

Appendix 2, Action Plan

| Family | Outcome | Cllr/Officer Relations Protocol Recommendation |
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| <p>Skills, Learning, & Development - 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"> Regular meetings between Group Leaders and the Chief Executive to be the place to raise concerns and resolve issues |
| | Councillors who are equipped to support the delivery of the Councils aims and ambitions alongside officers. | <ul style="list-style-type: none"> 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. 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 The buddying system for new councillors to include political buddies eg from councillors who have retired. 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. 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. Develop more opportunities for Councillors and officers to interact Invite Councillors on 'tours' of services and/or projects 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 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. 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. On-going review of Members Enquiries |
| | Staff are enabled and have the skills and abilities to be utilised effectively across the organisation. | <ul style="list-style-type: none"> Training for officers on political awareness including the challenges that Councillors face Encourage more officers to be involved in the democratic process such as election count or polling station duty |
| | Enable service areas to re-design effectively to meet new operational need. | |
| | <p>Behaviours & Culture - To promote TT as a model for how we expect Colleagues to act, modelling our Values & 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"> Standards Committee to consider its approach and response to issues (formal and informal complaints, conduct and other matters) Explore options for reporting and handling of cumulative low level informal complaints which do not necessarily warrant individual responses Political groups and Leaders to explore ways to support officers in resolving low level inappropriate and unprofessional behaviour by Councillors |
| 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"> 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. |
| 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. | | |

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| People & Networks - To keep TT at the forefront of people's thinking and an accessible network of engagement, support and opportunities (FAMILY LEAD: ELLEN BUTLER) | 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. | |
| Managing TT and Corporate (FAMILY LEAD: STEPHEN MEAH-SIMS) | 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. | |