

## APPENDIX A

Scrutiny Committee Recommendations	Recommendation Accepted?  Yes/ No	Cabinet Response If yes, how & when is the recommendation going to be implemented? If no, why is the recommendation not going to be implemented
1. The Political Group Leaders, and wider political group membership, consider how best they ensure that their Members' behaviour, on social media and in public fora, adhere to the Council's constitution, code of conduct and policies.	Yes	<p><b>Implemented:</b> Members have debated, and the full Council has approved, the adoption of a Social Media Protocol by full Council. Training has been made available on the effective use of social media to members, encouraging positive use to drown out the negatives.</p> <p>Further work is ongoing to develop a Member Officer Protocol which will set out mutual expectations between Members and Officers.</p> <p><b>In Progress:</b> Political Group Leaders and members generally are encouraged to continue to make this issue a priority in recognition of the adverse impact such behaviour can have on staff, particularly the potential loss of respect for members and the potential damage to the Council's reputation as an organisation.</p>
2. The Communications Strategy be reviewed and updated with an	Yes	<p><b>In Progress:</b> Progress on the delivery of the Communications Strategy will be reported to members in November 2017. It is intended to evaluate the strategy in</p>

<p>increased emphasis on everyone improving communications and further engagement with staff, such as:</p> <ul style="list-style-type: none"> <li>▶ Formalise the role, selection process and impact for the staff involvement group, including report to Members</li> <li>▶ Focus on those who don't have access to the CONNECT intranet</li> <li>▶ Service planning team away workshops</li> <li>▶ Strengthen the team briefing process to make it a more regular opportunity for dialogue between managers and staff that facilitates positive two-way communication</li> <li>▶ Maximise the use of staff noticeboards</li> <li>▶ Develop a staff suggestion scheme</li> </ul>		<p>March 2018 and a revised strategy for 2018 onwards will be developed at that time.</p> <p>However, as the strategy is closely linked to both the senior management re structure and Transformation Strategy it would be inappropriate to undertake a review until this work has been completed.</p> <p>The majority of the detailed suggestions of the Task Group are captured by the Council's Transformation Strategy, although some will require funding to be identified (for example the improvement of the working environment)</p> <p>The following suggestions are already included within the Transformation Strategy:</p> <ul style="list-style-type: none"> <li>• Service Planning Team Away Days</li> <li>• Strengthen Team Briefings</li> <li>• Maximise the use of staff noticeboards</li> <li>• Develop a staff suggestion scheme</li> <li>• Review and reward recognition mechanisms</li> <li>• Capturing staff stories and giving staff a voice</li> <li>• Improving Working Environment</li> </ul>
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<ul style="list-style-type: none"> <li>▶ Review reward and recognition mechanisms</li> <li>▶ Capturing staff stories and giving staff a voice</li> <li>▶ Improving the working environment</li> </ul>		
<p>3. Bring forward the idea of having a quarterly 'health/temperature check' on staff morale to supplement the biennial staff survey.</p>	<p>Yes</p>	<p><b>In Progress:</b> The Chief Executive has already implemented "temperature" checks which will continue to be utilised to supplement the employee survey, although it may be preferable that this is on an ad hoc basis, as and when issues arise, as opposed to quarterly.</p>
<p>4. The Council work with North West Employers' and other councils in devising a set of standard employee survey and engagement measures that can be effectively benchmarked</p>	<p>Yes</p>	<p><b>In Progress:</b> The Council has been undertaking biennial staff surveys for a number of years which means that there is a body of South Ribble focused data which enabled comparative benchmarking to be undertaken year on year.</p>

		However there is clearly merit in looking at wider comparators and officers are exploring this opportunity further with NWE.
<p>5. Break the barriers down between Members and officers in an appropriate way to ensure clarity of roles, such as:</p> <ul style="list-style-type: none"> <li>▶ The proposed development of the Member / officer protocol to be clear on the way in which Members should work with staff and the standards of behaviour expected.</li> <li>▶ A Member / officer shadowing programme be developed so that there is a greater understanding of respective roles, responsibilities and expectations and pressures.</li> <li>▶ Quiz nights, Member / officer Mayoral events, bowling etc. be organised</li> <li>▶ The Leader and Chief Executive meet informally with a small cross-</li> </ul>	Yes	<p><b>In Progress:</b> Workshops on the development of a new Member Officer Protocol have already started with further workshops scheduled with both Officers and Members contributing to its formulation. This work is funded by the LGA and is seen as one of the key tools in improving the Council's corporate governance framework.</p> <p>Shadowing and social events can be explored to test if there is an appetite for it. (The possibility of shadowing was asked as question as part of the recent Member Survey).</p> <p>The Leader &amp; Chief Executive have already held joint staff workshops. Regular working lunches with small groups of staff is included as a proposal within the Transformation Strategy and can be piloted over the next few months.</p>

section of staff over lunch on a regular basis to discuss any issues and provide feedback.		
6. Consideration be given to the workforce information provided to Members to ensure it is analysed and presented in a way that Members can effectively interpret and use in managing the Council's performance.	Yes	<b>In Progress:</b> Work has already commenced to develop the Council's Performance Management Framework, led by the Council's Interim Corporate Improvement Manager and better interpretation of data generally, including workforce information, has formed part of this work.