

## Quarterly summary of progress with AGS risk action to Audit Committee: December 2020

### Significant current issues from 2019/20 to focus on in 2020/21

The risk actions below were identified in the 2019/20 AGS review. Progress will continue to be made in 2020/21, monitored and driven forward by the Service Managers Group and reported to Audit Committee quarterly.

**Significant issues carried forward from 2018/19** – There was one significant governance issue monitored during 2019/20 which still remains as an issue for monitoring during 2020/21:

- **The Disaster Recovery plan in place for IT arrangements**

**Two new significant issues identified from 2019/20** – In terms of new significant governance issues the following two additional issues have been identified:

- **Review of impact of Coronavirus on the council's service delivery and embedding new ways of working for staff**
- **Vision 2025 needs to be re-profiled and communicated to a wider audience in the light of COVID-19**

	What actions will be taken over the coming months	What progress have we made against each action	RAG Status
<p><b>The Disaster Recovery plan in place for IT arrangements</b></p> <p><b>Matt Smith</b> <b>Jaclyn Gibson</b></p>	<p><i>The Disaster Recovery plan in place for IT arrangements is not sufficiently aligned with the Business Continuity plans that are currently in place for restoring key services in terms of IT needs.</i></p> <p>Actions agreed:</p> <ol style="list-style-type: none"> <li>1. Review of the IT DR plan to be completed by <b>June 2020</b></li> <li>2. Alignment between the new ITDR and BC recovery plans to be implemented by <b>October 2020</b></li> </ol>	<p>The project has experienced some delays in order to construct a purpose built facility and also been impacted by the pandemic.</p> <p>However, all equipment is now installed awaiting final configuration and will shortly be complete.</p> <p>The ICT team has started looking at options to simplify and shorten the invocation process, and document in a revised plan. The revised plan will also take into account the ongoing requirement for remote/agile working and is intended to be in place by June 2021.</p>	<b>R</b>
<p><b>Review of impact of Coronavirus on</b></p>	<p><i>COVID-19 has had a significant impact on the council's budget resulting in the need to undertake a comprehensive review of how and what services are delivered ensuring our statutory requirements are met. The council was already</i></p>	<p>Work has been undertaken to understand what our future workforce and workspace needs are, and five new workstyles have been identified and developed. Working</p>	<b>A</b>

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<p><b>the council's service delivery and embedding new ways of working for staff</b></p> <p><b>Carolyn Wheater</b></p>	<p><i>undertaking a pilot to enable more agile working and with the lockdown the council fast tracked this approach and the council now needs to review the effectiveness of working conditions for staff and members and look to the future. The issue is that we will need to ensure that as the council develops its different approaches to service delivery and new ways of working it ensures governance is at its heart, recognising that governance arrangements may need to adapt and change in order that they remain fit for purpose in the new world.</i></p> <p>Actions agreed:</p> <ol style="list-style-type: none"> <li>1. Roll out new workstyles and technology by <b>December 2021</b> in phases</li> <li>2. Service delivery plans to be reviewed and aligned to new ways of working by <b>March 2021</b></li> </ol>	<p>with Assistant Directors, each role has been matched to a workstyle which broadly define our workforce and the work areas needed.</p> <p>A new digital platform – SharePoint has been developed to support employees and Managers for information to be shared and easily accessed.</p> <p>The technology rollout has commenced to support individual needs and workspace in pilot areas.</p> <p>Human Resources are supporting the roll out to support the cultural shift and supporting service reviews.</p>	
<p><b>Vision 2025 needs to be re-profiled and communicated to a wider audience in the light of COVID-19</b></p> <p><b>Pat Jukes</b></p>	<p><i>The strategy was adopted but there was no formal public launch due to COVID-19. The council's response to the pandemic was to proactively divert resources to tackle the emergency and all projects and programmes that could be paused/had not already commenced were stopped in a planned way. Tackling the emergency situation and resulting recovery phase has been a long process due to the prevalence of COVID-9 nationally and there is now a need to review Vision 2025 in light of COVID-19, re-profile the commitments in the strategy and then communicate it widely.</i></p> <p>Actions agreed:</p> <ol style="list-style-type: none"> <li>1. Re-profile commitments in the strategy through the development of the Year 2 Annual Delivery Plan (ADP) – by <b>March 2021</b></li> </ol>	<ol style="list-style-type: none"> <li>1. In the second half of 2020/21, focus has moved to how we can restart the process of delivering towards our strategic aims in 2021/22. Due to the financial and resource effects of the Covid-19 impact, we are not in a place to completely pick up where we were, so a new plan has been developed with the following key assumptions in order of priority: <ol style="list-style-type: none"> <li>i. Remobilisation of critical and then other services</li> <li>ii. Agreed financial savings projects to be progressed</li> <li>iii. Key legacy projects to be completed</li> <li>iv. Key One Council projects that will kick start new ways of working to be progressed</li> <li>v. Necessary new service projects that do not affect the ability of achieving the first four criteria and contribute towards key goals</li> </ol> </li> </ol>	<b>A</b>

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	<p>2. Communicate the revised strategy – <b>March 2021</b></p>	<p>vi. All other projects to be delayed for consideration in Year 3-5 delivery plan</p> <p>Currently this plan is with CMT for initial comments and will then be shared with Portfolio Holders and then Executive for approval and formal sign off in advance of the start of 2021/22</p> <p>2. Communication plans for a relaunch of Vision 2025 and the ADP for year 2 will be developed nearer the date as there are too many unknown external influences still in play.</p>	