

AGS ACTION PLAN FOR 2024/25 FOR IMPLEMENTATION DURING 2025/26

Ref	Area identified for development and/or ongoing monitoring	Actions	Lead Officers	Update as at January 2026
1	<p>Ongoing savings proposals, budget constraints and continued strategic management of organisational changes.</p> <p>Ongoing from previous AGS</p>	<p>Continued management of budgets, savings, revised structures and commercial/business approach which links to the continued development and implementation of revised governance arrangements.</p> <p>Delivery of in year savings is monitored on a regular basis at SMT.</p> <p>Further consultations on future savings will be undertaken where necessary.</p>	<ul style="list-style-type: none"> • Chief Executive • Senior Management Team 	<p>Achievement against in year savings is monitored through regular updates to SMT. This is tracked through the application of red, amber and green ratings to the delivery all savings proposals. Any non-delivery against savings is addressed through identifying alternative proposals to bridge any gaps.</p> <p>Financial Monitoring reports are taken through to SMT, Cabinet and Full Council during the year. These will identify any budget pressures arising which will include the non-delivery of savings. This will also include the identification of mitigating actions to cover identified pressures to ensure that the Council is spending within budget.</p> <p>Savings proposals for 26/27 have been worked up as part of the MTFS which is currently out for consultation</p>

				<p>until 3rd Feb and has also been subject to Scrutiny from the Business & Finance Scrutiny Committee. The MTFS is due for approval at full council on 26th February 2026. Savings will continue to be monitored in 26/27.</p>
2	<p>All internal audits include sending ethics questionnaires to a sample of staff in the team/area being audited. This is to demonstrate their understanding of corporate policies and whether staff feel supported.</p> <p>In a small number of questionnaire responses completed it was noted that not all staff:</p> <ul style="list-style-type: none"> • Had received an Annual Performance & Development Discussion • Were familiar with particular Council policies 	<p>Report to SMT on the completion rate for Annual Performance & Development Discussion.</p> <p>Reports on the completion of essential learning will be presented to SMT periodically.</p> <p>A reminder will be sent to all staff on key corporate policies.</p>	<ul style="list-style-type: none"> • Senior Management Team 	<p>APPD completion rates are now regularly reported to SMT on the MTB dashboard with details of any outstanding training being reported to SMT also.</p> <p>Policy updates sent to employees when they are launched/updated. Several are covered in essential learning.</p>

	<ul style="list-style-type: none"> • Had completed all essential learning requirements <p>These findings have been shared with Service Delivery Managers / Directors when discussing the audit report for their service with recommendations for rectification.</p>			
3	<p>The annual certification process highlighted that there had been some reduction in the number of appropriately skilled staff in some service areas although actions had been identified to address this.</p> <p>Recruitment of staff in local government, particularly in some professions, continues to be challenging. This results in some single points of failure or the use of temporary staff.</p>	<p>The Council continues to explore and implement a number of initiatives in respect to staffing including service and workforce planning, apprenticeship schemes, etc to support managers in addressing these areas.</p> <p>A revised workforce strategy will be launched in 2025 which will cover succession planning, single points of failure and 'growing our own'.</p> <p>The Leadership & Management training and</p>	Director: Finance, People & IDT	<p>Strategic Workforce Planning completed with a number of pilot groups and is being rolled out to the wider authority through to the end of the financial 2025/26.</p> <p>Grow your own principles have been utilised in areas where recruitment is challenging, including apprenticeship strategy, work experience week, outreach work in partnership with Opus and Education & Skills, T-Level placements, rotation placements, career graded posts etc.</p> <p>Workforce strategy was refreshed in 2025, to include findings of 2024 employee survey. Larger overhaul of workforce strategy in 2026.</p>

		<p>learning programme continues for Team Leaders / Service Delivery Managers. The programme looks to support management development and to enable some resilience planning within the Council.</p> <p>The Council continues to monitor the effectiveness of different channels of recruitment it uses and is developing an employer value proposition, i.e. 'Why work for T&WC'.</p> <p>In 2024/25 the Council has continued to organise the Skills and Apprenticeship Show to support recruitment.</p>		<p>Phase 3 of the Team Leader management development programme. Repeated sessions to continue to pick up new managers.</p> <p>Leadership development for SMT and Heads of Service being explored.</p> <p>Employer Value proposition (EVP) has been developed in conjunction with Comms. Development of a strategy for the use of this EVP is in progress.</p> <p>The Council will again organise the Skills Show in March 2026 and will have a sponsored stand as an employer.</p>
4	<p>Low/medium risk data breaches are being experienced in some Council Teams.</p> <p>Data breaches are reported to the Information Governance (IG) Team who</p>	<p>Incorporate data breach analysis into the Managing the Business dashboard presented to the Senior Management Team.</p> <p>Increase sharing of information internally of</p>	Director: Policy & Governance	<p>Data breach numbers are reported to SMT via the Managing the Business dashboard.</p> <p>Trends are monitored by the Information Governance Team and reminders sent corporately in respect to good practices.</p>

	<p>investigate the circumstances of the breach, assess the associated risk and ensure lessons learnt are identified.</p> <p>The Information Commissioner's Office have not taken any action against the Council is 2024/25.</p>	<p>trends around data breaches and 'near misses'.</p> <p>IG Team support for services who process high volumes of personal data.</p> <p>Continue to develop/invest in the Council's secure email functionality (Zivver).</p>		<p>The Information Governance Team continue to support teams who process high volumes of personal data by attending team meetings, high level discussions with managers, etc.</p> <p>Zivver development has continued with the introduction of new functionality such as the 'right recipient' feature.</p> <p>The Council has also undertaken mock email phishing exercises to raise awareness of cyber security and the risk this poses to data security.</p>
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