

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.	Difficult to answer this question as I'm not privy to the council's decision making process at an operational level. I also feel they've been hamstrung by the poor decisions of the past, most notably the signing of long and unfavorable contracts with private companies such as Amey that makes it much more difficult and expensive for the council to do anything physical whilst simultaneously meaning public works and services are being done at a low standard for the benefit of private shareholders rather than for the taxpaying public.	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 muddles 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 out come 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.
It should be the opposite of tribal, which is how current decision-making works.						Honestly, the current crop are just letting the city down.
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 I think this should involve many more of the 84 councillors who represent our city. 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; help councillors to communicate the facts and information more effectively to their communities and to set up local consultation bodies and citizen's forums; enable decisions to be taken efficiently and effectively; create a powerful and effective means of holding decision-makers to public account; ensure that no one will review or scrutinize a decision in which they were directly involved; ensure timely transmission and transparency of all the information (bearing in mind the need to maintain confidentiality, e.g. of personal information about citizens) necessary to inform decisions ensure that those responsible for decision making are clearly identifiable to local people and that they explain the reasons for decisions; and assist the delivery of quality services to all sections of the community; and provide a framework which promotes the Council's Priorities.	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.	yes, changes to the decision making process are very important and must be supported by the wider community in order to be sustainable and effective. It would be no use just trying to set this up using traditional ways of working, putting it to a cabinet vote on whether SCC changes or not - it should be the first thing designed by a new citizens assembly in collaboration with councillors and involving others from other locations eg councils, advocacy groups etc. This will be really difficult and if it isn't, it won't have been done right.
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 proscriptive 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 consulted 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 out 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 Sheff working effectively with SMEs, SocEnt Network, Chamber of Commerce and FSB/Co-Op.
Consultation Democracy Compromise	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	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.
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.	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.	

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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 itb 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 a, " 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 with 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 keen 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	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 u der strong Leader model. Vast majority of cllrs of all parties no real power. That's why change to committees vital. More inclusive	Locks out vast majority of elected reps so why vote?	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 CIPS. 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.		Poor example of democracy as ruling party receive approx 10% of vote.	Far more consultation with experts and communities	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 cllrs having a real say in some aspect of decision making.	Inclusion		No scope for cross party as cabinet made up of just one party.	End to whip system	Not to be dominated by any one group with vested interests.	
Citizens assemblies with real teeth to affect secisions.			Deleting motions of opposition party insulting to large % of residents voting for them. If boot on other foot?	Cross party decisions and end to tribal battles within council.		
				Improvement in cllr behaviour. Some disgraceful attitudes towards public during council meetings and on social media.		
				Better scrutiny. Its not working. Many think just endorsing decisions already made behind closed doors by 10 cabinet members of one party.		
				A lot of motions are being built on substance		
Well thought out clear and concise. There must be recognition of all factors in play and the ability to weigh these against each other and come to decision in a timely manner.	Should be deomcratic. 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.	Democratic structure.	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 decisivly if nwedded. But should be held to account by the entire assembly of counsellors.	
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.	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	A move to a 4 year all-out election process would assist in making cross party working more constructive
Active and representative consultation during all stages and at all levels of the decision making process. 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. Transparent reporting, where the input of local citizens can be seen in terms of the decisions that are made.	Looking forward, not back (the people of this city have a strong tendency to be backward looking, to some mythical golden age). 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 being overly party political - we want what works best and is in the best interests of Sheffield The Council needs to consistently adhere to a good decision making process using a committee model.	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? That's difficult to say as the process isn't transparent.	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 The process that supposedly replaced them have never worked	Longer operational timescales so that problems can be sorted before facing the test of an election More resources allocated for decisions made by local communities. More cross-party consultation and working together	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.	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?
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 ..	I think a Sheffield discussion via the iPads etc, ie open & full (but simple & brief) communications. Clear categories for discussions One thing at a time Brief clear updates monthly	Bigwigs! (Bottom Up!)	Good Luck!
					Complicated language, spoken & on paper etc.	
					Long Talks ..	
					Time - no long meetings before hierarchy makes decisions	

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 it's people.	Not a lot, actually.	See Q6	See earlier Qs		
Active and representative consultation during all stages and at all levels of the decision making process. 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. Transparent reporting, where the input of local citizens can be seen in terms of the decisions that are made.	Looking forward, not back (the people of this city have a strong tendency to be backward looking, to some mythical golden age). 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 being overly party political - we want what works best and is in the best interests of Sheffield The Council needs to consistently adhere to a good decision making process using a committee model.	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? 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.	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.	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?
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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>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Of 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</p> <p>A system where everyone involved has input into the process, and the decision of the majority is applied.</p>	<p>That the issues are made clear and seen to be debated</p>	<p>Very little</p>	<p>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.</p>	<p>A relevant committee structure involving opposition parties</p>	<p>Secrecy</p>	
<p>To be open and not forgetting the older working class people of our city,</p>	<p>That it is open and transparent, and each elected member has equal standing and equal input into debate and decisions. There is no point in me electing a councillor if he/she has no influence. The council will do what it always has and forget the hard working grassroots people of the steel City,.</p>	<p>Nothing. The "strong" leadership model is not open to differing views.</p>	<p>The "strong" leadership model. It ends up with the same few people involved in the process to the detriment of any other views.</p>	<p>An open and transparent system where every elected member has the right to state their case, and to vote on the outcome.</p>	<p>To much decision making in the hands of too few people. It is not democratic.</p>	<p>I have never asked anything 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 cutlers hall, Sheffield is were irisedbut no longer my city,, I wish you all well...</p>
<p>For many eras 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 assessment or research, exclusion of community wishes 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.</p>	<p>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.</p>	<p>I don't know enough of the process to comment. This is exactly the problem.</p>	<p>It's a closed shop. No transparency. No need assessment. No public knowledge of financial backers.</p>	<p>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.</p>	<p>Lack of transparency and need and risk assessment. Decisions should be apolitical...doesn't happen at present I suspect.</p>	
<p>Democratic, with plenty of opportunity for feedback and plenty of time to get involved such as Equality Hubs meeting more often.</p>	<p>The Equality Hubs should be more involved 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.</p>	<p>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.</p>	<p>Generally they tend to be decided on fairly, but I haven't closely followed recent decision making so I am not 100% sure.</p>	<p>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.</p>	<p>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.</p>	<p>Cannot think of anything in this category.</p>
<p>Decisions that are made after consulting the people that they will affect & taking into account the views, 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. Transparent and democratic processes, evidence-based decisions, accountability.</p>	<p>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.</p>	<p>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.</p>	<p>I can't think of anything recently</p>	<p>Surveys like this are helpful but local advertised meetings for those who are not internet savvy or prefer to talk to someone in person.</p>	<p>Decisions that have an adverse effect on the environment or wildlife and that could adversely affect local businesses & communities. Making decisions behind closed doors. A small number of people making decisions on behalf of the whole city.</p>	<p>More openness about how the decision was reached & the factors that were taken into consideration for the public to be able to access.</p>
<p>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.</p>	<p>openness. with all elected representatives involved.</p>	<p>Nothing!</p>	<p>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!</p>	<p>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.</p>	<p>Bribery and corruption! Single minded empire building. Short term spending that does not effect long term improvement!</p>	<p>the elected councillors do not feed back information in a timely fashion.</p>
<p>When the people whom the decisions are affecting 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. 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</p>	<p>All decisions should involve all elected officials taking part in the process. That is what democracy is.</p>	<p>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.</p>	<p>Please see previous.</p>	<p>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.</p>	<p>Yes make sure that everything is open & honest & everyone has a say.</p>	<p>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 are not properly involved in decision making through those they vote for. I say this from experience.</p>
<p>Open, transparent, involving all parties with elected members</p>	<p>That a narrowly focused and complacent cabal - the Labour Group at present--does not hold all the power.</p>	<p>Not much!</p>	<p>See previous. Current leadership believe they are electorally safe so don't need to listen to other wise counsel.</p>	<p>All Party involvement in a modern Committee system</p>	<p>Labour seeking to subvert petition sentiment and return to business as usual</p>	
<p>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</p>	<p>It needs to be transparent and open to scrutiny I am 56 and have lived in this city all my life as my grandparents and parents and my kids and grandchildren so it's a big part of my life and what goes on in this city</p>	<p>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</p>	<p>Cabinet and strong leader model is not appropriate</p>	<p>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</p>	<p>Closed meetings, cabinet needs to go 1 party decision making</p>	<p>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</p>
<p>Involvement of all parties, including those you may disagree with. Meaningful consultations.</p>	<p>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.</p>	<p>Not much! It's secretive, confrontational and refuses to answer questions. Sometime I think they forget why they are elected...</p>	<p>IT's secretive, confrontational, doesn't answer questions.</p>	<p>Involvement of all councillors</p>	<p>Sticking with the same system, letting any one party just running how they want and ignoring other councillors from other parties. The closed shop 'mummy knows best' attitude.</p>	<p>Very much doubt this consultation will be taken into account - little faith in this system or the council in how it currently operates.</p>
<p>Cross party, open and transparent, honest and worthwhile public consultation.</p>	<p>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.</p>	<p>Not a lot. Secrecy, dishonesty, party politics/loyalty, wrong priorities, scared of losing votes through tough decisions.</p>	<p>See Q6 above.</p>	<p>Primarily honesty, transparency accountability. Legitimate public consultation. Cross party working. Expertise drawn from the Sheffield community.</p>		<p>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.</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?
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 STAG and community interest groups.	Yes. The current string 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. 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 <i>their agents</i>
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	
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 be 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. Transparency Inclusion Use of expert witnesses Enable people/public to ask questions or question decisions	Secrecy	The council need to start working as a more open council. Move away from the cabinet where a select few are making decisions for how many. Makes the whole voting for your councillor redundant if your representative isn't allowed a voice
Serving the population of Sheffield clear process everyday language to know who has made the decision what to do if you disagree people impacted on 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 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	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.	The cabinet and the leader should make all the decision after intense scrutiny. I would like to feel that my views are somehow represented in the council, and that my local councillors can and do play an active role in local democracy.	As now	N/a The lack of transparency and feeling the decision has simply been made by a small few, all of the same political party, without consideration of wider city impacts of those decisions.	A chair/lead role for each council business area with a committee of mixed cllr representatives, working towards broad goals for the city, working alongside council officers.	Make sure the person making the decision is fully qualified	N/a Transparency will be key and involvement of a wider representation across the city, ideally with opportunities for all councillors to be involved in council business (otherwise what's the point of us electing them). There feels like a small few have lead in decision making for the city, not always well thought through or with good end results.
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.						
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 bit 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. 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.	Single minded and bias, with no regard to Heritage I'm not happy with the way SCC makes decisions.	Bias and secretive 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.	Open Transparent and cross party 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.	Single party politics 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.	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. Less PR speak and more openness.
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 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!!	
Clear, publicly scrutable, democratic, evidence based. Where all counsellors 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	It is un democratic and is the voice of the few not the many Everything	A committee based structure where decisions are made by groups of councillors Not the strong leader model	The strong leader model The current model	No
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
Transparent and effectively made via good governance. I think there are good videos on this matter by Ray Dalio. Also think it could use Bitcoin or other technologies related to cryptocurrency	N/A	At the moment, nothing.	I don't like that the system takes away the decision making ability from the elected representatives, but instead puts it in cabinet members who may not know their portfolio well enough. Also the lack of cross party working.	I think there should be more cross party working. The use of Bitcoin could help, as could other technologies related to cryptocurrencies		
Rigorous, evidence based, depoliticised 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.	Need not to lose sight of strategy designed to benefit all Sheffield by becoming lost in personal projects. Need strength to say sorry. 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.	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. The opportunity for members of the public to have a say at public meetings.	Long winded and lacking representation 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.	More decisive and transparent Committee based decision making. No single "strong leader".	Concentration of power in hands of few 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> <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>Meh.</p> <p>Nothing</p>	<p>That 10 councillors have formal power to make decisions out of the 84 voted for across Sheffield!</p> <p>It is undemocratic decision making for me and not truly representative of the views of all our representative councillors .</p>	<p>All 84 representatives should be given the opportunity to voice and vote on council decisions. Their stances on these topics should be publically recorded and shared.</p> <p>A transparent and openness of decision making processes. A vote for every councillor on each decision. A people's assembly representatives participating in council decision making.</p>	<p>Yes - the bottlenecking of formal powers!</p> <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>Decision making that takes account of all views and weights the views by the number of people holding them</p> <p>-Fully informed and understanding demonstrated by stakeholders affected by and / or influencing decision. Stakeholders well represented and heard.</p> <p>-Openly communicated in advance and input actively sought from those stakeholders in good time.</p> <p>- Outcome along with justification and mitigations for risks and concerns promptly and openly communicated. Closely followed by draft implementation plan for consultation.</p> <p>- 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.</p> <p>- 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> <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 is 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 it gives all elected representatives the opportunity to represent their area</p> <p>-Fully informed and understanding demonstrated by stakeholders affected by and / or influencing decision. Stakeholders well represented and heard.</p> <p>-Openly communicated in advance and input actively sought from those stakeholders in good time.</p> <p>- Outcome along with justification and mitigations for risks and concerns promptly and openly communicated. Closely followed by draft implementation plan for consultation.</p> <p>- 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.</p> <p>- 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> <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>Not a lot</p> <p>Not a lot. Filming of full council has helped openness and accessibility a little.</p> <p>SCC doesn't the cabinet does.</p> <p>Absolutely nothing. I have come to the conclusion that there is no democracy in our city. The council also appear to be able to use the police to enforce their poor decisions and to protect a global corporate organisations profits. They have not monitored or scrutinised work to ensure quality.</p> <p>Their actions have made me consider moving. A complete loss of belief in a democracy when they won't engage with people making a rational argument.</p> <p>Putting out lies about violent behaviour on the media and to the police. Lying to police for eg about need for trees to come down on Rustling Road, and the need for a dawn raid. The councillors involved just continue. No accountability. No compensation for the loss of green assets and my physical and mental health as I mourn the tree opposite my house every day.</p> <p>I no longer have any faith in the local police force. As a law abiding citizen with a son as a policeman, I am suspicious of SYP.</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>SCC doesn't make decisions the cabinet does.</p> <p>See above.</p>	<p>A system that gives more councillors the opportunity to participate in decision making</p> <p>-Fully informed and understanding demonstrated by stakeholders affected by and / or influencing decision. Stakeholders well represented and heard.</p> <p>-Openly communicated in advance and input actively sought from those stakeholders in good time.</p> <p>- Outcome along with justification and mitigations for risks and concerns promptly and openly communicated. Closely followed by draft implementation plan for consultation.</p> <p>- 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.</p> <p>- 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> <p>That a diverse selection of our councillors are involved brining a range of ideas to the table.</p> <p>Se comments above about paying councillors and using them properly.</p>	<p>A cabinet style system that excludes most elected representatives</p> <p>Lack of consultation.</p> <p>Expectation of trust.</p> <p>Lack of openness, justification or explanation.</p> <p>Resistance to recognising problems and change decisions or refine them.</p> <p>Cabinet</p> <p>Yes. There should not be a cabinet of 10 which takes all decisions meaning rest of councillors largely redundant and impotent.</p>	<p>No</p> <p>Proper training for councillors in win-win decision-making.</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>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>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>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>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>Proper training for councillors in win-win decision-making.</p> <p>I think I have been fairly clear in my previous comments. Thank you</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, misjudged 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>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>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>Made in secret by small group of individuals.</p> <p>See above, but the strong leader model has patently led to, long expensive pfi contracts for highways maintenance, unnecessary legal bills for council tax payers, lying, blaming others for the wrongs caused by SCC policies. SCC as currently governed is a law to itself, has no accounting and is not fit for purpose</p>	<p>Already answered this</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>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>I think I have been fairly clear in my previous comments. Thank you</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>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>Nothing</p> <p>I'm not sure I do like the way decisions are made at the moment.</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>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>Current model</p> <p>Obfuscation, lack of clarity. I'm not entirely against executive powers in the hands of smaller groups for ease of delivery but procedures and decisions and must be visible and open to scrutiny.</p> <p>Anything that looks similar to the current set up.</p>	<p>no</p> <p>I think I have been fairly clear in my previous comments. Thank you</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>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>Nothing</p> <p>Nothing</p> <p>Nothing</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>More democracy, less power in a select few's hands.</p> <p>More openness, no lies, more transparency, a new council leader and more notice taken of elected Councillors.</p> <p>I would like to see decisions made by a committee of councillors with representatives from the various political parties not just the party with a majority.</p>	<p>Too few people making decisions.</p> <p>Failure to consider the effect on the environment - a climate emergency had been announced but no action taken.</p>	<p>Residents are amazed to hear that when a councillor is elected they have so little power if they are not part of the cabinet . Cabinet members appear overworked and are unable to answer points raised by 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>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>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>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>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 sourced governance (scrutiny) support</p> <p>Politics is essentially dysfunctional..., Need to pause and reset.</p>	<p>What we have now!</p> <p>Lack of transparency</p> <p>Don't go back to committees. Wrong solution to governance problem.</p>	<p>It is very simple, democratic and representative.</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>Open, democratic.</p>	<p>It has been secretive, obstinate, and bullying</p>	<p>See above.</p>	<p>Not the above. See</p>	<p>See above</p>	<p>It is very simple, democratic and representative.</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?
<p>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 proper democratic process (this is not yes or no, in or out, left or right!).</p>	<p>Time scales, money, finished projects that deliver what they were meant to</p> <p>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.</p>	<p>Dont know</p> <p>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</p>	<p>Not enough public scrutiny and consultation</p> <p>Already said. It's not joined up.</p>	<p>More involvement with the public</p> <p>That my representative has a say in decisions that affect me.</p> <p>Places for people who need places that offer cooking facilities. Sheffield claims to be green - make it green. Grow food in public spaces and share it. Build a new commons. Be the first city to do things. Be brave. Be different and be true to what you claim to be.</p>	<p>Wasted time and money</p>	<p>Thanks for asking</p>
<p>Democratic. Legal and I t the interests and care of people</p>	<p>Lawful decisions with democratic voting and input.</p> <p>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.</p>	<p>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.</p>	<p>Nothing</p>	<p>See all above comments re honesty, lawfulness and democratic processes.</p>	<p>Breaking the law that's meant to prove the public and provide necessary services to the most vulnerable in Sheffield</p>	<p>Possibly</p>
<p>Issues are discussed, recommendations voted on by whole council.</p>	<p>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 imoression. Sheffield council is all about prestizie. not reality. Noting it's totally un democratic</p>	<p>Issues not decided by full council, only small minority</p>	<p>The way it's run The inadequacy of the leadership and the un democratic way decisions are made</p>	<p>Openess, accountability.</p>	<p>I'm sure there must be things to avoid but that is not within my knowledge.</p>	<p>Abide by referendum in May!</p>
<p>All points of view being taken into consideration Then a decision made democratically</p>	<p>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 s whole, just there own little click of yes men</p>	<p>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.</p>	<p>It is not a real democratic process. The power is clearly in the hands of a few...7 I believe at last count!</p>	<p>Public services Spending & collection of council tax Housing Public safety</p>	<p>No</p>	<p>The petition is valid & meets the criteria</p>
<p>A democratic process which is transparent and honest. No secrecy and not power in the hands of a minority.</p>	<p>The long term impact of a process or decision should be considered not just an immediate balance of figures.</p> <p>The impact on the environment and the long term health impact of the people living in Sheffield should be a priority.</p> <p>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.</p> <p>White elephant investments need to stopped.</p> <p>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.</p> <p>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.</p>	<p>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.</p>	<p>It is not a real democratic process. The power is clearly in the hands of a few...7 I believe at last count!</p>	<p>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.</p> <p>A democratic process that links and coordinates all departments.</p> <p>Not power heavy.</p>	<p>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</p> <p>Having a small group being in charge and doing what they like and apparently exempt from responsibility and consequences.</p>	<p>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.</p> <p>Retain our mature and healthy trees, maintain and nurture them. Keep the sheffield citizens healthy by minimising pollution. Stop trying to replace natural flood barriers and with concrete!</p> <p>Listen to the people of Sheffield when they so "no stop" don't carry on regardless with intimidation and ignoring, wasting tax payers money eg through court and legal battles, setting up panels whose decisions are then ignored! Listen, co operate and work with the voices of the people of Sheffield. Respect the green spaces and parks gifted to the city, stop trying to take what isn't the Councils to take and wasting money again through legal battles to abuse loop holes for the council benefit to sell or obliterate these much needed spaces.</p> <p>Perhaps stop building on flood plains without the necessary preventative means on the sites.</p>
<p>Local People should be involved in local decision making. Like planning enviroment Bring back Community Assemblies. Helpvscwork eoth our local councillors. Teach politics in school</p>	<p>Local People should have more say.</p>	<p>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</p>	<p>Nothing its undemocratic</p>	<p>Local decision should be made by local councillors and local people. Not 10 people who have never even asked us what we want</p>	<p>Devolving power means less work for many. Go back to Housing committees Finance Highways Planning Education Children so ial care Adult Social care Enviroment 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 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 conincide. Stop signing contracts for ridiculous lengths of time (ie Veolia). Hiding what you're doing with OUR money. LYING TO THE POPULATION.</p>	<p>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</p>
<p>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.</p> <p>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.</p>	<p>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.</p>	<p>Not a lot</p>	<p>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)</p>	<p>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!</p> <p>TOTAL transparency - you are working FOR US and should NEVER be hiding things from us.</p> <p>Smaller decisions that affect local areas of the city should be decided by the representatives of that area. Not by people representing the other side of the city where it has no impact.</p> <p>A spotlight on conflict of interest. For example if a councillor has ties to a large building company, they should not be sitting on a panel looking at planning applications.</p>	<p>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 conincide. Stop signing contracts for ridiculous lengths of time (ie Veolia). Hiding what you're doing with OUR money. LYING TO THE POPULATION.</p>	<p>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</p>
<p>Listening to what people want and deciding how best to implement it. Not just thinking you know what people want</p> <p>Decisions made after hearing all sides and discussion</p>	<p>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 That all points of view are heard and respected</p> <p>That I can see why and how</p> <p>Where achievable, should have some cross party support - or at least the parties have had a public say</p> <p>That they listen Local councillor for the area should be involved and not dependent on party politics</p> <p>It needs to be open, public and accountable We use all the information that all the council brings to the table</p> <p>Involving peop</p>	<p>Nothing. Feel like you just do what you want. The easiest route to make it look like you are doing something</p> <p>Nothing</p> <p>Er, seems sensible. But opaque.</p> <p>Nothing</p> <p>Not a lot. It seems to be in the hands of a few not the many</p> <p>Very little Not a thing</p> <p>Nothing</p>	<p>You only listen to certain areas of Sheffield and not all areas of Sheffield</p> <p>Citizens are not listened too and belittled</p> <p>Can't tell why or how, and double down on mistakes like mad.</p> <p>Too little consultation with the majority of councillors</p> <p>Not sure they listen. They give to much control to a select few people</p> <p>Secret cabinet meetings Not enough input from all the elected members</p> <p>Centralised Hidden Non democratic Very blinkered The way that it appears that 10 people make decisions for the whole council</p>	<p>Going out to all areas of the city and asking them what is important to them</p> <p>All parties voting on decisions</p> <p>Open and less buerocratic</p> <p>Publicising the number of councillors voting</p> <p>Openness and accountability A more involved committee based system</p> <p>Open committee structure A mixture of all elected members on working groups</p> <p>Open Democratic</p> <p>Lots of meaningful debate That every elected official has an equal say</p>	<p>The leader of the council forcing decisions</p> <p>Party lines</p> <p>Too much power being in too few hands</p>	<p>Not really. I just think we are a big city and we all have opinions. Everyone's opinion matters no matter how small their issue</p>
<p>All stakeholders, and very open. Keep decisions, costs, timescales etc open to see to encourage sensible decisions and listening to feedback. evidence based costed 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</p> <p>Involving people Genuinely consulting</p> <p>Getting as many views as possible Decisions made based on evidence and expertise for the good of the many</p>	<p>That the decisions benefit the people of sheffield</p>	<p>Not much Not much</p>	<p>Not much Not much</p>	<p>Strong leader model</p>	<p>Secrecy Having a close shop like it is at the moment</p>	<p>Asking the public to have input so long as it does not take funds from the budget</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?
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	None at the moment	Not democratic and not representative of the views of individuals	A democratic one person one vote	The same as now	
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.	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	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
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.	See above	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. Councillors should make more of an effort to speak to their constituents.	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	Doing things the way they've been done in the past. Things need to change. The existing structures must be removed completely.	
Fully democratic. All elected officials have equal influence in decision making.	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 nor 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		
It should include a wide variety of inputs, representing views from across the city and voiced and decided by councillors of all parties.	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. I am not sure how to hold the council accountable for decisions.	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. 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! We live in a Democracy, decisions should be made by all elected members	Sheffield City Council appears to have strong principles of fairness, cohesion etc	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.	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	We live in a Democracy, decisions should be made by all elected members	Don't like unless everyone has their say and vote	Decisions made by too few council members	All elected members should have a say on decision making	Avoid the present anti democratic way the Council makes decisions at the moment	No
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. 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.	Local forums Committees of councillors with expertise and or training in relevant areas given the power to make decisions that affect the lives of ordinary people.	Committee style 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 account 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	Major decisions being made by a select committee = a republic! It ignores the community isn't accountable or transparent	Councillors involved from a range of political parties Workload spread more among councillors Openness, with evidence for decisions/recommendations Opportunity to debate and refine All elected councillors should vote on all decisions. Public/expert opinion should be sought. All councillors to vote so are accountable to their electorate	Single party involved in decisions Decisions made behind doors, with lack of clarity for reasons Failure to allow sufficient time for consultations No	No
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 How this affects planning, monies spent and the support of the community as a whole. The decisions should be made by all the councillors not just a few. This is not democracy.	Nothing whilst a Labour supporter nothing about the decision making reflects the message of the party Nothing - too much secrecy behind closed doors, with an unfair representation of the community as a whole. Nothing	It ignores the community isn't accountable or transparent The secrecy and the apparent lack of knowledge by the people making decisions. It's centered on to few people. Who may have an interest in a certain decision	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. Open discussion to the public before a decision from all the council	More secrecy and closed doors	
Consensus based, equality in decision making.	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		
One that is made in the interests of and to the benefit of the people affected	That it is representative of the affected and made by people with knowledge of the locality concerned	Not much. Decisions are made to the benefit of anyone but local residents and officers making recommendations often do so in ignorance of local circumstances	The cabinet system which excludes those elected by local residents and concentrates power in the hands of a few, who are unaware of or uninterested in local views	Proper representation of local elected members in decisions which impact on the wards they represent	Bureaucracy which delays decision making	I would cite the example of the proposed allotments on the spider park at lodge moor where those representing the Council were ill prepared on the facts and the local conditions. This must change.
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 think it should involve consultation with experts and be considered by a lay persons panel as well as members of the council 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.	Not much 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.	It makes decisions based on monetary gain rather than local opinions. Not enough people involved in the decision 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. 35 year contracts are total nonsense, and no businessman would fall into that very obvious trap.
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. That they should be properly justified and capable of being implemented	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	The domination by any one party	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 disenfranchises 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 Councillors should be Empowered to deliver strategic leadership across and at all levels of the Council. Limit the reliance to officers	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. Only the unwillingness of the council to do so.	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.		Not at this time.
Biews of all are filtered to a single decision maker. The decision maker will vary according to the content. Getting all the people involved together and listening to everyones point of view	Equality of voice. Leadership with accountability ie all understand the process even if not part of it directly It is important that decisions are made that take into account the views of all people	No singling out of the decision maker I do not like that only ten people make decisions	10 people can easily be swayed, a proper way of decision making should be introduced. Transparency. No one knew thst the majority of councillors do not directly influence the decision That only ten people make all the decisions, more people should be involved in all decision making Everything	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's for the few and not the many!! Following democratic process Listening to others' views Discussion and debate The elected representatives of all areas of the city should have equal voting rights in all decisions. 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.	Nothing Appalling! Truly shocked that whole council was not involved in decision making	Too elitist and undemocratic Unless your councillor is Labour a resident is basically gagged	That everyone involved in any issue is allowed to speak and be listened to and all elected councillors are involved in decisions Every ote matters Coproduction, inclusive Scrap current cabinet system	That only certain groups are allowed to speak Making decisions without the community Ditto	I don't think I know enough No
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 beneficial changes	Currently there is a lack of openness and transparency as well as a lack public involvement in council decision making these areas need addressing as well as the fact that the council doesn't listen to what the people it represents has to say which needs addressing as people in the city feel they have no voice or say in anything	Nothing really I'm sorry to say it seems to me and other fellow citizens that or council makes all the decisions and we just have to be good little citizens and put up and shut up	See answer to question 6 above	Openness and transparency as well as decisions been made based on good facts and figures and sound and logical reasoning processes I want to see more accountability and public involvement too	The decision making been 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	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.
Collective, collaborative decision making made by experts in the field, sharing top-of-the-field research SCC have wasted so much money on many things, they spent money on new road surfaces only for them to need doing again and again in certain places, road drainage, they have put gulleys in where they will make no difference to the rainfall, they don't jet the outlets which causes the drains to back up, they spent £12,000 on a new roof on the house next door to my private house, my roof and my house is bigger, same materials, £4000. They will not provide a dog poo litter bin, they wont provide us a safe place to walk on our lane which has no pavements and cars speed on here like no one else exists and the road has blind bends. So I would not know what good decision looks like	That it is well-informed, and without political prejudice and tribal loyalties All the above	Nothing. Nothing	The strong leader model would be wrong anyway, but in the hands of the stubborn incompetents we have it's an absolute disaster They always say they have no money, that's because they waste it.	A committee based structure that takes advice from experts and political input from all those elected, not just a small cabal 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.	The strong leader model REDACTED Yes politicians doing it for themselves, failing to answer questions, ignoring people who dare to tell think what they think of them.	No
Democracy. Not just 10 councillors voting. Everyone elected having an input	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 as 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.
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 if our citizens in ways that can be demonstrated to them 4 They renounce the city as a place where citizens can live in safety & creatively Transparent Information provided available People's comments and opinions genuinely sought Efficient Open 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	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. I want my local councillors to actually have a say. They seem to be impotent, especially if they're not Labour	I like the social media presence (eg streets ahead & the Council newsletter). Nothing...?	I have little faith in the competence of the small number of leading councillors although I am sure that some are well-meaning 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	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. More local involvement Better communication	Only inertia in the system including officers preferring to only need to consult the chair of a committee before acting. 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?
<p>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.</p>	<p>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.</p>	<p>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 it's 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.</p>	<p>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.</p>	<p>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.</p>	<p>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 spotlight should be shone into all the murky corners of the councils 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.</p>	<p>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?</p>
<p>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.</p>	<p>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.</p>	<p>Not sure</p>	<p>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</p>	<p>All councillors have a vote on Decisions, not just a few.</p>	<p>Power crazy mayors!</p>	<p>Please keep the good citizens of Sheffield informed and abreast of decision making. Don't cover things up or mislead people. Make yourselves accountable</p>
<p>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.</p>	<p>We would like a more accessible council with better information on how to get things done with less red tape and needless bureaucracy.</p>	<p>I don't. The majority are not proportionately represented.</p>	<p>Bus is a short answer. Absolutely nothing.</p>	<p>A transparent system of evidence-gathering leading to open debate and majority vote by an elected committee.</p>	<p>Yes! The system of strong leadership we have now.</p>	<p>Long overdue.</p>
<p>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!</p>	<p>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.</p>	<p>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! Consultations such as this are beneficial</p>	<p>Cover ups and lies. ...REDACTED</p>	<p>True and modern democratic representation through a committee system that takes into account all the elected representatives across the wards of Sheffield.</p>	<p>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 it goes south but nothing north!</p>	<p>Get rid of the so many levels of management particularly in Housing. You don't need an area manager, assistant and two or three staff. Amalgamate areas so a manager has 50 staff! I had 52 and one assistant. It worked!</p>
<p>Genuine consultation. An attempt to carry out the will of the people and not a political party</p>	<p>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</p>	<p>Nothing.</p>	<p>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.</p>	<p>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.</p>	<p>Anything involving the phrase "strong leader". Anything overly political. Anything based merely on elected representatives opinions and not incorporating measurable benefits.</p>	<p>This city is stagnating. No new ideas are coming out sadly it's relying far too much on the past. Yes it's a historic city but the future is much more important! Get traffic wardens into the northern suburbs. Get lighting fixed, get dropped curbs on all suburb streets. I have to ride 1/4mile to cross ONE road due to lack of dropped curbs - that's bloody ridiculous</p>
<p>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.)</p>	<p>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 countryside can only be badly damaged by the situation.</p>	<p>Nothing.</p>	<p>Restricting the active leadership to only a small subset of the elected body is laughably inappropriate.</p>	<p>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.</p>	<p>Anything involving the phrase "strong leader". Anything overly political. Anything based merely on elected representatives opinions and not incorporating measurable benefits.</p>	<p>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 have lead to the current situation but hope for a return to remotely sane functioning in the future.</p>
<p>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:</p> <ol style="list-style-type: none"> 1) what the criteria for success 2) how well it can 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 	<p>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.</p>	<p>Nothing</p>	<p>There are to few individuals making important decisions that impact on a diverse and large community parts of which do not have a voice.</p>	<p>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)</p>	<p>Personal interest on the part of councillors and red tape that slows the process of change down. 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</p>	<p>Too many to mention</p>
<p>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.</p>	<p>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.</p>	<p>Nothing</p>	<p>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)</p>	<p>Transparency. Collaboration (cross-party) Governance Access to expert advice when needed</p>	<p>Time wasting</p>	<p>Public access to knowing what is being considered and debated.</p>
<p>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.</p>	<p>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).</p>	<p>Nothing Nothing, waste money all the time. No leadership, or responsibility taken.</p>	<p>To few elected councillors involved Don't hold others to account. Too much power in too few hands, with no accountability for decisions.</p>	<p>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.</p>	<p>No Quangos Exclusion and those making decisions not being held accountable.</p>	<p>Nothing Why aren't we holding Amey to account like Birmingham CC have and get them to either provide quality services or suing 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}</p>
<p>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</p>	<p>The present model is skewed. It is undemocratic and biased</p>	<p>Very little. If it is as reported, it's perverse and obdurate at the expense of voters.</p>	<p>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. Already stated previously.</p>	<p>Proportionate representation</p>	<p>Yes. The status quo.</p>	<p>No</p>
<p>Democratic decisions. Why have 84 councillors and only have 10 able to make decisions or be able to vote for things within the council?</p>	<p>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.</p>	<p>Nothing.</p>	<p>Nothing.</p>	<p>All mps get a vote.</p>	<p>All should have the same power to implement important issues raised by their constituents.</p>	<p>Nothing</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?
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 the council does make the incorrect decision and takes there citizens to court the have lost the public and should be sacked	nothing, REDACTED	they make the decision they look for ways to justify it not, look at the evidence then make the decision	In short, we want to open up decision making to make it better for all. must have backing of at least 2/3rd of all councillors before any policy can be implemented so not just driven by one party which has pretty much ruined this city	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. That they consider fully environmental, economic and social impacts and consult with others in order to understand the implications. That decision making is linked to a long term strategy leading towards a more successful city and long-term implications are forefront. That party politics and individual short term gain do not take precedence.	Not aware of any particularly good points	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.
One that is fully inclusive of all representatives	It fails to be fully inclusive and representative of all elected councillors	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	Continuing the existing structure	
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		I'd like Sheffield to learn from successful councils and adopt their approach	Replicating the autocratic status quo is not a good way forward	
Collaborative and LISTENING TO THE PEOPLE - the way the stree 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 No provision for recognition of good points from people with different views from a small unrepresentative group as now.	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. No
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 male 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 bote	Influence by only a narrow bsnd	No
Preferably no consensus but if consensus cannot be achieved then a good sized majority. All relevant parties should have say.	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. This means the general public are even more alienated from the decision process if the councillor they voted for does not have a say.	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.	
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.	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 live 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. On important policies e. g Road maintainence and trees, please seek professional advice and guidance from people who are qualified.	
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. 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.	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.	A situation like there currently is in Parliament with Brexit, where tactical voting can thwart decisions making and progress.	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.	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. These decisions should be arrived at with complete transparency ond 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.	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. Consider that the decisions of Local Government should be evaluated and made by people of all ages ...
"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.	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.	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 ond 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 emmerge 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 stag 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. 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.	Use of the committee sytem 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 Counsellors. Openess 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.	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.	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.	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?
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. 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.	As above all elected councillors should have an input in the decision making processes that affect the running of our city. 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.	None, ten people make major decisions, very un-democratic. 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.	It's not a very democratic process, denying the majority of elected council members any input in decisions that affect Sheffield. 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.	A more open approach where every council member has a say in what happens. 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.	Reverting back to the way decisions are made now by only ten elected councillors. Poor leadership allowing a minority to make self-serving decisions. The needs of sheffield residents should be the first and foremost priority.	Be more open, forthright and accountable. 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. 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.	There are too few people making important decisions about our city. This leads to narrow decisions that are not always balanced. It must be seen to democratic, fair and open to public scrutiny ALL elected council members having a say on making important decisions. 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!	I really don't know! I am not impressed in any way about the "cabinet" method of decision making. Nothing. Nothing, it's totally in democratic and the people of Sheffield are not being heard.	See over It does not fairly represent the view of all of the wards of the city, particularly those of the West side of the city. The whole system is not democratic. You're not listening to people!!! We live here and pay tax but you just do what you want, with little accountability!	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 A process that represents the views of all the wards at the point of voting. Proper consultation with everybody when deciding on future actions and policies. 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.	Making decisions by the representatives of a few wards that affect the whole city Decisions being decided upon by a small selected group of councillors. Staying the way it is now!	No Thank you Listening to the views of the population and acting upon them. 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. No. But I think your survey could be made easier and require less written opinion. Perhaps more simple check boxes.
Sounds like this is not a fair representation. Please change the system. 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 cllrs representing their constituents). Inclusion of citizens, experts and communities.	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 it's opponents. The toxic atmosphere in all areas of decision-making, which prevents any rational discussion and promotes the wasteful party-political tribalism. ... REDACTED ... The "we know best" attitude REDACTED that excludes and actively attacks any dissenting voice and the input of experts and communities.	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. A decentralisation of power away from the centralisation of the Strong Leader system. A focus on local issues, not wasting time on irrelevant (international) issues. A new culture of cooperative working, so that our councillors focus on doing the best for the city rather than the current focus on party tribalism. That some of the current councillors feel so uncomfortable in the new, more cooperative system that they step down, to be replaced by new councillors who are willing to work together.	Undemocratic dictatorship by a minority. The current toxic culture of the current council. Preventing any councillor from representing their constituents. The illusion of change.	
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. 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. All elected councillors should have meaningful votes and be able to take a full part in decision making his representing the people who voted for them. 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 and represented, by the Council. 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. 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).	Participation of elected councillors There needs to be greater involvement from an increased number of people. Greater opportunity for including a wider range of voices. plurality of positions and input. Sheffield City council should make democratic decisions taking full account of citizens concerns. The non democratic present system needs to end. Accountability. Consultation. Listening to the people. Not acting in a way that the Council knows best. IF the Council believe the people are wrong; then they must do all in their power to seek to convince the people of their arguments. IF they cannot change the views of the people, they can consider resignations from the Council. Decisions should be made for the benefit of the people of Sheffield, irrespective of political party, and irrespective of the desires of contractors.	Nothing. Nothing Nothing judging by the way the tree felling programme was handled for instance. Not much. Those occasions when they have tried to represent their arguments to the people. 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 it's councillors (the year the Liberals were in charge was different - the senior officers didn't like it because they 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).	Opaque and not including most elected councillors everything. Its small and elite nature. As previously stated. Too opaque and autocratic. A few councillors are making most of the decisions, the majority do not have a say. 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. 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.	More participatory, more cross party committees, more evidence-based Increasing voting rights for all members rather than just a select few. A great involvement of an increased number of people with a diverse range of views. 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. A modern, committee system that is democratic. 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. 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.	Unnecessary administration elitism Concentrating power within a small cabal of the Council. "consultations" where in reality decisions have already been made. ELITISM.	Please act responsibly as soon as possible.
Fairly representing the views of everyone affected by the decision, allowing consultation and opportunities for feedback. 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. A thoroughly democratic distribution of the decision making process given to all the representative councillors as of right. Inclusive discussion of problems as they arise, with whatever expert opinion is required, provided by non biased outside Professionals, where necessary. 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.	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. 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. See above comment. That SCC is open to scrutiny. That SCC takes independent reliable advice from informed consultants and other opinion holders.	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. Not much! Nothing.	It does not represent the views of all it's citizens - oh those whose councillor is selected to the right committees. It is not fair or proportionate. It's undemocratic. Marginalises minority opinions. Blinkered beliefs on priorities. 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. The strong leadership model means that decisions are made by a few people	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. See my first comment! See above comments. An open forum of representatives who take advice and then weave that into a long term publically agreed plan of action for the city.	Having a cabinet and a hierarchical system that leaves some citizens without representation in decision making Closed decision making. No.	N/A No thank-you!
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 Evidence based, and reached by consensus from many When each councillor is fully involved in the decision making process. Consensus which reflects, as far as practical, the wishes of all sheffield's residents (irrespective of party lines). All locally elected representatives should have an equal say Transparent, timely, auditable, with clear lines of responsibility, adherence to values and principles and taking due account of a range of points of view.	Must involve all elected representatives and interested parties Decision making should involve all councillors not a few Too few people make the decisions That it is financially prudent and astute, yet looks to continually improve the social fabric That all are involved. It should allow all councillors to participate and not be limited to a small ruling-party cabinet. A local local parliament. That every locally elected representative has an equal say	Don't like it Nothing! Not sure Nothing Nothing	Too few councillors make the important decisions, it should be more and more representative Not revealing contract details for public money spent - if you are told an NDA is required then don't sign the contract A chosen few make the decisions. It is remote and bureaucratic. Although I do realise that cuts in funding have not helped anybody. Everything. Too much power in the hands of too few people. Cronyism.	All councillors being involved and also listening to local people More councillors to make decisions and some members of the public Very democratic All involved. It should be a 'modern committee system.' Every locally elected representative to have an equal say. Abolition of cabinet system	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 by Leaving decision making in the hands of a few Keeping it the same as it is now! Secrecy Power and decision making being placed in the hands of a few chosen councillors. Secrecy. Nepotism. Cabinet system. Cronyism. 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.	Every locally elected representative should have an equal say. Current system not fit for purpose. 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. 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.	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.

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 where all councillors views have equal weight, not just the few!</p> <p>Before the decision, exploring all views, transparent and open discussions. No prior decision deals done.</p> <p>All representatives have equal input into the process of deconstruction making. All representatives have equal weight in voting on the decision</p> <p>No time pressure that forces a decision.</p>	<p>Currently it's restricted to just 10 out of 84 elected people - this needs to change.</p> <p>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.</p>	<p>Very little I find the labour leadership don't listen or engage at either local or national government. It's time for a change.</p> <p>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.</p>	<p>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.</p> <p>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.</p>	<p>A change so that all elected councillors can represent the people of sheffield.</p> <p>Open and transparent to public scrutiny. All councillors actively and equally engaged in deciding making.</p>	<p>Staying as it currently is.</p> <p>Restricting the right to participate in decision making from any elected councillors.</p>	<p>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 shatters, I intend to pay much more attention to the way my council behaves.</p>
<p>A combination of each point below:</p> <p>There is a clear objective and goal</p> <p>All options have been considered widely and fairly</p> <p>There is a financial, economic and social benefit arising from the decision</p> <p>The rate payer gets value for money from the decision</p> <p>The final decision is based on a democratic vote of all Councillors</p> <p>Considering all options from experts on the subject. Voting on options.</p>	<p>It should not be dominated by: one political ideology</p> <p>one small group of people</p> <p>It should involve the representatives of all rate payers in the final decision making process</p> <p>As an individual not an organisation, taking into account the best decision for everyone</p>	<p>The methodology seems hidden from me, so I only see the outcomes</p> <p>The outcomes are bewildering in many cases, such as road planning, the tree culling and particularly the constant building on green field sites</p>	<p>See previous answer</p>	<p>See previous answers</p>	<p>A veto or blocking mechanism. Decision should be based on a simple democratic vote</p>	<p>No</p>
<p>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.</p>	<p>The council should use committees which are representative of vote share.</p>	<p>I'm afraid I haven't witnessed any positive aspects of having a small group of people effectively exclude more than 70 elected representatives from decision making.</p>	<p>I do not feel the current "strong leader" model is at all necessary at a local level. This results in a greater likelihood of party politics and the "gut feelings" of a small group of people having far too much sway over issues which do not require a party political stance. The way decisions are made by the small cabinet creates an unnecessary distance between the voices of Sheffield people and a select "leadership". It does not seem to make sense to give individual portfolios to cabinet members who are no more qualified to make decisions in those areas than other councillors who are not part of the cabinet.</p>	<p>I would like more encouragement for businesses to come to Sheffield unlike the Ikea fiasco</p> <p>Greater involvement of other councillors would mean more Sheffield communities would have a chance to come closer to decision making in these portfolio areas (see Q7).</p> <p>The recommendations by "Its our city" fully represent my views.</p> <p>https://www.itsourssheffield.co.uk/some-principles-for-a-modern-committee-system-briefing/</p>	<p>Ordinary people need more jobs creating</p> <p>Yes, please do not try to replicate or incorporate the current system with any kind of compromise. Please start again with a new properly democratic system as suggested in Q8 and look to other councils where this has been a success.</p>	<p>Nothing further.</p>
<p>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?</p>	<p>That decision making is open and transparent. That all people in this city are represented in the decision making process.</p>	<p>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:</p> <ul style="list-style-type: none"> - 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. <p>-REDACTED</p>	<p>See previous section.</p>	<p>Open, transparent, and decision making being truly representative of all the people of the city.</p>	<p>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.</p>	<p>No. Except it's bad and it needs to change.</p>
<p>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.</p> <p>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.</p> <p>At the very least a majority vote by the whole council</p> <p>Decisions should be made by all members of council thus reflecting the views of the communities they represent. Decisions should be made wholly for the good of the city and not along party political lines. Everyone in the city should feel that through their councillor their voice has been heard and that at the end of the process a democratic decision, which is open to scrutiny, has been made. Local councillors must be made fully aware of their input into decisions which effect the ward they represent.</p>	<p>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.</p> <p>See above. We must all have an equal share of the decision making.</p>	<p>Can't think of anything.</p> <p>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.</p>	<p>It's undemocratic because it does not fully represent the views of ratepayers and residents of Sheffield. It's basically a dictatorship.</p> <p>How they favour the areas with more Labour voters.</p>	<p>Bring back the committee system. It enabled more rigorous and fairer decisions to be made.</p> <p>As I have already said, equality in how the money is spent, in favour of all of us.</p>	<p>Avoid a huge number of committees which could hold up the decision-making process.</p> <p>So few so called 'strong leaders' making all the decisions and excluding most of the democratically elected councillors.</p>	<p>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!)</p>
<p>Inclusive decision-making, involving representatives from everyone affected by the decisions.</p> <p>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.</p> <p>All elected representatives have the opportunity to contribute to the decision making.</p> <p>Open</p> <p>Through a fully democratic process</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Considering all options on any subject and voting carried out by all Councillors.</p> <p>Wide consultation</p> <p>Discussion</p> <p>Consensus</p> <p>Transparency</p> <p>Slow to decide</p> <p>Absence of interference from outside agencies</p> <p>Decision makers should not be potential beneficiaries of the outcome</p>	<p>Benefit to the whole of the people of Sheffield NOT based on political bias</p> <p>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.</p> <p>My ward is not represented on the council in a decision-making role.</p> <p>That it should be timely and as above. Yes closed doors.</p> <p>That it is fully democratic</p> <p>That all voices are heard across the city.</p> <p>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.</p> <p>Democratic</p> <p>I think it decisions should be made via all of the members of the council, not just a select few</p> <p>Council is wasting time and money by forcing this issue to go to a referendum. It could and should have moved to a fairer system of its own accord. Wasting money means either higher council tax or less money available for necessary projects.</p> <p>It should be transparent and open to the whole council.</p> <p>It is representative of all the people and communities of Sheffield.</p> <p>I want to have trust in my local authority and councillors, and be confident that 'good decision' making is in place. It is important that decision making is transparent.</p> <p>Taking into account the best decision for everyone that benefits the City of Sheffield.</p> <p>Transparency</p> <p>Social justice</p> <p>Wide consultation</p> <p>The best interests of Sheffield as a whole</p>	<p>Too political</p> <p>Nothing. It is unrepresentative of many parts of the city. The percentage of the electorate that vote is quite small. What incentive is there in a community to vote if their representative is without a voice. The majority of the city is in fact disenfranchised. It gives the impression that it is run on a one party political line, what's good for the party may not be best for the city. Motions put forward at council meetings should not be deleted by opposing parties.</p> <p>It has led to some good long-term planning in the redevelopment of the city centre.</p> <p>I don't. Sheffield misses out on opportunities to bring business to Sheffield.</p> <p>Nothing</p> <p>I don't. I think you've made some terrible decisions because power is centralised - you don't listen to people anymore.</p> <p>I don't like it</p> <p>Nothing</p> <p>Nothing</p> <p>I don't think the current system has any benefits.</p> <p>Nothing.</p> <p>I don't</p> <p>I have not seen a lot that I 'like'. This is an odd question.</p> <p>Not alot. It is not forward thinking and business orientated.</p> <p>Not sure</p>	<p>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.</p> <p>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.</p> <p>A feeling pf being totally ignored.</p> <p>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.</p> <p>Elected representatives are excluded from decision making because they don't belong to the majority party.</p> <p>Strong leader system</p> <p>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</p> <p>Decision making concentrated in hands of small number of people - effectively renders votes of small parties redundant.</p> <p>It does not allow all views to be taken into account. Discussions are not open and those who make decisions are a chosen few.</p> <p>Decisions are made by unelected people and too often these people have to vote for the "whip". This is not democracy or representative in my view.</p> <p>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.</p> <p>The opinions of ordinary working people are ignored and the Councils lack of ambitions compared to other major cities.</p> <p>In the hands of a small number of individuals</p>	<p>Decisions to be made in an open forum not behind closed doors. They are inclusive and represent the community as a whole. That a strong governance is held over finances of the council itself and projects undertaken. All members of the council must be seen to have a voice. Local councillors must be made fully aware and included in decisions effecting their communities. There are to be no party whips. Motions put to the council cannot be deleted by opposing parties. The council must hold itself to account for the responsible spending of its income.</p> <p>Representation of all wards regardless of politics. Political parties are not relevant for local politics.</p> <p>All councillors having a vote on all decisions</p> <p>Fully representative decision making</p> <p>A way for more elected voices to have power in making key decisions.</p> <p>I'd like to see all councillors and political parties represented in decision making committees.</p> <p>Committee system</p> <p>A vote for all councillors</p> <p>Cross party involvement.</p> <p>More people involved in the committee structure. Look at other councils.</p> <p>A democratic decision made by representatives of all the people and communities of Sheffield.</p> <p>Wider representation from councillors in key decision making.</p> <p>More encouragement for businesses and wealth creators to come to Sheffield.</p> <p>More say from all elected representatives</p>	<p>The present structure of disproportionate representation must not be brought back under another name. There can no longer be communities left without representation. The views of all communities in the city must be proportionately represented. One political party cannot ignore the views expressed by other representatives. We do not live in an oligarchy. All representation at committee meetings must be heard. All members must represent their constituents first not their party. It is incumbent on all members to cut bureaucracy where possible. Government must be seen to be transparent.</p> <p>Any lack of transparency (e.g. confidentiality clauses in PFI contracts)</p> <p>Muddle and secrecy. We need energy and clarity from our council to make us a more competitive city. Sheffield people deserve that.</p> <p>Oligarchy</p> <p>Avoid the current 'strong leader' system. It's been awful for our city.</p> <p>Avoid non democratic decision making</p> <p>No comment</p> <p>Too much power in the hand of a few individuals.</p> <p>That we end up with a select few making all the decisions as is now.</p> <p>Lack of transparency and representation. Decisions pre-made before consultation and that are not evidence based.</p> <p>Bios against wealth creators and businesses.</p> <p>Not sure</p>	<p>A large number of the community which makes up Sheffield have requested a more representative, open and accessible council to represent and work for the city. The honourable thing would be to stop procrastinating and get on and deliver such a system. In these days of dark politics make Sheffield a shining beacon of true democracy. Make Sheffield a place where your vote truly counts. Make people feel involved and part of their communities. That is how they thrive and if communities do so does the city itself.</p> <p>If the city gives out positive vibes it's more likely to attract more business, more activity, more money, to enhance and better the lives of those who live here. Sheffield is a great city let the whole community not just a few work to make it greater still.</p> <p>As a relative newcomer I love Sheffield but feel sad we keep missing out on opportunities, e.g Channel 4</p> <p>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.</p> <p>At present the full Council meeting is dominated by members of the public fond of their own voices and irrelevant motions</p> <p>No</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 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 No one knows what is decided upon or what the council is planning to do	All members vote on the decisions of the council Tell us and let us have a genuine opinion ask us if its what we want	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	Let us know what the council is thinking of doing not sort it behind closed doors
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 server 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 retreating council tax from those who dont pay which will generate income Consultative and representative of the whole city population. Based on expert advice where relevant.	We are kept in the dark about council decisions there should be information sent out to residents to let us know what is happening Elected representative are able to input, steer and vote on decisions	I dont the council should remember who they are representing 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. Full information given to wider representatives to enable informed and timely decisions but allowing for consultation.	This does not mean via third party contractors who might have vested interests. Keep party politics out.	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. Decisions that are made made all major stakeholders. Communities should be involved after all it is the community that has to live with the decisions. Reduced bureaucracy, more clarity in where our money is going, what we are getting for our money. A committee structure	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. Corruption. Na	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 cuties 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			
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 cllrs 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. 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	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 cllrs who then make all the decisions.	More participation/involvement by communities eg community reps on committees on issues affecting a local area. Use of community assemblies for citywide issues.	Concentrating decision making in the hands of too few cllrs.	
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. 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	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. 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.	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. See previous answer.	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. Decision making bodies to involve councillors from all political parties, public consultation and scrutiny.	Replacing a few powerful individuals with a vocal minority of intolerant vested interest groups, however well meaning they are.	No
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. 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	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. Transparency Genuinely listening to the electorate and interest groups before decisions are taken The absence of a patronising we are in charge and know best approach to any challenge Accepting that we all work together for the city Moving away from confrontational political stances to genuinely work together as elected representatives	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	Way of resolving conflicts fairly. Transparent process. Plenty of time for the public to respond to proposed changes and equality in the chamber. I want to know that my councillor's vote has the same weight as the others. Less power to unelected people. 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	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.	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
When a group of people discuss the issue and then a decision is made by the concensus of the whole group. 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.	It is important to me that we have a complete representation of the elected councillors making these decisions. Because it affects me every day, whether it is decisions about road closures, one-way systems and and traffic calming or about street furniture, street trees and and local services such as recycling- the list is endless	Nothing Almost nothing. I think it has got out offhand with too much power invested in a few people who think they know better than the local people who elect them.	That only 10 people make the decisions for the city. There appears rack 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. Address the issues above and give every councillor a vote on key decisions affecting their electorate. Transparency on consultation so at the council can clearly demonstrate that local views have been taken into account.	Having one person that can veto any decisions that are agreed by the majority. Unnecessary beaurocracy	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.
Fair and open research with appropriate discussion, follow by a truly representative decision making process.	I feel that they need to be more open.	I don't.	Decision seem 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

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. 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? It's actually quite shocking to learn that the city had been run in this way for so long. Modernisation needs to be embraced.
A fully democratic system where all votes from elected members count. Not the 'strong leader' system.	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.	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. 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.	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		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	The government cuts to funding have lead to far too much erosion of services and manpower for efficient service in Environmental and Planning for example. (not to mention libraries and parks!)
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. 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. 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. 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 attacks from the Tories.	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. Dont ignore local activist groups' opinion for technical and specialist input to discussions,	Dont ignore or frustrate or pay lip service to the "Its Our City" demands.
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.					Make it clear when and how the impact of your decisions can be measured, so the electorate can see the success of your decisions.	
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. A further example would be the refusal of the SCC to honour its legal obligations and to address early the petition organised by IOCI and instead to involve city residents in further expense through a referendum 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.	I would support the proposals submitted to the SCC by IOCI	NO I believe that the whole negative approach shown by the SCC to the IOCI campaign clearly demonstrates that the present Council model is desperately in need of change.	No
It should take account of all stake holders 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 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.	The whole process is flawed and has held Sheffield back compared to o RHH er cities like Leeds and Manchester.	A committee structure where the party political affiliations of the members represent their share of the vote not the proportion of councillors.	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.	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.
For example notifying people of a decision in such a way that they could not reasonably respond is not acceptable.						
Having the ruling party decide whether decisions they made were taken appropriately is not acceptable						
considering all the evidence, listening to the views of as many relevant experts as possible, giving 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.	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 be acted upon as quickly as possible.	Time wasting.	The voting public need to be able to scrutinise the work of the elected councillors via live streaming of all council meetings.
Collecting opinion 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 communities 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.	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.	
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	Out of touch councillors who won't listen to anybody	More democratic decisions		
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 open and honest about it's 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 how and by whom a decision has been made.	I don't. I think it needs to be changed At the moment I feel let down by the council, I don't see them as a functioning organisation.	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 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 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 shoos).	
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	Fair and meaningful representation Increased participation Setting of clear standards See answer to Q4	How you do it now	
A decision decided upon by the majority after sensible discussion	See answer to Q4	I don't like it at all	The decisions are just made by a committee of 10 people with other elected people seemingly having no say		D/K	Nope

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<p>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)</p> <p>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.</p>	<p>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.</p> <p>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).</p>		<p>The cabinet system. We vote in 84 councillors but only 10 have a say in most decisions.</p> <p>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).</p> <p>That there isn't a mechanism allowing local people to take part in decision making in any shape or form. This strengthens people's beliefs that politics is not representative, relevant or meaningful, creating further division.</p> <p>That motions are 'deleted and replaced' by other parties.</p> <p>That the council often seems unwilling to work co-operatively with the other parties democratically sharing the power.</p>	<p>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.</p> <p>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.</p> <p>All councillors should have a meaningful vote and equal power. The political membership of committees should be proportional to vote share. Committees should be chaired by councillors not from the majority party. Party whipping on votes should be banned, it's totally archaic and unrepresentative. Local councillors should have full access to information, and be able to protect their ward when local issues come up (e.g. New developments). We need a constitutional commitment to structures that promote power sharing.</p> <p>Stakeholders and community members should be integral to decision-making: there should be designated committee places/roles and open community sub-committees and working groups. The impact of participation must be evident in council decision making. Put into practice and police the Nolan Principles.</p> <p>Allow people to shape decisions at the start, so they don't have to fight them after they've been made. This is expensive and wasteful.</p> <p>Commitment to the committee system, but also ongoing evaluation and debate about how governance structures are working.</p>	<p>More of the same. It needs to change radically.</p> <p>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.</p>	
	<p>Its 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.</p>	<p>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.</p>	<p>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 dont know why certain things are happening - e.g. Amey contract, cutting down thousands of trees despite independent & professional expert advice not to do so.</p>	<p>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.</p>	<p>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 doesnt work and we're all the poorer for it.</p>	
<p>Democracy - all of our elected representatives having a say and vote in the councils resission 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.</p> <p>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.</p> <p>Open, transparent, equally elected- equal say and equal vote.</p>	<p>That it is open, visible, representative, fair and legal.</p> <p>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.</p> <p>I think it is undemocratic that we citizens elect our 84 councilors, but only 10 of them make the decisions!</p> <p>That community and life changing decisions are not made by a few behind closed doors. We elect local councilors to represent us, They should be able to both speak and vote on our behalf.</p>	<p>Nothing. Disgraceful, bullish, haughty and disrespectful of the city's citizens</p> <p>Not much.</p> <p>I am very unhappy, along with many neighbours, on the decisions made for our area, where we have spent time and energy on surveys and filling in consultation papers which seem to be totally ignored by the decision makers.</p>	<p>Everything - leadership decide beforehand. You are ousted from party if, as a representative, you disagree. Public comments are treated derisively, avoided answering or boorish comments made.</p> <p>Secretive, cliquish, disrespectful, alarming, shortsighted, ill informed, defensive.</p> <p>As above, too few people have too much decision making power.</p> <p>As stated above, local councillors have been democratically elected, yet most of them have no power in the decision making process.</p>	<p>Open debate and fee voting. Being Proud of this model so that it can be used as an exemplar across the country</p> <p>Open votes by all the city council members.</p> <p>That a fair and transparent system be adopted for our city. All councillors to have the right to put forward their views and vote to reach democratic decisions.</p>	<p>Avoid cliques of power hungry members.</p> <p>A hierarchical system where city wide and local community decisions are made by the few behind closed doors.</p>	<p>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</p>
<p>To involve all elected councillors 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 good is put before political convenience</p>	<p>Listen to the electorate It should be democratic at the moment it is not.</p> <p>What is needed are the key elements shown in question 4. These things are currently markedly absent as evidenced by, amongst other things, the street trees debacle.</p>	<p>Dont like it at all very undemocratic I don't</p> <p>Not much. I don't trust that decisions are free from conflicts of interest or publicised honestly. Political convenience often seems to be put before the public good.</p>	<p>Too few councillors involved in decision s It's not Democratic, only reflecting a small minority of the population of the city.</p> <p>See 6</p>	<p>Major decisions taken by all elected members.</p> <p>Adoption of the committee system and improving the scrutiny processes</p>	<p>Reliance on the cabinet structure. Blocking amendments by other parties in debates. Closing down discussion in debates.</p>	<p>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.</p>
<p>A fair process where all elected councilors and committee members are allowed to vote.</p> <p>A clear, transparent process built on information gathered across a range of interested parties having assessed and documented alternative resolutions</p>	<p>Transparency Based on evidence</p>	<p>From personal experience (local consultation) very little.</p> <p>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</p> <p>On a wider point, the fact that local councilors do not have a say in local issues shows a democratic deficit - I vote locally but my local representative is then ignored The prioritisation of maintaining front-line services in the face of austerity is admirable -- but it is not unique to Sheffield.</p>	<p>Limited number of councilors allowed to vote</p> <p>See answer 6 - aloof, ill-informed, opaque, based on a clique of individuals, not driven by evidence, not reflecting residents views</p>	<p>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 councilors being able to represent local residents in any decision-making process</p>	<p>Lack of transparency and lack of representation</p>	<p>From 1st-hand experience it is not fit for purpose</p>
<p>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.</p>	<p>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.</p>		<p>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.</p> <p>It is also regrettable that financial considerations force the council's hand on so many decisions; the desperate need for Section 106 money, for example, which has resulted in a grotesque forest of cheap, ugly buildings throughout the city centre. As a scholar of town planning policy, I understand why this has to happen; however, I fail to understand why a greater effort to explain to situation to citizens has not been made. Again, it makes it all too easy to assume a collusion with the development sector, where in fact the developers have had the whip hand for decades.</p>	<p>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.</p>	<p>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.</p> <p>But most of all, avoid the conspiratorial air of secrecy. I tend to assume the majority of the decisions the council makes are made with the best of intentions, even when the results appear to be anything but. But as the Amey contract demonstrates, when something goes wrong with a secret contract, it makes you look like grifters. So maybe avoid subcontractors who insist upon secret contracts? Or, to be truly radical, maybe avoid subcontractors entirely; outsourcing (and the entire philosophy of New Public Management) is a dead paradigm, as even</p>	
<p>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.</p>	<p>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)</p>	<p>Very little</p>	<p>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.</p> <p>Only 10 councillors make the decision.</p>	<p>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.</p>	<p>Anything that could lead to constituents feeling they are being deceived</p>	
<p>Joint open discussions to agree an outcome</p>	<p>That all councilors get to agree on an outcome not just a few selective councilors.....</p>	<p>I don't I think it's appalling that this is only down to 10 councilors & not all councilors that is Sheffield folk have voted in....</p>		<p>All councilors voted in to make decisions together.</p>	<p>Decisions should be made by all councilors 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. A cabinet system</p>	
<p>It involves consultation and more people being involved than the present one</p>	<p>Consultation</p>	<p>Not much</p>	<p>It is in the hands of very few</p>	<p>More members involved and better consultation with local people</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?
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/alooof 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.	Decision-making is centred around a few, like-minded individuals.	Scope for all parties to contribute and not be blocked by a Labour bloc.	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.					
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 was shocked and appalled by the fact that only 10 councillors out of 84 make decisions behind closed doors. Meaningful communication BEFORE a decision is made is key.	I don't	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	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.	That situations like the one with Amey and the killing of Sheffield's trees was allowed to happen.	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 every decision to be democratic and available online for all to see, who voted for what	'Consultations' when a decision has already been made behind closed doors.	yes, just an elite few making decisions, which usually turn out to be bad decisions
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!	take a look at Leeds, and how their city appears to be thriving, where as sheffield appears to not be moving forward at all 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.	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.	The committee system does seem much more involving; people believe in a system when it takes their views in consideration.		
		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.		Involvement of as many people at every level. Councillors should be encouraged to seek constituent opinion.		
		Sheffield Labour's majority is bad for healthy debate and discussion. Opposition councillors have limited ability to influence				
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	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. Too small a number of individuals involved in final say.	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.	Voices 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 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 elitest and the questions asked are quite general - how on earth are you going to collate these answers? The committee system- un democratic and fails to give councillors a voice. Lack of cross party working and consensual decisions. The whip system which deters councillors from speaking out.	The opposite of what I have said above.		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		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 No	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			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					
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	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 and cu pollution	Tree felling	It is antiquated and narrow minded. Include the voices of the electorate

