

<p>Risk</p> <ul style="list-style-type: none"> - Work to embed improvement in risk management needs to be closely monitored - Understanding roles in acting on operational risk 	<p>Actions</p> <p>The Audit and Governance Committee will receive its six-monthly update on the Risk Management Strategy in March 2023. Report to incorporate on going monitoring of risk management effectiveness and member roles in oversight of operational risks</p>	<p>Owner</p> <p>Strategic Risk Manager/Audit and Governance Committee</p>	<p>Tasks</p> <ul style="list-style-type: none"> - Continue to monitor the improvement of risk management and embedding in the authority. 	<p>Progress Update</p> <ul style="list-style-type: none"> - Six monthly monitoring report considered by Audit and Governance March meeting, including recommendations in Value for Money audit.
<p>Members and officers working together</p> <ul style="list-style-type: none"> - Improve understanding of others motivation and objectives, and the political motivation of members - Speed of decision making and realistic demands - Shared expectations of conduct 	<p>Actions</p> <ul style="list-style-type: none"> -Provide development session for CLT, Cabinet Members, all Directorate Management Teams, and political groups on member/officer protocol and working together. -Refresh offer of officer development on “operating in a political environment” informed by member input from the 	<p>Owner</p> <p>Director of Law and Governance/Member Services Manager/ Member Development Steering Group.</p>	<p>Tasks</p> <ul style="list-style-type: none"> - Member Services Manager to schedule training sessions with all DLT teams and political groups. - Member Services Manager to pull together feedback from sessions to review at DS SMT and feedback to CLT. - Member Services Manager to review 	<p>Progress Update</p> <ul style="list-style-type: none"> - Training sessions have taken place with SFRS, Children’s, Customer and Communities and are scheduled to take place - Resources, ETI and Adults Directorates. - Sessions have taken place with the three main political groups. - Feedback from sessions delivered

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<p>throughout the organisation</p> <ul style="list-style-type: none"> - Mutual expectations around roles in decision making 	<p>Member Development Steering Group for a shared understanding of motivation and objectives.</p> <ul style="list-style-type: none"> -Explore with the CfGS a recommended officer and member development offer with a focus on positive cultural behaviours and effective relationship building. 		<p>ongoing staff training offer, to ensure effective Member/Officer relationships are addressed and share with Member Development Steering Group for their input.</p> <ul style="list-style-type: none"> - Member Services Manager to contact the LGA to find out more about their new Officer-Member training programme and how we can learn from this. - Regular discussion on Member/Officer relationships at DS SMT. 	<p>so far has been positive.</p> <ul style="list-style-type: none"> - Member/Officer relationships now considered at SMT meetings. - Have reached out to LGA to see what we can learn from their training programme.
<p>Constitution and scheme of delegation</p> <ul style="list-style-type: none"> - Clarity of roles and evidence required in decision making - Levels of delegation and the 	<p>Action</p> <p>To work with the Centre for Governance and Scrutiny on their recommendations for practical changes to existing work systems and processes</p>	<p>Owner</p> <p>Director of Law and Governance/Governance Lead Manager</p>	<p>Tasks</p> <ul style="list-style-type: none"> - Director of Law and Governance to contact CfGS to discuss their detailed recommendations 	<p>Progress Update</p> <ul style="list-style-type: none"> - Discussions are taking place with the CfGS around their detailed recommendations.

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<p>extent of decision-making authority review</p> <ul style="list-style-type: none"> - Articulation of roles and ownership of finance, performance, and risk 	<p>(including the constitution and decision-making systems) with specific reference to the clarity of roles and ownership and the scheme of delegation.</p>		<p>around the constitution.</p> <ul style="list-style-type: none"> - Constitution Review Group to ensure Member overview of Constitution. 	<ul style="list-style-type: none"> - Constitution Review Group due to report to Council in July.
<p>Whistleblowing</p> <ul style="list-style-type: none"> - Reassurance to staff there will be no negative impact on careers 	<p>Action</p> <p>Incorporate and emphasise in whistleblowing communications to all staff on a regular basis with monitoring through the annual whistleblowing report to the Audit and Governance Committee.</p>	<p>Owner</p> <p>Director of Law and Governance/ Head of Insights, Programmes & Governance</p>	<p>Tasks</p> <ul style="list-style-type: none"> - Director and Law of Governance to have meeting with Head of Insights, Programmes and Governance to discuss how whistleblowing communications can be implemented. - Report on whistleblowing to come to Audit and Governance Committee. 	<p>Progress Update</p> <ul style="list-style-type: none"> - Quarterly whistleblowing meeting has taken place and a whistleblowing communications plan is being implemented.
<p>Scrutiny ongoing improvement</p>	<p>Action</p> <p>Incorporate the points made in the development in the</p>	<p>Owner</p> <p>Scrutiny Business Manager/Scrutiny Chairs.</p>	<p>Tasks</p> <ul style="list-style-type: none"> - Create link between selection of agenda 	<p>Progress Update</p> <ul style="list-style-type: none"> - All Select Committees now receive

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<ul style="list-style-type: none"> - Use of performance information - Role of challenge in decision making - Evidence to clearly demonstrate that scrutiny makes a difference - Consistency and sustained member oversight of priority areas 	<p>ongoing scrutiny improvement program in consultation with Scrutiny Chairs and Vice Chairs</p>		<p>items and review of performance data.</p> <ul style="list-style-type: none"> - Review other Council's approach to their Annual Report to evidence impact. - Planning sessions that re-run induction materials updated for 2023 to help planning/relevancy of forward plans. - Scrutiny Business Manager to speak to Performance colleagues to discuss how use of performance data by Select Committee. - Provide training to Members on use of performance data. - Work with LGA to improve effectiveness of Children, Families, Lifelong Learning and Culture Select Committee. - Scrutiny protocol due to be agreed between Chief of Staffs and Scrutiny Team prior to 	<p>performance information but there isn't an explicit link between reviewing performance information and choosing agenda topics. Scrutiny Manager to add this into item selection criteria.</p> <ul style="list-style-type: none"> - All Select Committee Chairman have agreed to run a mid-term refresher induction. All four Select Committees to do this in June and July. - Scrutiny Manager attended performance training by CfGS. - Business Insights Team developing a performance data training package for Members – coming to MDSG in July.
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			approval from CLT/Political Groups. -	
Member development - Briefings and attendance	Action Highlight the need to monitor and address attendance as a measure of the quality of briefings and consider as a priority in the annual member development strategy 2023.	Owner Member Services Manager/Member Development Steering Group	Tasks - Review how performance data is recorded to ensure the amount of Member Development training offered/attended is captured. - Work across team to ensure that all Member Development activity is recorded accurately. - Create individual training records for each Member.	Progress Update - Collection of attendance and evaluation data has been reviewed. - Member Services Manager working with People and Change to incorporate Members into a new Learning Management system.

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