

## **Elected Member Seminar – Contingency Planning**

### **Report by Kevin Anderson, Executive Director - Place**

#### **Report for Decision**

#### **1 Recommendations**

Council is recommended to;

Agree to hold an Elected Members Seminar to consider the current contingencies in planning arrangements for Council Services and use this forward planning opportunity to assess strategic threats facing Midlothian Council; such as legislative change, climate change, cyber security and the present pandemic, with action to mitigate both impact and likelihood of that risk crystalising and what's still needing to be done to further mitigate the risk.

#### **2 Purpose of Report/Executive Summary**

The purpose of this report is to consider opportunities and also progress good practice for risk management of the Council, which considers both the impact and likelihood of specific risks and the subsequent development and maintenance of risk mitigation strategies to bring risk exposure within the organisational tolerance.

**Date:** 12 August 2021

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### **3 Background**

#### **3.1 Legislative Change**

Legislation maintains an obligation on public bodies to exercise their functions in a way that it considers is most sustainable, and in a way best calculated to contribute to delivering the stated outcome of the Scottish Government and UK Government respectively.

The priorities of the Scottish Government statement in May, 2021 detailed the range of legislative change agenda for the period of this term of the Scottish Parliament.

#### **3.2 Climate Change**

The Council declared a climate emergency in December 2019 and stated its ambition to achieve Net Zero Carbon status by 2030. New Emissions legislation (October 2019) commits the Scottish Government to achieving Net Zero Carbon status by 2045. This puts into context the scale of the challenge facing the Council and the transformational nature of the change required to achieve our 2030 target and to accelerate our progress to net zero.

The Council's Climate Change strategy acknowledges the intent and reinforces the urgency for action, emphasising the necessity for change to mitigate and adapt to the impacts of climate change and global warming.

#### **3.3 Cyber Security**

Midlothian Council relies on digital technology and data to function and cyber security controls are needed to protect these assets. Cyber security is therefore central to delivering services, achieving our digital aspirations and it helps us become a more resilient organisation. New laws such as GDPR, the compliance requirements of the Cabinet Office (PSN) Scottish Government (PSAP) and Cyber Essentials Plus certification mandate the baseline technical and organisational measures to stay safe, but the evolving threat requires us to do more.

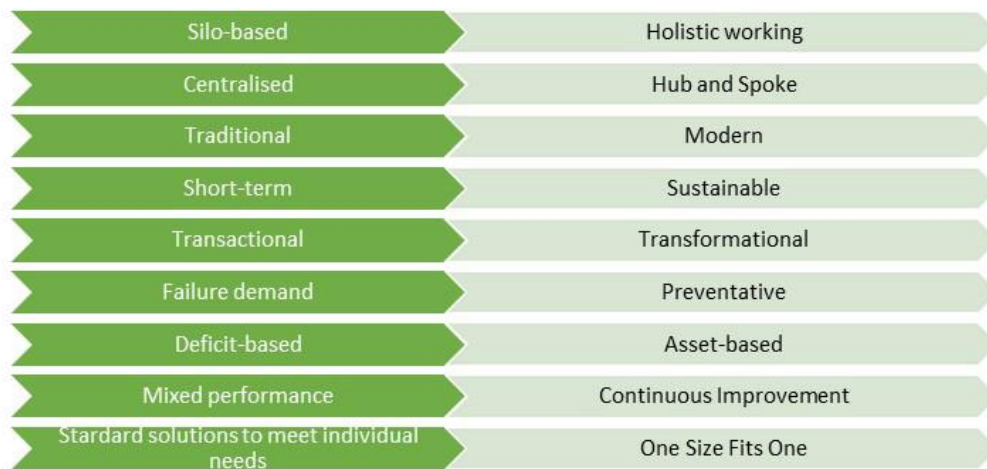
#### **3.4 Pandemic**

The Covid-19 pandemic necessitated an emergency response from the Council. It has brought about substantial organisational change across the Council in a very short period of time. The Council's "Route Map" out of Covid-19 identifies "Digital by Default" as one of its key priorities. It supports continuing the practice of working from home (introduced because of Pandemic) and promotes a carbon neutral approach to the workplace.

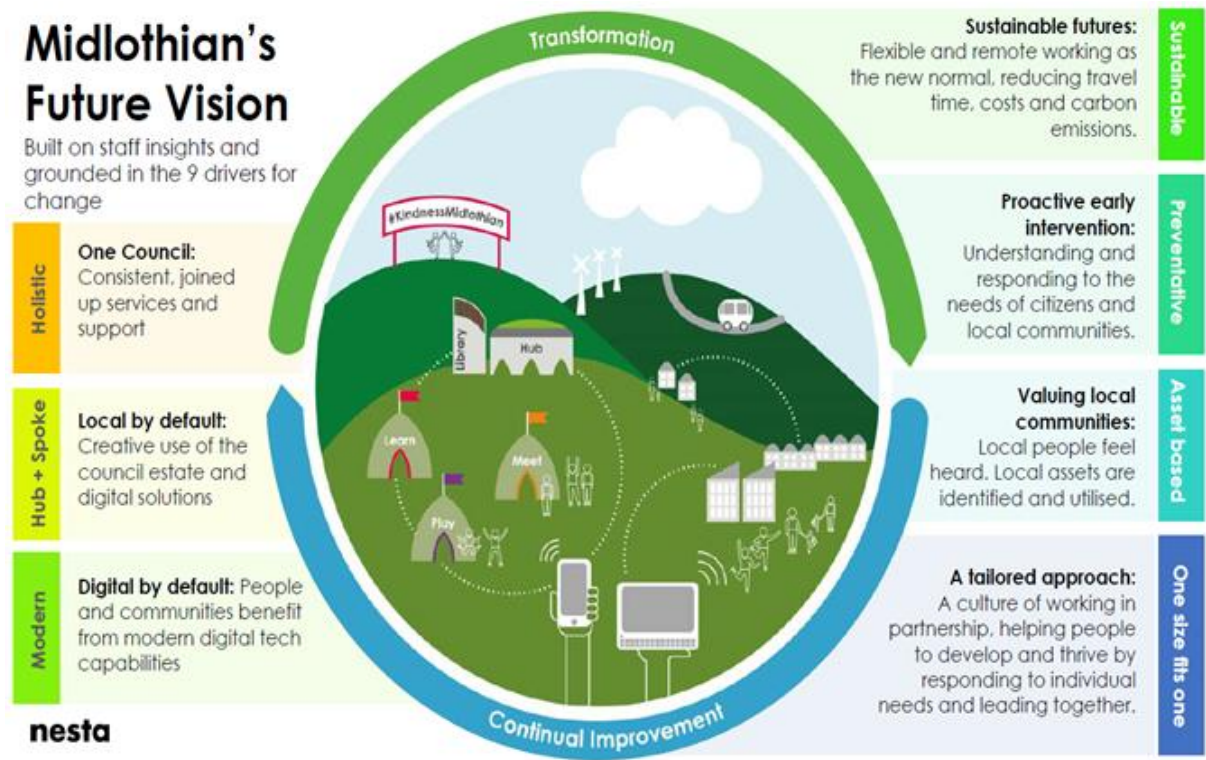
#### **3.5 Drivers for Change**

As a consequence of the Covid pandemic services have refocused their activities to provide a range of new services and supports to communities whilst maintaining and adapting the way essential services are provided. Services have been introduced and adapted to support digital and remote

working at a pace never before experienced. The recommendations arising from the Nesta, Listen and Learn report were approved and articulated Midlothian's Future Vision, built on staff insights and grounded in the nine drivers for change.



The challenges which the COVID 19 pandemic brought have reinforced the need to transform the way services are provided with the key drivers and Nesta recommendations providing a strong foundation on which to redesign and reshape services at pace.



## 4 Report Implications

### 4.1 Resource

An assessment will be made of additional costs that are expected to be incurred to understand and address financing as work progresses to report back to Council of introducing new services, adopting alternative and innovative delivery methods required for services and support arrangements to communities across Midlothian.

#### **4.2 Digital**

Not applicable at present

#### **4.3 Risk**

Failure to report the decisions would lead to a lack of governance to implement the strategic response or recovery. If the Council was unable to demonstrate appropriate technical and organisational measures, there could be negative publicity, political scrutiny and potentially regulatory sanction including fines.

#### **4.4 Ensuring Equalities**

An IIA is not required as there are no people implications at present.

#### **4.4 Additional Report Implications**

See Appendix A

## APPENDIX A – Report Implications

### A.1 Key Priorities within the Single Midlothian Plan

The route map outlines the phases of service recovery and transformation which will underpin the Single Midlothian Plan.

### A.2 Key Drivers for Change

Key drivers addressed in this report:

- ☒ Holistic Working
- ☒ Hub and Spoke
- ☒ Modern
- ☒ Sustainable
- ☒ Transformational
- ☒ Preventative
- ☒ Asset-based
- ☒ Continuous Improvement
- ☒ One size fits one
- ☐ None of the above

### A.3 Key Delivery Streams

Key delivery streams addressed in this report:

- ☒ One Council Working with you, for you
- ☒ Preventative and Sustainable
- ☒ Efficient and Modern
- ☒ Innovative and Ambitious
- ☐ None of the above

### A.4 Delivering Best Value

Best value can be demonstrated by avoiding losses from recovery cost expense and regulatory fines. Investment in time and resource must be at a level appropriate to the threat.

### A.5 Involving Communities and Other Stakeholders

Not applicable at present.

### A.6 Impact on Performance and Outcomes

Not applicable at present.

### A.7 Adopting a Preventative Approach

The report is based on adopting a preventive approach to reduce the risk of disruption, financial loss and potential crime.

### A.8 Supporting Sustainable Development

Not applicable at present.

