

<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>Action</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>Members and officers working together</p> <ul style="list-style-type: none"> - to improve understanding of others motivation and objectives, and the political motivation of members - speed of decision making and realistic demands - Shared expectations of conduct throughout the organisation -mutual expectations around roles in decision making 	<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 Member Development Steering Group for a shared understanding of motivation and objectives. -Explore with the CfGS a recommended officer and member development offer with a focus on positive cultural behaviours and effective relationship building. 	<p>Owner</p> <p>Director of law and Governance/Member Services manager/ Member Development Steering Group.</p>
<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 extent of decision-making authority review -articulation of roles and ownership of finance, performance, and risk 	<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 (including the constitution and decision-making systems) with specific reference to the clarity of roles and ownership and the scheme of delegation.</p>	<p>Owner</p> <p>Director of Law and Governance</p>

<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>Scrutiny ongoing improvement</p> <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>Action</p> <p>Incorporate the points made in the development in the ongoing scrutiny improvement program in consultation with Scrutiny Chairs and Vice Chairs</p>	<p>Owner</p> <p>Scrutiny Business manager/Scrutiny Chairs.</p>
<p>Member development briefings and attendance</p>	<p>Action</p> <p>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.</p>	<p>Owner</p> <p>Member Services Manager/Member Development Steering Group</p>