REF	RECOMMENDATION	THEME	THEMATIC AREA	CURRENT STATUS
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.	N/A	N/A	Complete
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.	N/A	N/A	Complete
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. • *Links to recommendations #18 and #44*	N/A	N/A	Ongoing
4	Clearer and more engaging ways should be explored for explaining how the Council works and the roles and responsibilities of councillors and officers. • *Links to recommendations #26 and #41*	Public Involvement In Decisions	Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Outstanding Work
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.	Openness & Transparency	Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Implementation Only
6	An improved, comprehensive and more joined-up approach to our electronic communications should be developed.	Openness & Transparency	Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Complete
7	Young people should be actively engaged in informing the Council's wider approach to communication on social media. • *Links to recommendations #15 and #40*	Public Involvement In Decisions	Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Complete
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. • *Links to recommendations #9 and #12*	Openness & Transparency	Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Complete
9	Improved ward pages and information should be developed as part of the improvement of our website. • *Links to recommendations #8 and #12*	Openness & Transparency	Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Outstanding Work
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.	Openness & Transparency	Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Outstanding Work
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.	Openness & Transparency	Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Complete
12	A 'citizens' portal' approach should be investigated, through which citizens can access relevant information and receive targeted communications. • *Links to recommendations #8 and #9*	Openness & Transparency	Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Outstanding Work
13	Opportunities for councillors to record and report their activities and attendance at events other than formal Council meetings should be explored and introduced.	Openness & Transparency	Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Implementation Only
14	Infographics should be more consistently used to effectively convey relevant information about Council performance.	Openness & Transparency	Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Outstanding Work

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. • *Links to recommendations #7 and #40*	Public Involvement In Decisions	Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Complete
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.	Public Involvement In Decisions	Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Outstanding Work
17	The model of councillor surgeries should be expanded to trial the benefits of Council surgeries, Partnership surgeries and virtual surgeries.	Public Involvement In Decisions	Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Outstanding Work
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.	Openness & Transparency	Language & Reporting (Cllr Kelleher/Cllr Best)	Outstanding Work
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.	Openness & Transparency	Language & Reporting (Cllr Kelleher/Cllr Best)	Implementation Only
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.	Openness & Transparency	Language & Reporting (Cllr Kelleher/Cllr Best)	Implementation Only
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.	Openness & Transparency	Language & Reporting (Cllr Kelleher/Cllr Best)	Complete
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.	Openness & Transparency	Language & Reporting (Cllr Kelleher/Cllr Best)	Complete
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.	Openness & Transparency	Language & Reporting (Cllr Kelleher/Cllr Best)	Complete
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).	Openness & Transparency	Language & Reporting (Cllr Kelleher/Cllr Best)	Complete
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.	Effective Decision-Making	Planning & Licensing (Cllr Davis/Cllr Bonavia) Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Outstanding Work
26	Clearer information should be provided to councillors, citizens, applicants and objectors about the role and power of planning and licencing committee and local councillors. • *Links to recommendations #4 and #41*	Effective Decision-Making	Planning & Licensing (Cllr Davis/Cllr Bonavia)	Outstanding Work
27	The most appropriate way to provide professional support and guidance to councillors responsible for planning decisions should be further explored.	Effective Decision-Making	Planning & Licensing (Cllr Davis/Cllr Bonavia)	Outstanding Work
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.	Effective Decision-Making	Planning & Licensing (Cllr Davis/Cllr Bonavia)	Outstanding Work

29	Ward members should be notified of all relevant applications and decision-making processes in a timely and appropriate manner.	Effective Decision-Making	Planning & Licensing (Cllr Davis/Cllr Bonavia)	Outstanding Work
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.	Effective Decision-Making	Planning & Licensing (Cllr Davis/Cllr Bonavia)	Outstanding Work
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.	Public Involvement In Decisions	Seldom-Heard Voices (Cllr Campbell/Cllr Sheikh)	Outstanding Work
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.	Public Involvement In Decisions	Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Complete
33	The introduction of a People's Panel should be explored reflecting the demographic of the borough.	Public Involvement In Decisions	Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott) Seldom-Heard Voices (Cllr Campbell/Cllr Sheikh)	Complete
34	A mechanism for the community to deliberate and set the focus of select committee investigations should be explored.	Effective Decision-Making	Overview & Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)	Outstanding Work
35	The Works Council should be better utilised to facilitate direct engagement between unions and councillors. • Links to recommendation #45 and #49	Effective Decision-Making	Roles, Responsibilities & Relationships (Cllr Best/Cllr Kelleher)	Outstanding Work
36	Mayor's Question Time should take place routinely both around the borough and virtually. This should be enshrined within the constitution.	Effective Decision-Making	Overview & Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)	Implementation Only
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.	Public Involvement In Decisions	Place-Based Engagement (Cllr Elliott/Cllr Codd)	Outstanding Work
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.	Public Involvement In Decisions	Place-Based Engagement (Cllr Elliott/Cllr Codd) Seldom-Heard Voices (Cllr Campbell/Cllr Sheikh)	Outstanding Work
39	As part of further developing a place-based engagement and involvement approach: - 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	Public Involvement In Decisions	Place-Based Engagement (Cllr Elliott/Cllr Codd)	Complete
40	Effective mechanisms for engagement and involvement of younger people and older people should be co-designed with our local groups and representatives. • Links to recommendations #7 and #15	Public Involvement In Decisions	Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Complete

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. • *Links to recommendations #4 and #26*	Public Involvement In Decisions	Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Implementation Only
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.	Effective Decision-Making	Overview & Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)	Implementation Only
43	When reviewing the format of Full Council meetings, further consideration should be given to ways to: - Ensure maximum possible attendance in the meeting room - Enable collective observation from an alternative venue if necessary - Explore a pre-registration process for supplementary questions to ensure more questioners have the opportunity to speak within the allotted timeframe	Effective Decision-Making	Overview & Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)	Implementation Only
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. • *Links to recommendation #3 and #18*	Effective Decision-Making	Roles, Responsibilities & Relationships (Cllr Best/Cllr Kelleher)	Ongoing
45	Clarity and consensus should be developed around the roles and responsibilities, and anticipated work load, for the various responsibilities a councillor may undertake. • *Links to recommendation #35 and #49*	Effective Decision-Making	Roles, Responsibilities & Relationships (Cllr Best/Cllr Kelleher)	Implementation Only
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.	Effective Decision-Making	Roles, Responsibilities & Relationships (Cllr Best/Cllr Kelleher)	Complete
47	All Mayors should be limited to a maximum of two terms only.	Effective Decision-Making	Overview & Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)	Complete
48	The title of Chair of Council should be changed to Speaker.	Effective Decision-Making	Overview & Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)	Complete
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. • *Links to recommendations #35 and #45*	Effective Decision-Making	Roles, Responsibilities & Relationships (Cllr Best/Cllr Kelleher)	Outstanding Work

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. • *Links to recommendation #51*	Effective Decision-Making	Roles, Responsibilities & Relationships (Cllr Best/Cllr Kelleher)	Complete
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. • *Links to recommendation #50*	Effective Decision-Making	Roles, Responsibilities & Relationships (Cllr Best/Cllr Kelleher)	Outstanding Work
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. • *Links to recommendation #55*	Effective Decision-Making	Roles, Responsibilities & Relationships (Cllr Best/Cllr Kelleher)	Implementation Only
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.	Effective Decision-Making	Overview & Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)	Implementation Only
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.	Effective Decision-Making	Overview & Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)	Complete
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. • *Links to recommendation #52*	Effective Decision-Making	Roles, Responsibilities & Relationships (Cllr Best/Cllr Kelleher)	Outstanding Work
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.	Effective Decision-Making	Overview & Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)	n/a
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.	Effective Decision-Making	Overview & Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)	Implementation Only