

AGS ACTION PLAN FOR 2023/24 FOR IMPLEMENTATION DURING 2024/25

No	Findings	Actions	Lead Officers	Update for January 25 Audit Committee
1.	<p>Ongoing savings proposals, budget constraints and continued strategic management of organisational changes.</p> <p><i>Ongoing from previous AGS</i></p>	<p>Continued management/reduction of budgets, revised structures and commercial/business approach which links to the continued development and implementation of revised governance framework.</p> <p>Further consultations on future savings where necessary.</p>	<ul style="list-style-type: none"> • Chief Executive • SMT 	<p>Implementation/delivery of savings is actively monitored via SMT throughout the year. Regular financial monitoring is reported to Cabinet/Council.</p> <p>Consultation on the Medium Term Financial Strategy for 25/26 to 28/29 to be carried out between 7th January 2025 and 6th February 2026.</p>
2.	<p>All internal audits consist of an ethics questionnaire that is sent to a sample of staff in the team/areas being audited to demonstrate their understanding of corporate policies and whether staff feel supported.</p> <p>In a small number of responses returned it was noted that:</p> <ul style="list-style-type: none"> • <u>Some</u> staff had not completed their essential learning 	<p>Reports to SMT detailing levels of essential learning completion to continue.</p> <p>Investigation Team to re-publicise fraud related training on Ollie and will monitor levels of completion.</p>	<ul style="list-style-type: none"> • SMT/SDM • Policy & Development Manager • Audit & Governance Lead Manager 	<p>Reports to SMT detailing the levels of essential learning completion are ongoing.</p> <p>Corporate inductions have been re-introduced to maximise awareness of corporate policies, corporate values, benefits, employee led groups etc.</p> <p>The Investigation Team have increased publicity of their team and are receiving increasing number of referrals from services. Fraud prevention/detection is a standard part of induction training.</p> <p>Further communications are being sent out to publicise the training offer.</p>

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	<ul style="list-style-type: none"> Some staff could have a better awareness of some corporate policies. <p>These findings have been shared when discussing individual audit reports with relevant SDM's and Directors and taken to SMT as part of reporting corporate recommendations.</p>			
3.	<p>The results of the annual governance certification process highlighted that in some service areas there were reductions in appropriate skilled staff numbers. Difficulties in recruiting have resulted in single points of failure or the use of agency staff.</p> <p>Service Delivery Managers are aware of these issues and where possible are putting measures in place to try and mitigate this.</p> <p><i>Ongoing from previous AGS</i></p>	<p>Number of initiatives in place including service and workforce planning, apprenticeship scheme, etc.</p> <p>Organisational Development team have introduced new Leadership & Management training and learning programme. This will be rolled out in the Spring of 2023.</p> <p>Additional recruiting measures being used via social media platforms.</p> <p>Continued improvements to recruitment materials and recruitment processes to remove any barriers to potential applicants.</p>	<ul style="list-style-type: none"> Chief Executive Director of Finance & Human Resources Policy & Development Manager 	<p>Strategic workforce planning is underway, with support from WME. The aim is for planning to be completed by the end of March 2025.</p> <p>The aim is to support succession planning to mitigate risks of ageing workforce, single points of failure and national shortages of particular roles.</p> <p>The use of apprenticeships continues.</p> <p>Organisational Development attends SMT and Director team meetings to encourage the use of the apprenticeship levy and to aid planning.</p> <p>An apprenticeship strategy is currently being developed.</p> <p>Phase 2 of the Leadership & Management training and learning</p>

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				<p>programme is nearing completion. Phase 3 will commence in 2025.</p> <p>Social media is being utilised for recruitment with managers able to require Corporate Communication support for this use.</p> <p>The new recruitment system automatically advertises job opportunities on Indeed.</p> <p>An inclusive recruitment champions programme continues to make a positive impact on the recruitment of a diverse workforce.</p>