

ANALYSIS OF THE COMMITTEE SYSTEM

BACKGROUND

This appendix provides an update on the original analysis in Appendix 1 of *the Interim Review of the Committee System* report presented to Council on 15th December 2021.

The figures are indicative and should not be considered exact, the value of the data will improve over time when it will be used to identify trends or anomalies. Officers have not identified any significant anomalies between what was foreseen, the general narrative in the Council report and the data.

We have now had nearly a full annual cycle of the Committee system¹. In order to provide the most robust analysis possible, we have compared the papers and minutes of all relevant committee meetings (i.e. those of the new service committees, as well as those of all the committees – including Cabinet – that they replaced) across three separate time periods:

- (a) The period since the introduction of the new Committee system up to the time of reporting – approximately 10 months²
- (b) The period from the advent of the Covid-19 pandemic up to the introduction of the new system – approximately 14 months³
- (c) The period from early 2019 up to the advent of the Covid-19 pandemic – approximately 15 months⁴.

To enable a fair and proper comparison, we have then converted the results from the analysis of each of those time periods into an *annualised value* i.e. what those figures would be if each period had been precisely one year (365 days)⁵.

Our approach has involved a detailed analysis of the publicly available records of 283 separate Committee meetings⁶. A summary of the Committees analysed – and the detail of our analysis – is set out across a number of tables in Appendix 1A. As before, we have analysed:

- The total number of meetings
- The number of reports⁷ at those meetings
- The total and average duration of those meetings

¹ For the reasons given in the individual footnotes below, some of the assumptions that underpinned the previous analysis have been reviewed and updated to make a like-for-like comparison across three different time periods as statistically sound as possible. In some cases, figures originally reported in the interim review have been updated as a result.

² There is no single start and end date for each of the time periods due to the fact that each period has multiple committees in operation on differing meeting cycles. To make a statistically valid comparison of time periods possible, each committee has its own individual start and end dates; the start date is the day after the last meeting of the committee that it replaced, the end date the day of the last meeting of the committee itself held in the relevant period.

³ We have split the Cabinet era into two individual time periods to highlight any potential impact from the Covid-19 pandemic.

⁴ The start date for each individual committee in this time period is the day after the last meeting of that committee held in 2018.

⁵ This approach provides the most statistically robust measure of each of the three different periods and allows a reasonably accurate comparison to be undertaken.

⁶ In a very small number of instances one or more pieces of information on an historic meeting have not been recorded or are otherwise available. In these cases, we have assumed the same result as the average for the other meetings of that specific committee. The impact of these assumptions on the overall result of this analysis is negligible.

⁷ For this update we have included separate analyses of decision reports as well as those purely for information/briefing.

- The size of the agenda packs
- The number and duration of attendances at meetings (both Member and officer)

KEY RESULTS

1. Number of meetings [Tables 1 & 2]

The Council is currently averaging **58** meetings per year under the Committee system.

- The number of meetings held in CEC under the Cabinet model **reduced by 10%** post-Covid (when most meetings went virtual)
- It is **18% higher** now than it was in the pre-Covid period
- Five committees (Cabinet and four scrutiny committees) were replaced by six service committees and a standing Finance Sub-Committee. Various free-standing committees needed under the cabinet model were incorporated into the relevant service committees. This figure appears to broadly reflect the new structure.

2. Number of reports for decision / briefing [Tables 3 – 8]

The average number of reports⁸ submitted for decision at CEC annually under the Committee system is **191** (approx. 21 decision reports per committee per year).

- The number of decision reports⁹ initially **reduced by 37%** at the start of the pandemic
- The number of decision reports at CEC **increased by 59%** with the advent of the Committee system but is now only **1% higher** than at pre-pandemic levels
- The number of CEC reports for purely for information / briefing **increased by 24%** post-Covid-19 and then **a further 79%** post-Committee system
- CEC now has **more than double** the number of annual briefing reports that it had pre-pandemic
- Former portfolio holders who may through their previous role have detailed knowledge of the genesis of historic policy and decisions and it has been suggested the dissemination of information to the wider committee membership has been an important element of these briefings. If correct the council should see a decrease over time and in next years figures.

3. Meeting duration [Tables 9 & 10]

The average meeting duration is currently **2 hours and 8 minutes**.

- The total combined duration of meetings at CEC post-Covid **increased by 5%**
- Total combined meeting time at CEC has **remained largely static** since the advent of the Committee system (1% increase)
- The *average* meeting duration at CEC is now **11% lower** than it was pre-Covid

4. Meeting attendances and time spent in meetings (Members) [Tables 11 – 14]

The average number of Members attending a meeting is currently **12**.

⁸ We have treated the following regular standing agenda items as neither decision nor briefing items but essentially ignored them for the purposes of this analysis; (i) Welcome/introductions, (ii) Apologies for absence, (iii) Declarations of interest, (iv) Declarations of the party whip, (v) Minutes (including minutes of sub-committees), (vi) Public questions/open sessions, (vii) Work programmes, (viii) Forward Plan, (ix) Any other business, (x) Date of next meeting.

⁹ We have included Portfolio Holder decisions in the Cabinet period.

- Post-pandemic, the average number of attendees **rose by 34%** at CEC under the Cabinet model
- The current average of 12 Members is a **reduction of 40%** from the post-Covid Cabinet period and a **reduction of 19%** overall from the pre-Covid Cabinet period
- Total time spent by Members at CEC in meetings **increased by 37%** post-pandemic (largely due to more Members attending virtual meetings) but this has subsequently **reduced by 35%** with the advent of the Committee system / return to physical meetings
- Total Member time in meetings is now **down by 11%** on pre-Covid levels
- More Members are engaged in voting on the decision-making process. Post pandemic fewer Members appear to be as widely engaged at meetings. It is not known if this is due to accessibility- the ease of attendance at virtual meetings, the counting methodology, or if a simple broadcast the meeting would be as effective.

5. Meeting attendances and time spent in meetings (officers) [Tables 15 – 18]

The average number of officers attending each meeting is currently **7** (unchanged from Cabinet or pre-pandemic levels)¹⁰.

- The total number of officer attendances initially **dropped by 7%** post-Covid but subsequently **increased by 32%** under the Committee model (due to the increase in number of meetings) and is now **23% higher** than pre-Covid levels
- Total time spent by officers at CEC in meetings **increased by 4%** post-pandemic and a **further 2%** under the Committee system
- Total officer time in meetings has **risen by 6%** on pre-pandemic levels
- This figure broadly consistent against the idea of more meetings mitigated by the reduced length of meetings.

6. Size of agenda packs [Tables 19 & 20]

The average agenda pack at CEC is now **194** pages long.

- Agenda packs **increased by 6%** post-Covid at CEC
- The Committee system combined meeting packs are **60% bigger** than they were under the Cabinet model post-Covid
- It is unclear if a series of technical reports with very lengthy appendices have skewed the data. Example: Highway & Transport Committee has received reports on major road programmes and Council will be aware this is the third constitution report.

Postscript

It is acknowledged that this current analysis has limitations. It only measures those things which can be easily measured i.e. what is recorded and reported in the public domain.

The length of an individual report is not a direct indicator of its quality.

The analysis also excludes any comparisons with other local authorities at this stage.

However, these measurable metrics may be indicative of wider patterns or trends that have a relationship (either directly or indirectly) with less quantifiable factors and may suggest areas for further investigation or analysis.

¹⁰ For a very small number of meetings there is no record of how many or which officers attended. We have excluded these meetings from the average calculation.

DETAILED TABLES

Table 1: Meetings held	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	No.	No.	No.
Cabinet	14	12	-
Corporate OSC	9	8	-
Children & Families OSC	7	7	-
Environment & Regeneration OSC	9	7	-
Health & Adults & Communities OSC	12	10	-
Staffing Committee	10	4	-
Adults & Health Committee	-	-	4
Children & Families Committee	-	-	5
Corporate Policy Committee	-	-	8
Economy & Growth Committee	-	-	4
Environment & Communities Committee	-	-	5
Highways & Transport Committee	-	-	6
Finance Sub-Committee	-	-	7
Scrutiny Committee	-	-	3
Appointments Committee	-	-	1
TOTAL	61	48	43

Table 2: Meetings held (annualised figures)	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	No.	No.	No.
Cabinet	11	10	-
Corporate OSC	8	7	-
Children & Families OSC	6	7	-
Environment & Regeneration OSC	7	7	-
Health & Adults & Communities OSC	10	9	-
Staffing Committee	7	4	-
Adults & Health Committee	-	-	6
Children & Families Committee	-	-	6
Corporate Policy Committee	-	-	10
Economy & Growth Committee	-	-	6
Environment & Communities Committee	-	-	6
Highways & Transport Committee	-	-	7
Finance Sub-Committee	-	-	8
Scrutiny Committee	-	-	5
Appointments Committee	-	-	4
TOTAL	49	44	58

Difference to previous period (%)	-	-10%	32%
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Difference to pre-Covid period (%)			18%
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Table 3: Total agenda items	Pre-Covid		Post-Covid	
	Cabinet	Cabinet	Committee	
	No.	No.	No.	No.
Cabinet	157	136	-	-
Corporate OSC	88	82	-	-
Children & Families OSC	74	82	-	-
Environment & Regeneration OSC	97	67	-	-
Health & Adults & Communities OSC	128	103	-	-
Staffing Committee	57	23	-	-
Adults & Health Committee	-	-	47	-
Children & Families Committee	-	-	64	-
Corporate Policy Committee	-	-	98	-
Economy & Growth Committee	-	-	36	-
Environment & Communities Committee	-	-	58	-
Highways & Transport Committee	-	-	60	-
Finance Sub-Committee	-	-	63	-
Scrutiny Committee	-	-	23	-
Appointments Committee	-	-	5	-
TOTAL	601	493	454	-

Table 4: Total agenda items (annualised figures)	Pre-Covid		Post-Covid	
	Cabinet	Cabinet	Committee	
	No.	No.	No.	No.
Cabinet	124	118	-	-
Corporate OSC	77	70	-	-
Children & Families OSC	61	77	-	-
Environment & Regeneration OSC	72	67	-	-
Health & Adults & Communities OSC	103	93	-	-
Staffing Committee	43	24	-	-
Adults & Health Committee	-	-	66	-
Children & Families Committee	-	-	82	-
Corporate Policy Committee	-	-	118	-
Economy & Growth Committee	-	-	52	-
Environment & Communities Committee	-	-	69	-
Highways & Transport Committee	-	-	73	-
Finance Sub-Committee	-	-	76	-
Scrutiny Committee	-	-	39	-
Appointments Committee	-	-	20	-
TOTAL	480	449	595	-

Difference to previous period (%)	-	-6%	33%
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Difference to pre-Covid period (%)	24%
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Table 5: Total reports for decision	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	No.	No.	No.
Cabinet	86	66	-
Corporate OSC	17	12	-
Children & Families OSC	11	8	-
Environment & Regeneration OSC	15	12	-
Health & Adults & Communities OSC	27	17	-
Staffing Committee	13	7	-
Portfolio Holder decisions	24	14	-
Adults & Health Committee	-	-	15
Children & Families Committee	-	-	21
Corporate Policy Committee	-	-	28
Economy & Growth Committee	-	-	11
Environment & Communities Committee	-	-	31
Highways & Transport Committee	-	-	18
Finance Sub-Committee	-	-	16
Scrutiny Committee	-	-	1
Appointments Committee	-	-	3
TOTAL	193	136	144

Table 6: Total reports for decision (annualised figures)	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	No.	No.	No.
Cabinet	106	57	-
Corporate OSC	15	10	-
Children & Families OSC	7	7	-
Environment & Regeneration OSC	11	12	-
Health & Adults & Communities OSC	22	15	-
Staffing Committee	8	7	-
Portfolio Holder decisions	21	12	-
Adults & Health Committee	-	-	21
Children & Families Committee	-	-	27
Corporate Policy Committee	-	-	34
Economy & Growth Committee	-	-	16
Environment & Communities Committee	-	-	37
Highways & Transport Committee	-	-	22
Finance Sub-Committee	-	-	19
Scrutiny Committee	-	-	3
Appointments Committee	-	-	12
TOTAL	190	120	191

Table 7: Total reports for briefing	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	No.	No.	No.
Cabinet	5	17	-
Corporate OSC	12	17	-
Children & Families OSC	18	25	-
Environment & Regeneration OSC	19	7	-
Health & Adults & Communities OSC	17	18	-
Staffing Committee	9	2	-
Adults & Health Committee	-	-	12
Children & Families Committee	-	-	17
Corporate Policy Committee	-	-	28
Economy & Growth Committee	-	-	6
Environment & Communities Committee	-	-	6
Highways & Transport Committee	-	-	14
Finance Sub-Committee	-	-	13
Scrutiny Committee	-	-	8
Appointments Committee	-	-	0
TOTAL	80	86	104

Table 8: Total reports for briefing (annualised figures)	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	No.	No.	No.
Cabinet	6	15	-
Corporate OSC	10	14	-
Children & Families OSC	12	23	-
Environment & Regeneration OSC	14	7	-
Health & Adults & Communities OSC	14	16	-
Staffing Committee	6	2	-
Adults & Health Committee	-	-	17
Children & Families Committee	-	-	22
Corporate Policy Committee	-	-	34
Economy & Growth Committee	-	-	9
Environment & Communities Committee	-	-	9
Highways & Transport Committee	-	-	17
Finance Sub-Committee	-	-	16
Scrutiny Committee	-	-	14
Appointments Committee	-	-	0
TOTAL	62	77	138

Difference to previous period (%)	-	24%	79%
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Difference to pre-Covid period (%)		123%
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Table 9: Meetings combined total duration	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	Minutes	Minutes	Minutes
Cabinet	1,454	1,800	-
Corporate OSC	1,313	1,518	-
Children & Families OSC	1,162	1,088	-
Environment & Regeneration OSC	1,686	1,126	-
Health & Adults & Communities OSC	1,557	1,652	-
Staffing Committee	1,720	837	-
Adults & Health Committee	-	-	523
Children & Families Committee	-	-	858
Corporate Policy Committee	-	-	1,100
Economy & Growth Committee	-	-	448
Environment & Communities Committee	-	-	569
Highways & Transport Committee	-	-	851
Finance Sub-Committee	-	-	772
Scrutiny Committee	-	-	471
Appointments Committee	-	-	45
TOTAL	8,892	8,021	5,637

Table 10: Meetings combined total duration (annualised figures)	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	Minutes	Minutes	Minutes
Cabinet	1,151	1,568	-
Corporate OSC	1,144	1,292	-
Children & Families OSC	964	1,016	-
Environment & Regeneration OSC	1,258	1,132	-
Health & Adults & Communities OSC	1,249	1,489	-
Staffing Committee	1,284	875	-
Adults & Health Committee	-	-	740
Children & Families Committee	-	-	1,099
Corporate Policy Committee	-	-	1,329
Economy & Growth Committee	-	-	651
Environment & Communities Committee	-	-	679
Highways & Transport Committee	-	-	1,032
Finance Sub-Committee	-	-	936
Scrutiny Committee	-	-	800
Appointments Committee	-	-	179
TOTAL	7,050	7,372	7,445

Difference to previous period (%)	-	5%	1%
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Difference to pre-Covid period (%)			6%
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Total meetings [from Table 2]	49	44	58
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Average time per meeting	144	168	128
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Difference to previous period (%)	-	16%	-23%
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Difference to pre-Covid period (%)			-11%
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Table 11: Member meeting attendances	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	No.	No.	No.
Cabinet	307	415	-
Corporate OSC	116	114	-
Children & Families OSC	78	90	-
Environment & Regeneration OSC	124	111	-
Health & Adults & Communities OSC	174	171	-
Staffing Committee	82	35	-
Adults & Health Committee	-	-	49
Children & Families Committee	-	-	60
Corporate Policy Committee	-	-	110
Economy & Growth Committee	-	-	50
Environment & Communities Committee	-	-	66
Highways & Transport Committee	-	-	76
Finance Sub-Committee	-	-	56
Scrutiny Committee	-	-	30
Appointments Committee	-	-	8
TOTAL	881	936	505

Table 12: Member meeting attendances (annualised figures)	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	No.	No.	No.
Cabinet	243	362	-
Corporate OSC	101	97	-
Children & Families OSC	65	84	-
Environment & Regeneration OSC	93	112	-
Health & Adults & Communities OSC	140	154	-
Staffing Committee	61	37	-
Adults & Health Committee	-	-	69
Children & Families Committee	-	-	77
Corporate Policy Committee	-	-	133
Economy & Growth Committee	-	-	73
Environment & Communities Committee	-	-	79
Highways & Transport Committee	-	-	92
Finance Sub-Committee	-	-	68
Scrutiny Committee	-	-	51
Appointments Committee	-	-	32
TOTAL	703	846	674

Difference to previous period (%)	-	20%	-20%
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Difference to pre-Covid period (%)			-4%
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Total meetings [from Table 2]	49	44	58
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Average Member attendances per meeting	14	19	12
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Difference to previous period (%)	-	34%	-40%
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Difference to pre-Covid period (%)			-19%
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Table 13: Member attendance in meetings combined total duration	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	Minutes	Minutes	Minutes
Cabinet	33,318	61,795	-
Corporate OSC	17,365	21,653	-
Children & Families OSC	13,445	14,189	-
Environment & Regeneration OSC	23,805	17,857	-
Health & Adults & Communities OSC	23,111	28,400	-
Staffing Committee	14,016	6,873	-
Adults & Health Committee	-	-	6,391
Children & Families Committee	-	-	10,278
Corporate Policy Committee	-	-	15,200
Economy & Growth Committee	-	-	5,557
Environment & Communities Committee	-	-	7,508
Highways & Transport Committee	-	-	10,950
Finance Sub-Committee	-	-	6,680
Scrutiny Committee	-	-	4,761
Appointments Committee	-	-	360
TOTAL	125,060	150,767	67,685

Table 14: Member attendance in meetings combined total duration (annualised figures)	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	Minutes	Minutes	Minutes
Cabinet	26,380	53,831	-
Corporate OSC	15,127	18,432	-
Children & Families OSC	11,153	13,245	-
Environment & Regeneration OSC	17,769	17,955	-
Health & Adults & Communities OSC	18,540	25,595	-
Staffing Committee	10,462	7,188	-
Adults & Health Committee	-	-	9,042
Children & Families Committee	-	-	13,163
Corporate Policy Committee	-	-	18,371
Economy & Growth Committee	-	-	8,081
Environment & Communities Committee	-	-	8,956
Highways & Transport Committee	-	-	13,278
Finance Sub-Committee	-	-	8,100
Scrutiny Committee	-	-	8,083
Appointments Committee	-	-	1,428
TOTAL	99,431	136,246	88,502

Difference to previous period (%)	-	37%	-35%
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Difference to pre-Covid period (%)	-11%
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Table 15: Officer meeting attendances	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	No.	No.	No.
Cabinet	96	102	-
Corporate OSC	57	51	-
Children & Families OSC	51	45	-
Environment & Regeneration OSC	69	45	-
Health & Adults & Communities OSC	67	60	-
Staffing Committee	65	27	-
Adults & Health Committee	-	-	33
Children & Families Committee	-	-	41
Corporate Policy Committee	-	-	64
Economy & Growth Committee	-	-	28
Environment & Communities Committee	-	-	37
Highways & Transport Committee	-	-	41
Finance Sub-Committee	-	-	34
Scrutiny Committee	-	-	12
Appointments Committee	-	-	6
TOTAL	405	330	296

Table 16: Officer meeting attendances (annualised figures)	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	No.	No.	No.
Cabinet	76	89	-
Corporate OSC	50	43	-
Children & Families OSC	42	42	-
Environment & Regeneration OSC	52	45	-
Health & Adults & Communities OSC	54	54	-
Staffing Committee	49	28	-
Adults & Health Committee	-	-	47
Children & Families Committee	-	-	53
Corporate Policy Committee	-	-	77
Economy & Growth Committee	-	-	41
Environment & Communities Committee	-	-	44
Highways & Transport Committee	-	-	50
Finance Sub-Committee	-	-	41
Scrutiny Committee	-	-	20
Appointments Committee	-	-	24
TOTAL	323	301	397

Difference to previous period (%)	-	-7%	32%
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Difference to pre-Covid period (%)			23%
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Total meetings [from Table 2]	49	44	58
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Average officer attendance per meeting	7	7	7
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Table 17: Officer attendance in meetings combined total duration	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	Minutes	Minutes	Minutes
Cabinet	10,068	15,319	-
Corporate OSC	8,421	9,902	-
Children & Families OSC	10,139	7,294	-
Environment & Regeneration OSC	13,576	7,163	-
Health & Adults & Communities OSC	8,774	10,068	-
Staffing Committee	11,106	5,870	-
Adults & Health Committee	-	-	4,356
Children & Families Committee	-	-	7,107
Corporate Policy Committee	-	-	8,975
Economy & Growth Committee	-	-	2,990
Environment & Communities Committee	-	-	4,553
Highways & Transport Committee	-	-	5,955
Finance Sub-Committee	-	-	3,859
Scrutiny Committee	-	-	1,836
Appointments Committee	-	-	270
TOTAL	62,084	55,616	39,901

Table 18: Officer attendance in meetings combined total duration (annualised figures)	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	Minutes	Minutes	Minutes
Cabinet	7,971	13,345	-
Corporate OSC	7,336	8,425	-
Children & Families OSC	8,411	6,809	-
Environment & Regeneration OSC	10,133	7,202	-
Health & Adults & Communities OSC	7,038	9,074	-
Staffing Committee	8,290	6,139	-
Adults & Health Committee	-	-	6,163
Children & Families Committee	-	-	9,102
Corporate Policy Committee	-	-	10,847
Economy & Growth Committee	-	-	4,348
Environment & Communities Committee	-	-	5,431
Highways & Transport Committee	-	-	7,221
Finance Sub-Committee	-	-	4,680
Scrutiny Committee	-	-	3,117
Appointments Committee	-	-	1,071
TOTAL	49,179	50,994	51,980

Difference to previous period (%)	-	4%	2%
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Difference to pre-Covid period (%)	6%
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Table 19: Agenda packs combined total size	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	Pages	Pages	Pages
Cabinet	3,180	3,906	-
Corporate OSC	1,138	1,518	-
Children & Families OSC	668	658	-
Environment & Regeneration OSC	1,754	782	-
Health & Adults & Communities OSC	1,304	942	-
Staffing Committee	308	76	-
Adults & Health Committee	-	-	964
Children & Families Committee	-	-	928
Corporate Policy Committee	-	-	1,700
Economy & Growth Committee	-	-	510
Environment & Communities Committee	-	-	2,020
Highways & Transport Committee	-	-	2,004
Finance Sub-Committee	-	-	764
Scrutiny Committee	-	-	74
Appointments Committee	-	-	2
TOTAL	8,352	7,882	8,966

Table 20: Agenda packs combined total size (annualised figures)	Pre-Covid	Post-Covid	
	Cabinet	Cabinet	Committee
	Pages	Pages	Pages
Cabinet	2,518	3,403	-
Corporate OSC	991	1,292	-
Children & Families OSC	554	614	-
Environment & Regeneration OSC	1,309	786	-
Health & Adults & Communities OSC	1,046	849	-
Staffing Committee	230	79	-
Adults & Health Committee	-	-	1,364
Children & Families Committee	-	-	1,188
Corporate Policy Committee	-	-	2,055
Economy & Growth Committee	-	-	742
Environment & Communities Committee	-	-	2,409
Highways & Transport Committee	-	-	2,430
Finance Sub-Committee	-	-	926
Scrutiny Committee	-	-	126
Appointments Committee	-	-	8
TOTAL	6,648	7,023	11,248

Difference to previous period (%)	-	6%	60%
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Difference to pre-Covid period (%)			69%
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Total meetings [from Table 2]	49	44	58
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Average time per meeting	136	160	194
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