

REF	RECOMMENDATION	TIMESCALE	LEAD MEMBER	LEAD OFFICER	KEY ACTIVITIES	RESOURCES REQUIRED	BARRIERS TO POLITICS RECOMMENDATIONS (ALIGNED)
1	A Local Democracy Working Group of eight councillors should be retained to oversee the delivery of the programme of work recommended within this report.	Short-Term	Cllr Bonavia	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Support the Working Group directly in the development and delivery of a large programme of work across the organisation/borough Support the Working Group members collectively and individually through the provision of policy, research and administrative support Represent the Working Group across the organisation, borough and beyond as required 	<ul style="list-style-type: none"> Direct strategic and operational support from Corporate Policy (1 x SGM, 1 x Principal Officer) 	The Council should establish an ongoing working party which meets every six months to review the impact of the implementation of the recommendations of the Barriers to Politics Working Group.
2	The Local Democracy Working Group should provide the structure and support through which the recommendations are further developed and tested where appropriate. They will take account of relevant guidelines for effective local democratic processes.	Long-Term	Cllr Bonavia	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Support the Working Group to engage with members of the public, community groups and local councillors in order to: <ul style="list-style-type: none"> Further develop specific recommendations e.g. empowering seldom-heard groups (May-June 2019) Test out new approaches within individual recommendations or across programmes of work (July 2019 onwards) 	<ul style="list-style-type: none"> Direct strategic and operational support from Corporate Policy (1 x SGM, 1 x Principal Officer) Dedicated Strategic Comms lead to support the overall programme of engagement and lead/coordinate the delivery of specific recommendations (1 FTE) 	
3	We need to work collectively to build further trust and confidence in our democratic processes. We need to change our language and behaviour to influence a culture change that embeds the idea of the citizen at the heart of all we do.	Long-Term	Mayor	Chief Executive/EMT	<ul style="list-style-type: none"> Develop a vision for change (where we are & where we need to be) in collaboration with citizens, local councillors and officers Communicate the vision as widely as possible (using a range of mechanisms) Plan for and create short-term wins to demonstrate visible change (e.g. completion of recommendation or key milestone achieved) Institutionalise the change by building on short-term wins and putting new organisational structures (e.g. performance frameworks) in place Make the change 'business as usual' by consolidating improvements and creating clear links with organisational success 	<ul style="list-style-type: none"> Direct strategic and operational support from HR (Organisational Development) – it is critical that the LDWG programme is aligned with wider Council activities relating to leadership/culture 	The Council's underlying commitment to equality in every aspect of the Council's work should be reinforced by positive messages in respect of all of the protected characteristics given out in Council material, newsletters, newspapers, radio, TV and social media
Theme 1 – Openness & Transparency							
<i>Creating a culture of openness, trust and partnership</i>							
4	Clearer and more engaging ways should be explored for explaining how the Council works and the roles and responsibilities of councillors and officers.	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Director Of Strategy & Communication	<ul style="list-style-type: none"> Gather insights from different groups about their current levels of understanding Identify specific gaps in knowledge and preferred communication mechanisms/channels Develop and test different ways of explaining the role and function of the Council (based on insights) Sign-off and implement proposals (potentially as part of a wider civic learning programme) 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus support from Corporate Policy Links to recommendations #26 and #41 	
5	An open data approach – sharing raw data the Council has so people can interrogate the data and draw their own conclusions – should be explored.	Long-Term	LDWG Champion - Open Data & Online Communications	Executive Director For Resources & Regeneration	<ul style="list-style-type: none"> Identify what data the Council holds and the type of information that citizens want (e.g. service-based, demographics, FOI responses) Explore how current systems (Council website/Casework) could enable an open data approach Review best practice in other authorities/sectors (including management of risk) Develop, test, sign-off and implement proposals for an open data approach 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus support from Corporate Policy, IT, Information Governance and Legal 	
<i>Using appropriate communication channels</i>							
6	An improved, comprehensive and more joined-up approach to our electronic communications should be developed.	Medium-Term	LDWG Champion - Open Data & Online Communications	Director Of Strategy & Communication	<ul style="list-style-type: none"> Identify and review all current mechanisms for electronic communication (including Council website, email and service-based systems) Explore best practice in other authorities Develop and test ideas for improving/aligning electronic communication within the organisation Sign-off and implement proposals (as part of a strategic comms improvement plan) 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus support from Corporate Policy 	
7	Young people should be actively engaged in informing the Council's wider approach to communication on social media.	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Director Of Strategy & Communication	<ul style="list-style-type: none"> Identify and review all current social media channels (including Facebook, Twitter) Explore best practice in other authorities/sectors Develop and test ideas for improving the Council's approach to communication on social media with different groups of young people Sign-off and implement proposals (as part of a strategic comms improvement plan) 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus support from Corporate Policy Specific input from Young Mayors Team, schools, Youth First etc Links to recommendations #15 and #40 	
8	The capacity and accessibility of our website should continue to be developed and improved, informed by the views and requirements of citizens, councillors and officers.	Long-Term	LDWG Champion - Open Data & Online Communications	Director Of Strategy & Communication	<ul style="list-style-type: none"> Gather additional insights from citizens, councillors and officers about the Council website (with a particular focus on functionality, accessibility, 'look and feel' etc) Agree a strategic plan for the future development of the Council website Prioritise, develop and test ideas for improvement with a 'feedback panel' Sign-off and implement proposals (as part of the ongoing redesign of the Council website) 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus support from IT, Corporate Policy Specific input from 'feedback panel' (citizens, councillors and officers) Links to recommendations #9 and #12 	<p>The Council should explore better uses of technology to remove barriers to participation, such as online training and virtual meetings.</p> <p>The Council should explore ways of working which support councillors more efficiently, for example through the introduction of a single intranet page with a calendar including all meetings, events and training, key officer contact lists and guidance on responding to and categorising emails.</p>
9	Improved ward pages and information should be developed as part of the improvement of our website.	Long-Term	LDWG Champion - Open Data & Online Communications	Director Of Culture & Community Development	<ul style="list-style-type: none"> Review the current ward pages and information Explore best practice in other authorities Develop and test ideas for improving the ward pages and information (one stop shop) with a 'feedback panel' Sign-off and implement proposals (as part of the ongoing redesign of the Council website) 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus support from IT, Local Assemblies, Governance, Corporate Policy and Electoral Services Specific input from 'feedback panel' (citizens, councillors and officers) Links to recommendations #8 and #12 	
10	Expanding the range of channels that people can use to access timely information about decision-making meetings should be explored. A range of methods such as webcasting, pre and post meeting 'vox pops' and an increased use of Twitter and social media should be trialled.	Medium-Term	LDWG Champion - Open Data & Online Communications	Director Of Corporate Policy & Governance & Director Of Strategy & Communication	<ul style="list-style-type: none"> Review the range of channels available to access information about decision-making meetings Explore best practice in other authorities Develop, test and evaluate new approaches, such as webcasting, pre and post meeting 'vox pops' and increased use of social media (via the LDWG website) Sign-off and implement proposals (where success has been evidenced) 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus operational support from Governance 	
11	The Local Democracy Review website should be retained and used in part to test ideas and recommendations related to online communication in the first instance.	Short-Term	LDWG Champion - Open Data & Online Communications	Director Of Strategy & Communication	<ul style="list-style-type: none"> Develop the LDWG website as the online focus and hub of Working Group activities, ensuring alignment with the Council website and mod.gov Provide solutions to enable testing of various online methods of communication re decision-making and engagement 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead 	
12	A 'citizens' portal' approach should be investigated, through which citizens can access relevant information and receive targeted communications.	Long-Term	LDWG Champion - Open Data & Online Communications	Executive Director For Resources & Regeneration	<ul style="list-style-type: none"> Gather insights/requirements from citizens regarding the functionality of a 'citizens' portal' Review current/potential systems and existing approaches (including links with the ward pages on the Council website/online LBL account) Explore best practice in other authorities Develop and test potential options Sign-off and implement 'citizens' portal' (as part of the ongoing redesign of the Council website) 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus support from IT, Corporate Policy Links to recommendations #8 and #9 	
13	Opportunities for councillors to record and report their activities and attendance at events other than formal Council meetings should be explored and introduced.	Medium-Term	LDWG Champion - Open Data & Online Communications	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Review the functionality of current/potential systems Explore best practice in other authorities Develop and test options Sign-off and implement proposal 	<ul style="list-style-type: none"> Lead officer from Governance (TBC) 	
14	Infographics should be more consistently used to effectively convey relevant information about Council performance.	Medium-Term	LDWG Champion - Open Data & Online Communications	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Identify and review all current mechanisms for conveying information about Council performance Explore best practice in other authorities Develop a framework/guide for the use of infographics and test with services (pilot project) Evaluate, refine, sign-off and implement new approach across the organisation 	<ul style="list-style-type: none"> Corporate Policy (1 x Principal Officer) 	
15	Better online communications with young people should be co-designed with the young mayor and young advisors and then with wider groups of young people across schools and the borough.	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Executive Director For CYP & Director Of Strategy & Communication	<ul style="list-style-type: none"> Identify and review all current mechanisms for online communication with young people Explore best practice in other authorities/sectors Develop and test ideas to improve online communication with young people (Young Mayor's Team) Further develop and test ideas with wider groups of young people Sign-off and implement proposals (as part of a strategic comms improvement plan) 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus support from Corporate Policy Specific input from Young Mayors Team, schools, Youth First etc Links to recommendations #7 and #40 	

16	Councillors and officers should routinely and regularly be, and provide information in, places that constituents use and meet. This includes making better use of noticeboards across the borough.	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Executive Director For Community Services	<ul style="list-style-type: none"> Gather insights/requirements from local councillors, citizens and officers Develop and test ideas for improving access to information/individuals Evaluate, refine, sign-off and implement proposals 	Corporate Policy and Local Assemblies (lead TBC), with support from Governance	
17	The model of councillor surgeries should be expanded to trial the benefits of Council surgeries, Partnership surgeries and virtual surgeries.	Long-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Executive Director For Community Services	<ul style="list-style-type: none"> Gather insights/requirements from local councillors, citizens, officers and partner organisations Explore best practice in other authorities Develop and test ideas for expanding the model of councillor surgeries 	Corporate Policy and Local Assemblies (lead TBC), with support from Governance	
Democratic standards: language and reporting							
18	A clear set of practical democratic standards should be developed and introduced across the Council. The standards should provide clarity and consensus about the roles and responsibilities of councillors, officers and citizens in decision-making processes.	Medium-Term	LDWG Champion - Language & Reporting	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Gather insights/requirements from local councillors, citizens, officers and partner organisations Explore best practice in other authorities Develop, test, sign-off and implement new approach 	Corporate Policy (1 x Principal Officer), with support from Comms (and Legal/Governance as required)	
19	An improved style guide and template for all officer reports should be developed and introduced to consistently improve the accessibility and standard of reports.	Medium-Term	LDWG Champion - Language & Reporting	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Identify and review all current style guides/templates Explore best practice in other authorities Develop a new style guide/template and test with services (pilot project) Evaluate, refine and implement new approach across the organisation (following agreement by Head of Law) Monitor compliance via agenda planning and administration of reports sign-off process 	Corporate Policy (1 x Principal Officer), with support from Comms (and Legal/Governance as required)	The Council should ensure that councillors with disabilities are adequately supported in their role, for example ensuring that there are options for Council documents to be displayed in an accessible format. This should involve feedback from those with disabilities.
20	The report template and guidance should require a clear 'plain English' summary and a 'timeline of engagement and decision-making' to be present at the beginning of every report.	Short-Term	LDWG Champion - Language & Reporting	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> See #19 		Council officers should produce executive summaries of longer reports.
21	Underpinning the development of the improved style guide to improve the accessibility of reports, consideration should be given to utilising appropriate tools such as the Flesch Reading Ease Readability Formula, and also to seeking appropriate support and accreditations such as those offered by the Plain English Campaign and the British Dyslexia Association. This should be applied to all written and online communications.	Medium-Term	LDWG Champion - Language & Reporting	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> See #19 (plus specific work to evaluate the appropriateness and cost of potential accreditations) 		
22	All decisions should generally be published within two days of the decision being taken, in line with the constitutional requirements for Mayor and Cabinet decisions.	Short-Term	LDWG Champion - Language & Reporting	Director Of Corporate Policy & Governance & Director Of Planning	<ul style="list-style-type: none"> Develop and implement consistent working practice standards for all public meetings and decisions (including Planning and Licensing) Provide training and support where required (e.g. use of mod.gov) Monitor compliance (and take action as appropriate) 	Corporate Policy (1 x Principal Officer), with support from Comms (and Legal/Governance as required)	
23	An open channel/portal should be provided for people to provide direct feedback on the accessibility of reports and publications so there is ongoing learning and improvement based on direct feedback from citizens.	Short-Term	LDWG Champion - Language & Reporting	Director Of Strategy & Communication	<ul style="list-style-type: none"> Review the functionality of current/potential systems Explore best practice in other authorities Develop, test, sign-off and implement new approach (including an ongoing mechanism for disseminating and utilising feedback) 	Corporate Policy (1 x Principal Officer), with support from Comms (and Legal/Governance as required)	
24	A Glossary of Terms should be provided in reports where necessary to explain some of the key phrases used in local government. ('jargon' shouldn't be used and reports should be plain English).	Short-Term	LDWG Champion - Language & Reporting	Director Of Strategy & Communication	<ul style="list-style-type: none"> See #19 		Council officers and councillors should communicate clearly, avoid using jargon wherever possible and define acronyms and abbreviations. Where complex language is necessary, a glossary of terms should be provided.

Democratic standards: planning processes							
25	Communications policies for licensing and planning need to be updated in line with the democratic standards being developed to include effective digital communication. More effective and timely use of electronic communications should be a key focus, including an improved presence on the website and the online publication of notices.	Medium-Term	LDWG Champion - Planning/LDWG Champion - Open Data & Online Communications	Director Of Planning & Director Of Strategy & Communication	<ul style="list-style-type: none"> Identify and review all current communications mechanisms for Planning and Licensing (face-to-face, paper-based and electronic) Explore best practice in other authorities Develop and test ideas for improving/updating communications mechanisms (with citizens, local councillors and officers) Sign-off and implement proposals (as part of a strategic comms improvement plan) 	<ul style="list-style-type: none"> Lead officers from Planning and Legal (TBC), plus support from Corporate Policy and Comms 	
26	Clearer information should be provided to councillors, citizens, applicants and objectors about the role and power of planning and licensing committee and local councillors.	Short-Term	LDWG Champion - Planning	Director Of Planning	<ul style="list-style-type: none"> Gather insights from different groups about their current levels of understanding/specific gaps in knowledge Develop and test different ways of providing information about roles and responsibilities in relation to Planning/Licensing (based on insights) Sign-off and implement proposals (potentially as part of a wider civic learning programme) 	<ul style="list-style-type: none"> Lead officers from Planning and Legal (TBC), plus support from Corporate Policy Links to recommendations #4 and #41 	
27	The most appropriate way to provide professional support and guidance to councillors responsible for planning decisions should be further explored.	Short-Term	LDWG Champion - Planning	Director Of Planning & Director Of Law	<ul style="list-style-type: none"> Gather requirements from local councillors who are responsible for planning decisions Explore best practice in other authorities (including legal compliance/risk management) Develop and test ideas for improving the provision of professional support and guidance Refine, sign-off and implement proposals 	<ul style="list-style-type: none"> Lead officers from Planning and Legal (TBC), plus support from Corporate Policy 	
28	A consistent, proportionate approach should be adopted to the provision of submissions and objections to planning and licensing committees. Full provision with suitable redaction should be the standard approach, with summaries also provided where appropriate.	Medium-Term	LDWG Champion - Planning	Director Of Planning & Director Of Law	<ul style="list-style-type: none"> Review the current approach for providing submissions and objections to planning and licensing committees Explore best practice in other authorities Develop a new approach (full provision with suitable redaction) and test with specific committees (pilot project) Evaluate, refine, sign-off and implement new approach across the organisation 	<ul style="list-style-type: none"> Lead officers from Planning and Legal (TBC), plus support from Corporate Policy 	
29	Ward members should be notified of all relevant applications and decision-making processes in a timely and appropriate manner.	Medium-Term	LDWG Champion - Planning	Director Of Planning	<ul style="list-style-type: none"> Review the functionality of current/potential systems for notifying ward members about relevant applications and decision-making processes Explore best practice in other authorities Develop and test options Sign-off and implement proposal 	<ul style="list-style-type: none"> Lead officers from Planning and Legal (TBC), plus support from Corporate Policy 	
30	If required, the Planning Statement of Community Involvement should be reviewed in line with the democratic standards once developed, and the other relevant recommendations made within this report.	Long-Term	LDWG Champion - Planning	Director Of Planning	<ul style="list-style-type: none"> Review the Planning Statement of Community Involvement (following the implementation of above recommendations) Consult with citizens, local councillors and officers regarding any changes Sign-off and implement changes (as part of a revised statement) 	<ul style="list-style-type: none"> Lead officers from Planning and Legal (TBC), plus support from Corporate Policy 	
Theme 2 – Public Involvement in Decision-Making							
Reaching and empowering seldom-heard groups							
31	The Council needs to develop and improve how it attempts to actively engage with seldom-heard groups and individuals to inform decision-making that will impact on them. A further piece of work to consider how best to achieve this, and test out various mechanisms should be undertaken. In the first instance the third sector, faith groups and other public sector partners should be actively involved in shaping and informing this work.	Long-Term	LDWG Champion - Seldom-Heard Voices	Director Of Culture & Community Development	<ul style="list-style-type: none"> Further develop the recommendation in collaboration with a wide range of individuals, community organisations and public sector partners Define project scope and agree shared definitions/terminology Establish a small 'co-design group' to: <ul style="list-style-type: none"> Identify all current engagement mechanisms Gather specific insights/requirements Explore best practice in other authorities/sectors Develop and test ideas for improving engagement Refine, sign-off and implement proposals 	<ul style="list-style-type: none"> Corporate Policy and Local Assemblies (lead TBC) 	The local voluntary sector should play a greater role in encouraging people to participate in local politics and become councillors. The Council should support the local voluntary sector to do this.
32	The Council needs to better manage its consultation and engagement mechanisms, systems and processes to ensure that people directly and collectively receive appropriate feedback as to the outcome of the consultation exercise they have taken part in.	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Review the functionality of the current system (CitizenSpace) and associated processes (within Corporate Policy and services) Explore best practice in other authorities Develop and test options to improve the provision of feedback (including ways of disseminating and embedding learning across the organisation – see #23) Sign-off and implement proposal 	<ul style="list-style-type: none"> Corporate Policy (1 x Principal Officer), with support from Comms 	
33	The introduction of a People's Panel should be explored reflecting the demographic of the borough.	Long-Term	LDWG Champion - Seldom-Heard Voices/LDWG Champion - Effective Engagement (Including Younger/Older People)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Explore opportunities and review similar models in other authorities/sectors Undertake a feasibility study (including potential benefits and costs) Develop a business case Present the business case to Mayor & Cabinet/Full Council for agreement Establish a People's Panel (pilot project) and evaluate its effectiveness Embed approach across the organisation (if successful) 	<ul style="list-style-type: none"> Corporate Policy (1 x Principal Officer), with support from Comms 	
34	A mechanism for the community to deliberate and set the focus of select committee investigations should be explored.	Medium-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Review current mechanisms for community involvement in select committee investigations Consider in relation to recommendation #54 for this current year, and recommendation #53 for next year and future years Explore best practice in other authorities Develop and test options with citizens and local councillors Refine, sign-off and implement proposals 	<ul style="list-style-type: none"> Overview & Scrutiny Manager 	
35	The Works Council should be better utilised to facilitate direct engagement between unions and councillors.	Short-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Organisational Development & Human Resources	<ul style="list-style-type: none"> Gather insights/requirements from local councillors and union members Explore best practice in other authorities Develop and test ideas to enhance the role of the Works Council Sign-off and implement new approach 	<ul style="list-style-type: none"> Lead officer from HR (TBC) 	
36	Mayor's Question Time should take place routinely both around the borough and virtually. This should be enshrined within the constitution.	Short-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Strategy & Communication	<ul style="list-style-type: none"> Present recommendation to the Constitution Working Party for discussion Make required amendments to the Constitution Establish regular Mayor's Question Time sessions 	<ul style="list-style-type: none"> Lead officer from Mayors Office and Governance (TBC) 	
Developing a place-based approach to public engagement							
37	The purpose and aims of the current Local Assembly model should be further reviewed to improve and expand the engagement and influence over Council policy developed through any ward-based mechanism. In the interim, Local Assemblies should be provided with step by step guidance as to how to utilise their powers to place items on the agenda of Mayor and Cabinet for discussion.	Medium-Term	LDWG Champion - Place-Based Engagement	Director Of Culture & Community Development	<ul style="list-style-type: none"> Circulate guidance to all Local Assemblies regarding their current powers Define and agree the scope of the review (specific focus on improving and expanding the role of Local Assemblies/other ward-based mechanisms within Council policy development) Undertake the review (including engagement with citizens/local councillors/officers and exploring best practice in other authorities) Develop recommendations for change Sign-off and implement recommendations 	<ul style="list-style-type: none"> Corporate Policy and Local Assemblies (lead TBC), with support from Governance and Legal 	
38	Following on from our current model of local ward assemblies, opportunities for place-based involvement should be further explored and developed as a potential mechanism of further focusing and improving engagement with and empowerment of seldom-heard communities.	Long-Term	LDWG Champion - Place-Based Engagement	Director Of Culture & Community Development	<ul style="list-style-type: none"> Explore a wide range of place-based engagement and involvement approaches (including civic crowdfunding, place standard tool, citizens assemblies) and review their use in other authorities/sectors Undertake a feasibility study (including potential benefits and costs) Develop a business case for each approach and present to Mayor & Cabinet/Full Council for agreement Implement each approach (pilot project) and evaluate its effectiveness Embed successful approaches across the organisation 	<ul style="list-style-type: none"> Corporate Policy and Local Assemblies (lead TBC) Outcome/s of recommendation #37 to be taken into account 	
39	As part of further developing a place-based engagement and involvement approach: <ul style="list-style-type: none"> Civic crowdfunding should be developed The place standard tool should be trialled A model of citizens assemblies should be considered, initially in relation to discussions around the allocation of Community Infrastructure Levy (CIL) funds 	Long-Term	LDWG Champion - Place-Based Engagement	Director Of Culture & Community Development	See #38		
Young people and older people							

40	Effective mechanisms for engagement and involvement of younger people and older people should be co-designed with our local groups and representatives.	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Director Of Corporate Policy & Governance & Director Of Strategy & Communication	<ul style="list-style-type: none"> Identify and review all relevant engagement mechanisms Explore best practice in other authorities Agree composition of 'co-design group' (involving a wide range of local organisations representing younger/older people) Develop and test ideas to improve engagement and involvement Sign-off and implement proposals 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus support from Corporate Policy Specific input from CYP and Community Services Links to recommendations #7 and #15 	
41	Councillors, local schools and parent governors should work together to increase the understanding and engagement between young people and local decision-making that impacts on them. This should include the development of a structure of councillor question time panels being developed in schools.	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Executive Director For CYP	<ul style="list-style-type: none"> Gather insights/requirements from a wider group of young people, local councillors, schools staff and co-opted parent governors (CYP Select Committee) Develop and test different ways of increasing young people's understanding of local decision-making Support local councillors to engage with schools and identify specific opportunities for engagement (focused on decision-making) Sign-off and implement proposals (potentially as part of a wider civic learning programme) 	<ul style="list-style-type: none"> Dedicated Strategic Comms lead, plus support from Corporate Policy Specific input from young people, councillors and schools Links to recommendations #4 and #26 	<p>Secondary schools should give young people a broader understanding of the political system and the role of elected representatives at a local, regional and national level.</p> <p>The Young Mayor and Young Advisers should work with youth groups in the Borough to develop political literacy amongst young people. The Council should work with the Young Advisers Forum to ensure that young people in the London Borough of Lewisham are aware of the opportunities to engage with local politics.</p>
Council meetings							
42	The role and format of Full Council meetings should be reviewed where possible and a more thematic and engaging approach developed, utilising the announcements section of the formal agenda and maximising the opportunities for contributions from the public.	Medium-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Law	<ul style="list-style-type: none"> Review current role and format of Full Council meetings (including the impact of recent challenges) Explore best practice in other authorities Develop and test potential proposals with citizens and local councillors Refine, sign-off and implement proposals 	<ul style="list-style-type: none"> Corporate Policy (1 x Principal Officer), with support from Governance 	
43	When reviewing the format of Full Council meetings, further consideration should be given to ways to: <ul style="list-style-type: none"> Ensure maximum possible attendance in the meeting room Enable collective observation from an alternative venue if necessary Explore a pre-registration process for supplementary 	Medium-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Law	See #42		
Theme 3 – Effective Decision-Making							
Putting councillors at the heart of decision-making: roles							
44	The role of all councillors, as the representative voice and champion of all of their constituents, should be secured at the heart of all Council communications and decision-making processes and outlined clearly through the democratic standards.	Long-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Ensure the development and delivery of recommendations #3 and #18 take account of the need for local councillors to be at the heart of Council communications and decision-making 		<p>The Council should conduct equalities monitoring of all councillors following local elections.</p> <p>The Council should explore the way in which it can build on the work of existing networks in the Borough to increase awareness of the role of local councillors.</p>
45	Clarity and consensus should be developed around the roles and responsibilities, and anticipated work load, for the various responsibilities a councillor may undertake.	Medium-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Identify and review all current information provided to local councillors (and prospective councillors) about their roles and responsibilities Explore best practice in other authorities Develop new guidance/job descriptions and test with councillors (pilot project) Refine and implement new guidance/job descriptions (following agreement by Head of Law and Constitution Working Party) 	<ul style="list-style-type: none"> Corporate Policy and Governance (lead TBC) 	<p>The Council should produce guidance to indicate the total number of hours per week councillors can expect to spend carrying out their role. The hours identified would not be mandatory but would give councillors and potential candidates an indication as to the expectations of the role</p> <p>The Local Government Association should conduct an investigation into the role of a councillor, including an examination of the hours worked, responsibilities of councillors, employment rights and pension rights. This should include an investigation into the variance of councillor allowances, including special responsibility allowances, to ascertain whether or not the current system is fair and equitable across the country.</p> <p>The Council should provide more information to residents about being a councillor, for example how to become a candidate, the employment status of a councillor and a role description.</p>
46	Building on the excellent work of the Barriers to Politics Working Group, ensuring the delivery of their recommendations should become part of the ongoing responsibilities of the Local Democracy Working Group.	Long-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Review progress to date against each of the Barriers to Politics recommendations Align recommendations with planned/ongoing LDWG work 	<ul style="list-style-type: none"> Corporate Policy (1 x Principal Officer) 	
47	All Mayors should be limited to a maximum of two terms only.	Long-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Law	<ul style="list-style-type: none"> Present recommendation to the Constitution Working Party for discussion Make required amendments to the Constitution Communicate change to citizens, local councillors and officers 	<ul style="list-style-type: none"> Lead officer from Governance (TBC) 	
48	The title of Chair of Council should be changed to Speaker.	Short-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Law	<ul style="list-style-type: none"> Present recommendation to the Constitution Working Party for discussion Make required amendments to the Constitution Communicate change to citizens, local councillors and officers 	<ul style="list-style-type: none"> Lead officer from Governance (TBC) 	

Putting councillors at the heart of decision-making: relationships							
49	The collective understanding of the different roles and responsibilities of officers and councillors needs to be improved. Gaps in understanding and support need to be effectively bridged in a variety of ways to improve understanding, relationships and ultimately decision-making processes. Appropriate and proportionate support for all elements of a councillor's role should be provided.	Long-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Gather insights/requirements from local councillors and officers Explore best practice in other authorities Develop and test ideas to improve understanding, relationships and decision-making processes Sign-off and implement proposals (potentially as part of the wider Council learning & development offer) 	<ul style="list-style-type: none"> Corporate Policy and Governance (lead TBC) Links to recommendations #18 and #19 	<p>The Council should review the Member Code of Conduct, including the process for reporting concerns, to ensure it is robust and reflects the findings of the Barriers to Politics Working Group</p> <p>The Council should regularly remind councillors of how to deal with concerns. The Council should also provide information about escalation routes, such as those suggested in recommendation 17</p> <p>The Council should provide annual equalities training to all councillors to remind them of their responsibilities surrounding equalities. This training should be mandatory.</p> <p>The member induction process should include mandatory training on the Member Code of Conduct and this training should be refreshed every two years. The induction process should be thorough and support councillors more broadly, for example by informing them of their right to thorough and</p> <p>All newly appointed committee chairs should be required to undertake training before commencing the role.</p> <p>The Council should offer more IT training (one-to-one where necessary) with follow-up support for elected members.</p> <p>The Local Government Association should explore establishing a national ombudsman, or similar body, to which any elected representative can refer any complaint which they feel cannot be dealt with fairly at a local level.</p> <p>The Council should offer an easily accessible and confidential counselling service to elected representatives. The availability of this should be communicated regularly to members.</p> <p>The Council should produce a detailed Equalities Analysis Assessment for consideration by members when allowances are next reviewed; this should include information on the impact of the decision on those who are in receipt of benefits.</p> <p>The Council should ensure that councillors are adequately supported, both financially and practically, to balance home life and their work as a councillor. This should involve feedback from those with caring and other support commitments.</p> <p>The Council should review the impact of a councillor allowance on state benefits and consider what support is necessary to ensure that councillors on benefits are not adversely affected when the Council reviews remuneration arrangements.</p>
Putting councillors at the heart of decision-making: responsibilities							
50	The Working Group endorses the Mayor's current scheme of delegation and recommends a collegiate approach to decision-making within the Council, utilising the knowledge and talents of all 54 councillors and officers wherever possible.	Long-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Law & Director Of Strategy & Communication	<ul style="list-style-type: none"> See #51, #52 and #55 		
51	Opportunities for further diffusing power within the Mayoral model should be further explored through consideration of what further matters could be reserved to Full Council.	Medium-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Law	<ul style="list-style-type: none"> Review current decision-making arrangements Explore the approach taken by other authorities with directly elected Mayors Develop, sign-off and implement proposals (including any amendments to the Constitution) 	<ul style="list-style-type: none"> Lead officer from Governance (TBC) Links to recommendation #55 	
52	An audit of councillor appointments to outside bodies should be undertaken to ensure that they are appropriate, relevant and the responsibilities of the councillor for every appointment are clear and transparent.	Short-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Law	<ul style="list-style-type: none"> Identify and review all current councillor appointments to outside bodies Determine which appointments are 'appropriate and relevant' (to be agreed by Full Council) Develop template to capture responsibilities for each of these appointments and test with councillors/organisations Sign-off and implement template 	<ul style="list-style-type: none"> Corporate Policy and Governance (lead TBC) 	
53	A further review should be carried out to identify the best structure and approach for overview and scrutiny to increase its impact and effectiveness whilst reducing the current comprehensive time commitments for all non-executive councillors. This should be inclusive of a greater focus on policy development through 'task and finish' in-depth review work, and should give consideration to the separation of policy development from scrutiny of performance and decisions; not all non-executive councillors should be required to be on a scrutiny committee to allow a greater flexibility of approach and focus, and a fairer distribution of the workload across all councillors various roles and responsibilities. The revised structure should be ready for implementation at the Council AGM in 2020.	Long-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Define the scope of the review as outlined in the recommendation (impact, effectiveness, reduced time commitment, policy development through task and finish, consider separation of policy development from scrutiny of performance and decisions) Review current best practice, statutory guidance, structural options and resource requirements in other similar authorities Develop proposals for a revised scrutiny structure that meets the scope of the review Consult OSC & OSBP on suggested structure Finalise structure, agree and refer to Constitution Working Party and Full Council Sign-off and implement recommendations 	<ul style="list-style-type: none"> Corporate Policy SGM and Governance Overview and Scrutiny Manager 	
54	Whilst the review of Overview and Scrutiny structure and approach is underway, Overview and Scrutiny should operate within its current constitutional arrangements but with a greater focus on early and pre-decision scrutiny and community engagement where possible.	Short-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Develop practical proposals for ensuring a greater focus on early and pre-decision scrutiny/community engagement in the delivery of 2019/20 work programmes Liaise with OSBP to implement proposals 	<ul style="list-style-type: none"> Overview & Scrutiny Manager and Corporate Policy (lead TBC) 	
55	Further utilisation of the role of councillor champions, or individual councillor led commissions should also be considered for all councillors, alongside the development of the task and finish approach to policy development to ensure a plethora of ways in which councillors can lead the focus of the Council.	Medium-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Law & Director Of Strategy & Communication	<ul style="list-style-type: none"> See #51 	<ul style="list-style-type: none"> Councillors should be encouraged and supported to establish equalities networks or become equalities champions. 	
56	A wider range of topics that are not part of any party programme should be debated at Full Council with the absence of the whip.	Medium-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	N/A	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> Political parties should develop more innovative ways of attracting candidates from a wider range of backgrounds. Political parties need to ensure that their procedures and systems are fair, just and transparent and based on clearly defined criteria. Political parties should support candidates who have applied for positions and are not successful, in order to help candidates understand how they may improve their chances should they wish to apply again. Political parties should look at their practice and procedures at a ward level to enable all candidates to feel comfortable with the councillor role and not feel that it comes into conflict with other essential commitments. Political parties and political advisers should offer advice to support councillors to negotiate with their employers for time off for public duties. 	
57	Meetings should be better planned and managed so that they conclude their agenda effectively within two hours, being extended by half an hour only in exceptional circumstances.	Short-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Develop and implement consistent standards for planning and managing all public meetings Provide training and support where required (e.g. to committee chairs) Monitor compliance (and consider changes to the Constitution as appropriate) 	<ul style="list-style-type: none"> Corporate Policy and Governance (lead TBC) 	

