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**SOUTHEND-ON-SEA BOROUGH COUNCIL**

**Standards Committee**

**Date: Wednesday, 11th November, 2020**

**Time: 6.00 pm**

**Place: Virtual Meeting - MS Teams**

**Contact: Robert Harris**

**Email: [committeesection@southend.gov.uk](mailto:committeesection@southend.gov.uk)**

**A G E N D A**

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Minutes of the Meeting held on Tuesday 28th July 2020 (Pages 1 - 4)**
- 4 Refresh of Protocol on Councillor / Officer Relations (Pages 5 - 30)**  
Report of Chief Executive attached

**Chair & Members:**

Cllr I Shead, Cllr B Ayling, Cllr D Burzotta, Cllr D Cowan, Cllr A Dear, Cllr M Flewitt, Cllr D Garne, Cllr B Hooper, Cllr C Nevin, Cllr V Cowell, Cllr J Healey (LTC), J Morgan and Tetley (independent members)

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# SOUTHEND-ON-SEA BOROUGH COUNCIL

## Meeting of Standards Committee

**Date: Tuesday, 28th July, 2020**  
**Place: Virtual Meeting - MS Teams**

# 3

**Present:** Councillor I Shead (Chair)  
Councillors B Ayling, D Cowan, A Dear, M Flewitt, D Garne,  
\*P Collins, \*D McGlone and \*C Willis

\*Substitute in accordance with Council Procedure Rule 31.

**In Attendance:** Councillor M Dent and K Evans  
Councillor Bromfield (LTC - Observer),  
J Morgan and J Tetley (Independent Persons)  
A Griffin, J Williams, S Brown and R Harris

Also in attendance: C Tredget (LGA)

**Start/End Time:** 6.00 - 7.45 pm

### **216 Apologies for Absence**

Apologies for absence were received from Councillors Burzotta (substitute: Cllr McGlone), Hooper (substitute: Cllr Collins) and Nevin (substitute: Cllr Willis).

### **217 Declarations of Interest**

There were no declarations of interest at this meeting.

### **218 Minutes of the Meeting held on Thursday, 3rd October 2019**

Resolved:-

That the Minutes of the Meeting held on Thursday 3<sup>rd</sup> October 2019 be confirmed as a correct record.

### **219 Local Government Association Consultation on draft Model Member Code of Conduct**

The Committee considered a report of Executive Director (Legal and Democratic Services) informing the Committee of the consultation by the Local Government Association (LGA) on its draft Model Member Code of Conduct. The consultation runs for 10 weeks from 8 June until 17 August 2020.

The Committee had a detailed discussion on the Model Code and a number of comments were made concerning the proposed draft response to the consultation questionnaire.

Resolved:

1. That the response to the Local Government Association's consultation on its draft Model Member Code of Conduct attached at Appendix 3 to the submitted report, be endorsed, subject to the response at Question 17 being revised as follows:

- a) The general obligations in the draft Model Code could better reflect the Nolan Principles;
- b) It would be useful if the LGA developed an informal process for resolving disputes, particularly between Councillors. The Internal Resolution Procedure on page 7 of the Model Code is not detailed enough. Also consideration should be given as to whether details of cases which are resolved internally should be made public; and
- c) The LGA should lobby Central Government to give Standards Committees the power to impose significant sanctions.

2. That the agreed response referred to in resolution 1 above should be circulated to all Councillors together with a link to the LGA Consultation paper. This would enable Councillors to submit their own response to the LGA's Consultation if they so wish and/or elicit support from political peer groups.

**220 Minutes of the Standards Sub-Committee held Thursday, 18th June 2020**

Resolved:

That the minutes of the Standards Sub-Committee held on Thursday, 18<sup>th</sup> June 2020, be noted.

**221 Exclusion of the Public**

Resolved:-

That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the item of business set out below, on the grounds that it would involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**222 Refresh of Protocol on Councillor / Officer Relations**

The Committee considered a report of the Chief Executive presenting progress to date on the refresh of the Protocol on Councillor/Officer Relations work. Following the initial decision to refresh the Protocol in October 2019, meetings have been arranged with Councillors and Officers, contributions have been gathered, and the summary of those representations are presented in Appendices 1 and 2, along with identified themes and a number of recommendations.

The Committee had a detailed discussion and in general were very supportive of the work and the recommendations set out in the report. The Committee also extended their thanks and appreciation to Sarah Brown and Cecilia Tredget for their input and work.

The report drew attention to the positive steps which have already been taken to address the concerns of Councillors, in particular:

- Councillor enquiries process has been enhanced;
- Officers and Councillors have collaborated well to establish and run a virtual format to enable key meetings and the democratic system to continue;
- Councillors have embraced the challenge of adapting to new ICT which has enhanced our collective ability to work more flexibly;
- Officers and Councillors have collaborated well to agree and produce a timely COVID-19 Local Outbreak Control Plan

The Chief Executive confirmed that a training and development programme was being organised for Councillors and officers to include (a) equalities and diversity and (b) safeguarding training.

Resolved:

1. That the recommendations set out in Appendix 1 (without the section on the conduct of scrutiny reviews in Section 7.2) and Appendix 2 of the submitted report, be approved.
2. That a revised draft Protocol on Councillor/Officer Relations together with associated recommendations, be brought back to the next meeting of the Standards Committee.

**Chair:** \_\_\_\_\_

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# Southend-on-Sea Borough Council

Agenda  
Item No.

4

Report of Chief Executive,

To

Standards Committee

11 November 2020

Report prepared by: Sarah Brown, Policy Advisor, SBC  
Cecilia Tredget, Managing Director, East of England LGA

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## Refresh of Protocol on Councillor / Officer Relations

Standards Committee  
Cabinet Member: Councillor Ian Gilbert  
Part 1, Public Agenda Item

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### 1. Purpose of Report

- 1.1 This report presents progress to date on the refresh of the Protocol on Councillor/Officer Relations work following the Standards Committee meeting on 28<sup>th</sup> July 2020 where the way forward was agreed. In light of the comments and decisions of Standards Committee a new Protocol and related Action Plan to support implementation are presented in **Appendices 1 and 2**.

### 2. Recommendations

- 2.1 Standards Committee is invited to review the new Protocol on Councillor / Officer Relations at **Appendix 1** and the associated Action Plan to support implementation at **Appendix 2**, and agree final versions for referral to Policy and Resources Scrutiny Committee prior to adoption of the new Protocol by full Council
- 2.2 Standards Committee should adopt the approach described in section 6 and use its role to champion these actions and key messages in order to promote this work.

### 3. Background

- 3.1 On the 3<sup>rd</sup> October 2019, Standards Committee agreed to review and refresh the Protocol on Councillor/Officer Relations, in Part 5d of the Constitution. The aim of the work is to improve the effective working relations between Councillors and Officers.
- 3.2 The EELGA (East of England Local Government Association) representative (Cecilia Tredget, Managing Director) met with each Party or Group Leader and their members, as well as non-aligned Councillors to gain representations.

- 3.3 Officers had the opportunity to feed into the review via written feedback and face to face interviews.
- 3.4 A summary of both the Councillor and Officer contributions by theme along with recommendations were presented to Standards Committee on 28<sup>th</sup> July 2020. At that meeting the Committee agreed with all the recommendations and the proposal to return to a future meeting with:
- A redrafted Protocol
  - An Action Plan

#### **4. New Protocol**

- 4.1 The existing Protocol has been redrafted and a new version is provided in **Appendix 1**. The new Protocol takes account of the following recommendations agreed by Standards Committee:
- Updates to reflect social media use.
  - Section 5.8 has been amended to be consistent with the Nolan Principles and the Members' Code of Conduct and the Employee Code of Conduct.
  - Section 7.2 has been removed as not relevant to the effective working between Councillors and Officers.
- 4.2 In addition, and at the request of the Chair, gender references have been updated with neutral language.
- 4.3 The opportunity was also taken to update the roles of Executive Directors from Strategic Directors, as well as changes to reflect the new Councillors Enquiries process.
- 4.4 It is recommended that the new Protocol is finalised by the Committee and then sent to Policy & Resources Scrutiny Committee. It is also recommended that the Policy & Resources Scrutiny Committee should consider the contributions of Councillors and Officers which were considered at the meeting of the Standards Committee on 28<sup>th</sup> July as they provide important context from which to move forward.

#### **5. Action Plan**

- 5.1 As mentioned above, at its last meeting Standards Committee agreed to a number of recommendations which would help to support implementation and embed the new Protocol.
- 5.2 These recommended actions align to the outcomes of the Transforming together (TT) programme which has been set up as a Council-wide group responsible for a programme of transformation and behaviour change. The primary aim of TT is to enable the Council to modernise as part of a commitment to delivering quality services and delivering on the 2050 ambition
- 5.3 The work programme of TT is split under 4 areas, which are:
- Skills, Learning and Development
  - Behaviours and Culture
  - People and Networks

- Managing TT and Corporate

5.4 It is recommended that these recommendations to support implementation of the new Protocol be incorporated into the four areas above, tracked and reported as part of the wider TT governance process. The governance process involves an officer lead for each area to oversee the programme of work, and a report through Cabinet and CMT leads.

5.5 In addition, it is recommended that Standards Committee receive an annual update on progress of the relevant actions.

5.6 An Action Plan incorporating the above is attached at **Appendix 2.**

## **6. Championing key messages**

6.1 At the last meeting, Standards Committee were unanimous in their desire to move beyond incidents of negative behaviour and working relations. The Committee gave a clear steer that they want to ensure the best possible outcome from this piece of work.

6.2 Standards Committee represents all political groups and, therefore, can provide consensus on the subject and act as a voice of authority in matters relating to the promotion and maintenance of high standards of conduct between Councillors and Officers.

6.3 It is therefore recommend that Standards Committee champion the following actions (as recommended by Standards Committee at the last meeting) and where appropriate promote key messages to all parties and engage both Councillors and Officers in the work:

- Councillors to be reminded of the Nolan Principles with additional training if required
- Training opportunities for Councillors to align with Officers (such as the equality & diversity training) and to meet any gaps in knowledge or skills
- Group Leaders to attend regular meetings with the Chief Executive
- Implement a buddying system between new and experienced councillors
- Encourage Councillors to continue to support the Cabinet Working Parties approach
- Encourage Councillors to meet with officers and attend tours of work when invited
- For Councillors to have profiles on the intranet
- Political groups and Leaders to explore ways to support Officers in resolving low level inappropriate and unprofessional behaviour by Councillors, before it escalates to a formal complaint.

6.4 Standards Committee would be supported by Officers as part of the TT programme to implement this work.

## **7. Other Options**

No other options have been identified at this time.

## **8. Reasons for Recommendations**

The recommendations contained within this report were formed following the contributions made by the Councillors and Officers. The recommendations consider what steps can be taken to address the points and concerns raised by Councillors and Officers to aid more effective working relations, both in terms of refreshing the Protocol, embedding its principles and looking for opportunities and activities to strengthen good practices.

## **9. Corporate Implications**

### **9.1 Contribution to the Southend 2050 Road Map**

This work aims to increase effective working relationships between Councillors and Officers, which in turn enables more opportunity for greater understanding of priorities, strengthened collaboration, and better outcomes towards the Southend 2050 roadmap.

This work supports the Transforming Together theme work on behaviours and cultures and specifically the Council's agreed values and behaviours. In addition, it supports the TT conditions for closer collaboration with staff, Councillors, residents and partners and simple and effective governance, as well as to building an agile, collaborative and skilled workforce equipped to deliver Southend 2050

### **9.2 Financial Implications**

There are no specific financial implications for this report, there may be some in the future.

### **9.3 Legal Implications**

The new Protocol needs to be agreed by full Council.

### **9.4 People Implications**

This work aims to enhance the effective working relations between Councillors and Officers and to help build upon the culture underpinned by the values and behaviours work. However, no further specific people implications are noted in relation to this report.

### **9.5 Property Implications**

There are no property implications at this stage.

### **9.6 Consultation**

Consultation exercises have been undertaken with Councillors and Officers as outlined in body of report.

### **9.7 Equalities and Diversity Implications**

The report highlights an opportunity to raise awareness of equality implications for Councillors and Officers when interacting. The report further addressed how effective working could be enhanced by the values and behaviours programme of work.

#### 9.8 Risk Assessment

Poor relations between Councillors and Officers risks reducing the effectiveness of outcomes for residents and risks damage to the reputation of the Council. The report outlines some steps to better raise awareness and address these issues.

#### 9.9 Value for Money

This report aims to address and balance the significant Councillor and Officer time spent, on unproductive ways of working.

#### 9.10 Community Safety Implications

There are no community safety implications.

#### 9.11 Environmental Impact

There is no environmental impact of this work.

### **10. Background Papers**

Previous report to Standards Committee on 28 July 2020 including the Councillors and Officer contributions in the Appendices.

### **11. Appendices**

#### **Appendix 1 – Redraft of the Protocol**

#### **Appendix 2 – Action Plan**

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# Part 5(d) – Protocol on Councillor / Officer Relations

## Contents

	<b>Page</b>
Introduction.....	<b>3</b>
Scope .....	<b>3</b>
Purpose .....	<b>3</b>
Status .....	<b>4</b>
Principles.....	<b>5</b>
Roles .....	<b>6</b>
Conduct.....	<b>7</b>
Decision Making.....	<b>8</b>
Support for Councillors.....	<b>10</b>
Public Relations.....	<b>15</b>
Ceremonial Events .....	<b>16</b>
What to do when things go wrong.....	<b>16</b>
Appendix 1 – The Nolan Principles and Section 28(1) of the Localism Act 2011.....	<b>18</b>



# Part 5(d) – Protocol on Councillor / Officer Relations

## 1. Introduction

### 1.1 Content

This Protocol has been substantially revised and improved following a review process conducted in 2020 with the assistance of the East of England Local Government Association. It sets out principles adopted by the Council for ensuring effective relations between Councillors and Officers.

**1.1.1** This Protocol as a whole is consistent with “Nolan Principles” which are set out in **Appendix 1** and the provisions of Section 29(1) Localism Act 2011.

### 1.2 Definitions

Unless the context indicates otherwise, references in this Protocol to the following terms shall have the following meanings.

**1.2.1 Councillor** includes a non-elected Co-opted Member as well as an elected Councillor.

**1.2.2 Councillor Body** includes the Council, the Cabinet, Scrutiny and Regulatory Committees, and all other Committees, Sub-Committees, Working Parties and Panels described in **Part 3, Schedule 2** of the Constitution.

**1.2.3 Cabinet Member** refers to the Leader and other members of the Cabinet under the Council’s Constitutional arrangements.

**1.2.4 Officer** means all persons employed by the Council.

**1.2.5 Chief Officer** means the Chief Executive, Deputy Chief Executives, Executive Directors and Directors.

**1.2.6 Designated Finance Officer** means the Executive Director (Finance & Resources) exercising the duties prescribed by law for the financial administration of the Council.

**1.2.7 Members Support Hub** refers to an Officer function with responsibility for dealing with Councillors and their enquiries.

**1.2.8 Monitoring Officer** means the Executive Director (Legal and Democratic Services) and is the officer with statutory responsibility for ensuring that the Council acts within the law and in accordance with its Constitution.

**1.2.9 Political Group** means any formally recognised group of elected Councillors who are either members of the same political party or independent Councillors.

## 2. Scope

**2.1** This Protocol applies to relations between Councillors and Officers.

**2.2** This Protocol applies to Officers employed on a full time, part time or temporary basis and to agency staff. The Protocol does not apply to staff working for external organisations, such as South Essex Homes, although its general principles are recommended as good practice to Councillors in dealing with staff working for external organisations.

**2.3** This Protocol does not apply to Councillors of Leigh-on-Sea Town Council unless they are also a Councillor of Southend-on-Sea Borough Council. It may, however, provide useful guidance to the Town Councillors.

- 2.4** This Protocol covers the main issues which may arise in Councillor-Officer relations, but it is not intended to be comprehensive. Councillors and Officers should seek advice from the Monitoring Officer on any matter not covered by this Protocol.

### **3. Purpose**

- 3.1** Together, Councillors and Officers combine the essential skills, experience and knowledge to manage an effective public sector organisation. Councillors provide a democratic mandate to the Council, whereas Officers contribute the professional expertise and experience to deliver the policy framework agreed by Councillors.

- 3.2** Whilst collaborative working is the accepted norm for Councillor and Officer relations at the Council, it is important to recognise and take account of their different roles. This is important for day-to-day interaction between Councillors and Officers and for the public perception of the Council, by ensuring transparency between the political role of Councillors and the professional, impartial role of Officers.

- 3.3** Mutual trust and respect between Councillors and Officers is at the heart of a Council's good governance. They are essential if the partnership necessary for the effective running of a local authority is to succeed.

- 3.4** This may seem obvious. But what happens when relationships go awry? Where can Councillors and Officers turn for guidance? What mechanisms exist for addressing concerns? How can matters be improved?

- 3.5** Such questions point to the need for a written guide on the basic elements of the relationship between Councillors and Officers – a Protocol:

- To promote trust, openness, fairness and honesty by establishing some ground rules;
- To define roles so as:
  - to clarify responsibilities
  - to avoid conflict; and
  - to prevent duplication or omission.
- To secure compliance with the law, codes of conduct and a Council's own practices; and
- To lay down procedures for dealing with concerns by Councillors or Officers

- 3.6** This Protocol should be recognised both as a central element of the Council's corporate governance and as a commitment to upholding standards of conduct in public life. It is one way of demonstrating to the public at large that local government is serious about protecting and enhancing its integrity and reputation. The Council has therefore adopted this Protocol governing relations between its Councillors and Officers as part of its governance arrangements in order to achieve the above objectives.

- 3.7** This Protocol seeks to maintain and enhance the reputation and integrity of local government in general and this Council in particular.

### **4. Status**

- 4.1** This Protocol establishes a set of principles to assist Councillors and Officers to work together.

- 4.2** Councillors and Officers must at all times observe this Protocol.

- 4.3** This Protocol is part of the Council's Constitution.

## 5. Principles

5.1 Like all effective partnerships, Councillor-Officer relations are based on the following principles:

- Mutual trust and respect of the different roles of Councillors and Officers;
- A common purpose; providing the best possible service to the residents and other stakeholders of the Borough of Southend-on-Sea; and
- A commitment to non-adversarial resolution of disputes.

5.2 At the Council, mutual respect between Councillors and Officers is an essential part of the way we work. Conflict and challenge are inevitable and necessary parts of the democratic process in a local authority. Demonstrating mutual respect in instances where Councillors disagree with specific Council policies or actions demands the highest standards of personal conduct.

5.3 Mutual respect is based upon an understanding of the distinct contributions Councillors and Officers make and respect for the boundaries between those roles. A key principle for Officers is their political impartiality; they serve the whole Council and not particular groups or Councillors. This is particularly important for Chief Officers and other senior Officers, who are prevented by law from political activities beyond party membership.

5.4 Further, some Chief Officers hold posts with mandatory statutory responsibilities notably the Chief Executive, the Executive Director (Finance & Resources) (the Finance Officer) and the Executive Director (Legal & Democratic Services) (the Monitoring Officer). Further information about this is provided in Article 12 in **Part 2** of the Constitution. Councillors must respect these duties and recognise that these Officers may be required to give advice or make decisions which Councillors may not agree with or support.

5.5 Councillors and Officers must always respect the roles and duties of each other. They must show respect in all their dealings by observing reasonable standards of courtesy, and by not seeking to take unfair advantage by virtue of their position.

5.6 Whilst Councillors and Officers are indispensable to one another, their responsibilities are distinct. Councillors are accountable to the electorate and serve only as long as their term of office lasts. Officers are accountable to the Council as a whole. Their job is to give advice to Councillors (individually and collectively) and to carry out the Council's work under the direction of the Council.

5.7 To carry out their duties effectively, Councillors must have broad access to Council information. The following principles apply here:

- Councillors' enquiries will be dealt with promptly and effectively and within corporate time scales;
- Councillors' access to information will be compliant with their statutory and common law rights (see the Access to Information Procedure Rules in **Part 4(b)** of the Constitution);
- Officers will not, without good reason, withhold information from a Councillor who is entitled to receive it;
- Where confidential, personal or otherwise sensitive information is provided to a Councillor, that Councillor will not disclose it to any other person, without authorisation.

5.8 The Council has adopted a Members' Code of Conduct which is set out in **Part 5(a)** of the Constitution and an Employee Code of Conduct which is set out in **Part 5(c)**. Both Codes are based on the ethical standards outlined in the Seven Principles of Public Life (also known as the Nolan Principles) which also underpin this Protocol.

5.9 In some cases, Officers are bound by the codes of their professional associations.

## 6. Roles

### Quick Guide to Councillor and Officer Roles

<b>Councillors</b>	<b>Officers</b>
Democratically elected and accountable to the electorate	Employees accountable to the Council
Community leader for their ward	Serve the whole Council
Add a political dimension	Impartial
Set policy and strategy	Ensure operational delivery and provide advice
Bound by a statutory Code of Conduct	Bound by their contract of employment
Involved in Chief Officer appointments / disciplinary action only	Day to day management of staff

### 6.1 The Role of Councillors

- 6.1.1** Councillors have a number of different roles and need to be alert to the potential for conflicts of interest which may arise between them. Where such conflicts are likely, Councillors may wish to seek the advice of senior colleagues, the relevant Chief Officers, and / or the Monitoring Officer.
- 6.1.2** Collectively, Councillors are the ultimate policy-makers, determining the core values of the Council and approving the Council's Budget and Policy Framework.
- 6.1.3** Councillors represent the community, act as community leaders and promote the social, economic and environmental well-being of the community often in partnership with other agencies.
- 6.1.4** Every elected Councillor represents the interests of, and is an advocate for, their ward and individual constituents. The Councillor represents the Council in the ward, responds to the concerns of constituents, meets with partner agencies, and often serves on local bodies.
- 6.1.5** Councillors are responsible for the decisions taken by Councillor Bodies which they sit upon.
- 6.1.6** Some Councillors may be appointed to represent the Council on local, regional or national bodies.
- 6.1.7** As politicians, elected Councillors will make statements as representatives of the Political Groups to which they belong.
- 6.1.8** The role of Opposition Councillors in offering alternative policies and holding the Administration to account will inevitably involve those Councillors sometimes criticising decisions taken by the Cabinet and Officers. All Councillors must take care to direct public criticisms at the Cabinet Members responsible for the service and not at the Officers who have implemented it. This applies irrespective of whether a decision has been delegated to Officers.
- 6.1.9** When creating social media content or sharing content created by others, all Councillors must take care to direct public criticisms at the Cabinet Members responsible for the service and not at the Officers who have implemented it. This applies irrespective of whether a decision has been delegated to Officers.

## **6.2 The Role of Officers**

- 6.2.1** Officers are responsible for giving advice to Councillors to enable them to fulfil their roles. In doing so, Officers will take into account all available relevant factors.
- 6.2.2** Under the direction and control of the Council (including, as appropriate, the Cabinet, committees and sub-committees), Officers manage and provide the Council's services within the framework of responsibilities delegated to them. This includes the effective management of employees and operational issues.
- 6.2.3** Officers have a duty to implement the lawful decisions of the Councillor Bodies and which have been properly approved in accordance with the requirements of the law and the Council's Constitution, and duly minuted.
- 6.2.4** Officers have a contractual and legal duty to be impartial. They must not allow their professional judgement and advice to be influenced by their own personal views.
- 6.2.5** Officers must assist and advise all parts of the Council. They must always act to the best of their abilities in the best interests of the Council.
- 6.2.6** Officers must be alert to issues which are, or are likely to be, contentious or politically sensitive, and be aware of the implications for Councillors, the media or other sections of the public.
- 6.2.7** Officers have the right not to support Councillors in any role other than that of an elected councillor, and not to engage in actions incompatible with this Protocol. In particular, there is a statutory limitation on Officers' involvement in political activities for those Officers employed in politically restricted posts.

## **7. Conduct**

### **7.1 Behaviour and Attitude**

- 7.1.1** The conduct of Councillors and Officers should be such as to instil mutual confidence and trust.
- 7.1.2** The key elements are a recognition of and a respect for each other's roles and responsibilities. These should be reflected in the behaviour and attitude of each to the other, both publicly and privately.
- 7.1.3** Councillors must be aware that Officers are constrained in the response they may make to public comments from Councillors. Councillors should not criticise Officers personally in public, through the press, through social media content or by sharing content created by others, nor seek to undermine their position by abuse, rudeness or ridicule. This in no way reduces the right of Councillors to criticise, in a constructive manner, the report or actions of a department or section of the Council where they believe such criticism is well-founded.
- 7.1.4** Discussions and correspondence between Councillors and Officers must at all times be well mannered and professional.
- 7.1.5** Informal and collaborative two-way contact between Councillors and Officers is encouraged. But personal familiarity can damage the relationship, as might a family or business connection.
- 7.1.6** Councillors and Officers must inform the Monitoring Officer of any personal relationship between each other which might be seen as unduly influencing their work in their respective roles.

**7.17** It is not enough to avoid actual impropriety. Councillors and Officers must always be open about their relationships to avoid any reason for suspicion and any appearance of improper conduct. Where a personal relationship has been disclosed, those concerned should avoid a situation where conflict could be perceived. Specifically, a Councillor must not sit on a body or participate in any decision which directly affects the Officer on a personal basis.

## **8. Decision making**

### **8.1 Decisions Made by Councillors**

**8.1.1** All decisions made by Councillors are taken collectively in meetings of Councillor Bodies. Even Cabinet Members do not have individual decision making powers.

**8.1.2** Councillor decisions will normally be taken on the basis of a written report containing recommendations. The recommendations in Officer written reports will reflect only the professional opinion of the Officer. Councillors shall not direct Officers in the framing of recommendations or seek to apply pressure to change the recommendations.

**8.1.3** An individual Cabinet Member who is minded to write or commission a report must ensure that those other Councillors and Officers who need to know of the matter are informed. There is a particular requirement to involve other Cabinet Members on cross-cutting issues.

**8.1.4** Councillors can be involved in taking decisions affecting individual members of the public (e.g. appeals panels) and individual Chief Officers and Officers. Councillors must ensure that they do not participate in any decision which affects an individual Officer with whom they have a close relationship and must be aware of the following obligations in the Members' Code of Conduct:

- 5(a) – You must not use or attempt to use your position as a Member improperly to confer on or secure for yourself or any other person an advantage or disadvantage.
- 6-11 – The rules on Disclosable Pecuniary Interests, Other Pecuniary Interests and Non-Pecuniary Interests.

**8.1.5** Councillors serving on Councillor Bodies responsible for administrative and quasi-judicial matters such as planning and licensing decisions, must be aware of the laws and regulations affecting those decisions. Officers must ensure that Councillors on these Councillor Bodies have access to suitable training and Councillors should take up training which is offered.

**8.1.6** Councillors are not authorised to initiate or certify financial transactions, or to enter into a contract on behalf of the Council.

**8.1.7** Chief Officers have the right to present reports and give advice to Councillor Bodies.

**8.1.8** In taking decisions, Councillors must:

- Remain accountable to the whole electorate of the Borough and must balance the interests of the electorate as a whole, including those members of the public who did not vote for them.
- Have regard to any advice provided by the Chief Executive, Chief Finance Officer or the Monitoring Officer.
- Avoid taking actions which are unlawful, financially improper or likely to amount to maladministration.
- Ensure decisions do not go beyond the terms of reference of the relevant

Councillor Body as set out in **Part 3, Schedule 3** of the Constitution and in accordance with the Officer Delegations in **Part 3, Schedule 3**.

**8.1.9** At some Councillor Body meetings, a resolution may be passed which authorises a named Officer to take action between meetings in consultation with a Councillor. In these circumstances it is the Officer, not the Councillor, who takes the action and is responsible for it. (The same situation applies to action under Standing Order 46.) A Councillor has no power to take decisions on behalf of the Councillor Body, neither should they apply inappropriate pressure on the Officer.

## **8.2 Decisions made by Officers**

**8.2.1** Officers are responsible for implementing Councillor decisions and in the case of Cabinet decisions, Chief Officers will be responsible for instructing staff to implement decisions.

**8.2.2** Apart from the formal decision-making process, Officers work to the instructions of their managers and not individual Councillors. Officers will try to comply with all reasonable requests from Councillors but Councillors cannot instruct Officers to do any piece of work or take any course of action.

**8.2.3** Officers must observe the requirements set out in the Officer Delegations in **Part 3, Schedule 3** of the Constitution when taking decisions and ensure that decisions falling outside it are referred to the appropriate Councillor Body for decision, unless action is to be taken under Standing Order 46.

**8.2.4** When taking decisions under their delegated powers, Officers should be aware of decisions which are likely to be sensitive or contentious. In such cases, Officers must inform the relevant Cabinet Member(s) and where appropriate Ward Councillors of their intentions in advance. (See Section **9.5** for details of how Officers should support Ward Councillors.)

**8.2.5** Officers must also keep Cabinet Members informed in advance of any decisions which they take that have wider policy implications.

**8.2.6** While Officers will support, advise and respond to Councillors' requests, they must not be asked to exceed the bounds of authority they have been given by their managers.

## **8.3 Decisions affecting Council Staff**

**8.3.1** The roles of Councillors in employment matters are limited to:

- Determining significant Human Resources policies and conditions of employment; and
- The appointment and discipline of Chief Officers:

**8.3.2** Councillors shall not act outside these roles.

**8.3.4** If participating in the appointment of Chief Officers, Councillors should:

- Respect the confidentiality of the process and in particular the identity of candidates;
- Remember that the sole criterion is merit;
- Never canvass support for a particular candidate;
- Not take part where one of the candidates is a close friend or relative;
- Not be influenced by personal preferences; and
- Not favour a candidate by giving them information not available to the other candidates.

**8.3.5** Officers will not seek any support from a Councillor in any employment matter.

**8.3.6** When discussing or making decisions about industrial relations matters, Councillors must remember that they represent the Council as an employer and are not a representative of the employees. If a Councillor considers that they cannot undertake this task from this perspective, they should withdraw from this role.

## **9. Support for Councillors**

### **9.1 Councillors' Enquiries and Access to Officers**

**9.1.1** Councillors' enquiries may be made verbally, by email or in writing.

**9.1.2** Councillors should ensure enquiries are directed to the Members Support Hub. This will enable the enquiry to be logged, monitored and issues analysed, as well as the correct Officer(s) to be identified and/or, where appropriate, a service request to be raised. The on-going analysis of enquiries will enable Officers to better identify where improvements to process are needed including the way information is shared.

**9.1.3** There will be occasions when enquiries relate to issues of significance and should be made directly to the relevant Chief Officers. Judgement should be applied as to whether it is appropriate to contact relevant Chief Officers directly and thereby bypass the benefits of the Members Support Hub work.

**9.1.4** In general terms, Councillors should follow the process set out above in order to receive the appropriate priority and attention in response to their enquiry. However, approaches by Councillors to other Officers are proper when they are seeking clarification of a response from that Officer. Councillors should not approach a junior Officer(s) directly.

**9.1.5** Councillors' enquiries will be dealt with promptly and effectively. A substantive response to a Councillor enquiry should be sent within 10 working days of receipt.

**9.1.6** Officers receiving Councillors enquiries should ensure that if they are absent or unavailable for more than one working day that their email is checked by a colleague. Out of office email replies should always give an alternative contact.

**9.1.7** If it is not possible to respond within 10 working days, Officers must explain in writing:

- The reason for the delay;
- What action is being taken to pursue the enquiry; and
- A deadline by which a substantive response will be sent.

- 9.1.8** Councillors' enquiries, which are in fact constituent complaints, will be handled under the Council's Complaints Procedure.
- 9.1.9** The Chief Executive, Deputy Chief Executives and Executive Directors are responsible for ensuring that Councillor enquiries are dealt with promptly and accurately by their Departments / service areas.
- 9.1.10** In seeking to deal with constituents' queries or concerns, Councillors should not seek to jump the queue but should respect the Council's procedures. Officers have many pressures on their time. They may not be able to carry out the work required by Councillors in the requested timescale and may need to seek instructions from their managers.
- 9.1.11** Where an enquiry imposes a disproportionate burden on Officers' work, this should be explained and discussed with the Councillor concerned and Chief Officers to agree an alternative deadline and / or response.
- 9.1.12** This Councillors' enquiry procedure supplements but does not replace the statutory and common law rights of Councillors to information.
- 9.1.13** Co-opted Members' rights of access to information will be limited to those areas that fall within the remit of the body to which they are appointed and their statutory rights.
- 9.1.14** An Officer must not copy correspondence which they have had with a Councillor to any other Councillor unless:
- That Councillor agrees; or
  - The other Councillor is entitled to the information under the Freedom of Information Act 2000 or the Data Protection Act 1998; or
  - The correspondence from the Councillor includes a circulation list with other Councillors names on it – when the response can be copied to the persons on the list; or
  - A response is being given to a question raised at a meeting of a Councillor Body – when the response can be copied to other Councillors.

The above does not prevent an Officer copying correspondence to other Officers, unless there are confidentiality issues.

- 9.1.15** A Councillor may copy correspondence from an Officer to other Councillors and third parties unless it contains confidential, personal or otherwise sensitive information. For the avoidance of doubt, correspondence containing such information should state that it is confidential (see Sections 5.7 and 9.3.5).

## **9.2 Briefings for Political Groups**

- 9.2.1** Chief Officers may be asked to contribute to deliberations of matters concerning Council business by Political Groups.
- 9.2.2** Chief Officers have the right to refuse such requests, and will normally not attend a meeting of a Political Group where some of those attending are not Councillors.
- 9.2.3** Officer support will not extend beyond providing factual information or professional advice in relation to matters of Council business. Chief Officers must not be involved in advising on matters of party business, and therefore should not be expected to be present at meetings or parts of meetings when such matters are to be discussed.

- 9.2.4** Political Group meetings are not empowered to make decisions on behalf of the Council, and conclusions reached at such meetings do not rank as formal decisions. The presence of a Chief Officer confers no formal status on such meetings in terms of Council business and must not be interpreted as doing so.
- 9.2.5** Where Chief Officers provide factual information and advice to a Political Group in relation to a matter of Council business, this is not a substitute for providing all the necessary information and advice when the matter in question is formally considered by the relevant part of the Council.
- 9.2.6** It must not be assumed that a Chief Officer is supportive of a particular policy or view considered at a Political Group meeting simply because they have attended or provided information to the meeting.
- 9.2.7** Chief Officers will respect the confidentiality of any Political Group discussions at which they are present and, unless requested to do so by that Political Group, will not relay the content of such discussions to another party group or to any other Councillors. This shall not prevent a Chief Officer providing feedback to other Chief Officers.
- 9.2.8** In their dealings with Political Groups, Chief Officers must treat each group in a fair and even-handed manner.
- 9.2.9** Councillors must not do anything which compromises or is likely to compromise Chief Officers' impartiality.
- 9.2.10** The duration of a Chief Officer's attendance at a Political Group meeting will be at the discretion of the group, but a Chief Officer may leave at any time if they feel it is no longer appropriate to be there.
- 9.2.11** A Chief Officer accepting an invitation to the meeting of one Political Group shall not decline an invitation to advise another group about the same matter. The Chief Officer must give substantially the same advice to each.
- 9.2.12** Only a Chief Officer shall be invited to attend a Political Group meeting.
- 9.2.13** A Chief Officer should be given the opportunity of verifying comments and advice attributed to him / her in any written record of a Political Group meeting.
- 9.2.14** No Councillor will refer in public or at meetings of the Council to advice or information given by Chief Officers to a Political Group meeting.
- 9.2.15** At Political Group meetings where some of those present are not Councillors, care must be taken not to divulge confidential information relating to Council business. Persons who are not Councillors are not bound by the Members' Code of Conduct. They do not have the same rights to Council information as Councillors.

### **9.3 Access to Information**

- 9.3.1** To carry out their duties effectively, Councillors must have broad access to Council information. This is a complex area which is subject to a wide range of legislation (particularly S.100 Local government Act 1972 as amended) as well as the common law and the detailed rules are set out in the Access to Information Procedure Rules (**Part 4(b)** of the Constitution) and Standing Order 28. The remainder of this section deals with some specific points.
- 9.3.2** Councillors' access to information will be compliant with their statutory and common law rights.

The common law right of Councillors is based on the principle that any Councillor has a prima facie right to inspect Council documents so far as their access to the documents is reasonably necessary to enable the Councillor properly to perform their duties as a member of the Council. This principle is commonly referred to as the “need to know” principle.

The exercise of this common law right depends therefore upon the Councillor’s ability to demonstrate the necessary “need to know”. In this respect a Councillor has no right to “a roving commission” to go and examine documents of the Council. Mere curiosity is not sufficient. The crucial question is the determination of the “need to know”. This question must initially be determined by the particular Chief Officer whose Department holds the document in question (with advice from the Monitoring Officer).

In some circumstances (e.g. a Committee member wishing to inspect documents relating to the functions of that Committee) a Councillor’s “need to know” will normally be presumed. In other circumstances (e.g. a Councillor wishing to inspect documents which contain personal information about third parties) a Councillor will normally be expected to justify the request in specific terms.

- 9.3.3** Officers will not, without good reason, withhold information from a Councillor who is entitled to receive it.
- 9.3.4** Any disputes relating to access to information will be referred to the Monitoring Officer for determination.
- 9.3.5** Where confidential, personal or otherwise sensitive information is provided to a Councillor, they will not disclose it to any other person, without authorisation.

#### **9.4 Access to Premises**

- 9.4.1** In order to fulfil their duties, if a Councillor wishes to have access to land or buildings in the occupation of the Council (to which the public do not have access and to which Councillors do not regularly have access) they shall apply to the relevant Chief Officer. Unless the relevant Chief Officer considers there are good reasons to deny access, permission shall be given, but it may be subject to conditions e.g. that the Councillor is accompanied by an Officer.
- 9.4.2** No Councillor shall have access to any Council operated Homes, Childs Day Centres or Duty Services in Children & Young Peoples Services unless they have been DBS checked – and generally such inspections should be left to the Dignity in Care Establishments Visiting Panel.
- 9.4.3** When making visits to Council land / buildings to which they do not regularly have access, Councillors must:
  - Comply with any conditions imposed;
  - Notify and make advance arrangements with the relevant Chief Officer or Officer in charge and report to the Officer in charge on arrival;
  - Comply with health and safety, security and other workplace rules;
  - Not interfere with the services or activities being provided at the time of the visit;
  - If outside their own ward, notify the Ward Councillor(s) beforehand; and
  - Take special care at schools and establishments serving vulnerable sections of society to avoid giving any impression of improper or inappropriate behaviour.

**9.4.4** No Councillor may exercise any power of the Council to enter or inspect other land or buildings (i.e. not owned by the Council) unless specifically authorised by the Council (Standing Order 29).

## **9.5 Support for Ward Councillors**

**9.5.1** To enable them to carry out their ward role effectively, Councillors need to be kept informed about matters affecting their ward. Chief Officers must ensure that all relevant staff are aware of the requirement to keep Ward Councillors informed, thus allowing Councillors to contribute to the decision-making process and develop their representative role.

**9.5.2** This requirement is particularly important:

- During the formative stages of policy development, where practicable;
- In relation to significant or sensitive operational matters;
- Whenever any form of public consultation exercise is undertaken, and
- During a scrutiny investigation.

**9.5.3** Issues may affect a single ward. Where they have a wider impact, a number of local Councillors will need to be kept informed.

**9.5.4** Whenever a public meeting is organised by the Council to consider a local issue, all the Councillors representing the wards affected should be invited to attend the meeting as a matter of course.

**9.5.5** If a Ward Councillor intends to arrange a public meeting on a matter concerning some aspect of the Council's work, they should inform the relevant Chief Officer.

**9.5.6** Provided the meeting has not been arranged on a party political basis:

- An Officer may attend, but is not obliged to do so; and
- The meeting may be held in Council-owned premises.

**9.5.7** No such meetings should be arranged or held in the immediate run-up to Council elections. Further advice on this should be obtained from the Monitoring Officer.

## **9.6 Use of Council Resources**

**9.6.1** The Council provides all Councillors with various services and equipment, to assist them in discharging their role as a Councillor. These goods and services are paid for from the public purse. They should not be used for private purposes or in connection with party political or campaigning activities. Furthermore, Councillors should comply with all conditions and requirements in connection with ICT use and security.

**9.6.3** Councillors must not put pressure on Officers to provide resources or support which Officers are not permitted to give. Examples are:

- Business which is solely to do with a political party;
- Work in connection with a ward or constituency party political meeting;
- Electioneering;

- Work associated with an event attended by a Councillor in a capacity other than as a member of the Council;
- Private personal correspondence;
- Work in connection with another body or organisation where a Councillor's involvement is other than as a member of the Council; and
- Support to a Councillor in their capacity as a councillor of another local authority.

## **10. Public Relations**

### **10.1 Relations with the Media**

**10.1.1** The Strategic Communications Team is responsible for:

- Making official press / media statements relating to the functions and business of the Council, consulting with the relevant Cabinet Member, or Officer as appropriate; and
- Dealing with day to day media enquiries.

In making a press / media statement regard must be had to the law on local authority publicity and the relevant Code of Practice.

**10.1.2** Cabinet Members and Committee Chairs may also make statements to the press / media (including social media) on Council matters and may represent the Council in media interviews where appropriate. If a Cabinet Member or Committee Chair wants to speak to the press / media in a personal capacity or as a representative of their political group they should make this clear at the outset.

**10.1.3** If other Councillors wish to speak to the media then they will do this in a personal capacity or as a representative of their political group.

**10.1.4** Chief Officers (or their nominees) may deal with any request for information or questions asked by the press / media and may represent the Council in media interviews.

**10.1.5** Any Councillor or Officer who speaks to the press / media, or creates their own content, including via social media, on an issue should:

- Be sure of what they want to say or not to say;
- Consider the likely consequences for the Council of their statement (e.g. commitment to a particular course of action, image, allegations or jumping to conclusions);
- When sharing social media content created by someone else, the Councillor should consider:
  - Is it clear whether they endorse the information or not
  - Is it clear whether the information is being shared in a private or professional capacity,
  - That care is taken to direct public criticisms at the Cabinet Members responsible for the service and not at the Officers who have implemented it. This applies irrespective of whether a decision has been delegated to Officers.
  - Content does not engage in bullying behaviour, meaning offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, or injure the person on the receiving end. This is not an exhaustive list
  - What the likely consequences are for the Council;

- Never give a commitment in relation to matters which may be subject to claims from third parties and / or are likely to be an insurance matter;
- Consider whether to consult other relevant Councillors; and
- Take particular care in what they say in the run-up to local or national elections to avoid giving the impression of electioneering, unless they have been contacted as an election candidate or political party activist.

**10.1.6** Press releases or statements made by Officers must promote or give information on Council policy or services. They will be factual and consistent with Council policy. They cannot be used to promote a party group.

**10.1.7** Before responding to enquires from the media, Officers shall ensure they are authorised to do so.

**10.1.8** Likewise, Officers will inform the Council's Strategic Communications Team of issues likely to be of media interest and if they have been contacted by the media, since that team should be the media's first point of contact.

## **10.2 Correspondence**

**10.2.2** Official letters written on behalf of the Council should normally be in the name of the relevant Officer. It may be appropriate in some circumstances (e.g. representations to a Government Minister) for letters to appear in the name of a Cabinet Member or the chair of a Committee.

**10.2.3** The Mayor may initiate correspondence in their own name.

**10.2.4** Letters which create legally enforceable obligations or which give instructions on behalf of the Council should never be sent in the name of a Councillor.

**10.2.5** Councillors must not include criticisms of Officers in correspondence (including e-mail). Similarly Officers must not include criticisms of Councillors or other Officers in correspondence. This includes:

- Bullying behaviour, meaning offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, or injure the person on the receiving end. This is not an exhaustive list.

**10.2.6** Copying Officer / Councillors correspondence to others – see Section **9.1.14**.

## **11. Ceremonial Events**

**11.1** Ceremonial events would normally be attended by the Mayor or Deputy Mayor of the Council unless specifically related to initiatives led by the Cabinet in which case the relevant Cabinet Member would attend.

**11.2** In addition, Ward Councillors should be informed and where possible and appropriate, invited to participate.

## **12. What to do when things go wrong**

### **12.1 Informal resolution of disputes under this Protocol**

**12.1.1** The key principle for dispute resolution is that both Councillors and Officers are committed to informal, non-adversarial solutions. Where a dispute arises, the first step should be for both parties to seek to resolve any differences informally between themselves or, where necessary, with the assistance of a Chief Officer.

**12.1.2** When an informal resolution is not possible, the following processes in 12.2 will apply.

## **12.2 Submitting a formal complaint alleging a breach of this Protocol**

- 12.2.1** If any Councillor or Officer wishes to make a formal complaint alleging a breach of this Protocol, they should submit the complaint in writing to the Chief Executive.
- 12.2.2** In the case of a complaint against a Councillor, the Chief Executive will determine, in consultation with the Monitoring Officer, whether the complaint also indicates a breach of the Members' Code of Conduct and if so the complaint lies to the Standards Committee. All other allegations that there has been a breach of this Protocol will be dealt with by the Chief Executive who will resolve the matter as they think fit.
- 12.2.3** In the case of a complaint against an Officer, the Chief Executive will determine, in consultation with the Executive Director (Transformation), whether the complaint indicates a breach of the disciplinary rules and if so the matter shall be dealt with in accordance with the disciplinary policies. All other allegations that there has been a breach of this Protocol will be dealt with by the Chief Executive who will resolve the matter as they think fit.

**The Nolan Principles (as revised by the Committee on Standards in Public Life in January 2013) and Section 28(1) of the Localism Act 2011**

**Selflessness**

Holders of public office should act solely in terms of the public interest.

**Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**Honesty**

Holders of public office should be truthful.

**Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

**Endnotes**

Appendix 2, Action Plan

Family	Outcome	Cllr/Officer Relations Protocol Recommendation
<p><b>Skills, Learning, &amp; Development -</b> To ensure TT has the right skillsets to tackle the right challenges, and leads in upskilling the entire organisation (FAMILY LEAD: SUE PUTT)</p>	Staff feel valued and are recognised and rewarded appropriately. Staff are able to participate in a range of activities to support their well being.	
	Leaders who are able to deliver in a changing environment, provide strong and developed skills to support staff adapt to self directed learning and can challenge when appropriate.	<ul style="list-style-type: none"> <li>Regular meetings between Group Leaders and the Chief Executive to be the place to raise concerns and resolve issues</li> </ul>
	Councillors who are equipped to support the delivery of the Councils aims and ambitions alongside officers.	<ul style="list-style-type: none"> <li>Training on the Nolan Principles of good governance is undertaken by the Council's senior management team and Group Leaders, in the first instance, by an independent facilitator.</li> <li>Training opportunities for Councillors to understand and practice good leadership and to help recognise where potential conflicts of interest may occur. To align with staff, that equality and diversity training also becomes mandatory for councillors</li> <li>The buddying system for new councillors to include political buddies eg from councillors who have retired.</li> <li>An audit of councillor skills and experience takes place regularly to provide the council with the information to utilise the skills and interests of councillors and to inform any working groups.</li> <li>Continue the Cabinet Working Parties approach and review how these can be strengthened to support councillors and officers to build knowledge and mutual understanding of each other's roles.</li> <li>Develop more opportunities for Councillors and officers to interact</li> <li>Invite Councillors on 'tours' of services and/or projects</li> <li>Councillors to have profiles on the intranet which detail their personal interests, their connection to the borough, their motivations, the committees they are involved with both internally and externally</li> <li>Officers should conduct consultation with councillors on how they would like to be kept up to date on staff changes, changes to meeting times, accommodation, meeting space, refreshments etc.</li> <li>In circumstances where particular relations are strained, consider whether it would be appropriate and helpful to invite Councillors into team meetings, and make them part of the planning and solution.</li> <li>On-going review of Members Enquiries</li> </ul>
	Staff are enabled and have the skills and abilities to be utilised effectively across the organisation.	<ul style="list-style-type: none"> <li>Training for officers on political awareness including the challenges that Councillors face</li> <li>Encourage more officers to be involved in the democratic process such as election count or polling station duty</li> </ul>
	Enable service areas to re-design effectively to meet new operational need.	
	<p><b>Behaviours &amp; Culture -</b> To promote TT as a model for how we expect Colleagues to act, modelling our Values &amp; Behaviours and championing the best ways of working (FAMILY LEAD: MIKE BENNETT)</p>	Our organisation embraces fully an Agile method of working, allowing colleagues and projects to work in the way that best suits them for the best outcomes.
Our Values & Behaviours are embraced and role modelled at all levels, by all colleagues, within an environment of positive challenge that influences the way all teams and individuals operate and manage within our organisation.		<ul style="list-style-type: none"> <li>Standards Committee to consider its approach and response to issues (formal and informal complaints, conduct and other matters)</li> <li>Explore options for reporting and handling of cumulative low level informal complaints which do not necessarily warrant individual responses</li> <li>Political groups and Leaders to explore ways to support officers in resolving low level inappropriate and unprofessional behaviour by Councillors</li> </ul>
Work Life programme continues to deliver its ambitions and is connected to other TT activity that support it.		
Transforming ICT to support the TT agenda.		<ul style="list-style-type: none"> <li>Audit of skills and experience an audit of IT to determine the challenges that some councillors are experiencing either with hardware or with IT skills. Where there are problems it is recommended that individual action plans are put in place to resolve issues.</li> </ul>
Promoting the use of Champions in various forums (e.g. commercial, digital, etc.)		
Risk awareness and horizon scanning are business-as-usual for all teams, as part of a wider Getting To Know Your Business campaign.		

Family	Outcome	Clr/Officer Relations Protocol Recommendation
<b>People &amp; Networks - To keep TT at the forefront of people's thinking and an accessible network of engagement, support and opportunities (FAMILY LEAD: ELLEN BUTLER)</b>	Staff feel involved, engaged and knowledgeable in Transforming Together through active communications using various channels.	
	The right people, at the right time, with the right expertise, are engaged for specific pieces of work, promoting and influencing transforming together	
	An intranet that is up to date and accessible for all, that has been designed around the user.	
	A fully knowledgeable and engaged workforce, at all levels, understand and are able to participate in the Transforming Together culture.	
	Staff are confident and understand the transformation culture we work in and are part of the shaping the future.	
	Staff feel listened to and valued by having access to the senior managers.	
<b>Managing TT and Corporate (FAMILY LEAD: STEPHEN MEAH-SIMS)</b>	Ensuring an up to date democratic process that supports a 21st Century Councillor and modern council.	
	Quality assuring the the work of TT and ensuring a creative space to prioritise, innovate and drive managing the work of TT.	
	Ensuring a clear link between TT and Southend 2050 Refresh that demonstrates the value.	
	The council, with key partners is an effective commissioner and procurer, that results in quality and value for money services.	
	Making sure that there is a clear understanding of TT; the principles of working and the work programme.	
	Transforming ICT to support the TT agenda.	
	Ensuring effective and transparent business planning and decision-making Governance Review.	