

## AGS ACTION PLAN FOR 2020/21 FOR IMPLEMENTATION DURING 2021/22 – Update January 2022

No	Findings	Actions	Lead Officers	Status as at January 2022
1.	<p>Ongoing savings proposals and continued strategic management of organisational changes to continue particularly in light of COVID19.</p> <p><i>Re-iterated from 19/20 AGS</i></p>	<p>Continued management/reduced budgets, revised structures and commercial/ business approach which links to the continued development and implementation of revised governance framework.</p> <p>Financial impact of COVID19 under review.</p> <p>Further consultations on future savings where necessary.</p>	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• SMT</li> </ul>	<p>4 Year MTFS launched for consultation at Cabinet on 6 January 2022 this includes additional £8.5m savings/additional income proposals over and above £133.7m that will have been delivered by end of 2021/22. The Council continues to have an excellent track-record of delivering planned savings and out-turning within budget despite the severe financial challenges.</p> <p>Financial impact of COVID19 continues to be kept under review and impacts such as reduced leisure facility income are reported and managed through the Financial Monitoring process.</p>
2.	<p>All internal audits consist of an ethics questionnaire that is sent to a sample of staff in the team/areas being audited to demonstrate their understanding of corporate policies and whether staff feel supported. Of</p>	<p>Induction process to be reviewed and re-publicised.</p> <p>Further guidance for managers in respect to completion of regular 121's, supervision and team briefs.</p>	<ul style="list-style-type: none"> <li>• SMT/SDM</li> <li>• Policy &amp; Development Manager</li> </ul>	<p>All directors have an updated service strategy, which links to the Councils prioritise. All service strategies are published on the intranet. All SDMs were advised to create/update business plans further to the development and thematic review update of service strategy.</p>

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	<p>the 44 questionnaires returned it was noted that:</p> <ul style="list-style-type: none"> <li>• <u>Some</u> staff felt that training and awareness could be developed further</li> <li>• <u>Some</u> staff do not have regular 1:2:1 supervision or team briefs</li> <li>• Required learning has not always been completed</li> </ul> <p>It should be noted that the above areas have been affected by the COVID pandemic.</p> <p>These findings have been shared when discussing individual audit reports with relevant SDM's and Directors and taken to SMT as part of reporting corporate recommendations.</p> <p><i>Re-iterated from 19/20 AGS</i></p>	<p>Development of service strategies underpinned by team plans which link to the Councils priorities. This link to the APPD process creating the organisational golden thread</p> <p>Policy &amp; Development updating new management and leadership programme.</p>		<p>A new M&amp;L programme will be rolled out commencing January 2022 and will run for 18 months. This programme will cover SMT, SDMs, Team Leaders and aspiring leaders. Existing guidance and support available for managers re: 121s was publicised as part of the 'you said we did' campaign in July in response to the employee survey.</p>
3.	44 responses from Internal Audit ethics questionnaires sent out indicated that those staff	Governance reminders sent to staff.	<ul style="list-style-type: none"> <li>• SMT/SDM</li> </ul>	Ethic questionnaires continue to be sent out and findings reported to SDM.

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	<p>questioned could have a greater awareness of some corporate policies.</p> <p><i>Re-iterated from 19/20 AGS</i></p>	<p>Training and further publicity given on whistleblowing with new methods of reporting made available.</p> <p>Reminders on Gifts &amp; Hospitality will be sent to staff and further reminders given leading up to Christmas.</p>	<ul style="list-style-type: none"> <li>• Policy &amp; Development Manager</li> <li>• Audit &amp; Governance Lead Manager</li> </ul>	<p>Directors and Executive Directors for them to take action and remind staff.</p> <p>The Gifts &amp; Hospitality Policy is being reviewed and compared to policies from other Authorities.</p>
4.	<p>The results of the annual governance certification process highlighted that in some service areas there were reductions in appropriate skilled staff numbers. Difficulties in recruiting have resulted in single points of failure or the use of agency staff.</p> <p>Service Delivery Managers are aware of these issues and where possible are putting measures in place to try and mitigate this.</p> <p><i>Re-iterated from 19/20 AGS</i></p>	<p>Number of initiatives in place including service and workforce planning, apprenticeship scheme, Kickstart programme, etc.</p> <p>Policy &amp; Development updating new management and leadership programme.</p> <p>Additional recruiting measures being used via social media platforms.</p>	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Director of Finance &amp; Human Resources</li> <li>• Policy &amp; Development Manager</li> </ul>	<p>Initial workforce planning discussions have taken place with all Directors. The focus has been on using team data to identify risks to service delivery and the use of the apprenticeship levy to assist with this.</p> <p>A more regular discussion will take place at directors management meetings focussed on workforce planning from 2022.</p> <p>A new M&amp;L programme will be rolled out commencing January 2022 and will run for 18 months. This programme will cover SMT, SDMs, Team Leaders and aspiring leaders.</p>
5.	The results of the annual governance certification process	Information Governance to:	<ul style="list-style-type: none"> <li>• SIRO/SMT</li> <li>• SDM's</li> </ul>	The Information Governance Team continue to work with services to help

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	<p>has highlighted that service areas have experienced data breaches and potential near misses in respect to personal data.</p> <p>Where data breaches have been experienced, these have been reported to the Information Governance Team and managers have changed processes and procedures, where possible, based on lessons learned to prevent similar breaches occurring.</p> <p>It should be noted that the Information Commissioners Office has not taken any action against the Council during this time.</p> <p><i>Re-iterated from 19/20 AGS</i></p>	<ul style="list-style-type: none"> <li>• To ensure lessons are learnt after each breach and suggested improvements communicated corporately where applicable.</li> <li>• Audit &amp; Governance to review current training materials.</li> <li>• The Information Security Breach Procedure has been updated and is available on the Councils intranet. This has been publicised to all staff.</li> <li>• A new reporting tool has been developed that allows staff to report breaches using a computerised template. The template includes a field for lessons learnt which is a mandatory field.</li> <li>• Breaches are reported to the individual Director as and when they occur</li> <li>• Breaches are reported to Senior Management Team meetings on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>• Audit &amp; Governance Lead Manager</li> </ul>	<p>reduce the number of incidents experienced.</p> <p>The Audit &amp; Governance Team are currently working with ICT to identify any technical solutions that will assist in reducing the number of incidents occurring. A business case is being finalised on this and will be presented to SMT.</p> <p>The Audit &amp; Governance Lead Manager has attended SMT and numerous management team meetings to increase awareness of good practices.</p> <p>The number of incidents are reported quarterly to SMT to enable management to understand the incident landscape.</p>