

Progress Review of Corporate Governance Actions (Annual Governance Statement) 2019/20 – April to September

Action	Target Date	Progress Update – September 2019
<p>To implement the first phase of the Action Plan to deliver the five year Housing Asset Management Strategy (2019-2024) the following activity is planned (AD Housing and Investment):</p> <ul style="list-style-type: none"> • Carry out a programme of work to improve understanding of the Council's housing stock and its condition to enable effective investment decisions • Carry out a review of asset data to develop understanding of asset performance and deliver a programme of improvements • Establish a standard methodology for carrying out options appraisals and use the appraisals to guide investment decisions • Carry out a programme of work to continue to ensure safe homes • Carry out a programme of work to maintain compliance with the decent Homes standard across the stock • Develop effective programmes to deliver the objectives of the strategy and wider Council strategies • Carry out a review of repairs costs and analyse the financial viability to take on subcontracted works in-house to deliver a value for money' repairs service which meets the needs of customers • Review the structure, processes and systems used by the Repairs and Voids service as a whole to ensure the service being provided is the best possible • Carry out a programme of work to ensure assets are energy efficient and 	<p>2019-20</p> <p>Review 2019/20 Implement 2019-2024</p> <p>Review 2019-2020 Implement 2019-2024</p> <p>2019-2024</p> <p>To be confirmed</p> <p>2019-2020</p> <p>2019-2021</p> <p>2019-2024</p> <p>2019-2024</p>	<p>Understanding of Council's housing stock and condition/Review of asset data/Methodology for carrying out options appraisals: Stock condition survey is underway and will help inform the HRA Business Plan.</p> <p>Programme of work to continue to ensure safe homes: Major Refurbishment Contract is underway for flat blocks along with a number of other significant programmes such as communal heating refurbishment, sprinkler retrofitting and reviewing the compliance contract.</p> <p>Compliance with the decent homes standard: Work continues with this programme.</p> <p>Develop effective programmes to deliver the objectives of the strategy and wider Council strategies: Complete. Programmes are in place.</p> <p>Review of repair costs and analyse the financial viability to take on subcontracted works in-house: Insourcing strategy is being developed by AD Stevenage Direct Services and a road map has been developed to consider when we may be in a position to bring work in house.</p> <p>Review the structure, processes and systems used by the Repairs and Voids service: Housing Repairs working practices and processes have been reviewed and amended to enhance individual accountability and responsibility to achieve successful outcomes at the first time of attendance and maximise productivity and utilisation to ensure value for money and the delivery of responsive services for our customers. The repairs service achieved its key performance indicators during 2018-19 and is on track to do the same throughout 2019-20. The service has been scrutinised and monitored on a monthly basis by the council's Housing Management Advisory Board in addition to normal corporate performance management mechanisms.</p> <p>A review of the current structure of the housing</p>

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<p>champion environmental sustainability</p> <ul style="list-style-type: none"> Carry out a review and implement recommendations to ensure the best use of adapted stock and deliver an efficient adaptation programme to meet the requirements of residents Carry out a review and implement recommendations to provide quality homes and sustainable tenancies whilst limiting the time properties are void 	<p>Review 2019-2020 Implement 2019-2024</p> <p>Review 2019-2020 Implement 2019-2024</p>	<p>repairs function has been undertaken and proposals for a revised operating model are currently being discussed with the council's Senior Leadership Team and Executive Members and are included in the 2020/21-2022/23 Financial Security Options to be presented to the November Executive. These proposals seek to align resource to demand and integrate with the move to a cooperative neighbourhood working arrangement for the council's resident facing services.</p> <p>Carry out a programme of work to ensure assets are energy efficient and champion environmental sustainability: The Council has agreed to review our acceptable SAP rating in response to the climate change emergency.</p> <p>Carry out a review and implement recommendations to ensure the best use of adapted stock and deliver an efficient adaptation programme to meet the requirements of residents: Aids and Adaptions Service is being review and will be reported back to the Executive in March 2020.</p> <p>Carry out a review and implement recommendations to provide quality homes and sustainable tenancies whilst limiting the time properties are void: The Repairs and Voids service and the Lettings Team are working closely together to achieve this.</p>
<p>To implement the General Fund Asset Management Strategy which was approved in July 2018, the following activity is planned (AD Finance and Estates):</p> <ul style="list-style-type: none"> Review condition and relevance of the current commercial portfolio to determine capital investment requirements Review the Council's commercial portfolio Implement Locality Reviews 	<p>2019-2020</p> <p>2019-2021</p> <p>2019-2021</p>	<p>Commercial portfolio: In progress, however has been delayed due to the restructure and recruitment difficulties in the Estates function and additional regeneration workload. Recruitment has been successful for one senior post and re-advertising of two other roles will commence in November 2019.</p> <p>Locality Reviews: In progress. The Locality Reviews have started but progress has been delayed by the Estates restructure. Data is being collected on assets on a ward by ward basis with the first being St Nicholas. Once the opportunities have been identified which meet the AMS objectives these will be discussed with the ward members and portfolio holders.</p>

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<p>To enhance document retention arrangements in relation to the enforcement of anti-social behaviour action, the following activity is planned (AD Communities and Neighbourhoods)</p> <ul style="list-style-type: none"> Changes to procedures to be implemented to ensure enhanced document retention arrangements 	2019-2020	<p>Changes to procedures: Complete. All the audit recommendations in relation to enhancing documentation retention arrangements have been implemented.</p>
<p>To ensure there is corporate capacity to deliver sustainable services that better meet the needs of customers, the following activity is planned (All Assistant Directors):</p> <ul style="list-style-type: none"> Continue to implement the restructure of services through Future Council Business Reviews Carry out a skills/capacity gap analysis and put in place targeted management and staff activity in response Introduce tools and techniques to manage change effectively whilst maximising levels of staff engagement Develop communication/engagement strategies that enable all staff to have a clear understanding of organisational direction and the desired culture, behaviours and ways of working 	<p>2019-2020</p> <p>2019-2020</p> <p>2019-2020</p> <p>2019-2020</p>	<p>Restructure of services through Future Council Business Reviews: There has been a significant amount of work undertaken during 2019/20 on Future Council Business Unit Review, including: Finance and Estates, Communications and Marketing, Communities and Neighbourhoods, SDS Fourth Tier, Housing and Investment Fourth Tier and Human Resources. Housing and Investment are currently mid consultation (commenced end of September 2019). The Fourth tier (those reporting to Assistant Directors) is almost complete across the whole Council. This work will continue into 2020, with key proposals coming forward to include: Stevenage Direct Services, Play Service and Digital and Transformation.</p> <p>Skills/Capacity Gap Analysis: Work has commenced in some business units. Work has commenced to establish a Fourth Tier leadership forum and work is underway to develop a leadership vision for the 4th tier and an aligned development programme to support and empower the 4th tier leadership team to deliver that vision. Wider business unit skill gaps will be assessed once business unit reviews are complete and staff have been recruited for the posts, so that a skills gap can be completed and appropriate and targeted learning interventions are appropriate and meaningful.</p> <p>Introduce tools and techniques to manage change effectively and ensure staff have a clear understanding of organisational direction, desired culture, behaviours and ways of working: The Council introduced a new Managing Organisational Change policy which is more holistic and considers how to manage change and the impact on our people. Managers also received</p>

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		training on this at the time of launching the new policy. The Leadership Competency Framework was developed and implemented during 2016 to signal to the organisation the expected behaviours and skills that would be valued and during 2019 work has been completed to further develop this framework for grades 1-9 and is planned to launch later this year.
<p>To enhance IT infrastructure, cyber security, governance arrangements, policy framework and resilience the Shared IT service to continue to develop and implement a strategy and programme of activity as follows: (AD Corporate Services and Transformation):</p> <ul style="list-style-type: none"> • Complete telephone enhancement activity • Windows 2008 replacement programme • Email filtering replacement • Strengthen anti-virus arrangements • Enhance network security management arrangements • Enhance policy and training arrangements • Review the Council's IT perimeter security arrangements • Review access controls • Complete the infrastructure review and produce a new ICT strategy and road map to improve ICT resilience and security • Horizon VDI Upgrade • Completion of the IT infrastructure refresh 	<p>2019-2020</p> <p>2019-2020</p> <p>2019-2020</p> <p>2019-2020</p> <p>2019-2020</p> <p>2020-2021</p> <p>2019-2020</p> <p>2019-2020</p> <p>2019-2020</p> <p>2019-2020</p> <p>2020-2021</p>	<p>Telephone enhancement: In progress. Completed for East Herts DC. Scheduled to be completed for Stevenage January 2020.</p> <p>Windows 2008 replacement: In progress. 50 systems require updating.</p> <p>Email Filtering replacement: Complete. New system Mimecast is in place.</p> <p>Strengthen anti-virus arrangements: Complete.</p> <p>Enhance network security management arrangements: Network security tools being investigated. Nessus (vulnerability scanner) in place and being used monthly.</p> <p>Enhance policy and training arrangements: In Progress. Meta compliance installed and Phishing campaign planned. Acceptable Usage Policy requires HR approval before deployment.</p> <p>Review IT perimeter security arrangements: On Hold. Replacement of firewalls and switches scheduled for April 2020 due to staffing and financial prioritisation.</p> <p>Review access controls: Review complete. Monthly reporting being produced. Enhanced security processes regarding staffing changes agreed and implemented.</p> <p>Infrastructure review and ICT Strategy: Review complete. IT Strategy awaiting final approval.</p> <p>IT infrastructure refresh: In progress.</p>
<p>To continue to enhance and embed information management arrangements to ensure that best practice records management across the Council continues to be applied and customer data is stored securely and appropriately managed the following activity is planned: (AD Corporate Services and Transformation)</p>		<p>Review of data sharing arrangements: Progress has been made with completion of third party information sharing agreements with over 80% of agreements completed.</p> <p>The GDPR team are continuing to work with SBC service teams and the shared legal services in requiring lead partners to update relevant protocols and framework that involve the sharing of information to reflect GDPR requirement and re-</p>

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<ul style="list-style-type: none"> • Review of data sharing arrangements with local authority partners and public agencies • Review and update supplier agreements • Review and enhance GDPR ICT security compliance • Review of data security policies • Review and carry out a further phase of GDPR staff training 	<p>2019-20</p> <p>2019-20</p> <p>2019-20</p> <p>2019-20</p> <p>2019-20</p>	<p>issue to the council as signatories to review and sign.</p> <p>Review and update supplier agreements: Further progress has been made updating outstanding supplier agreements. Over 80% of contracts are now complete. The GDPR team is continuing to work with service teams to complete outstanding supplier agreements.</p> <p>Review and enhance GDPR ICT security compliance: As part of the wider ICT improvement strategy, recent notable developments in GDPR related security have taken place regarding emails and internet security to protect council data which includes:</p> <p>Roll-out of Mimecast: An email cloud-based security solution was successfully implemented across the council earlier in September to ensure protection of outgoing council emails and filtering of websites to reduce risks of cyber security threat, eg viruses/malware/ransomware.</p> <p>Email Encryption: ICT security work has resulted in encryption being achieved for 95% of outgoing council emails, thus strengthening the council's ability to safeguard data sent by emails.</p> <p>Review of data security policies: The proposed ICT data security policies and their status are detailed below:</p> <ul style="list-style-type: none"> • Acceptable Usage Policy: Currently with the Council's HR service for consultation • Mobile Device Policy: Current with the Council's HR service for consultation • ICT Monitoring Policy: The ICT Shared Service are currently developing this policy • ICT Remote Working Policy: Currently with the Council's HR service for consultation • Data Sharing Policy (Contractors): This policy has been completed and awaiting release. <p>GDPR staff training: The Council's Information Governance Manager is working in liaison with the HR team to review the next offering of mandatory e-learning GDPR training to ensure the training content is relevant to Council services.</p> <p>Further GDPR tailored bite-size sessions are</p>

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		planned for staff in November, which will cover key topics that affect staff in their everyday working practices.
<p>To embed the new Health and Safety Framework to ensure health and safety compliance and performance across the Council the following activity is planned: (AC Corporate Services and Transformation)</p> <ul style="list-style-type: none"> • Health and safety training needs to be identified for all roles across the Council • Embed the new Health and Safety Framework and arrangements 	<p>2019-2020</p> <p>2019-2020</p>	<p>Health and Safety: In progress. All areas of the council are being audited. There is now a requirement to have a health and safety training matrix which identifies training requirements appropriate to role and this is being implemented council wide. The Health and Safety Team have just started to deliver the IOSH Managing Safety Course for Managers as required. Alongside e-learning health and safety packages there is a range of tool box talks available, plus courses on Risk Assessment, Construction, Design and Management (CDM) Regulations, Manual Handling, COSHH, Hand Arm Vibration, Legionella, Needle sticks, sharps and Diseases, Hot Works, Noise.</p> <p>Embed new Health and Safety Framework: In progress. By the process of internal and external audits, peer reviews, shadow health and safety inspections, risk assessment reviews, training to upskill managers, health and safety group meetings, hazard monitoring and action plans, the embedding of the Health and Safety framework is going well and is driving up standards.</p>
<p>To review and enhance the Governance Framework and arrangements for the CCTV Partnership the following activity is planned: (AD Communities and Neighbourhoods)</p> <ul style="list-style-type: none"> • Review of Governance Framework • Approval of new Governance Framework, Partnership Agreements, Shareholders Agreement and Terms of Reference • Development of a new five year rolling Business Plan for the Partnership • Review of reporting arrangements for the Partner Authorities 	<p>2019-20</p> <p>2019-20</p> <p>2019-20</p> <p>2019-20</p>	<p>Review of Governance Framework: Complete. The Governance Framework was signed off by the CCTV Joint Executive in June 2019.</p> <p>Approval of Partnership Agreements, Shareholders Agreement and Terms of Reference: These were approved by the CCTV Joint Executive on 25th September 2019. The final document being completed by the Legal Service for sealing.</p> <p>Development of a new five year rolling Business Plan for the Partnership: Complete</p> <p>Review of reporting arrangements: These were approved by the CCTV Joint Executive on 25th September 2019. The final document being completed by the Legal Service for sealing.</p>