

Committee: Scrutiny Committee

Date: Tuesday, 4
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Title: Update report from the Task and Finish Group
on Organisational Resilience

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Portfolio Holder: Cllr Petrina Lees, Leader of the Council

Summary

1. This paper updates the Scrutiny Committee on the further work associated with addressing organisational resilience, as overseen by the Scrutiny Task and Finish Group, which has agreed to hold one further progress review meeting around mid 2025.

Recommendations

2. That the Scrutiny Committee notes the further update following the most recent of its Member Task and Finish Group on Organisational Resilience.

Financial Implications

3. Whilst there are no specific financial implications associated with this update report, it remains the case that errors and service interruptions associated with a lack of resilience themselves tend to cost money as well as inconvenience service users.

Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.
 - Draft minutes of the Task and Finish Group from 11th November 2024
 - Papers presented to that meeting [NB, some of which were presented in private session, as their publication would in itself add to the risks faced by the organisation]

Impact

- 5.

Communication/Consultation	Effective communication is a common characteristic both of preventative measures aimed at avoiding service interruption as well as in mitigation measures adopted to deal with any
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	unavoidable service disruptions.
Community Safety	Only a minority of potential service interruptions carry community safety implications, and these are factored into both the prioritisation of preventative measures and the scale of mitigation measures accordingly.
Equalities	Some potential service interruptions are associated with negative equalities implications, and these are factored into both the prioritisation of preventative measures and the scale of mitigation measures accordingly.
Health and Safety	Only a minority of potential service interruptions carry health and safety implications, and these are factored into both the prioritisation of preventative measures and the scale of mitigation measures accordingly.
Human Rights/Legal Implications	Some potential service interruptions are associated with negative legal implications, and these are factored into both the prioritisation of preventative measures and the scale of mitigation measures accordingly.
Sustainability	Only a minority of potential service interruptions carry sustainability implications, and these are factored into both the prioritisation of preventative measures and the scale of mitigation measures accordingly.
Ward-specific impacts	
Workforce/Workplace	Some potential service interruptions are associated with negative workforce implications, and these are factored into both the prioritisation of preventative measures and the scale of mitigation measures accordingly.

Situation

6. The cross-party Task and Finish Group met again in November 2024 to further discuss the ongoing development of work by officers around identifying,

designing out and preparing to mitigate for the impacts of any genuinely unpredictable/unavoidable future resilience issues.

7. As recorded in the (still draft) minutes, their discussions included the following discussions:
 - Succession planning was in place, especially relating to staff leaving due to retirement.
 - Vacancies were monitored on a regular basis and decisions made on whether recruitment was necessary.
 - There was an external resilience network with other neighbouring Councils and partners.
 - The business resilience plans that had been drawn up would be tested in practice to make sure they worked.
 - There were a number of staff who worked flexibly, some for more than one department, this added additional resilience.
 - The staff with dual jobs were still managed by a Line Manager, their pay was reflected in the grade of salary they received and this would be adjusted if necessary to reflect the actual position if their work pattern changed. The pay policy had also been changed to account for staff who were occasionally deployed to do emergency work.
 - The process of reviewing the registers including the Business Critical Functions Register would be completed by each Service Manager.
 - The intention was that this process would form part of the formal appraisal system to ensure that all system checks relating to organisational compliance were being completed.
8. The Group in particular discussed how the new approach taken to organisational resilience and the new product developed as a result – the Business Critical Functions Register – fits together with existing approaches such as Risk Registers (operated at a corporate and service level) and Business Continuity Plans (also operated at corporate and service levels). These three products together form the strong and stable legs of a stool, and are tied together by the Risk Management Policy recently adopted by Cabinet.
9. The Group considered the feedback of an experienced senior officer of another council who had kindly peer reviewed the chief executive's draft papers in establishing this new Business Critical Functions Register, and whose advice had been folded into the final design presented.



Risk Analysis

10.

Risk	Likelihood	Impact	Mitigating actions
That the council fails to apply learning from previous resilience challenges, and thus risk avoidable future disruption	1 - low	2/3 - Moderate/high	The integration of the new Business Critical Functions Register into business-as-usual, and its operation as part of broader business continuity processes in line with the newly-adopted Risk Management Policy are all designed to avoid this.

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.