for money delivered by local councils, local hospital and other local public sector bodies - an improved version of what was done by the now abolished Audit Commission. The National Audit Office (for Central Government) might be able to help with this.	It tries to look after the disadvantaged.	To absolutely prioritise the climate and ecological emergency which is threatening the very future of humanity.	See 4, 5 and 7 above. Can't afford to spend more time going into this in more detail. I prefer the Committee, not Cabinet, arrangement.	Can't afford to spend more time going into this in more detail. I prefer the Committee, not Cabinet, arrangement.
Decision making should be based upon expert advice, provided by groups of impartial, but motivated individuals. The decision making group should be diverse and represent as many people as possible from the wider community that the decision affects and it should be a committee based system rather than one with a strong central power base.	The current Sheffield City Council decision making system is based upon a 'Strong Leader' model. I believe, based upon the information I have reviewed independently that a more democratic, committee-based decision making system should be implemented.	Not much at the moment. For example, for such a potentially important bridge between Council and local NHS services, I think the local Health and Wellbeing Board has been poorly managed. I was not surprised by the criticism made in the March 2018 report on it by the Care Quality Commission. In my view the Council does too little to try and ensure good governance arrangements in local health bodies (such as the hospitals and clinical commissioning group), including openness and accountability with information on how well they plan and manage their spending and services and deliver value for money. I've searched their websites and can't find anything on performance management and value for money. Much more needs to be done between the Council and NHS to tackle unhealthy lifestyles and the resultant increasing costs of health and social care.	The Labour Party has controlled the Council for far too long. The voting system for local councils should have been changed long ago to one of proportional representation. There should also be fewer and better councillors including some with relevant business experience in medium-large private sector organisations. The Labour Group doesn't work constructively enough, for the benefit of the whole of Sheffield, with the local councillors from other political parties. I'm fed up the appearance of the city centre, the awful ugly unimaginative high-rise modern buildings allowed and enthused about by the Council, no one I know likes and wants them nor do they want to shop or spend time in the city centre. The Council doesn't work effectively enough with the other big councils that comprise Sheffield City Region. REDACTED probably needs more help. Recent flooding in Rotherham and near Doncaster is partly due to the effective flood risk measures taken in Sheffield moving water and risk further downstream. The Council and City Region seems to have done little or nothing to make the so-called Northern Powerhouse and Transport For The North understandable, open and accountable; they seem to speak primarily for Manchester and Leeds and not for South Yorkshire. And I'm annoyed about the support given to HS2 which is yet another badly planned and executed disaster of a public project. The £100bn plus likely eventual cost would be better spent on improving public transport across the North, jobs for the future, improvements in social and health care, education, police and security, environmental improvements and so on.	See 4, 5 and 7 above. Can't afford to spend more time going into this in more detail. I prefer the Committee, not Cabinet, arrangement.	See 4, 5 and 7 above. Can't afford to spend more time going into this in more detail. I prefer the Committee, not Cabinet, arrangement.	Can't afford to spend more time going into this in more detail. I prefer the Committee, not Cabinet, arrangement.
- openness and transparency - reflects the views of everybody in a democratic and proportional way - not the decisions of a few who are not representative of the whole - genuine consultation and information gathering - accountability - impartiality Gathering all evidence and information, collaboration with all stakeholders, unbiased assessment by either cross party representatives or a citizens assembly.	- I am not happy with the way SCC has been making decisions	I do not see any obvious strengths in the current model. It is flawed.	I think the current way in which the council is outdated and undemocratic. I think that it is weak and susceptible to bias, outside influence from corrupt influencers and open to a failure of good decision making on the basis of poorly informed and poorly motivated individuals at the centre who have a power base that is more easily capitalised and maintained.	Broad representation See above	Concentration of power and decision making	Please be more democratic and take into account the views of all the people who live in the Sheffield area, and the people whose lives your decisions affect, and the environment that your decisions affect, and the effect of those environmental decisions on the people
Open, and with a structured system of committees feeding into a central body.	That it involves a cross party approach representing all the people of Sheffield.	Nothing, it does not listen or represent the citizens of Sheffield and is has a bullying culture that does not collaborate.	In short, there is nothing I like about the current method of decision making.	More democratic, committee-based decision making. Improved technology and communications with the people of Sheffield to both inform them better about key issues and engage them more. Energised and motivational community outreach campaigns that work with leaders of communities across the City to build more diversity and better representation within council and decision making processes. Possible use of citizens assemblies to tackle big issues. Transparency.	Centralised power of just a few individuals should be avoided entirely. Group decision making should be central to the new structure.	It's a full circle... The council leadership, REDACTED should have acknowledged the work being done by the It's Our City campaign and engaged with the group in meaningful dialogue to create a review of the council's decision making methods. Instead, REDACTED the Labour council have failed at every opportunity to do this and instead have forced a hard fought campaign to mobile and force a referendum, which will now cost the tax payer.
- open committee-based decision-making will bring in fresh ideas and understanding	it needs to take account of the complex different viewpoints and needs within the city and be freed from specific dogma and from "the way we have always done it".	it is clear that the council is trying to do its best for the city under very testing circumstances.	The number of people involved in actual decision-making is much too small.	Committees of different kinds feeding into and represented in a central structure.	- ongoing systems and people who are entrenched and not representative of the council or citizens - lack of transparency - narrow selection of decision makers - white middle aged men! Not listening to what is important to the people it serves, ignoring evidence & facts and ensuring that the health and welfare of its citizens and climate control with reducing air pollution are priorities.	I support the recent petition asking for change and a more representative decision making process which takes the whole of the Council's views and elected representatives into account.
					A free for all approach - open forums, referendums etc. The former slip very quickly out of control and only the loudest voices are heard.	No

Page 40

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Transparency and listening. A fair number of councillors of all parties being involved in the decisions process. Not closed door policy as currently exists for a chosen few who all have the same agenda. Allowing the public to be involved in decision making and financial application of public funds. Public scrutiny access to contracts that we are locked into.... After the AMEY shambles, public trust in our current council is very low. We need to know where the money is being spent and who it is being awarded to, and we need clear sight of all tenders being submitted for each contract. We, the tax payers have become very sceptical that pecuniary interest is not rigorous enough. In summary, all decisions by the council should be made in plain sight, and made available for public scrutiny easily with no quibble or intimidation.	As above. They need to unlock the secrecy surrounding their decisions. Respect their constituents. Accept responsibility when they mess up as with the AMEY contract. REDACTED Involve more councillors in the decisions for the city. Involve a percentage of the public when a huge financial decision is being made to lock the city into a ball and chain contract, as with the AMEY contract. This was indulgent arrogance in the extreme.	Nothing.	It's decision making progress seems nepotistic and erratic. They constantly contradict themselves and each other and then childishly squabble publicly. REDACTED The current decision makers are positively medieval in their handling of criticism, they arrogantly deny any wrongdoing and refuse to take responsibility for said wrongdoing. REDACTED Sheffield people do not take kindly to being treated like idiots, we are intelligent people who pay the council a great deal of money in taxes so we expect better from those who are responsible for this money. The AMEY contract car-crash being a huge example of ineptitude and greed by our current council. The council core, the secretive decision makers, should not be allowed to make decisions in private, or to use the public purse to fight their very public battles in court, as is currently happening. They decide who makes the rules and have free reign to do whatever they please with no exterior scrutiny whatsoever. Medieval. It has to stop. A total vote of no confidence from this household.	As discussed earlier. A percentage of the public and other parties being involved in ALL council decisions that affect our city. Robust scrutiny to be employed by independent legal authorities and public nominated individuals. And for sight, by the public, of ALL council contract documents to be available as scanned documentation at Howden House, as with current planning documentation. Accountability by any serving Councillor or leader of the Council to be written robustly in place on their contract documentation. The Sheffield public will not tolerate the behaviours of the council of the previous few years. It is outdated and indulgent. There needs to be more robust scrutiny on planning permission given to developers, especially on land susceptible to flood risk. Green land needs ring fencing for natural flood defence. Woodland needs nurturing and our atrocious pollution levels need to be rigorously debated and solutions need to be researched and implemented. Avoid the council bringing in their 'own' supposed independent experts and using the public purse to pay for these biased and worthless sets of so called reports. No secret ratification and subsequent censoring of contracts behind closed doors. All major decisions need to be transparent, as do the follow up contracts. The council need to learn to apologise and listen instead of blaming innocent constituents for errors they themselves have caused. The council also need to be reigned in for spending eye watering amounts from the public purse on their legal team in attempts to convict the public for peaceful protest. They should learn from the outrage they caused the Sheffield people when they made our city a laughing stock across the world, following their shambolic dealings over the AMEY contract.	Avoid giving the council leader 100% carte blanche with decision making, the public purse and Sheffield's greenbelt, trees and woodlands. Avoid allowing the council. Leader the right to select her own team to make council decisions. Avoid allowance of the council leader, REDACTED the right to squander public money on legal representation to protect themselves following unwise or illegal actions. (The illegal arrest of peaceful tree protesters and the subsequent compensation payouts as a recent example),	I seriously hope these views are fed back to the current council. That they absorb their failures and actions, following their bad decisions at our beautiful city's expense and that they come back to the table with sincere regret for their failures and learn to take responsibility for their actions moving forward. I would hope they learn the value of public apology and to listen and respond to us with some grace and humility, which has been sadly lacking over the past few years under the current council's leadership. I shall file this questionnaire now, however, I remain sceptical and cynical for the future of Sheffield's people under the current council's governance. I would hope that they prove me wrong.
All stakeholders consulted and all impacts considered.	All party politics needs to be set aside! This may seem unrealistic to you but party politics should have no real place in local governance. You are serving a variety of communities - all with differing needs - as well as creating a future for the City as a whole. None of these things has to have anything to do with what has become incredibly divisive ...poisonous party politics in this City. I want the best brains from all sides ...along with those who are incredibly well connected within each community (I am not referring to Councillors here) with crucial knowledge of what they need ...and those capable of great innovation etc. Outside help should be more positively embraced.	Genuinely struggling to answer this in a positive way.	I can imagine the strong leader model does work in some places however, the last few years have shown that it does not work in Sheffield.	You have to find a way to be GENUINELY connected to all Sheffield's communities. A REAL network of people (not Councillors) spread across the City with key and in-depth knowledge of those communities needs who, no matter what their party politics, are GENUINELY listened to at Council and able to DIRECTLY push the relevant agenda for those communities. This network would provide a strong backbone to local governance - you will continue to make, at best, inadequate decisions without it.	1. PARTY POLITICS - your party/parties are not important when it comes to local governance! 2. STRONG LEADER MODEL - numerous decisions over the last few years have been appalling. A variety of negative national/international headlines over recent years proves this along with the negative impact on residents and businesses. 3. The intransigence shown in the last few years. 4. A lack of respect for Sheffield Heritage.	Ultimately when you are looking at this whole issue I would like you to GENUINELY ask yourselves how did we get into the state we have over the last few years? What in our current decision making processes got us and the rest of the City into situations like getting families up whilst its still dark, at incredibly hours in the morning, shuffled on the streets in their night clothes - just to cut down a tree? Why just threaten imprisonment instead of genuine community engagement ? At this point I don't doubt some of you will be groaning but you are going through this process precisely because of situations like that one and many subsequent ones. There can be no doubt that the negative impact of those decisions will last long in people's memories and leave you totally disconnected from many residents. Instead of 'battening down the hatches' - PLEASE reflect on this and have a radical rethink of your decision making processes.
P Transparent and open. Broad and fair, taking into account all elected members of council O Using good quality information to make the best decision for all. A Listens attentively to all points of view. Makes decisions based on calm judgement, not on party allegiance. Gives all councillors a say in decisions. Spreads ideas debated rationally with accountability	I t should be committee based system That my councillor has a say T hat the decisions made are in the best interest of all, not decisions that benefit a few people That their decisions give the best outcomes for the citizens of Sheffield. V That voters are involved	I don't like they way decisions are made. It should be a committee system I don't like teh string leader model at all. It is undemocratic C The current process excludes the majority of councillors which I think is incorrect.	C ommunity system The strong leader model in which the vast majority of members don't have any say at all in a huge number of important matters See 6. V oters are either patronised or stigmatised	C ommunity system A more democratic system in which all councillors have an equal say D irect voting on issues by citizens P arliament for all citizens to debate issues outside of party politics and council influence	T he current 9 councillor voting system A void being swayed by old rivalries and grudges H aving it made up solely by the council	T he current 9 councillor voting system A void being swayed by old rivalries and grudges H aving it made up solely by the council
Open, transparent (in terms of reasoning behind the decision), utilises input and views of as many elected representatives as possible.	That decisions are made on the basis of accurate evidence, that they take into account the LONG TERM interests of the community. Good decision making should exclude any party political factors such that elected representatives follow their own conscience.	Not much, I'm afraid.	I strongly disagree with the "strong cabinet" approach which marginalises a large proportion of the elected representatives from many decisions.	See above. I'd like the strong cabinet approach to be abandoned.	See above.	I'd like to see more public consultations on key decisions. For example, when the contract for the local bus service is due for renewal.
Discussion, debate, free vote by all councillors. Democratic not autocratic.	Sheffield Council seems to demonstrate an insular and parochial, unambitious approach to the city's development which it has displayed for many years. It is important that in the future the decisions are made more democratically and realistically, enabling Sheffield to become a better partner for other northern cities and raising our profile.	Can't think of any.	Too limited and autocratic.	A wider debate among those involved and not the power to influence in the hands of so few councillors.	A repetition of what we have now.	It is time that we had change!
Full analysis of the pros and cons and enough stakeholders involved in the decision making process to avoid biased decisions.	The decision making process should be communicated effectively to the people affected by those decisions. There needs to be total transparency to the people of Sheffield, a clear aim and process and deadlines. Decisions should be thought through fully and the explanation, pros and cons of those decisions should be noted and available for scrutiny. The right number of stakeholders should be involved to aim for unbiased decisions but to avoid long unnecessary timescales.		Money seems to be spent very unwisely. The council give the impression of inefficiency, bad management and poor financial decision making.	Innovative solutions considered. Full transparency. Clear aims and financial budgets and a managed decision process and deadlines. More stakeholders involved in the process.	Too many people or the wrong people involved. Long winded decision making. Unclear aims and bad management of the decision making process. Bad financial management.	
Good decision making includes: - following due process in a transparent and timely way - decisions are made by the council as a whole - council decisions are informed by the work of committees drawn from the whole membership of the council - those committees hear evidence from all stakeholders and bring reports and recommendations to the whole council - the public may attend all meetings of the council as observers - citizens assemblies independent of party structures hear evidence and make recommendations on large/complex/contentious issues. Based on a thorough assessment of the impact on everyone affected and with input from a diverse cross section of representatives	That it's not a small cabal making the decisions. Decisions need to be made by as wide a base of representatives as possible, in public, on the basis of wide and timely consultation. That there is a system which can encourage innovative solutions to problems.	The ethos that everyone matters and the valuing of public services.	Too small a group has too much decision making power	A committee system as described in the first answer Citizens assemblies involved in informing decisions As wide a group as possible making decisions A balance between a healthy turn-over of council members on the one hand and continuity/institutional memory on the other hand.	A small group with too much decision making power, and individuals who hold power for too long.	
One which is based upon genuine and full consultation with the public, particularly with those whom any decision will affect, plus fairness in the voting system within the council.	That decisions are made based on input from a diverse cross section of representatives in order that everyone affected by decisions are considered fairly and given the opportunity to voice views / concerns / suggestions It is important to me that all councillors have a vote in any final decision. It is important to me that the way a decision was reached is made transparent. It is important to me that objections to the way a decision was reached are heard and given a fast and considered response. It is important to me that people in the council, who have significant power to act and make decisions on our behalf, do not lie, nor circumvent issues of fairness and democracy, nor withhold information to benefit themselves and to maintain <i>neutrality</i> .	I don't like very much about it.	It seems that a small group of people in the council have more say or power than other individuals in the council when it comes to making decisions. this is not ok.	Input from a diverse cross section of representatives in order that everyone affected by decisions are able to easily present views / opinions / suggestions	Too narrow a variety of inputters	Please don't ignore complaints about unfairness. take them seriously, respond to them quickly and with consideration, and be prepared to make changes.

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Decisions taken by a full council which is informed and responsive to residents concerns and views. A system of excellent and transparent communications with Sheffield residents to ensure they are fully informed of proposed decisions before consultation. Good decision making avoids secrecy, obduracy, and defiance in the face of unacceptability to Sheffield residents.	Decisions should be made by the full council only after communicating the options and reasons for the proposed actions and consulting the residents of Sheffield. The decisions should be informed and responsive to feedback from consultation. Debate and decisions by the council must be based on transparency with clear and full reasons given for the decisions made. It is important that Sheffield City Council does hide behind 'commercial confidentiality' against residents wishes and avoiding democratic accountability		I am very unhappy with the delegated authority given to 10 councillors, out of 82 make all important decisions. This concentrated authority is flawed and has inevitably been misused. Other councillors who genuinely consult listen to the residents of their ward have no say in decisions that are made. The cabinet model has enabled entrenched and controversial decisions to be made and clung to despite widespread unacceptability to both other councillors and residents. Concentrated power inevitably leads to clothe eared obdurate leadership. The checks and balances of including the whole council is essential to mitigate against poor decision making and entrenched positions being taken in defiance of communities wishes.	Transparency, comprehensive information giving alternatives, reasons for proposals, consultation, full debate across the whole council, listening to representations and feedback, full reasons given for decisions, openness to changing minds in light of changed circumstances, effect of decision, democratic accountability.	Power and decisions in the hands of a cadre. Unaccountable, unresponsive secretive, entrenched, siege mentality in defiance of local community wishes.	I recommend the changes proposed in the 'It's Our City Campaign'. This is an exciting opportunity to implement a genuinely democratic bottom up decision making process which can re-energise civic pride in Sheffield Council working in the interests of all its communities.
Good decision making should be consistent and follow existing policies, where they are present; should have clear options for consideration; be fair to those affected; be transparent as to how the options presented have been arrived at; be transparent about how a decision has been made; and have a formal mechanism for reviewing the decision after implementation.	Poor decision making harms the physical and social fabric of the city and undermines public faith in local government.	Not a lot!	It is not transparent. Policy is not followed. Representation from other parties, backbench councillors, and local groups appears to be discounted without reasons given. Decisions appear to be directed to individual cabinet member preferences rather than being evidence led.	A committee system that ensures wider input to, and oversight of, decision making. Party affiliation should take a back seat to making decisions, with a sound evidence base, for the good of the city. The decision making structure itself also needs to be subject to review - ways of making decisions might need to be different in different circumstances, and it is unlikely any new structure will get everything right first time.	Over-domination of committees by the majority party that would disenfranchise wider representation; one 'strategy' committee or similar with decision-making powers that would prevent full devolution of decisions to wider committees; committees operating without a clear focus or timescale, risking decisions being continually deferred; insufficient training and support for members.	With limited resources the Council has to renew and energise civic engagement. New ways of harnessing community self help will need open, honest, informed responsive and consultative decision making by the Council.
Evidence-based. Democratic, ie. proportionate to vote share. Decisions taken with an eye on long-term benefits for the maximum number of people. Priorities sustainability and social justice. Not dominated by party politics or strong personalities.	I feel it is currently unfair, leading to decisions that are not in the best interest of the city I'm proud to call home and where I am raising my children.		Relatively few councillors have a say (so-called 'strong leader' model) Often seem very high-handed. Schemes put out to consultation then hearing that it's too late to make any changes eg. Brown Street; sham Tree Consultation Decisions not based on best practice or evidence of what works. With regard to road upgrades, don't seem to grasp that this enables more traffic, despite the council telling people they want them to drive less Attempts to ban media from meetings Misleading/mendacious statements from council eg. trees felled as 'last resort'	Political membership should be proportionate to vote share Nolan Principles enshrined Communities to be enabled to contribute to decisions All councillors to have an equal voice in representing their communities An end to whipping - councillors represent their (entire) community first and foremost - Better audio-visual feed from council meetings	Anything that would run counter to points raised in Box #8 above Unselected officers taking major decisions Paralysis	Officers are there to support the decision-making process, by ensuring Members have access to the right information, on key topics, at the right time - part of the decision-making process, therefore, has to be ensuring that officer expertise is maintained.
Treat everyone equally. Take equal account of the views of all councillors representing all parties. Listen to the people of Sheffield.	Decisions should be made after considering the views of all councillors irrespective of the political party they represent. It is not democratic to have a small proportion of Labour councillors solely responsible for making decisions. Sheffield needs to wake up to the climate emergency, get cars off the roads, improve public transport, plant more trees, make walking and cycling priorities and care for everyone.	I do not like it at all.	It's undemocratic	Introduce democracy. Get rid of the strong leader role. Decisions should be inclusive made by all councillors irrespective of the party they represent.	Over complicating the decision making process.	It is important that SCC set up a decision making process that involves listening to all the people of the time. This has to be done through the elected council members for each ward. All councillors should be given an equal say in decision making irrespective of the party they represent.
Understanding issues. Seeking expert scoping and analysis of issues. Making this information understandable and available to both council officers, councillors and the public. Informed consultation. Cross party discussions. Councillors <input checked="" type="checkbox"/> in their wards interests and not necessarily party lines. Feedback <input checked="" type="checkbox"/> social media websites for open discussion on issues, people have more time to interact from home rather than having to attend meetings. Removing the strong leadership model this just ticks boxes and takes power away from all those other than the cabinet and even the leader who will dismiss those who profoundly disagree with her. Take away <input checked="" type="checkbox"/> whip for those parties who use it. Seek to work with communities. Allocate funds <input checked="" type="checkbox"/> for doing this. Encourage engagement by improving the quality of responses, ie answer emails answer questions in meetings not with anecdotes but with evidence. Introduce right to reply at public meetings and/or have a process whereby the answers can be challenged if it is obvious that the answer was not sufficient or lacking in some manner.	I need to be represented My councillor needs to be able to represent the interests of his Ward not Sheffield or the national Labour Party Politics needs to change It needs to be more representative more inclusive not reduced to 3 or 4 parties. Issues in a ward might not be solved by party politics but by a more collaborative approach.	Nothing that I can think of.	Please see previous answers	Dissemination of impartial evidence based information on all important issues Information and scoping from independent professionals written in layman's terms and disseminated to council officers, councillors and the public. Engagement with the public to gain local knowledge and expertise and opinion through the use of social media and online surveys and also through groups and neighbourhoods to include those not on the internet. This should also be disseminated to council officers, councillors and the public. Collaborative cross party working in committee style meetings based on the above Feedback and reassessment to local needs and opinions Transparency and accountability when council officers and councillors have acted contrary to their code of conduct ...not a losing of ranks.	Efficiency is also important but really all the current public council meetings are basically tick box events with no productive discussion as the strong leadership model and party whip makes all the discussions a foregone conclusion. Therefore just a public theatre rather than useful democratic tool to ensure transparency. A huge waste of time and I suspect just a distraction to the actual decision making which goes on behind closed doors or one door!	If it does not change Sheffield will have lost a HUGE opportunity to work together for the better and join other councils who have changed as a good role model in firstly being brave enough to do it and secondly giving more people the chance to input and use the who range of talents and energy and spirit that exist in Sheffield our wonderful city! THANK YOU x
In a democratic context, I think a consideration of facts and the views of representatives, ideally concluding in consensus. Of course, consensus is impossible a lot of the time, but it's an ideal ending.	It is a learning process ...huge patience is needed but firstly the will to work cooperatively is needed and that is why Sheffield City Council need to change their	Err... I don't know.	That governing cabinet thing.	Audits on the complaints system to ensure that people's concerned are being properly acknowledged and responded to appropriately and not being dismissed.	The new structure should not be tick box it should be meaningful, decision making using this system should be an effective way of making a wide range of decisions on a wide range of issues at a wide range of levels.	This will be the biggest challenge but it should really be worth it with more quality and bespoke solutions from the local to city wide and beyond scale.
A good decision takes into account the needs of as many groups of people and individuals as possible. It also takes into account the environment. Obviously it also has to take into account financial resources, but sometimes the thinking maybe longer term, e.g. can we spend now in order to save later or can we afford not to spend resources?	The council has a very small governing body, which seems to exclude most councillors. This seems to be missing the point of having councillors. It is important to me that this is changed.	I'm not happy. Under the strong Leader model, the Council seems aloof and often out of touch with the needs and concerns of ordinary people. The power of the cabinet and the leader in particular has sometimes resulted in forcing or even bullying behaviour. I would like to see a Council that is more respectful of every individual Council member and members of the public who attend Council meetings. A Committee structure could encourage more collegiate, cross party approaches.	See my comments in the previous box 6.	For things to be decided on a level that actually allows for voter input. Right now, if a voter is not in a ward where one of the existing cabinet members is a councillor, they don't have any prospect of affecting council decisions with their vote. That seems wrong.	Whilst I'm in favour of a Committee structure, I'm aware of the need to avoid unnecessary delays where a decision is urgent, so there will need to be agreed routes for urgent decision making, perhaps involving a Committee Chair, Deputy Chair and relevant Officer.	This is not information but a plea from the heart.
Issues need to be identified and then a co-operative approach should be adopted. There should be a clear procedure to be followed as to how stakeholders, a cross-section of people from communities and designated councillors will consult widely, explore openly and harness the enthusiasm of local people to preserve and enhance the valuable aspects of life in their city. Where relevant, councillors in a particular ward or area should be able to feed the views and practical ideas of their electorate into any decision-making process and open meetings should be held, with widely publicised minutes, using local media, to inform citizens of the progress of any debate or consultation.	Since decisions should take into account as many people as possible and the environment, the decision makers should be representative, by proportion, of the vote share across the city of different political parties. Decision makers should also make efforts to consult and particularly to recognise advocate for the needs of people who are not represented on the Council, e.g. children, newly arrived migrants, people under the protected characteristics under the 2010 Equality Act, people in the Global South and future generations.	I appreciate opportunities for consultation and surveys, when they are framed in a way which makes it possible for people to articulate their views.	The democratic deficit is caused by the fact that most councillors are unable to query or modify decisions made by an unrepresentative ruling group. The 'strong leader' system needs to be dismantled.	Independent experts should be used as a matter of course and their views and research should be an integral part of decision-making.	In the past, we have allowed a cavalier approach where a small group of councillors could sign off (literally) on massive infrastructure projects, contracts etc. which have enormous consequences in the lives of the citizens of Sheffield.	The catalogue is not impressive: the world student games (yes, I know it was a long time ago, but the bill has been long-lasting), the trees scandal which has shocked the nation, the thirty-year contract with Veolia, chasing Chinese investment, and various other things which seem so far-fetched that one can hardly believe they happened.
The willingness of volunteers, businesses, institutions, charities etc. to work for the good of our whole city is totally underestimated.	Power should not be concentrated in the hands of a very few councillors who can manipulate and rubber-stamp very dubious decisions, with almost no scrutiny from the 'outsiders', who are the rest of the elected councillors.	In view of the dominance of one political party in Sheffield City Council, it is all the more important that the views of minority parties are listened to. Our system can in many ways be called totalitarian, as consultations so often are a mere paper exercise. In particular, the disregard of people who happen to live in a ward not represented by a Labour party councillor is utterly immoral and has been for decades.	Disastrous decisions have been adhered to when even a teaspoonful of common sense would indicate that changing direction and apology was the only way to regain the trust of the electorate.	Transparency and accountability for decisions should be clearly evident.	We need to avoid any systems which allow entrenched and obstructive hierarchies of power to continue.	The culture and outlook are what counts before the broken structures can be fixed. The people of this great city would love to be able to trust and have a

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
It should be inclusive of the range of views of all our elected councillors. And the councillors should work with, and be accountable to the population of Sheffield. It should also include expert advice, and take proper notice of communities who are affected by the decisions.	They should follow the above. They should listen and consult properly, and not in the offhand way that the cabinet has done over the last few years.	I can't think of anything I like about decision making at the moment.	I don't like the rule by cabinet, the strong leader model. I think it is secretive, unaccountable and undemocratic, and can be disrespectful to the views which conflict with their own.	Inclusion of all the parties and their views, knowledge and experience.	The cabinet system, where 10 councillors have all the power and, effectively, take all the decisions.	
Decisions need to based on values that consider the locality of (Sheffield) and our planet in an ecocentric way .Rather than an ever increasing human population being put at the centre of all decisions . Democratic, fair and not involving outsourcing or privatisation.	As above . Listen to the mass of Sheffield people whose many voices are demanding we put environmental issues at the heart of decision making.	I feel that there are some old school ideas that aren't necessarily reflective of what the people of the city want. That businesses and students take precedent over Sheffielders. We need more social housing I think too many contracts are given to build homes that are for sale or private rent and that the council are too lax on landlords. I don't think landlords should be allowed to hold council positions that make decisions on housing/rent.	I like that there are dedicated Councillors for specific issues, so you can get to talk to an expert in a particular situation. I like that there is a good balance of women, LGBT and BAME reps on our council.	Cross party committees to learn about issues from a non-partisan point of view, and to feed the information upwards. Residents representatives could also sit on these committees. All local councillors need a voice to represent the people of Sheffield . We need a People's Assembly to prioritize environmental issues.		If a councillor is a landlord they shouldn't be involved in meetings that are voting on issues such as rent or quality of rented accommodation etc if a councillor for example and an entertainment company they shouldn't be involved in booking for events and so on.
A process which is as collaborative as possible, with voices heard that are not normally at the 'decision making table' eg young people, women, people struggling with poverty etc.	Transparency Consultation Decisions which benefit as many people as possible	I'm not aware of how decisions are made at the moment!	I don't like the fact that we have a small group of people who appear to be making decisions that affect all of us.	I would like to see more public participation.	Yes if one party has only one or two councillors they shouldn't be able to control the narrative.	
A place where all councillors have a say in the decision making process, not just a few. A system that is open and decisions are explained to the people.	I want my elected councilor to have a say in decisions. I want decisions to made, based upon expert advice, and not made by a few behind closed doors.	Nothing.	I think the public should be more involved in decision making.	More public outreach work.	Also there MUST be a clamp down in leaks to the press.	If a councillor is a landlord they shouldn't be involved in meetings that are voting on issues such as rent or quality of rented accommodation etc if a councillor for example and an entertainment company they shouldn't be involved in booking for events and so on.
Fully transparent Completely honest Evidence led Fully open to scrutiny, from elected representatives, officers, and the general public Ability, and desire, to change course when unforeseen consequences become apparent	Good decisions will not always be popular, but the Council should always be making decisions that are in the best interests of the city, and the council tax payers who fund them. Transparency is key, as it allows everyone to see why a decision has been made, and how much it will cost, and ensure decisions are made for the right reasons, and not for the best political ones	Not very much. essentially 10 people make the decisions, tell their political colleagues how to vote, and they ignore almost any objections, either from opposition councillors or from the general public. There is a definite "we know best" mentality. Scrutiny is limited, honesty in short supply, and almost always decisions have to be politically advantageous.	My councilor does not appear to have a say in the decision making process. A lot of recent decisions appear ludicrous eg. the tree situation & the amount of money that has been spent on legal expenses. Decisions seem to have been made by a few people, without heed to what is common sense & most people in Sheffield would actually want. essentially 10 people make the decisions, tell their political colleagues how to vote, and they ignore almost any objections, either from opposition councillors or from the general public. There is a definite "we know best" mentality. Scrutiny is limited, honesty in short supply, and almost always decisions have to be politically advantageous.	More involvement with council tenants and concentration on providing more social housing need to be prioritised that means inviting tenants to be involved in decision making eg a board of council tenants.	Stop allowing clrs to take phones etc info confidential meetings.	Councillors need to be very clear when it comes to conflict of interest, and decisions should be made involving people who are affected by them, eg council tenants, as a matter of cause - rather than among a group of small people.
	Important to be as inclusive and diverse as possible - poorer people, disadvantaged, less articulate or with less time as well as those passionately interested or involved in different aspects of the life of Sheffield..	To be honest, I'm not sure as I have not long moved into Sheffield - though have visited regularly living not so far away. I appreciate it tries to consult on some issues - such as air quality - whilst other areas are a mystery, such as the ever soul destroying rise of tall, box like buildings going up everywhere, potentially detrimentally affecting the soul of the city.	Experts are often ignored, and money is wasted in significant sums as a result, with <i>autonomy often was taken away from local authorities</i> . Again I'm not sure as not that experienced - though keen to learn.	Wider consultation and drawing more of the local residents. Ability of individuals to input more on some issues, especially those that are either broad based - open spaces, parks, build environment, city centre, pedestrianisation.	Not sure.	Perhaps it would be possible to have an 'email' or equivalent list for those interested in the Council, the decisions it takes and are thinking about taking so we can keep up to date - and also have a way of making a contribution. I appreciate the traditional way via our local council but perhaps other ways can be found.
I would like to find a mechanism for those of us interested and committed as local residents and citizens to make a contribution when we can (not on everything!). I have been astounded at some of the planning decisions taken, for example, and wonder who else has been involved and able to contribute. There are many complex decisions involving a diverse range of people that need to be taken into account. I recognise especially the challenges of the kinds of decisions that need to be made when money is restricted as currently.	It is democratic, principled, inclusive, transparent and accountable.	It is important to me that Sheffield City Council is responsive to the wishes of the electorate and does not ride rough-shod over peoples' legitimate concerns.	I am not very impressed at all with the way the council currently makes its decisions, for the reasons indicated above. All too often it has appeared to be autocratically serving vested outside interests at the expense of the citizens of Sheffield.	I was appalled at the obstruction I faced from the council when I sought to obtain information about the terms of the road-mending contract with Amey and only a limited amount of information was provided in response to my Freedom of Information Act request. It is quite indefensible for a Labour-run council to seek behind the discredited 'commercial confidentiality' doctrine in order to evade scrutiny and accountability from those who believe (for sound evidential reasons) that the way the contract has been let and managed has not been in the interests of Sheffield or its citizens.	I would like to see the Council sign up to a clear statement of governance-related principles to prevent similar incidents of autocratic policy-making and implementation occurring again in the future.	The council should not seek to hide behind discredited doctrines such as the notion of commercial confidentiality, which is simply a way of avoiding scrutiny and accountability for decisions and policies that may well have been mistaken and need to properly scrutinised and, where necessary, effectively challenged.
Good decision making should mean that all interested parties, in this case i.e. councillors of what ever party should be able to express their views, ideas and contribute to the final decision hopefully by consensus but at least by majority decision.	That all councillors should have an equal voice., That decisions should be transparent both in the process and execution. that the council should set an example to the general public by always telling the truth and allowing the truth about issues and decisions to be clearly disseminated.	The way it has dealt with the road-building programme and the street trees issue demonstrate clear failings, in my view in the way our council has operated. In both instances, the Council appears to have hidden behind legalistic devices to avoid transparency and scrutiny and has almost gone out of its way to alienate the feelings of ordinary residents who feel strongly - and often correctly - that the council has got it badly wrong and is betraying their interests.	I do not like much about it. A small cabinet cannot be representative of the views of 84 councillors. Decisions can be made by the few behind closed doors without people who have a different idea being allowed to contribute.	These principles should include a commitment to adopt a more transparent, open, inclusive and accountable form of governance that respects the views of all elected representatives and also the wider community.	The council should seek to enable all councillors to have a role in the democratic decision-making process without restricting the membership of key committees to small factions or unelected council officials.	I hope that the Council will see this as an opportunity to learn from some of the unfortunate policy failures of the past (not all of which, ironically, were initially instigated by the current administration).
			See No. 6.	I do not approve of the current system of 'strong leader' and so-called 'cabinet system' decision-making as I believe that this vests too much power in a narrow political faction and unelected bureaucrats.	At a time when our community and our nation are facing unprecedented challenges such as climate breakdown that call for far-reaching, joined-up, evidence-based responses, we desperately need to devise new ways to adapt our decision-making processes to make them fit for purpose in the months and years ahead.	
				I would strongly favour a decision-making structure that is more representative of all political parties represented on the council.	The council should commit to engaging more widely with Sheffield residents on major issues such as climate change, which call for urgent and radical action to be taken.	
				As far as possible, all councillors and, indeed, all residents, should have full access to the information that underpins council decisions.	Setting up representative short timescale deliberative assemblies might offer one way of harnessing expertise from outside the council and also seeking a wider mandate for the radical action that is needed.	
				When controversial and divisive decisions are taken, I believe that the council should engage far more openly, directly, respectfully and constructively with those who disagree with the direction of council policy and should commit to ensuring that any decisions and policies are in line with appropriate expert evidence.	The council should commit to engaging more widely with Sheffield residents on major issues such as climate change, which call for urgent and radical action to be taken.	
				I would like to see the council benefiting from the knowledge and expertise of all the elected councillors. I would like to see civilised and inclusive discussion on the many issues the council has to deal with, where every voice can be heard and due weight given to the opinions of all, even where there is strong disagreement.	The council should avoid simply accepting the decisions and opinions of one political party because they happen to be in the majority in terms of numbers. It should seek out the opinions of all members of the council and seek to understand the position of all, thus hopefully arriving at a balanced view.	Decisions should be made in the interests of the people of Sheffield and the preservation of the environment not some other peripheral concern.
					This is in the interests of justice and a fair society	

What does good decision making look like to you?	What is important to you or your organisation about the way Sheffield City Council makes decisions?	What do you like about the way in which Sheffield City Council makes decisions at the moment?	What don't you like about the way in which Sheffield City Council makes decisions at the moment?	What features would you like to see in any new decision making structure in Sheffield?	Is there anything to avoid in any new decision-making structure in Sheffield?	Would you like to add any further information regarding Sheffield City Council's decision making processes?
Democratic decision making requires that all councillors can meaningfully contribute to debating and setting policy. Scrutinising decisions which are not debated etc. In short this is not practical in Full Council or a Cabinet meeting alone.	Firstly that Council and Committee time is not wasted posturing on national political matters effectively preventing discussion of issues which effect the services for Sheffielders.	Public Questions and Petitions are very important. It might be helpful to bring road safety matters to a separate committee in future especially if there is rarely any action taken.	Too much power in one person (Council Leader), and not enough responsibility shared by parties. Sometime questions are not answered by Cabinet members or the grouping of questions allows important questions to be skipped.	Decision making made by all parties and better quality reports provided to all Councillors to ensure all can be well informed in deciding or scrutinising decisions. Public questions scheduled at all meetings. Ensuring similar process are in place at other Local/regional bodies such as Sheffield City Region and SYSTE.		
All committees should be formed by cross party representation. The Chairing and Vice of each committee should be an opposition party Councillor where practical to strengthen scrutiny and decisions. Where good policy and decisions are presented this should not be a slow process. This stronger representation of all citizens irrespective of the person (and associated party) they voted for is vital to retain trust and effectiveness in the system and ensure that good amendments and ideas are seriously considered.	Secondly that all parties are involved in decision making and Opposition Councillors are heard and respected. Increasing the significance of their role in Committee positions is vital in this process. Where policy points are good they need to be accepted quickly rather than redacted and implemented a year or two later. The delaying of good policy is not in the interest of Sheffield and it's citizens and is pettiness by the ruling administration.			Ensuring that good quality Equality Impact Assessments are written for decision and that they do not hide or pretend there are no impacts on disabled citizens or other vulnerable groups.		
Put simply, no party or individual will have all the answers and the existing model only gives decision making to one person and effectively no scrutiny on decisions with the form of committees.						
We also need more committees or amendments to existing ones to capture cabinet areas where there are no public meetings. Where public questions are currently not on an agenda they should be added as a matter of course.						
Working within a clear framework and with agreed criteria to enable an efficient process involving all our elected representatives Giving due respect to the views of the electorate at ward level and due respect to all the councillors Based on fair and meaningful representation. Good decision making should come fair and meaningful consultation with the electorate. It is the key to good democracy. It must be transparent with increased participation. People will only vote if they feel the process is relevant, and there should be greater turnout. A process that reflects an honest and open dialogue with the electorate	I want to see the status and importance of the democratic process improved. I want the electorate to have respect for their councillors and the Council I want the Council to regain the trust of the people of Sheffield. I want Sheffield people to feel proud of Sheffield Council I want more people to be involved as equal partners with the Council I want to see a stronger and fairer Council	There is very little to like in a closed decision making process by a strong leader and ten councillors	The fact that it a 'council' in name only. The real power and decision making is done behind closed doors by the leader and cabinet members. It feels very exclusive and unrepresentative	An election based on proportional representation A focus on local issues and not national party agendas Formalised and active support for communities wanting to contribute to decisions Local councillors having full access to information Committee chairs not just from the majority party A reduction in delegation to officers More open decision making Encouraging the public to attend council meetings. Community and stakeholder representation	Closed decision making by a small cohort Tribal politics	Local authorities and democracy are vital to the running of civilised communities. It is shameful that the means to do this properly have been deliberately and savagely cut by central government over several decades. That this is the real context in which we should strive to bring about change should not stop us from attempting to make that change
A strong, consistent approach.	It is important the decisions are timely and consistent throughout the Council. The political agendas of the individuals should not influence decision making. If the decision is right for the City, it is right.	Not applicable	It is too inconsistent and appears ad-hoc. There appears to be too much political bias in decision making rather than having a clear council strategy that all decisions are based around.	Consistency Agreed Strategy around which to base decisions Quicker process	Inconsistency Delay	No
As a strong believer in democracy, I believe that good decision making is where many different parties which may be affected by said decision are able to have their say. I believe in referendums as they put key decisions in the hands of the people, however I do think that on many smaller decisions representative democracy is the right answer as most of us don't have the most thorough understanding of certain issues and how they can be solved.	It is important to me that the council is representative of the whole city. Currently, the decision making process within the council lies with just a few councillors. I think that at least one councillor from every ward should be part of the wider decision making process.	I like the fact that our council has quite a mixed range of people from different parties. I think its good that we have committees within the council as it means that people with certain expertise' can be on the front line for decision making within that remit.	The fact that big decisions only really lie with a few councillors and therefore most people in Sheffield aren't actually represented when it comes to big decisions.	A more representative system.	Avoid any decisions that are only made by cabinet, they should go out to the whole council.	I'd like to know when it changes and what the new system is to be. I heard plenty about the "It's Our City" petition throughout the summer, maybe the same people out on the streets telling us what signing the petition has actually done to the decision making process.
There has been many good decisions made by Sheffield City Council but the time this takes is incredibly frustrating and inefficient.	The efficiency of decisions being made.	Overall Sheffield City Council has made many good decisions but will the exception of it being extremely through there isn't a lot I like.	The complicated nature and the length of time it takes.	More efficient and more delegated powers.		Additional levels and complications. We need to be more efficient so we can compete with the private sector in decisions making.
Transparent and accountable decision making that is for the benefit of the people of Sheffield.	Decisions should not be politically motivated in favour of one party or elected member. Decisions should help my organisation REDACTED to meet the identified needs of vulnerable groups across the city.	Improvements to the accessibility of committee meetings, minutes, papers etc. online have been welcomed.	Too much decision making power sits with only a few elected members, with little/no cross party representation.	The proposed committee approach has the potential to bring better transparency to the decision making process.		Ability for decisions to become deadlocked as a result of partisanship.
Clear decision making processes that ensure decisions are taken in a timely manner, with clear reasons provided for any decisions made and any delays incurred.			Difficult conversations / decisions are delayed for fear of impact on individual elected members, rather than considering the needs of residents in local neighbourhoods/wards.	Decisions should be based on merits of meeting needs of Sheffield and not to leverage support for one political party above another.		
Additional Responses - national organisation template						
What are the key features of good decision making? What can we learn from best practice? - key features of good decision making	What are the relative strengths and weaknesses of operating a Leader and Cabinet model and a committee system? - strengths and weaknesses of operating a Leader and Cabinet model and a committee system	Are there any reports or other documents that you think we should particularly consider? - reports or other documents	Would you like to add any further information regarding Sheffield City Council's decision making processes? - further information			
The primary requirement for a good governance is separation of decision making authority and the process of verifying the decisions or the process to verify the decision making process itself (the internal audit).	Leader and Cabinet model is good in the sense that it expedites the process of decision making, however it also subjects the organisation to significant risk arising due to conflict of interest, concentration of power and dilution of internal control systems.	You may refer UK Code of corporate Governance available on FRC website for such details. You may also like to Refer the Turnbull report by FRC. Another good guiding principle is in the form of COSO framework for internal management.	It needs changing. The committee knows and understands it, The sooner they realise that they have to get over the hubris, the better it will be for all stakeholders.			
If we allow the same team to make decisions and then investigate their decisions in case of any objection/complain/whistleblowing - then the conflict of interest will always underestimate the truth.	Leader and Committee model is useful for operational matters when sometimes the speed of decision making is crucial. However, using such governance system for strategic matters violates almost all principles of governance and risk management.	Labour are REDACTED	Yeah...liebour are REDACTED	Yes...labour are REDACTED		
You may refer UK Code of corporate Governance available on FRC website for such details. You may also like to Refer the Turnbull report by FRC. Another good guiding principle is in the form of COSO framework for internal management. Make liebour representatives unemployed! Absolute wastes of space and pure human REDACTED						

Page 44