

DRAFT Town Council Team Building and Alignment Plan

Purpose- To build a cohesive, respectful, and high-functioning council team that operates with a shared purpose, clear communication, and a collective commitment to the town's corporate goals.

Diagnosis and Acknowledgment Phase

Objectives

- Recognise current challenges openly and constructively.
- Establish shared understanding of the need for improvement.

Actions

1. Facilitated Workshop (by independent facilitator)

- o Conduct a **confidential pre-workshop survey** to identify key pain points (e.g., communication, respect, governance clarity).
- o Hold a **half-day “reset” workshop** where members acknowledge challenges in a safe, structured environment.
- o Develop a **Charter of Shared Values and Behaviours**.

Example values: Respect, Integrity, Accountability, Collaboration, Transparency.

One-on-One Coaching for Chair

- o Provide targeted leadership and communication coaching focused on:

Meeting facilitation skills.

Constructive feedback and conflict management.

Role clarity as Chair (strategic leadership vs. operational micromanagement).

2. Building a Shared Vision and Corporate Plan

Objectives

- Align all councillors around a common strategic direction.
- Translate community priorities into a unified corporate plan.

Actions

1. Strategic Planning Retreat (2 days)

- o Facilitated by a professional with council governance experience.
- o Activities:

Revisit town mission and long-term vision.

Identify 3–5 strategic priorities (e.g., economic growth, sustainability, community wellbeing).

Develop a **draft Corporate Plan Framework** with measurable goals.

Adoption and Commitment

- o Finalise and publicly adopt the **Corporate Plan** in a council meeting.
- o Each councillor formally signs a **Commitment Statement** to uphold the plan and associated behaviours.

3. Governance and Communication Framework

Objectives

- Create clarity in how decisions are made and communicated.
- Reduce personal conflict and improve professionalism.

Actions

1. Code of Conduct Refresher & Accountability Measures

- o Deliver a refresher session on the council's **Code of Conduct**.
- o Introduce a **clear protocol for internal communication**:

No direct personal criticism via email.

Use council channels for policy matters.

Escalate conflicts through the Chair or CEO.

2. Meeting Reform

- o Implement structured agendas with clear objectives.
- o Chair to open each meeting by restating behavioural expectations.
- o Regular 10-minute “check-in” at the end of meetings: what went well, what could improve.

3. Communication Charter

- o Develop and adopt a **Council Communication Charter** covering:

Internal communication norms.

Public communication responsibilities.

Transparency and confidentiality rules.

4. Ongoing Team Development

Objectives

- Sustain teamwork and trust.
- Build leadership capacity across the council.

Actions

1. Quarterly Team Workshops

- o Focus areas could include:

Collaborative decision-making.

Emotional intelligence.

Managing community expectations.

2. Peer Mentoring

- o Pair councillors from different backgrounds to encourage cross-learning.

3. Annual Governance Review

- o Conduct an annual facilitated review of council performance, including feedback on:

Leadership effectiveness.

Council culture.

Alignment with the corporate plan.

5. Expected Outcomes

- A united council with shared goals and respect for process.
- Constructive, professional communication among members.
- Stronger leadership from lead and a more engaged team.
- Increased public confidence in council decision-making.

Implementation Timeline (Example)

Phase	Action	Timeframe
Phase 1	Diagnosis & Workshop	Month 1
Phase 2	Lead/chair Coaching	Months 1–3
Phase 3	Strategic Planning Retreat	Month 2
Phase 4	Corporate Plan Adoption	Month 3
Phase 5	Governance Framework Implementation	Month 4
Phase 6	Quarterly Team Workshops	Ongoing
Phase 7	Annual Review	Annually

Facilitation Support (Recommended)

Engage an **independent I consultant** to facilitate the early phases, ensuring neutrality and professionalism.