

## AGS Action Plan

30 Jun 2024

Principle	Referer Number	Area for Improvement	Agreed Action	Lead Officer	Object Due Date	Stage	Comment
AGS-P A Behaving with integrity	AGS-A A01	Work required to develop a Whistleblowing Referral Form and continue to ensure Whistleblowing Policy is communicated widely, understood and embedded. This is to be completed after review of Whistleblowing Policy.	Approve the referral form, publish on the website and ensure the policy is appropriately communicated across the organisation	Helen Barrington	31/12/2024	In Progress	Meetings have taken place to agree the approach to reviewing the Whistleblowing Policy. Target date for completion to be extended to 31 March 2025 to allow time for review and approval of revised Policy by Cabinet.
AGS-P A Behaving with integrity	AGS-A A02	Employees and Members to be provided with formal ethical awareness training to embed high ethical standards, an understanding of ethical risks and ability to make decisions with integrity and confidence.	To be scheduled, learning request to be completed.	Jen Skila	31/03/2025	In Progress	
AGS-P A Behaving with integrity	AGS-A A03	The Anti-Fraud and Anti-Corruption Strategy, and Fraud Response Plan were updated in 2022/23. However, increased promotion is required to improve officer awareness	The Anti-Fraud and Anti-Corruption Strategy, and Fraud Response Plan were approved in February 2024	Mark Lunn	31/12/2024	In Progress	31/7 - It has been agreed that E-learning for Fraud Awareness is now mandatory across the council and will be completed every three years. It has recently been discussed that for those staff (Finance) that are more likely to be involved in Frauds they will be asked to complete it annually.
AGS-P A Behaving with integrity	AGS-A A04	The Anti-Money Laundering Policy is not widely publicised.	Develop internal communication and training	Mark Kenyon	30/09/2024	In Progress	This is still to be progressed

30 Jun 2024

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AGS-P A Behaving with integrity	AGS-A A05	Further training on the Member Code of Conduct	Refresher training focussing on scenarios and practical examples to be delivered.	Helen Barrington	31/07/2024	In Progress	Training session on registration and declaration of interests took place on 11 July 2024. This included a workshop session to consider scenarios, which was extremely well received. Further sessions to be arranged for September/October.
AGS-P A Behaving with integrity	AGS-A A06	Wider training for all employees in respect of Financial Regulations and Standing Orders.	Develop a training programme to ensure all employees understand Financial Regulations and Standing Orders	Mark Kenyon	30/09/2024	In Progress	Training programme in development, investigating whether there is an opportunity to develop into a wider financial training programme.
AGS-P A Behaving with integrity	AGS-A A07	Improve process for production of reports to ensure they are not presented to decision makers without being appropriately considered for legal and financial implications.	Democratic Services to return reports to report author where not appropriately considered for legal and financial implications. Directors to ensure reports are not dealt with outside of approved process/system	Helen Barrington	not set	In Progress	This action is ongoing and reports will be returned to the report author where not considered for legal and financial implications.

30 Jun 2024

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AGS-P A Behaving with integrity	AGS-A A08	The corporate complaints procedure requires review	Undertake review of corporate complaints procedure	Jen Skila	31/12/2024	In Progress	Working group currently rewriting the procedure along with other work on improving complaints processes.
AGS-P A Behaving with integrity	AGS-A A09	Policies and procedures relating to conflicts of interest require review	Approve and implement an Officers' Declaration of Interests Policy	Helen Barrington	31/12/2024	In Progress	Officers Declaration of Interests Policy was considered by the Governance Ethics and Standards Committee on 7 March 2024 and approved by the Appointments and Conditions of Service Committee for inclusion in the Employee Code of Conduct on 15 July 2024.
AGS-P B Ensuring openness and comprehensive stakeholder engagement	AGS-A B01	Work is underway to review and further develop the Councils approach to resident voice. This includes plans to improve the Council's current approach and develop a new consultation, engagement and involvement strategy by March 2024.	Develop a strategic framework document and timetable of proposed consultation activity for 2024- 25 aligned with strategic drivers	Jen Skila	not set	In Progress	

30 Jun 2024

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AGS-P B Ensuring openness and comprehensive stakeholder engagement	AGS-A B02	Review of the Derbyshire Partnership Toolkit and development of systems and protocols to support and monitor partnership working. Improvement also required in how the organisation interacts and delivers services with partners. This includes risks of particular partnerships on the Council.	Redesign of the Partnership Protocol and Toolkit	James Rhodes	31/03/2025	In Progress	Proposed approach to reviewing and updating the partnerships protocol and toolkit scheduled to be discussed at CMT on 27th Aug. The proposed approach includes: <b>Stage 1: Engagement and Mapping of Partnerships:</b> Informal discussions with key departmental contacts who sponsor partnerships and with Audit to explore their views and the use of the Protocol and database. Mapping and collating stakeholders, partners and the number and typology of partnerships to determine which would be deemed a 'significant partnership'. <b>Stage 2: Refresh of the Protocol and Guidance:</b> Development of refreshed partnership protocol, including best practice guidance of good governance and check-list for Strategic Partnerships (types of information as a starter can be found at appendix 2), to assist current partnership oversight, management, audit and the value of a consistent and coordinated approach to data collection. <b>Stage 3: Full Audit of Significant Partnerships:</b> Commissioning of departmental sponsors of partnerships to populate and update the revised 'significant partnerships' good governance checklist, identifying new and defunct partnerships and provide information about active partnerships for the database. Establish a rolling programme of review to ensure information remains up-to-date Subject to agreement the above will be delivered by the end of Nov 2024.
AGS-P B Ensuring openness and comprehensive stakeholder engagement	AGS-A B03	A new streamlined process for Officer decisions to be published through Mod.gov. requires further development.	Roll out process to coincide with publication of the revised scheme of delegation	Helen Barrington	31/03/2025	In Progress	This action is linked with the activity to review the Scheme of Delegation, which is in progress.

30 Jun 2024

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AGS-P B Ensuring openness and comprehensive stakeholder engagement	AGS-A B04	The calendar of dates for drafting reports, seeking advice and publication is not always followed and needs further promotion.	Promote the agenda management timetable at Departmental Team meetings.	Helen Barrington	30/09/2024	In Progress	The agenda management timetable is a standing item on the CST and ASC Departmental Management Team meetings. It will be included as a standing item in relation to Place and Cs meetings.
AGS-P B Ensuring openness and comprehensive stakeholder engagement	AGS-A B05	Improved engagement in the production and use of the Joint Strategic Needs Assessment	The new approach to JSNA has been widely shared across the Council. The updated interim JSNA will be available in a Powerpoint from April 2024	Ellie Houlston	31/03/2025	In Progress	In Q1. the soft launch of the JSNA platform and content has been completed, the platform is stable and content has been updated in line with accessibility and health literacy guidance. A total of 29 Key Topic Summaries are live and a best practice and key resources section has been added to the platform. Joint authorship with other council and integrated care system partners and strategic groups has started through the Trailblazer 3 programme with content in development. A full launch of the platform will be at the Health and Wellbeing Board in October 2024.
AGS-P C Defining outcomes in terms of sustainable economic, social and environmental benefits	AGS-A C01	Further officer training and support is required in relation to the use of detailed reporting templates to ensure all associated risks have been fully explored and reflected within decision making proposals.	Deliver officer training and support to ensure appropriate detail is included in reports and decisions.	Mark Kenyon	30/09/2024	In Progress	
AGS-P C Defining outcomes in terms of sustainable economic, social and environmental benefits	AGS-A C02	The Customer Charter requires review and increased awareness raising with colleagues and the public, aligned to the organisation's wider complaints procedures and development of the customer experience strategy	Review the Customer Charter	Jen Skila	31/03/2025	In Progress	Customer Charter being rewritten and will be the subject of employee co-design in September.

30 Jun 2024

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AGS-P D Determining the interventions necessary to optimise the achievement of the intended outcomes	AGS-A D01	The Council's new Digital Strategy, which describes the council's future approach to Digital, and the Cloud Technical Infrastructure Strategy, which defines the technical infrastructure necessary to deliver the Digital Strategy were completed and agreed by the council in 2023/24. The Digital Services Structure Strategy (ICT Strategy, Target Operating Model and Implementation Plan) has been completed since the end of 2023/24 and agreed by the council. A Digital Transformation Programme is now being planned, to implement the changes described in the three strategies.	Implement Strategies	Leonardo Tantari	not set	In Progress	
AGS-P D Determining the interventions necessary to optimise the achievement of the intended outcomes	AGS-A D02	The Council could develop a more proactive approach to the use of collective intelligence to guide decision making, rather than data.	This is expected to be achieved through the development of cloud, SAP S4/HANA, other software, roles and use of intelligence.	<ul style="list-style-type: none"> <li>■ Leonardo Tantari</li> <li>■ Mark Kenyon</li> </ul>	not set	In Progress	

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AGS-P D Determining the interventions necessary to optimise the achievement of the intended outcomes	AGS-A D03	Where departments have unachieved savings, alternative initiatives need to be developed to ensure the Council continues to achieve a balanced budget;	Monitor through savings programme board and escalate where appropriate	Mark Kenyon	31/03/2025	In Progress	The delivery of savings in 2024/25 is closely monitored and where savings are unable to be delivered alternatives will be found by Executive Directors. This is monitored monthly at the Corporate Management Team and reported to Cabinet quarterly
AGS-P D Determining the interventions necessary to optimise the achievement of the intended outcomes	AGS-A D04	Improvements to be made to align budget and Council plan development.	Council plan and budget setting process were aligned as part of budget 2024/25. Further work required to ensure MTFS and Council plan fully aligned	Mark Kenyon	31/03/2025	In Progress	The integrated planning framework for the 2025/26 and beyond is aligned to the budget setting process. This is be progressed through to approval in Feb 2025
AGS-P D Determining the interventions necessary to optimise the achievement of the intended outcomes	AGS-A D05	The Executive/Scrutiny Protocol has been agreed in principle but requires formal approval.	Protocol drafted, awaiting approval	Helen Barrington	31/08/2024	In Progress	The Executive/Scrutiny Protocol has been approved by Cabinet and Improvement and Scrutiny Committees. The action is complete.

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AGS-P D Determining the interventions necessary to optimise the achievement of the intended outcomes	AGS-A D06	Improve the oversight of joint venture companies to ensure the risks to the Council are managed and the Council's interests are protected.	Implement new Governance structure	Janet Scholes	30/04/2024	In Progress	New and separate operational and strategic governance meetings monthly with key staff from DCC and CDL/VDL at each level. Workshops taking place with specific teams to build relationships and address weaknesses. Both director positions on the JV board filled. Trading committees scheduled in quarterly in advance for cross party oversight and challenge.
AGS-P E Developing the entity's capacity, including the capability of its leadership and individuals	AGS-A E01	Recruitment and retention issues remain prevalent across the organisation, with work progressing to outline options available to the organisation aligned to total reward.	To be included in strategic planning process for April 2026 target implementation	Jen Skila	30/04/2026	In Progress	
AGS-P E Developing the entity's capacity, including the capability of its leadership and individuals	AGS-A E02	Whilst departmental people plans are in place aligned to the People Strategy, the organisation would benefit from a strategic workforce plan to support future talent provision and workforce changes.	Ongoing	Jen Skila	30/04/2025	In Progress	
AGS-P E Developing the entity's capacity, including the capability of its leadership and individuals	AGS-A E03	Detailed officer guidance on executive decision making and non-executive decision making is in place and published on mod.gov, however it has not been widely promoted. Further work is required to ensure it is embedded.	Promote guidance at Departmental Team meetings	Helen Barrington	30/09/2024	In Progress	The promotion of the detailed guidance is to be linked with the launch and promotion of three additional governance training sessions which are in final development. These include - local government basics, decision making basics and report writing, which once completed will be available on Derbyshire Learning Online. The target completion date therefore needs to be moved to 31 December 2024 to allow completion of the training and joint promotion.



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AGS-P E Developing the entity's capacity, including the capability of its leadership and individuals	AGS-A E04	Member training and development programmes require improvement. A recent self-assessment exercise highlighted areas of weakness in relation to training, support and engagement.	Develop briefing note to take to the Chair of Member development working Group aligned to the new induction process in May 25.	Jen Skila	31/12/2024	In Progress	Proposed Elected Member induction programme to be developed in Q3 and shared with Chair of the Member development working group to agree next steps.
AGS-P E Developing the entity's capacity, including the capability of its leadership and individuals	AGS-A E05	The Scheme of delegation in the Constitution requires review.	Continue to progress the review of the officer scheme of delegation.	Helen Barrington	31/03/2025	In Progress	The review of the officer delegation scheme is continuing.
AGS-P F Managing risks and performance	AGS-A F01	Cyber security threats will require ongoing monitoring and development of appropriate responses. The need for a Cyber Security working group requires review in light of the ICT Strategy, currently in implementation.	On going monitoring of threats by Cyber Security Group established.	Leonardo Tantari	not set	In Progress	An e-learning Cyber Security module has been added to all employee's mandatory training pathway.
AGS-P F Managing risks and performance	AGS-A F02	There have been delays in revaluing property for insurance purposes	On going work to deliver valuations in line with insurance requirements	Mark Lunn	not set	In Progress	A meeting is to be arranged with the Interim Head of Estates in September 2024 to discuss the valuations and determine how it will be addressed. A plan will need to be developed to determine how and when the valuations will be completed.

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AGS-P F Managing risks and performance	AGS-A F03	A Data Management Strategy has not yet been introduced.	Data management working group established and will work to producing strategy	Leonardo Tantari	31/03/2025	In Progress	.
AGS-P F Managing risks and performance	AGS-A F04	The follow-up report to the Corporate Peer Review recommended "Reviewing the financial plan to recognise the new financial environment as the Council emerges from the pandemic".	Review MTFS to align with new Council plan	Mark Kenyon	31/12/2024	In Progress	The Medium Term Financial Plan of the Council is being amended as part of budget 2025/26.
AGS-P F Managing risks and performance	AGS-A F05	Develop the process for lessons learnt from internal incidents and external Public Interest Reports	Create "library" of known incidents and share recommended best practice	Mark Kenyon	not set	In Progress	

30 Jun 2024

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AGS-P F Managing risks and performance	AGS-A F06	Further embedding of Risk Management Strategy required, alongside further embedding and increased understanding of risk management at an operational level. Frequency and quality of review of departmental risk registers has been highlighted as an area requiring improvement. Mitigation actions are not currently allocated to specific managers and do not have defined timescales for action.	Arrange training to build risk assessment and management knowledge	Mark Kenyon	31/12/2024	In Progress	Departments have been reminded of the importance of improving the management of risk. There has been an improvement in the management of the risk register and this is evidenced through the Q1 risk report for 2024/25. Further work is needed to improve the management of risk. A deep dive process is being introduced to look at certain risks to improve they are managed
AGS-P F Managing risks and performance	AGS-A F07	Improve and strengthen the Council's Business Continuity Planning Arrangements.	Review BCG Terms of Reference, Priority Services and Corporate BC Plan	Jen Skila	31/03/2025	In Progress	The Terms of Reference and Priority Services have been reviewed and will be presented to the next meeting (11th September) for agreement. Departmental representatives have also been asked to review service plans and a template for this has been provided.
AGS-P F Managing risks and performance	AGS-A F08	Departmental assurance packs to be submitted in accordance with agreed timescales.	Packs to be reviewed and completed by services	Mark Kenyon	not set	In Progress	

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AGS-P F Managing risks and performance	AGS-A F09	Improve financial reporting, linking to service activity and performance	Improve financial processes and link to PMO	Mark Kenyon	31/12/2024	In Progress	Improved quarterly reporting for the 2024/25 where it is easier to understand the financial position of the organisation and performance.
AGS-P F Managing risks and performance	AGS-A F10	Reinforce the importance of Information Governance across the Council	Improve information governance awareness across the Council	Mark Kenyon	31/12/2024	In Progress	

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AGS-P F Managing risks and performance	AGS-A F11	Review performance monitoring arrangements	Maintain and further develop the corporate performance management framework to promote a high performing culture, including: - Review and development of new performance management framework (PMF) and outcomes framework aligned to the new council plan - Review of Apex (corporate performance management system) and procurement of corporate solution that meets requirements of integrated management of performance, risk and project management	James Rhodes	31/03/2025	In Progress	As part of the Integrated Strategic Planning cycle and the development of the new Council Plan 2025/29 engagement is underway with departments through the Strategic Planning Group to develop a new Outcomes Framework aligned to the agreed draft vision and outcomes of the new plan. Additionally, work is underway to review and develop a corporate performance management framework including review of existing metrics. These elements will form the basis of corporate performance in 2025/26 and replace existing measures. Engagement with the Digital Division has commenced regarding Apex and the next steps in terms of assessing business requirements and procuring a integrated system that meets the needs of performance, risk and project management.
AGS-P G Implementing good practices in transparency, reporting and audit to deliver accountability	AGS-A G01	Continue to improve robust systems for property valuations building on the enhancements completed during recent years.	Regular liaison with Finance and audit colleagues, early agreement of revaluation schedules on an annual basis. Clear timetable for delivery of valuations.	Janet Scholes	31/12/2024	In Progress	Ongoing meetings with finance agreed and process and timeline in place. Additional resources in estates team.

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AGS-P G Implementing good practices in transparency, reporting and audit to deliver accountability	AGS-A G02	Implement the action plan to develop and support the Audit Committee's effectiveness.	Appoint two independent members of the committee	Mark Lunn	31/12/2024	In Progress	Shortlisting and interviews for two independent members of the Audit Committee will take place in September/October 2024.
AGS-P G Implementing good practices in transparency, reporting and audit to deliver accountability	AGS-A G03	Embed the process to produce the AGS in a timely manner.	Revised timetable, including progress reviews has recently been approved by the Governance Group.	Mark Kenyon	not set	In Progress	In process for implementation 2024/25
AGS-P G Implementing good practices in transparency, reporting and audit to deliver accountability	AGS-A G04	Strengthen the understanding of the legal basis for treating reports as exempt or confidential and introduce processes to ensure as much information is provided openly and transparently.	Promote the detailed officer guidance on executive and non-executive decision making (referred to above), which sets out the legal framework. Introduce a robust process to challenge reasons for exemption and promote openness and transparency	Helen Barrington	31/12/2024	In Progress	The promotion of the detailed guidance is to be linked with the launch and promotion of three additional governance training sessions which are in final development. These include - local government basics, decision making basics and report writing, which once completed will be available on Derbyshire Learning Online. The target completion date therefore needs to be moved to 31 December 2024 to allow completion of the training and joint promotion.

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AGS-P G Implementing good practices in transparency, reporting and audit to deliver accountability	AGS-A G05	Understanding and compliance with terms and conditions associated with grant funding, failure to adhere may result in the partial or full recovery of funding.	Work ongoing to improve central grants register and associated procedures. Awareness of grant funding requirements to be promoted.	Mark Kenyon	31/12/2024	In Progress	
AGS-P G Implementing good practices in transparency, reporting and audit to deliver accountability	AGS-A G06	Continue to action the recommendations of LGA Corporate Peer Review follow-up;	Prepare final report on progress for Cabinet in July 2024.	Jen Skila	30/09/2024	In Progress	
AGS-P G Implementing good practices in transparency, reporting and audit to deliver accountability	AGS-A G07	A system to track the implementation of Audit recommendations was introduced in 2023-24. The system now needs to be embedded across the Council with all Departments engaging in the process	Ongoing monitoring of completion of the tracker	Mark Lunn	31/03/2025	In Progress	
AGS-P G Implementing good practices in transparency, reporting and audit to deliver accountability	AGS-A G08	The Councils Financial Regulations and Schedule of financial delegation should be reviewed and updated	Review and update Financial Regulations and schedule of financial delegation	Mark Kenyon	30/07/2024	Completed	Review of financial regulations, standing orders and scheme of delegation completed. These have now been approved and included on the County Council's website.