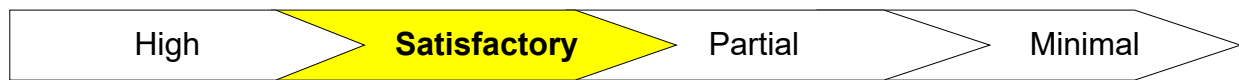


Appendix 2a: Audit Opinion and Themes

Assurance



ACS Living Well Strategy Action Plan

Objective

To assess the robustness of arrangements to ensure delivery of the action plan and the progress of that delivery.

Themes

This audit focussed on the arrangements in place to manage and oversee the ongoing delivery and progress of the Living Well Action Plan, developed to support the Living Well Strategic aims agreed by Cabinet.

Oversight of the Action Plan delivery sits largely with the Partnership Group, that has appropriate membership to provide relevant expertise, individual action leadership and general oversight of progress towards objectives.

Partnership Group meetings are held with reasonable regularity to support consistent updates and progress of actions, whilst not being too resource consuming. A record of Action updates is made on the live Action Plan document for the relevant year, providing a complete overview and timeline of progress for ease of reference. Some improvements to the Action Plan document have been recommended to ensure oversight of the progress of actions is sufficient, that appropriate challenges can be made by the Group, where required, and allow for holistic records of discussions within the Group meetings to be captured.

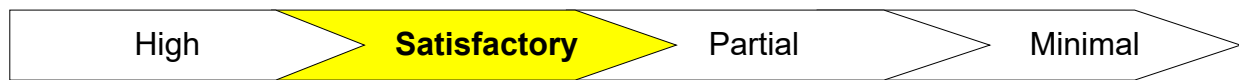
Currently, no evidence is required from action leads to support the reported progress and achievement of actions, due to the expected trust within Partnership working practices. However, it is advisable that some level of assurance is obtained from Action leads in respect of the reported progress on actions within the Plan, and to ensure that, where assurance has not been established, this is considered and noted within the yearly reports, to support accurate and transparent reporting to SCC Boards and the subsequent publication of progress.

Although positive processes are in place within the Commissioning team to support the ongoing delivery of the Action Plan, such as new member onboarding, escalating concerns around a lack of progress or updates from leads, and following up on actions noted as a result of Partnership Group meeting discussions, there are no documented procedures to outline that, or how, these processes are to be completed. It has been recommended that this is addressed to ensure the positive actions being taken are maintained, and applied consistently, should key members of the team not be available.

Number of actions agreed: 6

Appendix 2a: Audit Opinion and Themes

Assurance



Data Strategy

Objective

To provide support and challenge to the development and implementation of a refreshed Data Strategy for the Council.

Themes

This audit included examining whether the strategy clearly articulates business goals and objectives, is developed in consultation with key stakeholders, adheres to good practices, undergoes formal approval and communication, is supported by a robust operational delivery plan, and has appropriate governance arrangements.

The Council has developed a new comprehensive data strategy through a consultative process, outlining clear business goals and objectives aimed at improving outcomes for residents, enhancing data literacy, and utilising modern analysis techniques, which are all presented in a clear and concise manner. The strategy is a guide for managing and utilising data effectively across all Council operations, defining key priorities, actionable steps, and performance metrics to ensure alignment with the Council's overall mission and vision.

Detailed operational delivery plans facilitate the strategy's implementation, while governance arrangements provide the necessary oversight and challenge. The Digital Steering Group (DSG), that has now been superseded by the ICT Digital Governance Group (DGG), was responsible for agreeing on the strategy's priority activities, expected outcomes, and delivery methods, ensuring decisions were taken at the right level and at the required time, and logging, tracking, and monitoring actions to completion.

The planned benefits and outcomes of Strategy are clearly defined, agreed upon with responsible officers, and supported by baselines and targets. These benefits and outcomes are monitored and reviewed monthly by the DGG to ensure progress and success.

Risks associated with the Data Strategy are identified, monitored, and mitigated. Each workstream addresses relevant risks, documented in the ICT and DGG risk registers. These risk registers are reviewed monthly, with strategic risks reported to the Corporate Leadership Team (CLT) bimonthly. Although evidence was provided of this risk management process working in practice, this process was not outlined, or reference made to the relevant risk management strategy in place at the Council that is being followed, in the Data Strategy itself or the terms of reference of the DGG. Formalising the risk management process to be followed for the Data Strategy has been raised as a recommendation to aid compliance and help ensure a consistent and transparent approach to managing risks.

Number of actions agreed: 1