

Action	Further description
<ul style="list-style-type: none"> • New Protocol published 	Full Council adopted on 10 Dec 2020 and the new Protocol was published
Relationship building	
<ul style="list-style-type: none"> • Regular meetings between Group Leaders and the Chief Executive 	These meetings are ongoing.
<ul style="list-style-type: none"> • 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. 	Working Party's are ongoing. Review to be conducted in new municipal year.
<ul style="list-style-type: none"> • Develop more opportunities for Councillors and officers to interact 	Discussions with TT group ongoing
<ul style="list-style-type: none"> • Invite Councillors on 'tours' of services and/or projects 	Discussions with TT group ongoing
<ul style="list-style-type: none"> • 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. 	Discussions with TT group ongoing
Skills & training	
<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 	A pipeline of training for Officers has been extended to Councillors including Equalities and Diversity training, in which a cross party selection of Councillors have contributed to the design of the final offer. Cllrs have been invited to take part in a leadership development programme with a specific workstream to develop the offer to meet members needs.
<ul style="list-style-type: none"> • Training for officers on political awareness including the challenges that Councillors face 	Training package is available for new starters as part of induction training. Communications is planned to raise awareness about political awareness and the role of officers during the election period.
<ul style="list-style-type: none"> • The buddying system for new councillors to include political buddies e.g. from councillors who have retired. 	The new municipal year will see new Cllrs buddied with a member of CMT.
<ul style="list-style-type: none"> • 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. 	This work will be incorporated into the TT programme
<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. 	The Director of ICT and Digital, Carol Thomas has begun meeting with Councillors to better understand Councillor's requirements from ICT as well as developing a plan to raise digital literacy.
<ul style="list-style-type: none"> • Encourage more officers to be involved in the democratic process such as election count or polling station duty 	Comms from SLN to their teams about supporting this years elections.
Better Communications	
<ul style="list-style-type: none"> • 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 	Cllr Shead sent Comms to all Cllrs. Cllr Shead has completed an example and the Group Leaders have been invited to contribute to this work. Internal Comms have this work planned into the new intranet work stream which is due to go live in July 2021.
<ul style="list-style-type: none"> • On-going review of Members Enquiries 	Work is ongoing to improve the Councillor Queries process with a dedicated Members Support Hub. Work is ongoing in specific departments to better equip officers to respond once queries are allocated.
<ul style="list-style-type: none"> • 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. 	Officers have sought to establish good communications by providing Councillors with frequent updates throughout COVID-19 enabling visibility on key issues. Discussions with Internal Comms about consultation with Cllrs on how they would like to be kept updated. Establishment Project is ongoing to resolve leavers and joiners information.
When things go wrong	
<ul style="list-style-type: none"> • Explore options for reporting and handling of cumulative low level informal complaints which do not necessarily warrant individual responses 	Recommendation in section 2.3 of Standards Committee report dated 9th March 2020, to arrange an informal meeting to discuss this action further.
<ul style="list-style-type: none"> • Political groups and Leaders to explore ways to support officers and Councillors in resolving low level inappropriate and unprofessional behaviour by Councillors and officers 	Recommendation in section 2.3 of Standards Committee report dated 9th March 2020, to arrange an informal meeting to discuss this action further.

▪ Standards Committee to consider its approach and response to issues (formal and informal complaints, conduct and other matters)

Recommendation in section 2.3 of Standards Committee report dated 9th March 2020, to arrange an informal meeting to discuss this action further.