

Quarterly summary of progress with AGS risk action to Audit Committee: March 2021

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 2019/20 – 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>The Disaster Recovery plan in place for IT arrangements</p> <p>Matt Smith Jaclyn Gibson</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"> 1. Review of the IT DR plan to be completed by June 2020 2. Alignment between the new ITDR and BC recovery plans to be implemented by October 2020 - revised to December 2021 | <p>Whilst significant progress has been made on the project, it has experienced some delays in order to construct a purpose-built facility and also been impacted by the pandemic.</p> <p>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> | R |

| | What actions will be taken over the coming months | What progress have we made against each action | RAG Status |
|---|---|--|------------|
| | | <p>There have been some technical compatibility issues and IT are working with two suppliers to find options for resolving these issues.</p> <p>In addition, increased workload from other IT projects may mean that the review of the DR plans will be delayed. Review of DR plan to be completed by December 2021.</p> | |
| <p>Review of impact of Coronavirus on the council’s service delivery and embedding new ways of working for staff</p> <p>Carolyn Wheater</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 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"> 1. Roll out new workstyles and technology by December 2021 in phases 2. Service delivery plans to be reviewed and aligned to new ways of working by March 2021 3. Annual review of Code of Corporate Governance in March 2021 | <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 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>As part of our annual review of our local Code of Corporate Governance we are currently reviewing our governance arrangements in line with the way we are currently working and plans for the future. We recognise that governance arrangements may need to adapt and change further in order that they remain fit for purpose and procedures for timely review of documents and processes are included within the code.</p> <p>Whilst there are some minor tweaks to reflect this in the code, no major changes are required. The most significant change is the addition of a small number of new processes</p> | G |

| | What actions will be taken over the coming months | What progress have we made against each action | RAG Status |
|---|--|---|------------|
| | | set up to manage the work we are doing to aid recovery of the city from the pandemic. | |
| <p>Vision 2025 needs to be re-profiled and communicated to a wider audience in the light of COVID-19</p> <p>Pat Jukes</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"> 1. Re-profile commitments in the strategy through the development of the Year 2 Annual Delivery Plan (ADP) – by March 2021 2. Communicate the revised strategy – March 2021 – revised to July 2021 | <p>In the second half of 2020/21, focus has moved to how we are restarting 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:</p> <ol style="list-style-type: none"> i. Remobilisation of critical and then other services ii. Agreed projects to deliver financial savings projects to be progressed iii. Key legacy projects from previous years to be completed iv. One Council projects that will kick start new ways of working to be progressed v. Key projects from the Vision 2025, that need to commence in 2021/22 vi. New service projects that do not affect the ability of achieving the first five criteria and contribute towards key goals vii. All other projects to be delayed for consideration in Year 3-5 delivery plan (accepting Vision 2025 has a five year span) <p>Detailed proposals are being developed with guidance and oversight from Leadership and Portfolio Holders before final approval by Executive Committee.</p> | A |