

<p><b>1. Delivery of a balanced budget:</b> The Council was able to set a balance budget for the 2019/20 financial year. As set out in the report to Council at the start of the year there continues to be pressure over the medium term to the Council due to increased service demand and demographic pressures while available resources are reducing. As outlined in the budget setting report for 20/21 approved in February 2020, uncertainty around many aspects of the future funding model for Local Government remains a challenge in the medium term. However over and above all this sits the COVID19 pandemic and the emergency response which was initiated nationally in March 2020 and continued through the entire financial year. This has brought an unprecedented challenge to local government generally and has led to a reconsideration of the MTFS that was agreed and the corporate approach to recovery.</p>	
Action Already Taken	Planned Actions for 2020/21 and Progress
<ul style="list-style-type: none"> <li>• Monthly reports provided to the Senior Leadership Team outlining anticipated outturn for the financial year, assisting in the identification of medium term financial pressures and opportunities.</li> <li>• Regular update of the Medium Term Financial Strategy and overarching financial position provided to Cabinet throughout the year.</li> <li>• Continued delivery of the transformation and modernisation programme with theme board focus on core business and transformation delivery. Transition to Oracle Fusion has been an ongoing project during 2019/20 and will continue into 2020/21. Go live with the Fusion system was delayed by a short while because of COVID issues but went live in September 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed monitoring of the impact of the COVID19 pandemic on the financial standing of the organisation and the MTFS included as part of the corporate monthly monitoring process, and compliance with the MHCLG reporting requirements on expenditure, loss of income and impact on savings proposals was achieved.</li> <li>• Close monitoring of the revenue and capital plans and scrutiny of the balances and reserves of the council is included in the monitoring reporting, including the potential impact on the collection fund and forecast for year-end position.</li> <li>• Regular reporting to Cabinet and Overview and Scrutiny Board on the COVID19 response and the sustainability of the MTFS has taken place including the position in reserves, taking in to account the impact on the base assumptions.</li> <li>• Delivery of the corporate recovery programme which contains the main strands of the Council’s approach to successful recovery to the new normal. Recovery Officer Group meets to manage and monitor the recovery planning.</li> <li>• A balanced position for the 21/22 budget and a revised MTFS will be presented to cabinet in February.</li> </ul>
Lead Officer	Target Date for Completion
Jane West, Chief Operating Officer	March 2021

<p><b>2. Embedding the Governance Culture and Framework within the organisation:</b> Further work needs to be undertaken to develop a comprehensive, auditable and objective assurance process to give reassurance that the Governance framework is understood and embedded within the organisation. Particular emphasis should be given to ensuring that any change in the governance framework is known and addressed and that new personnel are equipped with the correct knowledge and understanding.</p>	
<p><b>Action Already Taken</b></p>	<p><b>Planned Actions for 2020/21 and Progress</b></p>
<ul style="list-style-type: none"> <li>• Risk management work incorporated into audit plan and allocation for emerging risk as required.</li> <li>• Internal Audit review of Governance and Decision Making during 2019/20 provided input into areas of weakness and concern under review by relevant service areas.</li> <li>• Highlighting of key governance changes.</li> <li>• The induction process was reviewed in 2019. Managers are responsible for the local induction of their staff; all new starters should attend a half-day Corporate Welcome event and are required to complete a range of e-learning courses.</li> <li>• Development of co-ordinated and monitored training programme. The introduction of the Transformation Programme and development of the People and Organisational Transformation Strategy has meant that we are looking at this from a broader perspective and activity is being aligned to support this.</li> <li>• New personnel are equipped with the correct knowledge and understanding by:             <ul style="list-style-type: none"> <li>- Mandatory Induction for Managers (virtual).</li> <li>- Mandatory Corporate Welcome event (virtual).</li> <li>- The induction checklist has been revised, it is now clearer and more concise. Individual induction remains the responsibility of the line manager.</li> <li>- A mandatory training matrix is in place; it describes what courses should be completed according to roles, activities and responsibilities. Agency/contingent workers are included for the first time. The matrix clarifies when courses should be repeated.</li> <li>- Mandatory e-learning courses are embedded in Fusion providing the ability to monitor and prompt colleagues when renewals and repeats are due.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Governance and decision making as a rolling programme of work in the Audit Plan.</li> <li>• New personnel are equipped with the correct knowledge and understanding by:             <ul style="list-style-type: none"> <li>- On boarding in Fusion is under development. This will direct people to key policies and procedures, mandatory e-learning and the induction checklist. <b>Work in progress.</b></li> </ul> </li> </ul>
<p><b>Lead Officer</b></p>	<p><b>Target Date for Completion</b></p>
<p>Jane West, Chief Operating Officer</p>	<p>March 2021</p>

<b>3. EU Exit; Preparations and Impact</b>	
<b>Action Already Taken</b>	<b>Planned Actions for 2020/21 and Progress</b>
<ul style="list-style-type: none"> <li>• Established a Corporate EU Exit Group, reporting weekly to SLT</li> <li>• Active participation in Borough, London and National related groups, e.g. London Resilience</li> <li>• Completion of the London Resilience Risk Register for Havering</li> <li>• Review of Borough Emergency Plan and arrangements against National standards</li> <li>• Training of Local Authority GOLD Officers</li> <li>• Updated BCPs</li> <li>• Testing of Borough Emergency Plan</li> <li>• Attendance at national events</li> <li>• Implemented weekly PI monitoring</li> <li>• Weekly returns to London Councils made</li> <li>• Weekly telephone conference with London Resilience/London Council Groups</li> <li>• Sign-posting of National Guidance (Community and Staff)</li> </ul>	<p>As above plus:</p> <ul style="list-style-type: none"> <li>• Monitor and consider the implications of the Post Brexit EU Trade Deal for Havering.</li> <li>• Formally review the Corporate Risk Register in light of the Post Brexit EU Trade Deal.</li> <li>• Horizon Scan the potential issues and review preparations being taken by other Boroughs using service contacts.</li> <li>• Continue to review key Risk Mitigations resulting from the Post Brexit EU Trade Deal.</li> <li>• Support for LAC EU settlement status.</li> <li>• Continue to review actions at the EU exit group and require Departments to review their readiness for service consequences arising from the Post Brexit EU Trade Deal.</li> <li>• There is an extension of six months for the UK and EU to reach an agreement concerning the processing of personal data.</li> </ul>
<b>Lead Officer</b>	<b>Target Date for Completion</b>
Jane West, Chief Operating Officer	March 2021

<b>4. COVID-19: Impact and recovery</b>	
<b>Action Already Taken</b>	<b>Planned Actions for 2020/21 and Progress</b>
<ul style="list-style-type: none"> <li>• Carried out Exercise Contagion, to test and exercise the Multi-agency Pandemic Plan, produced a Post Exercise Report and updated the Pandemic Plan with the lessons learned.</li> <li>• Implemented the Havering Multi-agency Pandemic Plan</li> <li>• Managed the response in accordance with the Major Emergency Plan and Strategic Coordination Group direction.</li> <li>• Minimised the impact on, and provide support to, the community and businesses</li> <li>• Maintained and restored essential services, working to the Corporate Business Continuity Plan.</li> <li>• Provided information to the community and businesses to aid self-help, working to Central Government guidance</li> <li>• Protected the health, safety and welfare of staff, including reducing risk to staff by maximising working from home.</li> <li>• Relieved suffering and provided humanitarian assistance through a range of initiatives including setting up the COVID line, food, medicine and PPE distribution and mobilising Voluntary and Community Sector support.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitating recovery and the return to the new normality through a Council and Service Recovery Plans</li> <li>• Overseeing Outbreak Management Plans including monitoring Track and Trace.</li> <li>• To take an evidence-based and proactive approach in identifying any action(s) necessary to highlight or reduce specific risks of the impact of coronavirus faced by any group, community or individual likely to be disproportionately affected.</li> <li>• To support Care Home and Home Care Resilience.</li> </ul>
<b>Lead Officer</b>	<b>Target Date for Completion</b>
Jane West, Chief Operating Officer	March 2021

<b>5. Cyber Security:</b> Chief Information Officer (CIO) has raised concerns about the increased likelihood of Cyber security breaches given the almost exclusive focus of public sector organisations on COVID-19 response.	
<b>Action Already Taken</b>	<b>Planned Actions for 2020/21 and Progress</b>
<ul style="list-style-type: none"> <li>• Raised awareness concerning cyber security.</li> <li>• All staff trained in the General Data Protection Regulation (GDPR).</li> <li>• Develop tools to help identify vulnerabilities.</li> <li>• Obtained funding for the development of cyber security online training.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and consider cyber security implications.</li> <li>• Develop our response to cyber security attacks.</li> <li>• Raise awareness and train staff in cyber security.</li> <li>• Refresher training for all staff in the General Data Protection Regulation (GDPR).</li> <li>• Prepare monthly reports for the Senior Leadership Team.</li> <li>• Test and rehearse our response to cyber security attacks.</li> <li>• Review and update our Disaster Recovery plan.</li> <li>• Review and update our governance and policies.</li> <li>• Planned desktop exercise involving SLT to test our response to a cyber-security attack that impacts the network and access to systems and data.</li> </ul>
<b>Lead Officer</b>	<b>Target Date for Completion</b>
Ian Gibbs, Head of IT Governance and Security	March 2021