

Ref	Action	Summary Plan	Service Director	Lead Officer	Source	Target Date	Status	Evidence / Milestones	Latest Commentary June 2018
1.1	Agree an updated partnership framework.	Y	Christine Durrant	David Gartside	CPC	30/09/2018	In progress	New partnership planning and delivery framework which is endorsed by key partners. Cabinet report will be presented in March 2018. Partnership summit will be held in Summer 2018.	Partnership vision 'closing the gap' has been developed with wider partners and endorsed by Council Cabinet in March 2018. The Vision has been received positively by all with an expectation that key partners now focus their efforts and agree key outcomes. A Partnership Symposium, featuring expert speakers, will be held on 14 June 2018.
1.2	Raise our profile beyond the city boundaries.	Y	Christine Durrant	David Gartside	CPC	30/09/2018	In progress	Mapping exercise of regional boards completed. Engagement in regional organisations / attendance at meetings.	Members and Senior Officers are being supported and encouraged to attend appropriate regional meetings to further the Derby case. International efforts are still being promoted through events such as MIPIM with a delegation from Derby attending in March.
1.3	Put in place a community safety board to drive 'strong' ambition.	Y	Christine Durrant	Andy Thomas	CPC	30/09/2018	In progress	Report on new safer stronger board will be presented to Cabinet by September 2018.	First meeting arranged for 15/05/18. The group will meet twice yearly to set the community safety plan and review.
1.4	Continue to develop our approach to community engagement.	Y	Christine Durrant	Andy Thomas	CPC	30/09/2018	In progress	Strategy developed and approved by COG. Report presented to Cabinet by September 2018.	Draft strategy and Plan developed. Requires sign off from COG.
1.5	Explore options for introducing a four-yearly election cycle to Derby City Council.	Y	Don McLure	David Walsh	CPC	30/09/2018	Not started	Options and timeline paper produced for COG review. Consultation with political groups by LGA. View formed by Sept 2018 as to whether there is a feasible route in place.	It is expected this may be considered by the Cross-Party working group established to consider the Committee system. It is proposed this should be deferred until March 2019.
2.1	Agree MTFP approach and timetable for 2019/20.		Don McLure	Toni Nash	VFM	30/06/2018	Completed	Working papers available to review	MTFP 2019/20 2022/23 Strategy scheduled for Cabinet July 2018
2.2	Review detailed savings plans with sign-off by each strategic director.	Y	Don McLure	Heads of Finance	VFM	31/03/2018	Slippage	Working papers available to review	All the savings plans for 2018/19 have been signed off apart from the £1.8m saving to be achieved from employee reductions. The delivery of this savings plan is being reviewed by the Interim Strategic Director of Corporate Resources and Chief Officer Group. The delivery of savings plans is being robustly managed and mitigation put in place where there is any slippage. Chief Officer Group and Directors have held a number of sessions during April/May 2018 on a strategy for the delivery of our Medium Term Financial Plan 2019/20 - 2022/23. Directors and Heads of Service will become more involved from June 2018 to work up further savings plan options for Cabinet to consider during the Summer/Autumn.
2.3	Undertake detailed and regular planning meetings between COG and Cabinet to ensure delivery of robust MTFP programme.		Don McLure	Heads of Finance	VFM	31/10/2018	In progress	Minutes of COG / Cabinet meetings	MTFP Timetable includes COG workshops and COG/Cabinet workshops
2.4	Ensure risk assessments are used in the analysis of future financial impacts.		Don McLure	Heads of Finance	VFM	30/09/2018	In progress	Risk assessments in place for all major projects	We have a new investment appraisal model which we are using for Major Projects and a New gateway process for Major Projects. The Gateway Process will be finalised and signed off at the corporate capital board in the coming months.
2.5	Review the Council Delivery Plan for 2018/19 in light of MTFP / Council Business Plans.	Y	Don McLure	Heads of Finance	VFM	30/06/2018	In progress	Council Delivery Plan approved by Cabinet in June 2018.	In progress. The timescale has been revised in light of the new Administration. The Delivery Plan will be finalised over the summer, with a report to Cabinet by August 2018 at the latest.

2.6	Review priorities in Council Plan for 2019/20.		Don McLure	Heather Greenan	VFM	30/11/2018	In progress	New Council Plan drafted for 2019/20 reflecting local needs.	Approach currently being developed. Will be incorporated into MTFP Strategy Report for July 2018
2.7	Publish and consult on MTFP Budget Proposals (including savings) and updated Council Plan for 2019/20.		Don McLure	Heads of Finance	VFM	31/12/2018	In progress	Budget consultation process planned for December 2018.	In progress
3.1	Undertake a senior management restructure to create capacity.	Y	Christine Durrant	Liz Moore	CPC	30/09/2018	In progress	Achieving Change document which has been consulted upon and implemented. To include proposals for Finance team. Phase 2 will be informed by new CEO and SDCR.	The Phase 1 Senior Management Restructure proposals have been consulted upon and finalised. The new Chief Executive, Carole Mills, has been appointed and our Interim Strategic Director of Corporate Resources is to be retained until 31 July 2019. Recruitment and appointment to vacant director posts identified in Phase 1 is underway and a new interim Director of Property has commenced work.
3.2	Develop and implement a robust assurance framework to ensure everyone is aware of their roles and responsibilities.	Y	Don McLure	Head of Internal Audit	CPC	30/09/2018	In progress	Agreement of clear assurance framework which underpins Annual Governance Statement (approved by Audit and Accounts).	The Interim Monitoring Officer started work in April. A new Governance Working Group chaired by the Strategic Director of Corporate Resources met in May 2018. A draft assurance framework will feature as part of the Annual Governance Statement.
3.3	Implement new engagement forums for Directors and Heads of Service.	Y	Christine Durrant	Heather Greenan	CPC	31/03/2018	Completed	Forward plan for topics and minutes. Terms of reference agreed.	All manager and employee engagement forums have been reviewed. Director and HOS Forums meet monthly. Forward Plan in place and new terms of reference has been finalised.
4.1	Strengthen Standards processes, including Member Code of Conduct and Officer-Member Protocols.	Y	Don McLure	David Walsh	Gov Project Plan	30/06/2018	In progress	Implementation plan in place. Active monitoring of the Code of Conduct by Standards Committee. Changes approved by AGM on 23 May.	A new process for handling complaints about councillors was approved by Full Council on 23 May. further work will be carried out on the Code of Conduct and Officer-Member Protocol once the LGA training is completed.
4.2	Undertake LGA Member / Member training (values, behaviours etc).	Y	Don McLure	Heather Greenan	CPC	30/04/2018	In progress	Evidence of engagement through workshops, 1-1 mentoring sessions. LGA feedback.	Member sessions deferred until after the election. Political groups have been asked for dates to attend the training over the summer. Proposed to extend until August 2018.
4.3	Undertake LGA Officers in a political environment training.	Y	Don McLure	Heather Greenan	CPC	30/04/2018	Completed	Evidence of engagement through workshops, 1-1 mentoring sessions. LGA feedback.	Staff training took place successfully during March and April with over 100 staff attending 5 different sessions.
4.4	Review and enhance Member development programmes.	Y	Don McLure	David Walsh	CPC	30/06/2018	In progress	Updated development plan agreed and implemented.	Initial work has been undertaken by the Head of Democracy to review the programme for the coming year. A more fundamental review will take place by March 2019.
4.5	Review the effectiveness of Audit & Accounts Committee and establish a development plan.	Y	Don McLure	Richard Boneham	S24 Action Plan	30/06/2018	In progress	Development plan approved and being implemented.	Members have undertaken a self-assessment exercise on the effectiveness of the Committee. The actions were presented to A & A on 20 March. The appointment of two independent members is in process. Further work will be undertaken with the new Committee to update the development plan, therefore proposed to extend timescale to October 2018.
5.1	Update the Statement of Accounts Action Plan for 2017/18 to ensure delivery of accounts within statutory deadline.	Y	Don McLure	Heads of Finance	S24 Action Plan	31/03/2018	Completed	Action Plan completed by end of March 2018	Completed. Draft Statement of Accounts produced and published by 31 May 2018.
5.2	Review process for closedown and production of financial statements to ensure roles and responsibilities are known and there is good communication between teams.		Don McLure	Heads of Finance	S24 Action Plan	31/03/2018	Completed	Evidence of regular meetings for all stakeholders in closedown process with action to address any emerging issues.	Completed. Draft Statement of Accounts produced and published by 31 May 2018.

5.3	Complete asset valuations programme 2017/18.		Don McLure	Jayne Sowerby Warrington	S24 Action Plan	31/03/2018	Completed	External valuer appointed for 2017/18 accounts and process in place to deliver initial valuations by March 2018.	All valuations are now completed (from the original programme and additional schools).
5.4	Complete full analytical review including explanation of variances to inform EY working papers.		Don McLure	Heads of Finance	S24 Action Plan	30/06/2018	In progress	Working papers available to review with positive feedback from EY.	On track, Draft Analytical Review completed as part of statement of accounts. This is currently being quality assured.
5.5	Ensure capitalisation rates receive formal approval and evidenced review by service directors		Don McLure	Nic Goodacre	S24 Action Plan	31/03/2018	Completed	Undertake regular review on a project by project basis to ensure appropriate charges are reflected in both revenue and capital costs (March 2018).	Rates have been formally agreed and approved by a Service Director. Capitalised salaries are now ran monthly and checked and approved as being correct. With any corrective action undertaken as necessary. Now confirmed as an embedded process.
5.6	Include provision for the documented review of indicators of impairment and asset lives within the closedown process		Don McLure	Jayne Sowerby Warrington	S24 Action Plan	30/06/2018	In progress	Use the CIPFA checklist to ensure all aspects of the code are considered during the accounts preparation (17/18 accounts)	In progress.
5.7	Undertake wider restructure of Strategic Asset Management and Estates team.		Don McLure	Jayne Sowerby Warrington	S24 Action Plan	30/09/2018	In progress	Achieving Change document which has been consulted upon and implemented. Aligned with senior management restructure.	2 key positions (Estates Manager & Principal Asset Valuer) within the Estates Team now permanently filled. These positions are both Chartered Surveyors/ Registered Valuers
5.8	Coordinate asset valuations programme for 18/19 and 19/20		Don McLure	Jayne Sowerby Warrington	S24 Action Plan	31/12/2018	In progress	Regular progress reports on progress presented to DMT.	Robust plans in place following lessons learned from 16/17 and 17/18 closedown process.
5.9	Revise delegated authority and financial procedure rules.		Don McLure	Linda Spiby and Toni Nash	S24 Action Plan	30/06/2018	Completed	Approval by Full Council	Presented and approved by Full Council on 23 May 2018
5.10	Consider options for future of internal audit services.		Don McLure	Don McLure	VFM	30/04/2018	Completed	Options will be presented to Audit and Accounts Committee.	A new organisational structure for Internal Audit has been agreed by all senior managers and our external partners. Consultation with the Internal Audit Team has been completed and we will be moving to the appointment phase in the next few weeks.
5.11	Develop arrangements for workforce development within the finance team, including coaching and mentoring for those doing new roles and responsibilities.		Don McLure	Heads of Finance	S24 Action Plan	30/09/2018	In progress	Workforce development plan in place. Evidence of sharing of skills / knowledge.	In progress and will be shaped as part of senior management review phase 2
5.12	Implement CRM module for complaints and re-launch customer feedback recording for all services.		Don McLure	Bernard Fenton	VFM	30/09/2018	In progress	CRM workflows in place (April 2018). Report to COG on approach (June/July 2018). Reporting of complaints to COG and Executive Scrutiny (Sep 2018).	CRM implemented, stage 2 including complaints will go live shortly. A review of complaints is currently underway. An initial report was presented to Corporate Resources DMT in May.
6.1	Deliver improved managerial and leadership capacity by embedding the Leadership Behaviours through the delivery of the Professional Derby Manager Programme (PDM).	Y	Don McLure	Diane Sturdy	CPC	31/03/2019	In progress	Improved ownership and accountability of managers and greater awareness of roles and responsibilities. Managers feeling empowered and valued	The Professional Derby Managers (PDM) programme for 2018/19 has been established and launched.

6.2	Create a culture where staff feel valued and motivated and their well-being is a priority through the delivery of the Attendance Management Strategy	Y	Don McLure	Diane Sturdy	CPC	31/03/2019	In progress	Agreed Reward and Recognition strategy. Measures of staff morale and engagement which demonstrate progress (e.g. staff survey). Reduced sickness absence, particularly absence linked to stress. Improved trust and communication	Attendance Project Group in place since Sept 2017 with focus on hot spots and improving health and well-being approaches. Attendance improved in 2017/18 (12.8 days compared to 14.2 days in previous year). Performance Surgery follow-up held on 18 April.
6.3	Create a performance culture to drive productivity, improvement and innovation	Y	Don McLure	Diane Sturdy	CPC	31/03/2019	In progress	Partnership approach to performance management through MIPs. Improved ownership and accountability of performance. Embedding of Employee Behaviours	Changes made to MIP scheme to simplify. Over 90% of employees have received a MIP which is an improvement on previous year.
6.4	Development and delivery of a Workforce Planning and Development Strategy, supporting the Council's People Strategy	Y	Don McLure	Diane Sturdy	CPC	31/03/2019	In progress	Clear workforce development with identified training needs. Improved choice of learning interventions. Evidence of innovation through ideas and suggestions driven through by staff.	Draft Corporate Workforce Development Plan for 18/19 presented to COG in May. Put on hold until appointment of new Director of HR and OD.
7.1	Update risk framework, policy and summary document and communicate to staff / Members.	Y	Don McLure	Richard Boneham/Don McLure	VFM	31/03/2018	Completed	All documents published on i-derby and circulated via Staff bulletin and Members emails.	The Council employed a consultant from Zurich Municipal (Insurer) to carry out the role of a Risk Manager. The Risk Management Strategy and Risk Handbook have been updated and approved by A & A Committee on 20 March 2018.
7.2	Refresh strategic and directorate risk registers	Y	Don McLure	Richard Boneham/Don McLure	VFM	31/03/2018	Completed	Updated risk registers agreed by COG and DMTs.	The ZM Consultant worked with Directorate Management teams to produce risk registers. He has reviewed the strategic risk register and has suggested changes. Strategic and directorate risk registers approved by COG on 10 April 2018.
7.3	Hold risk training workshops with Directors and Members (Cabinet and Audit & Accounts).		Don McLure	Richard Boneham/Don McLure	VFM	31/03/2018	Completed	Minutes/ actions points from sessions.	Training sessions have been held with A & A Committee, COG, Cabinet and all 3 directorate management teams.
7.4	Implement regular monitoring of strategic and directorate registers.	Y	Don McLure	Richard Boneham/Don McLure	VFM	30/04/2018	Completed	Quarterly monitoring reports to COG and DMTs with appropriate mitigating actions	ZM Consultant presented all identified risks to COG on 10 April. A Corporate Risk Management Group has been established and met on 7 June. It has been agreed the Performance Team will take forward monitoring from Q1.
7.5	Implement regular monitoring of departmental risk registers.		Don McLure	Heather Greenan	Gov Project Plan	31/07/2018	In progress	Quarterly monitoring reports to DMTs with appropriate mitigating actions	It has been agreed the Performance Team will take forward monitoring from Q1.
7.6	Deliver comprehensive risk training for all Members, managers and budget holders.	Y	Don McLure	Heather Greenan	Gov Project Plan	31/03/2018	Not started	Attendance by managers.	The Performance team will take a lead on risk going forward with some transition to be provided by Matt Hardwick (Zurich). Training programme will be developed over the summer. Deadline has been extended to include realistic delivery.
8.1	Strengthen the corporate information governance team.	Y	Don McLure	Jill Craig	Gov Project Plan	28/02/2018	Completed	New structure agreed and posts filled.	Data Protection Officer (DPO) and Information Security Officer (ISO) both in post. Funding for the HoS has been resolved. A decision whether to use this to fund a records manager is pending.

8.2	Develop information governance capability across the organisation.	Y	Don McLure	Jill Craig	Gov Project Plan	30/06/2018	In progress	Refreshed on line reference material. Refreshed on line training resource. Monitored take-up of e-learning training.	New eLearning material purchased and an implementation plan has been agreed with the IG Board. It will be available to staff from June 1st. It is proposed that this action is extended to 31 March 2019 so the lead can report on on-going improvement activity, including feeding back the improvement activity generated from 8.3.If approved, the milestone section will be extended in the next update.
8.3	Initiate corporate wide content management programme	Y	Don McLure	Jill Craig	Gov Project Plan	30/04/2018	Completed	Information asset inventory in place and roles and responsibilities defined and agreed. Lead officers named.	The IT review includes a new post dedicated to the content management of shared folders. A contract has been awarded for a 'fitness for purpose' review of the Council's EDRMS. As reported last month, the Information Inventory is in place and roles and responsibilities agreed. The task was to initiate a programme of work – work is underway so the task is COMPLETE.
8.4	Complete General Data Protection Regulation (GDPR) preparations.	Y	Don McLure	Jill Craig	Gov Project Plan	31/05/2018	Completed	Policies and procedures fully refreshed. Key staff aware of their new responsibilities. Contracts and information sharing agreements reflecting GDPR obligations.	COMPLETE. UK legislation on May 23 rd replaced the DPA 1998 with the DPA 2018. The Council was ready for GDPR although work doesn't end there. On-going activity will be captured under a refreshed 8.2
8.5	Secure Cyber Essentials accreditation.	Y	Don McLure	Jill Craig	Gov Project Plan	30/06/2018	In progress	Accreditation secured.	On target. Security scan scheduled for late June.
8.6	Refresh operating procedures and improve and maintain performance in responding to FOIs, EIRs and SARs	Y	Don McLure	Jill Craig	Gov Project Plan	31/12/2017	Completed	Operating procedures refreshed and working for all key stakeholders, including revised delegations. Meeting published performance for SARs/ FOI and EIR.	COMPLETE. Now meeting all key performance targets although FOI slippage early in 2017 means the full-year reporting will be below target.
8.7	Refresh and promote information breach reporting arrangements and embed learning	Y	Don McLure	Jill Craig	Gov Project Plan	30/06/2018	In progress	Policy endorsed and communicated Council-wide. Effective reporting and monitoring arrangements. No adverse ICO findings.	The Information Security Policy has been refreshed. The Information Security Officer appointed in February is working with managers to investigate security incidents to ensure lessons are learned. Audit and Accounts will be asked to endorse the new Security and Acceptable Use Policy to consolidate and replace eight existing security policies. This single policy will be easier to maintain and to promote.
9.1	Implement the Single Improvement Plan for Children's Services and prepare for the new Local Authority Children's Services (ILACS) framework.	Y	Andy Smith	Hazel Lymbery	Ofsted	30/09/2018	In progress	Improvement plan achieved. Regular monitoring through Improvement Board. Mocksted review will be held in March 2018.	Good progress against all SIF recommendations have been evidenced as illustrated through Mocksted review. Performance Surgery held on April 25 to review progress. Note that Ofsted have confirmed Derby will receive a JTAI in later 2018/early 2019.
9.2	Improve performance levels for Special Educational Needs (new EHCPs and conversions).	Y	Andy Smith	Suanne Lim	Ofsted	31/03/2019	In progress	Improvement plan developed. Regular monitoring through Improvement Board. Supplemented by unannounced reviews.	The Council achieved the statutory deadline of 31/3/18 for the conversions of statements to EHCPs and letter of congratulation received from the Children's Minister. Performance and quality will be the focus of the teams through a planned Achieving Change launched in May. There is a SEND Improvement Board in place which meets regularly to drive forward improvement priorities.
9.3	Develop a programme (with partners) to improve education outcomes for Derby's children and young people.	Y	Andy Smith	Iain Peel	DFE	31/03/2020	In progress	Delivery of workstreams with effective monitoring by Opportunity Areas Board.	Programmes in place with good engagement from schools - phonics (25 schools), KS1 reading (16 schools), Research school for KS2/3 Maths (20 primary schools), secondary English programme (14 schools). 11 staff are on the secondary leadership programme

9.4	Commence the transformation programme of adult commissioning.	Y	Andy Smith	Perveez Sadiq / Kirsty Haines	Budget	31/03/2019	In progress	Implementing the new agreed, purchasing arrangements and service delivery model; ensuring the effective delivery of good quality care and support services locally and increasing the provision of accommodation based services that can meet complex needs. Also ensuring those using Direct Payments to purchase their care have access to quality local services that offer VFM.	This is one of seven strategic commissioning priorities for People Services. Following Cabinet approval, procurement process underway for the provision of a Direct Payment Support Service for Adults aged 18+yrs including third party account management, payroll, Personal Assistant recruitment and employment and third party brokerage. Next step is to procure payment cards for the administration of direct payments.
9.5	Progress the options appraisal for Leisure and Culture to present recommendations to Cabinet.	Y	Christine Durrant	Claire Davenport	Council Plan	31/12/2018	In progress	Summary of options to be presented to Members and Chief Officer Group by the end of summer 2018. From the steer provided, implementation of the preferred option to be started in winter 2018.	On track. Options appraisal report for the services within the department has been completed. Officer dialogue and fact finding work has commenced.
9.6	Complete the strategic review of Libraries, including the introduction of Community Managed Libraries.	Y	Christine Durrant	Claire Davenport	Council Plan	31/12/2018	In progress	Building works to be completed to increase shelving capacity at Alvaston, Mickleover and Pear Tree libraries by summer 2018. Central Library services to be relocated to Riverside Library by summer 2018. Opening hours to be increased at Alvaston, Mickleover, Pear Tree and Local Studies Library by autumn 2018. Ten Council-run libraries to be transferred to CMLs managed by DHA from May - December 2018. Libraries staff restructure to be implemented by autumn 2018.	Building works have been completed to increase shelving capacity at Alvaston and Mickleover Library. Building Works have commenced at Pear Tree Library. Plans to decommission Central Library and relocate services to the new Riverside Library are progressing well. Grant and Management Agreements have been signed with DHA. Handover of Sinfin Library to DHA announced for May 2018. Achieving change document issued and group consultation has commenced for the restructure.
10.1	Review the Delivering Differently programme to deliver a new approach to transformation.	Y	Mags Young	Neil Sheard	VFM	31/07/2018	In progress	New model presented to COG by end of June 2018. Consultation with Cabinet by end of July 2018.	On track. Set up consultation meetings with strategic directors and key stakeholders.
10.2	Implement a commercial approach as part of a wider strategy to maximise income and manage demands.	Y	Don McLure	Mags Young	CPC	31/12/2018	In progress	Initial report and proposals to be presented to COG for consideration in June 2018.	Draft report prepared for discussion with COG.
10.3	Hold discussions with neighbouring authorities regarding opportunities for shared services / transfer of functions.	Y	Mags Young	Neil Sheard	CPC	31/03/2019	In progress	First stage discussions to be held by March 2018. Further updates to be reported to COG by end of June 2018. Workshops / strategic review of services by Dec 2018.	Discussions have been held with Nottingham City Council and commercial waste shared service has commenced. The next stage is defining a programme of further opportunities to be pursued.

10.4	Improve the use of digital solutions through implementation of the Digital strategy (across city, council and workforce).	Y	Jill Craig	Bernard Fenton	Council Plan	31/03/2019	In progress	Replacement CRM and eform solution in place (End Feb 18). Good customer sign-up to new online portal solution (End April 18). Phase II development plan in place (End April 18). Phase II delivered (End March 19)	On target.
10.5	Deliver the 'Cashless Council' initiative.		Don McLure	John Massey	Council Plan	31/12/2020	In progress	Based upon current brief, reduction in cash paid out and reduction in number of invoices issued.	The overall project is being reviewed and a report was presented to COG in April to determine future Board membership and deliverables. In the meantime work continues to reduce levels of cash being paid out following People's DMT to approve a trial cashless solution for appointeeship and care leaver payments.
10.6	Deliver the property rationalisation programme.		Don McLure	Jayne Sowerby Warrington	Council Plan	31/03/2021	In progress	Savings achieved and associated capital receipts received (to date) - reported to Corporate Property Board on a quarterly basis.	Total savings target to be achieved by 2021/22.