

<p><b>Risk</b>                  - Work to embed improvement in risk management needs to be closely monitored                  - Understanding roles in acting on operational risk</p>	<p><b>Actions</b>                  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><b>Owner</b>                  Strategic Risk Manager/Audit and Governance Committee</p>	<p><b>Tasks</b>                  - Continue to monitor the improvement of risk management and embedding in the authority.</p>	<p><b>Progress Update (Jul 2023)</b>                  - Six monthly monitoring report considered by Audit and Governance March meeting, including recommendations in Value for Money audit.</p>	<p><b>Status (Sept 2024)</b>  <b>Six-monthly Risk Management Update is now a standing item on the Audit &amp; Governance Work Programme</b>  <b>Closed – integrated into business as usual</b></p>
<p><b>Members and officers working together</b>                  - Improve understanding of others motivation and objectives, and the political</p>	<p><b>Actions</b>                  -Provide development session for CLT, Cabinet Members, all Directorate Management Teams, and</p>	<p><b>Owner</b>                  Assistant Director – Governance and Democratic Services/Member Services Manager/ Member Development Steering Group.</p>	<p><b>Tasks</b>                  - Member Services Manager to schedule training sessions with all DLT</p>	<p><b>Progress Update (Jul 2023)</b>                  - Training sessions have taken place with SFRS, Children’s, Customer and</p>	<p><b>Status (Sept 2024)</b>  <b>Training sessions delivered to Corporate Leadership Team, Cabinet,</b></p>





<p>motivation of members</p> <ul style="list-style-type: none"> <li>- Speed of decision making and realistic demands</li> <li>- Shared expectations of conduct throughout the organisation</li> <li>- Mutual expectations around roles in decision making</li> </ul>	<p>political groups on member/officer protocol and working together.</p> <ul style="list-style-type: none"> <li>-Refresh offer of officer development on “operating in a political environment” informed by member input from the Member Development Steering Group for a shared understanding of motivation and objectives.</li> <li>-Explore with the CfGS a recommended officer and member development offer with a focus on</li> </ul>		<p>teams and political groups.</p> <ul style="list-style-type: none"> <li>- Member Services Manager to pull together feedback from sessions to review at DS SMT and feedback to CLT.</li> <li>- Member Services Manager to review ongoing staff training offer, to ensure effective Member/Officer relationships are addressed and share with Member Development Steering</li> </ul>	<p>Communities and are scheduled to take place</p> <ul style="list-style-type: none"> <li>Resources, ETI and Adults Directorates.</li> <li>- Sessions have taken place with the three main political groups.</li> <li>- Feedback from sessions delivered so far has been positive.</li> <li>- Member/Officer relationships now considered at SMT meetings.</li> <li>- Have reached out to LGA to see what we can learn from their training programme.</li> </ul>	<p><b>all political groups and all Directorate Leadership Teams.</b></p> <p><b>Feedback from sessions provided to the Corporate Leadership Team in January 2024.</b></p> <p><b>Following CLT feedback, additional sessions delivered to the next tier of senior management upon request including Planning and Place, Corporate Strategy and Policy and Land and Property.</b></p> <p><b>Refresh of training</b></p>
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	<p>positive cultural behaviours and effective relationship building.</p>		<p>Group for their input.</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Regular discussion on Member/Officer relationships at DS SMT.</li> </ul>		<p><b>delivered to the Leadership Team on 'Leading in a Political Environment' in July and August 2024.</b></p> <p><b>With the impending Election in 2025 and the appointment of a new Chief Executive enable the council to undertake a refresh and reset of the member officers relations.</b></p> <p><b>Member/Officer relationships is a regular discussion item at Democratic Services Senior Management Team meetings and issues are</b></p>
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					<p>escalated to the Monitoring Officer as appropriate.</p> <p>A Governance e-learning course has been developed that covers an overview of the Council's governance arrangements and the key elements of the Member Officer Protocol. This is available to all staff through the Learning and Development system. A communications plan is being developed to roll this out to all staff (in particular, targeted at managers) in the autumn.</p>
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					<p><b>Closed - actions complete and ongoing monitoring in place.</b></p>
<p><b>Constitution and scheme of delegation</b>                  - Clarity of roles and evidence required in decision making                  - Levels of delegation and the extent of decision-making authority review                  - Articulation of roles and ownership of finance, performance, and risk</p>	<p><b>Action</b>                  To work with the Centre for Governance and Scrutiny on their recommendations for practical changes to existing work systems and processes (including the constitution and decision-making systems) with specific reference to the clarity of roles and ownership and the scheme of delegation.</p>	<p><b>Owner</b>                  Director of Law and Governance/                  Assistant Director – Governance and Democratic Services</p>	<p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>- Director of Law and Governance to contact CfGS to discuss their detailed recommendations around the constitution.</li> <li>- Constitution Review Group to ensure Member overview of Constitution.</li> </ul>	<p><b>Progress Update (Jul 2023)</b></p> <ul style="list-style-type: none"> <li>- Discussions are taking place with the CfGS around their detailed recommendations.</li> <li>- Constitution Review Group due to report to Council in July.</li> </ul>	<p><b>Status (Sept 2024)</b></p> <p><b>Constitution Review Group reported to Council in July 2023 and amendments to Standing Orders agreed.</b></p> <p><b>Further work has been undertaken in consultation with the new Chief Executive regarding the council's protocols and procedures including a review of the Scheme of Delegation to ensure that it</b></p>



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					<p>reflects the Council’s operating model.</p> <p>Closed – Constitution is kept under ongoing review as part of business as usual.</p>
<p><b>Whistleblowing</b></p> <ul style="list-style-type: none"> <li>- Reassurance to staff there will be no negative impact on careers</li> </ul>	<p><b>Action</b></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><b>Owner</b></p> <p>Director of Law and Governance/ Head of Insights, Programmes &amp; Governance</p>	<p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>- Director and Law of Governance to have meeting with Head of Insights, Programmes and Governance to discuss how whistleblowing communications can be implemented.</li> <li>- Report on whistleblowing to come to Audit</li> </ul>	<p><b>Progress Update (Jul 2023)</b></p> <ul style="list-style-type: none"> <li>- Quarterly whistleblowing meeting has taken place and a whistleblowing communications plan is being implemented.</li> </ul>	<p><b>Status (Sept 2024)</b></p> <p><b>Annual Whistleblowing Report is now a standing item on the Audit &amp; Governance Committee work programme</b></p> <p><b>Work is underway to improve the reporting to A&amp;G Committee on Whistleblowing,</b></p>

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			<p>and Governance Committee.</p>		<p><b>Officer Gifts &amp; Hospitality and sponsorship.</b></p> <p><b>Whistleblowing, Sponsorships and Gifts &amp; Hospitality are reported to the Monitoring Officer and Internal Audit on a quarterly basis, with an Annual Full Year report for the Audit &amp; Governance Committee.</b></p> <p><b>Quarterly communications are released to the organisation to remind them of their obligations with regards to Gifts and Hospitality recording and Whistleblowing Communications</b></p>
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					<p>are released on a regular basis throughout the year.</p> <p>The Code of Conduct is reviewed every year and goes to People, Performance and Development Committee and Full Council each year for approval.</p> <p>Closed – ongoing monitoring is business as usual</p>
<p><b>Scrutiny ongoing improvement</b></p> <ul style="list-style-type: none"> <li>- Use of performance information</li> <li>- Role of challenge in decision making</li> <li>- Evidence to clearly</li> </ul>	<p><b>Action</b></p> <p>Incorporate the points made in the development in the ongoing scrutiny improvement program in</p>	<p><b>Owner</b></p> <p>Assistant Director – Governance and Democratic Services/Scrutiny Business Manager/Scrutiny Chairs.</p>	<p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>- Create link between selection of agenda items and review of performance data.</li> </ul>	<p><b>Progress Update (Jul 2023)</b></p> <ul style="list-style-type: none"> <li>- All Select Committees now receive performance information but there isn't an explicit link</li> </ul>	<p><b>Status (Sept 2024)</b></p> <p><b>Scrutiny improvements are in train with a number of prioritised workstreams.</b></p>



<p>demonstrate that scrutiny makes a difference - Consistency and sustained member oversight of priority areas</p>	<p>consultation with Scrutiny Chairs and Vice Chairs</p>		<ul style="list-style-type: none"> <li>- Review other Council’s approach to their Annual Report to evidence impact.</li> <li>- Planning sessions that re-run induction materials updated for 2023 to help planning/relevancy of forward plans.</li> <li>- Scrutiny Business Manager to speak to Performance colleagues to discuss how use of performance data by Select Committee.</li> <li>- Provide training to Members on use of performance data.</li> </ul>	<p>between reviewing performance information and choosing agenda topics. Scrutiny Manager to add this into item selection criteria.</p> <ul style="list-style-type: none"> <li>- All Select Committee Chairman have agreed to run a mid-term refresher induction. All four Select Committees to do this in June and July.</li> <li>- Scrutiny Manager attended performance training by CfGS.</li> <li>- Business Insights Team developing a performance data training package for Members – coming to MDSG in July.</li> </ul>	<p><b>Protocols drawn up to clarify processes around pre-decision scrutiny and increase awareness of legitimate /statutory role of scrutiny to challenge ahead of decisions being made including the approach to Call in.</b></p> <p><b>Corporate Leadership Team buy in to developing an Executive Scrutiny Protocol and protocol on pre-decision scrutiny.</b></p> <p><b>Improved oversight of</b></p>
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			<ul style="list-style-type: none"> <li>- Work with LGA to improve effectiveness of Children, Families, Lifelong Learning and Culture Select Committee.</li> <li>- Scrutiny protocol due to be agreed between Chief of Staffs and Scrutiny Team prior to approval from CLT/Political Groups.</li> </ul>		<p><b>priority areas through regular strategic updates to Select Committee Chairs on priority issues emerging at Cabinet and Audit &amp; Governance Committee (e.g. Complaints).</b></p> <p><b>Horizon-scanning improvements introduced with more consistent monitoring of Cabinet Forward Plan and regular discussions with Committee Chairman at bilateral meetings.</b></p> <p><b>All Committees receive performance</b></p>
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					<p>data. A further review is planned later in the year to ensure performance data consistently factored into forward planning.</p> <p>Feedback mechanisms to be implemented and Select Committee self-assessments to be undertaken and factored into annual work programme schedule by end May 25.</p>
<p><b>Member development</b> - Briefings and attendance</p>	<p><b>Action</b> Highlight the need to monitor and address attendance as a measure of the quality of briefings and</p>	<p><b>Owner</b> Member Services Manager/Member Development Steering Group</p>	<p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>- Review how performance data is recorded to ensure the amount of Member Development</li> </ul>	<p><b>Progress Update (Jul 2023)</b></p> <ul style="list-style-type: none"> <li>- Collection of attendance and evaluation data has been reviewed.</li> </ul>	<p><b>Status (Sept 2024)</b></p> <p><b>Attendance data recorded for all member development activity and discussed at</b></p>





	<p>consider as a priority in the annual member development strategy 2023.</p>		<p>training offered/attended is captured.</p> <ul style="list-style-type: none"> <li>- Work across team to ensure that all Member Development activity is recorded accurately.</li> <li>- Create individual training records for each Member.</li> </ul>	<ul style="list-style-type: none"> <li>- Member Services Manager working with People and Change to incorporate Members into a new Learning Management system.</li> </ul>	<p><b>Member Development Steering Group meetings and Group Leaders' meetings.</b></p> <p><b>A Members' Reference Library has been introduced as a secure, organised repository for long-term reference documents for councillors including training and development information.</b></p> <p><b>The Member Development Strategy was refreshed and approved by Council in July 2024.</b></p>
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					<p><b>Links to HR in place regarding new Learning Management System and access for Members.</b></p> <p><b>Closed – incorporated as business as usual.</b></p>
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