

AGS 2025/26 ACTION PLAN UPDATE

Action	Progress
1. Review and increase Annual Declaration Letter return rate to 95%, using internal communications and automatic chasers from the Learning Management System. (HR; Leadership Team)	The current completion rate for Annual Declaration letters for 2025 is 96%. The new module for completion of the letter will be released in April 2026.
2. Review and improve staff completion rates for all mandatory training, aiming for 85% completion in 25/26, 90% completion in 26/27, and 95% completion in 27/28. (HR; Leadership Team)	As of January 2026, the average overall completion rate for mandatory training is 97%. This higher completion rate can be attributed to more engagement with the new learning system (which has now been in place for around one year), and the simpler follow-up process. It should also be noted that this figure is likely to fluctuate as participants are recorded as 'compliant' when they are within the completion window, and become 'non-compliant' when the deadline for completion has passed. Completion rates for individual modules are reported to the Leadership Team quarterly.
3. Review sub-delegations post organisational restructure, ensuring a 100% completion rate and updates made where required. (Each Director; the Monitoring Officer)	A review of sub-delegations has been undertaken following the organisational restructure. Directors have been asked to confirm that sub-delegations within their service areas remain accurate and up to date.
4. Provide training to ensure those deputising for the Emergency Planning Officer are aware of and understand the relevant emergency planning powers which they can or may need to exercise as per the Constitution. (Emergency Planning Officer/ Director – Resources)	Resourcing has meant that training on Emergency Planning has been limited over the past year. The majority of Leadership Team have received training. Further training will be provided during this year which will make responsibilities clear, and provide an opportunity for practising that knowledge.
5. Provide training for those deputising for Statutory Officers and Directors to ensure they understand the relevant Constitutional powers which they can or may need to exercise (Each Director; the Monitoring Officer).	Arrangements are in place to ensure that officers deputising for Statutory Officers are aware of the relevant constitutional roles and powers they may be required to exercise. This is supported through existing governance advice and targeted training, with further refresh activity available where required / where training needs are identified.
6. Provide further training to staff and councillors on cyber security, aiming for a 100% compliance with simulated phishing exercises. (Cyber Security Board; Leadership Team)	There is currently a compliance rate of 91% for the mandatory cyber e-learning. A chaser has just been sent to those who have not yet completed the training. Compliance and results of phishing campaigns are reported back to the cyber board. 100% compliance with stimulated phishing exercises has not yet been achieved, but it should be noted that recent exercises have included more sophisticated phishes. Those who fail phishes

	are notified and required to do additional training.
7. Further develop the Cyber Resilience Plan and test once finalised (Cyber Security Board).	There is an IT tabletop exercise scheduled for 30 Jan and a Leadership Team tabletop exercise scheduled for 09 March as part of this development. Last year's Cyber Security and Governance and Culture audit gave reasonable assurance for the areas reviewed. Two recommendations were made within the report to enhance the control environment, both of which were assessed as medium priority.
8. Continue to implement the Corporate Peer Challenge Action Plan and review progress at the Local Government Association follow-up in autumn 2025. (Leadership Team)	Work to implement the recommendations is ongoing. The council produced a Progress Review Statement ahead of a follow-up visit from the peers in December 2025. The peers are due to provide a progress report following their December visit and this will be taken to an upcoming Cabinet meeting.
9. Develop reporting and internal sharing of best practice for Social Value as outlined in the AGS 2023/24 [actions 6-8] (Procurement Team; Leadership Team).	We have continued to work with the Social Value Portal and use it for high value procurements to assess, monitor and record Social Value. The Contract and Procurement Group provide an opportunity to share Social Value outcomes from contracts. During the coming year we will develop Social Value tools for lower value contracts.
10. Review and update the Gender Pay Gap Action Plan based on the latest pay gap figures. (The Gender Pay Gap Subgroup)	The Gender Pay Gap (GPG) action plan has been reviewed and updated following analysis of the 2025 GPG data. Steady progress continues to be made. Our 2025 data will be published ahead of the 30 March deadline. The 2026 action plan includes unconscious bias training, developing confidence in female employees, and continuing to embed flexible working at all levels of the organisation.
11. Finish developing and publish the new Sustainability Strategy 2025-2030 and establish a process for monitoring progress. (Director for Environment and relevant teams).	The Sustainability Strategy 2025-2030 was approved by Cabinet in June 2025. A process for monitoring has been agreed, with officers providing quarterly updates on the actions assigned to them, and quarterly reports to Political Liaison Board (PLB) to note overall progress.
12. Review the process for considering and reporting Equality and Environmental Implications (Policy & Strategy; Leadership Team	Identified a need to ensure that Impact Assessments for all relevant reports are completed and sent by the lead officer to the Policy & Strategy Team for review; and that report writers upload Impact Assessments alongside their reports for consideration at committee. Intention to provide guidance and training on this in line with the launch of the report management system (via Modgov) in 2026/27.

13. Review the 3 Cs (Comments, Compliments, Complaints) Policy to incorporate reporting mechanisms to the Monitoring Officer and two other Statutory Officers (Customer Services; Leadership Team).	These reporting mechanisms have now been added to the 3Cs Managers Guide as part of the recent 3Cs policy update. The Customer Service Centre management team have also been briefed on what they need to do to ensure the reporting takes place.
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