

Public Document Pack

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To: Cllr Richard Jones (Chairman)

Councillors: Mike Allport, Marion Bateman, Helen Brown, Clive Carver,
Geoff Collett, Paul Cunningham, David Healey, Patrick Heesom, Joe Johnson,
Hilary McGuill, Vicky Perfect and Kevin Rush

29 October 2021

Dear Sir/Madam

NOTICE OF REMOTE MEETING
RECOVERY COMMITTEE
THURSDAY, 4 NOVEMBER, 2021 at 2.00 PM

Yours faithfully

Robert Robins
Democratic Services Manager

Please note: This will be a remote meeting and 'attendance' will be restricted to Committee Members and those Members of Council who have asked the Head of Democratic Services for an invitation. Such attendees may only speak at the Chair's discretion.

The meeting will be live streamed onto the Council's website. A recording of the meeting will also be available, shortly after the meeting at <https://flintshire.public-i.tv/core/portal/home>

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345.

A G E N D A

1 **APOLOGIES**

Purpose: To receive any apologies.

2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

Purpose: To receive any Declarations and advise Members accordingly.

3 **MINUTES** (Pages 5 - 14)

Purpose: To confirm as a correct record the minutes of the meeting held on 9 September, 2021.

4 **CORPORATE RECOVERY OBJECTIVES** (Pages 15 - 22)

Purpose: To note progress made against the Corporate Recovery Objectives.

5 **CORPORATE RECOVERY RISK PROFILE** (Pages 23 - 46)

Purpose: To review the updated Corporate Recovery Risk Register.

6 **RISKS AND ISSUES WITHIN PORTFOLIOS AND FEEDBACK FROM OVERVIEW & SCRUTINY** (Pages 47 - 56)

Purpose: To provide an update on the top/current risks within all five portfolios and feedback on those risks considered by Overview & Scrutiny Committees.

7 **COMMUNITY RECOVERY UPDATE (VERBAL/PRESENTATION)**

Purpose: To receive an update on Community Recovery to include Joint Public Service Board priority actions around Recovery.

8 **REGIONAL RECOVERY UPDATE (VERBAL/PRESENTATION)**

Purpose: To receive an update on Regional Recovery.

9 **FORWARD WORK PROGRAMME (VERBAL)**

Purpose: To consider the Forward Work Programme for the Recovery Committee.

Please note that there may be a 10 minute adjournment of this meeting if it lasts longer than two hours

Procedural Note on the conduct of meetings

The Chair will open the meeting and introduce themselves.

The meeting will be attended by a number of Councillors. Officers will also be in attendance to present reports, with Democratic Services officers acting as hosts of the meeting.

All attendees are asked to ensure their mobile phones are switched off and that any background noise is kept to a minimum.

All microphones are to be kept muted during the meeting and should only be unmuted when invited to speak by the Chair. When invitees have finished speaking they should go back on mute.

To indicate to speak, Councillors will use the chat facility or use the electronic raise hand function. The chat function may also be used for questions, relevant comments and officer advice and updates.

The Chair will call the speakers, with elected Members addressed as 'Councillor' and officers addressed by their job title e.g. Chief Executive' or name. From time to time, the officer advising the Chair will explain procedural points or suggest alternative wording for proposals, to assist the Committee.

If and when a vote is taken, the Chair will explain that only those who oppose the proposal(s), or who wish to abstain will need to indicate, using the chat function. The officer advising the Chair will indicate whether the proposals are carried.

If a more formal vote is needed, this will be by roll call – where each Councillor will be asked in turn (alphabetically) how s/he wishes to vote

At County Council and Planning Committee meetings speaker's times are limited. A bell will be sounded to alert that the speaker has one minute remaining

The meeting will be live streamed onto the Council's website. A recording of the meeting will also be available, shortly after the meeting at <https://flintshire.public-i.tv/core/portal/home>

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RECOVERY COMMITTEE **9TH SEPTEMBER 2021**

Minutes of the remote attendance meeting of the Recovery Committee of Flintshire County Council held on Thursday, 9th September 2021

PRESENT: Councillor Richard Jones (Chairman)

Councillors: Mike Allport, Marion Bateman, Clive Carver, Geoff Collett, David Healey, Patrick Heesom, Joe Johnson, Hilary McGill, Vicky Perfect, and Kevin Rush

SUBSTITUTE: Councillor Ian Dunbar for Councillor Paul Cunningham

APOLOGIES: Councillor Helen Brown

IN ATTENDANCE:

Councillor Ian Roberts - Leader of the Council and Cabinet Member for Education, Councillor Christine Jones – Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services, Cabinet Member for Finance and Social Value, Chief Executive, Chief Officer (Governance), Chief Officer (Education & Youth), Chief Officer (Housing & Assets), Chief Officer (Planning, Environment and Economy), Corporate Finance Manager, Head of Democratic Services, Senior Manager, Human Resources and Organisational Development, Senior Manager, Children and Workforce, Overview and Scrutiny Facilitator and Team Leader, Democratic Services.

31. DECLARATIONS OF INTEREST

None.

32. MINUTES

The minutes of the meeting held on 5th August 2021 were submitted.

Matters arising

On minute number 25, Councillor Jones asked what the “usual” number of voids was in the housing stock which needed to be brought back into use. The Chief Officer explained that the figure was approximately 155. On the private sector rent arrears support scheme, the Overview and Scrutiny Facilitator said she would re-send the link to members of the Committee.

Councillor McGill asked, on minute number 27, if 16-17 year olds would receive a second dose of the vaccine. The Chief Executive was attending a meeting later that day and he would then be able to respond.

The minutes were moved as an accurate record by Councillor Marion Bateman and seconded by Councillor Hilary McGill.

RESOLVED:

That the minutes be approved as a correct record and signed by the Chairman.

33. CORPORATE RECOVERY OBJECTIVES

The Chief Executive introduced the report and explained that Wales, and the North Wales region, continued to be in a second phase of recovery from the Covid-19 pandemic. The ongoing endemic situation was now being managed.

The report provided an update on the corporate objectives adopted by the Council.

Finance

The Corporate Finance Manager said there had been little change since the last meeting. The Council continued to maximise national assistance from the Hardship Fund and other government funding. He was pleased to report that it had recently been confirmed that the funding would continue until the end of the current financial year.

Workforce

The Senior Manager (Human Resources and Organisational Development) explained that, working with Public Health Wales (PHW) and Betsi Cadwaladr University Health Board (BCUHB) the Council had provided some of the workforce with an opportunity to undertake a supervised lateral flow device test. Those who had participated had returned a negative test which gave assurance over the safety measures in place in the workplace.

A need had been identified for internal provision of physiotherapy as this would be a more cost effective alternative to present arrangements, enabling greater control for the organisation to support employees based on clinical need.

Risk assessments were being reviewed to determine the optimum operating model for the workforce, which delivered the strategic objectives of the Digital Strategy and achieved a content, productive, safe and effective hybrid workforce.

Governance

The Chief Officer (Governance) explained that the Council had launched its digital hub to ensure that no one was excluded by reason of not having access to the skills. It was a website that enabled people to help others to get online or to build their own skills and confidence. Importantly, it was supported in person by Connect employees and partners, such as Aura, who would also provide access to devices and connectivity. In response to a question from Councillor Jones, the Chief Officer said it was advertised through a range of partners, such as Age Concern and FLVC.

On collection rates of Council Tax, NNDR, Sundry Debt and housing rents to target levels, recovery rates were still slightly below target for this stage of the year. Efforts were in place to increase recovery levels. However, the previous

year the Revenues Service was focussed on delivering grants and helping residents get relief, rather than collection. There was considerable uncertainty around the potential impact arising from the end of the national Furlough scheme.

Councillor Jones said the support provided from Governments should be acknowledged. Councillor Hilary McGuill asked if the suggestion of a single vaccine certificate that would be recognised throughout the UK could be raised. The Chief Executive said he would raise that.

Councillor Johnson moved the report, which was seconded by Councillor McGuill.

RESOLVED:

That the Committee be assured by progress in meeting the recovery objectives.

34. CORPORATE RECOVERY RISK PROFILE

The Strategic Performance Advisor introduced the report which provided an update on the Corporate Recovery Risk Register and Mitigations, which were detailed in appendices 1 and 2 of the report.

Risks were being managed well and had been throughout the pandemic. There were currently 44.4% of risks rated green, 52.8% rated as amber and 2.8% as red.

There were a total of 35 risks that had previously been closed; 34 of those closed due to reaching target risk rating. One risk was closed due to duplication and there were no risks which were to be closed at this review.

Long terms risks were being managed. The previous month two risks had been merged and it was recommended that risk CF14 be removed from the Corporate Risk Register and it was also on the Housing Risk Register and would be reported to Community, Housing and Assets Overview and Scrutiny Committee.

In response to a question from Councillor McGuill on the impact on the collection of Business Rates from businesses closing, the Chief Executive suggested that the Revenues Manager be asked to provide a status report across Flintshire showing which businesses had closed/opened and the economic impact. The Chief Officer (Governance) suggested that the Revenues Manager liaise with Enterprise and Regeneration Manager on the report.

Councillor Dunbar asked if, in relation to CF08 and the reduction in Council Tax collection, whether this would see a rise in Council Tax Reduction Scheme (CTRS). The Chief Executive said that the demand for CTRS Council would be met as it was a legal requirement. On Universal Credit and the end of furlough, Councillor Dunbar asked if they would have an impact on residents. The Chief Officer (Housing and Assets) advised that if any Members had constituents who were in financial difficulty then support was available. He advised that they

contact the Welfare Team who offered great support and could help to signpost to any available funding and any other appropriate areas. He would send the contact details out to Members.

In response to a question from Councillor Bateman, it was agreed that the Housing and Assets Team be included in the report on the take up of business units to provide a fuller report showing the landscape emerging.

Councillor Jones asked for an update on risk CF10. The Chief Executive explained that this was a volatile area but the time of writing the report, the Council was not getting compromised on the supply of goods. In response to a further question on risk CW09, the Chief Executive explained that this was due to not having enough members of staff in Test, Trace and Protect (TTP) and the requirement to extract staff from service areas.

Councillor Ian Dunbar moved the recommendations in the report, including the additional recommendation on a report on businesses across Flintshire, which was seconded by Councillor Richard Jones.

RESOLVED:

- (a) That the latest risk register and risk mitigation actions within the corporate priorities be noted;
- (b) That CF14 be removed from the Corporate Risk Register; and
- (c) That a status report on businesses across Flintshire, to include information on the economic impact, be presented to a future meeting of the Committee.

35. WORKFORCE RECOVERY PLANNING

The Senior Manager, Human Resources and Organisational Development, gave a verbal update on general workforce attendance with attendance being very good. Covid related absence was reported as 0.48%. The authority was able to identify people who were isolating and establish if they were able to work from home.

The number of employees with long covid was reported to be 0.3% and the Council was working with Betsi Cadwaladr University Health Board (BCUHB) to develop a long covid pathway and employees were being signposted to the Nuffield Hospital.

As reported earlier, internal provision of a Physiotherapist would be provided and was based on clinical need. An extension to sick pay had been developed and managers could use their discretion as to whether an employee's sick pay should be extended.

Flu vaccines for key workers had been booked with staff in Social Services to receive theirs first.

The Chief Officer (Education and Youth) explained that there were no issues with the workforce in schools. Throughout all of the schools, only 16 staff were currently absent and there were no absences to report from within the Education and Youth portfolio.

In response to a question from Councillor McGuill on how the PRS Hardship Fund was being promoted, the Chief Officer (Housing and Assets) said he would provide that information to the Committee following the meeting.

RESOLVED:

That the information be received.

36. RISKS AND ISSUES WITHIN PORTFOLIOS

The Chief Executive introduced the report and explained that Portfolio Recovery Business Plans had been developed for exiting the first response phase to the pandemic in 2020.

The Recovery Committee had had oversight of the Recovery Business Plans for all five service portfolios during recent meetings. During each of those meetings the relevant Chief Officers highlighted significant areas of risk. This report presented progress and updates on those areas of risk for each of the portfolios.

Education and Youth

The Chief Officer (Education and Youth) said it had been a smooth start to the academic year with all schools opening as planned. Uncertainty around operational changes which may need to be implemented were being managed. A constructive meeting with Headteachers had been held on the first day of term to enable the local authority to respond to any queries and concerns.

Schools would carefully monitor the health and well-being of their pupils on their return to school, and their academic progress, and support for individuals would be adjusted as needed. She explained the new guidance on isolation should a child in school test positive for covid, whereby as the national level was 0, children who had been in contact with the child who had tested positive would only need to isolate and get a test if they displayed symptoms; otherwise they could continue to attend school.

Housing and Assets)

The Chief Officer (Housing and Assets) explained that the rental income continued to be impacted by the pandemic and when furlough and other protections ended, the situation would become worse. The position would be further compromised when Universal Credit (UC) additional payments were stopped and the implications of the new 'Breathing Space' measure were taking into account (60 day hold on all creditor activity).

Homelessness presentations increased as current protections around evictions and furlough ended, and landlords taking measures to commence and follow through on stalled evictions.

Raw material supplies shortages had led to increased costs, programme delays and increased cases of contractual disputes. The Council continued to identify alternative suppliers or source stock and hold for future use.

Councillor McGuill asked how the Tenant Hardship Grant was promoted amongst private landlords. The Chief Officer explained it was promoted through the Housing Options Team and through the Private Rented Sector Landlords Forum. He would look into other ways of promoting the grant. In response to a comment from Councillor Dunbar on UC, the Chief Officer said the Council was aware of the implications and reports would be submitted to Overview and Scrutiny and Cabinet

Planning, Environment and Economy

The Chief Officer (Planning, Environment and Economy) explained about the resilience of various teams due to unprecedented demand to services during the pandemic. Business cases were being prepared to recruit into Planning Enforcement, Environmental Health, Drainage and Flood Protection and Town Centre Regeneration. In Public Protection, resources had been in overwhelming demand.

He provided an update on the Local Development Plan (LDP) Examination in Public (EIP) being temporarily suspended to deal with two matters, the Strategic site at Warren Hall in Broughton and the implications of new guidance from National Resources Wales (NRW) on pollution levels in rivers. The former matter would be addressed on 8th September. The latter issue had resulted in considerable extra work. It was hoped that a Statement of Common Ground between the Council and NRW would be submitted to the EIP in October which would satisfy the Planning Inspector and allow her to finalise her reports.

Reports would be submitted to Planning Strategy Group and Environment and Economy Overview and Scrutiny Committee to present the details of the new back office system.

In response to a question from Councillor Healey on planning site visits, the Chief Officer explained the current process which was built around the Risk Assessment. If the planning officer was unable to get the required information from Google Maps or Street View, they would undertake a site visit and take photographs. At the planning call-over meeting with the Chair and Vice Chair, details were provided on applications where the local Member had requested a site visit and the Chair and Vice Chair are provided with all of the information gleaned from the case officer. If the Chair and Vice Chair felt enough information was available to Member to make a decision, a site visit would not take place. If at the Committee meeting Members did not feel they had sufficient information, the item could be deferred to enable a site visit to be undertaken. It was agreed that a report would be submitted to Planning Strategy Group on site visits.

Social Services

The Senior Manager – Children and Workforce provided details on the recruitment of staff to work in the sector, which encompassed social work, occupational therapy and direct social work. He explained about the fragility of the market around Elderly Mentally Infirm (EMI) nursing and the recruitment of staff, and the funding and fees linked to market stability. Those three risks were closely linked and a number of work streams were underway, including the appointment of a post, grant funding to support a sector wide approach to recruitment of the direct work force, and supporting care providers to review and strengthen business plans.

Councillor Jones said that when there was a shortage of front line staff, the number of care packages would increase for other members of the team and he asked how that was managed. The Senior Manager explained that where they had double handed calls, they would look to how technology could be used to identify if one person could be used. Children’s Services Assistants had been recruited and consideration was being given as to how they could take one some of the Social Worker tasks to free up time for the Social Workers.

Councillor McGuill asked how many student Social Workers were being sponsored by the Council. The Senior Manager said he would provide a written response to the question.

Streetscene and Transportation

The Chief Executive explained that this service had experienced an increase in the numbers of frontline workers needing to self-isolate which had an impact on effective service delivery when combined with general sickness absence and annual leaver over the summer.

The service was unable to progress with key infrastructure improvement projects due to lack of resilience in staff, contractors and the supply chain. Also, regulatory approval could not be gained to progress key infrastructure projects in a timely manner due to delays in processing applications.

The recommendation in the report, and the inclusion of a second recommendation on site visits, were moved by Councillor Jones and seconded by Councillor Bateman.

RESOLVED:

- (a) That the progress of the highlighted areas of risk within all five portfolios identified at earlier meetings of this Committee be noted; and
- (b) That a report be submitted to Planning Strategy Group to consider the reinstatement of Planning Committee Site Visits.

37. ALLOCATION OF RISKS TO COMMITTEES

The Chief Officer (Governance) introduced the report and explained that on 27th July 2021 a meeting of the Governance & Audit and Overview and Scrutiny

Committee Liaison Group was held to consider the allocation of risks to the relevant Governance & Audit Committee and Overview and Scrutiny Committees.

Flintshire County Council's Council Plan 2021/22 had been approved at County Council in May 2021 and Portfolio Recovery Business Plans had been developed for exiting the pandemic. Risks from both of those documents had been considered during meetings of this Committee. Whilst reviewing the above documents, this report concentrated on the 'red' risks, with a document outlining the allocation of risks to the relevant Committees being appended to the report.

Councillor Johnson moved the recommendations in the report which were seconded by Councillor Dunbar.

RESOLVED:

- (a) That the allocation of risks to the relevant Committees as suggested be agreed; and
- (b) That an update report be submitted to the Recovery Committee.

38. REGIONAL RECOVERY UPDATE

The Chief Executive provided a verbal update on regional recovery. The region was at alert level 0 and there were no discussions underway on potential future lockdowns. Consideration was being given to health and social care during the winter months, including the demand for things such as elective surgeries which had not been taking place.

The vaccine booster programme was due to be launched, information on supplies was awaited.

During the last seven days the incidence rate in Flintshire was one of the lowest in Wales.

The Chief Executive suggested that the Committee meet on a bi-monthly basis which was accepted.

In response to a question from Councillor McGuill on the vaccine booster programme, the Chief Executive explained that Betsi Cadwaldr University Health Board (BCUHB) was the executor of the programme and residents would be contacted directly. Sites were currently being identified as to where the boosters could be delivered from.

RESOLVED:

That the information be noted.

39. COMMUNITY RECOVERY UPDATE

The Chief Officer (Planning, Environment and Economy) provided a verbal update on community recovery.

The Enterprise and Regeneration team would focus on town centre recovery, with the Benefits team focussing on supporting poverty. The next meeting of the Joint Public Service Board was scheduled for 30th September and a report on priority actions would be brought to the Committee in November.

RESOLVED:

- (a) That the information be noted; and
- (b) That a report on priority actions be submitted to the Committee in November.

40. FORWARD WORK PROGRAMME

It was agreed that the following reports be submitted to the next meeting of the Committee on 4th November 2021: Corporate Recovery Objectives; Corporate Recovery Risk Profile; Feedback on consideration of risks identified by the Committee by the relevant Overview and Scrutiny Committee; and Joint PSB priority actions in respect of recovery.

RESOLVED:

That reports on the following be submitted to the meeting on 4th November 2021:

- Corporate Recovery Objectives;
- Corporate Recovery Risk Profile;
- Feedback on consideration of risks identified by the Committee by the relevant Overview & Scrutiny Committees; and
- Joint PSB priority actions – in respect of recovery.

41. ATTENDANCE BY MEMBERS OF THE PRESS

None.

The meeting commenced at 10.00 am and finished at 12.13 pm

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Chairman

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RECOVERY COMMITTEE

Date of Meeting	Thursday 4 th November, 2021
Report Subject	Corporate Recovery Objectives
Cabinet Member	Collective Cabinet
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

Wales, and the North Wales region, continues to be in a second phase of recovery from the Covid-19 pandemic. We are now managing an ongoing endemic situation.

This report provides an update on the corporate objectives adopted by the Council.

RECOMMENDATIONS

1	That the Committee is assured by progress in meeting the recovery objectives.
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REPORT DETAILS

1.00	RECOVERY STRATEGY AND GOVERNANCE
1.01	Wales, and the North Wales region, continues to be in a second phase of recovery from the Covid-19 pandemic. We are now managing an ongoing endemic situation.
1.02	<p>The overall recovery aims of the organisation are</p> <p><u>Overall Organisational Recovery</u></p> <ol style="list-style-type: none">1. To ensure the financial resilience and sustainability of the organisation in budget planning for 2022/23 and the medium-term;2. To make a managed transition to a new operating model for working arrangements for the workforce;3. To continue to protect the health and well-being of the workforce;4. To continue to maintain good governance;5. To restore public access to, and participation in, democratic meetings;6. To continue to ensure organisational business continuity, and contingency planning for unforeseen developments with the pandemic’. <p>Updates on progress in meeting the corporate recovery objectives which underpin these aims are given below:</p> <p><u>Finance</u></p> <p>To ensure the financial sustainability of the organisation We were able to successfully navigate our way through the last full financial year of the pandemic due in part to the assistance received from the Welsh Government Hardship Fund. Ensuring the overall financial sustainability of the Council is a key consideration in the current work on the Medium Term Financial Strategy and Budget 2022/23 which is just entering its third stage. The Welsh Government’s Provisional Budget at a national and local level is scheduled to be announced on 20/21 December.</p> <p>To continue to maximise national assistance from the hardship fund and other government funding We are continuing to make monthly claims for additional costs and quarterly claims for income losses from the Welsh Government Hardship Fund. It has previously been confirmed that this funding will continue until the end of the current financial year although some changes to the eligible criteria have been made from 1 October which will impact on our claims. The financial impacts of the claims will continue to be included in the monthly budget monitoring reports to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p> <p>To continue to recover and restore income to target levels It was previously confirmed that the Hardship Fund will continue to assist with any existing shortfalls in budgeted income in the current financial</p>

year. Portfolio Business Recovery Plans include income recovery considerations which have been made in conjunction with the annual uplift arising from the corporate fees and charges policy.

To continue to recover and restore debt to target levels

Income collection continues and we actively engaging with tax-payers, tenants, customers and businesses to offer flexible arrangements. We are also taking steps to enforce payment against residents and businesses who have not paid nor engaged with the Council over several months

To maintain reserves and balances at levels that meet our needs

The Council will need to utilise its reserves to meet the additional costs of any elements not claimable from the Hardship Fund and also to deal with any overall in-year overspend. The level of reserves held will be a key consideration of the current work on the Medium Term Financial Strategy and Budget 2022/23.

Workforce

To ensure that the legal and ethical duties of the employer continue to be met in recovery

We continue to navigate new legislation and provide guidance for complex situational questions, to tackle the short and long-term obstacles from the long term impact of the pandemic e.g. working from home, quarantine and self-isolation. Working with Public Health Wales (PHW) and Betsi Cadwaladr University Health Board (BCUHB) we have provided our social care workforce with an opportunity to have their booster vaccination and continue to support them in the testing scheme developed specifically for health and social care staff work in a user facing so that they can continue to provide care to those most in need. We will continue to provide revised guidance as the position changes.

To continue to restore and protect the well-being of the workforce over time

The Council continues to review its policies and practices with a view to establishing new ways of working which achieves a range of benefits for both the organisation and our employees, including a better work-life balance, saved commuting time and costs, IT upskilling and higher levels of motivation whilst maintaining service levels. We have increased our Occupational Health capacity and introduced additional counselling capacity in addition to the internal provision of Physiotherapy as a more cost effective alternative to present arrangements, enabling greater control for the organisation to support employees based on clinical need.

To agree and implement a new operating model and working arrangements which maximise the use of technology and digital workplace solutions

We have implemented a number of technology solutions to enable those who are able, to work remotely and maintain contact with service users. A draft hybrid working protocol is being developed which supports the principles of hybrid working (home/office) and in recognition of Welsh Government's aspirational target for 30% of the Welsh workforce to work remotely, homeworking will continue to be the main option for employees whose role allows it, until advised otherwise. The overriding objective of

the protocol is to maximise flexibility which can be both effective and productive for both the Council and its employees, whilst promoting best practice in the management of hybrid working. We will regularly review our provisions to ensure that they are legally compliant and reflect best practice.

To continue to review opportunities for organisational re-design based on the learning from the emergency response and recovery phases

Changes in working practices and patterns of our front-line services, and the effectiveness of technological solutions in supporting home working has demonstrated that services can operate successfully without the need to be physically co-located. It is important that where feasible to do so, we capitalise on these changes and build on them where it is right to do so.

Governance

To restore collection rates of Council Tax, NNDR, Sundry Debt and housing rents to target levels

Recovery rates for council tax and National Non Domestic Rates (NNDR) have improved and we are on track against the target (noting that the target is lower this year than before the pandemic). Rent arrears have increased across the summer though is in line with the national picture. We still await the impact of the end of the furlough scheme and also the reduction in universal credit.

To complete the transition to a settled model for modern meetings

The Council has agreed that a working group reporting to the Constitution and Democratic Services Committee will look at the format for meetings in the medium to long term and also the requirements of the Local Government and Elections (Wales) Act 2021. The detailed terms of reference will be set at that Committee's meeting in November.

To restore accessibility to, and participation by, the public in member meetings

This is now complete and the public have the same opportunity to participate in meetings as before the pandemic.

To continue to support and expand digital means of service delivery

The Council successfully implemented a new admissions module ahead of the start of the school year to improve the customer experience of arranging a school place. Work is underway on linking the revenues and benefits systems to My Account which will increase the number transactions and level of information available to residents who have signed up for a My Account.

Service Recovery

To ensure the business continuity of all services

All five service portfolios are still operating their recovery business plans. The plans have been reported to this Committee in sequence. A summary report on all five plans is included on this same agenda.

To meet the specific recovery objectives for each portfolio as set out in their respective business recovery plans

All five service portfolios are operating their recovery business plans effectively (see above).

To plan the full recovery of services against any backlogs and temporarily reduced performance standards

All five service portfolios are operating their recovery business plans effectively (see above).

To ensure that contingency planning is in place should there be a return to a third phase of response

We have resilient contingency planning arrangements in place. These can be drawn upon as necessary.

Community Recovery

To protect the health and well-being of local communities

Refer to the report made to the previous two meetings of this Committee. There are no changes of significance to report.

To support and protect the most vulnerable in society

Refer to the report made to the previous two meetings of this Committee. There are no changes of significance to report.

To support the recovery of communities and build their resilience

This work is coordinated at the sub-regional level by the combined Public Service Board (PSB) of Wrexham and Flintshire. The joint PSB have identified four themes as priorities:

- Mental Health
- Environment
- Poverty and Inequality
- Children and Young People

The Joint Public Service Board met on 7 October where commitment was made to continue to work together with Wrexham CBC to address these themes.

To support the economic recovery of communities and local business sectors

A report is to be prepared outlining the current state of Flintshire's economy and the issues that have arisen from the pandemic. This report will also be shared with Environment and Economy Overview and Scrutiny Committee and Cabinet in due course.

Regional Recovery

To fully engage with the regional recovery strategy and as a member of the regional Recovery Co-ordinating Group

The Council is a category one member of the regional Recovery Co-ordinating Group (RCG) and is an ever-present attendee. We fully engage in both the development of regional recovery strategy and the implementation of agreed strategy and plans at a local level.

	<p>To effectively manage the local implementation of the regional <i>Prevention and Response</i> strategy for the pandemic</p> <p>The regional Prevention and Response strategy – which covers containment of the virus through a number of plans and enforcement powers – was adopted by all partners including the Council and has recently been revised. The Council implements the strategy, which includes Test, Trace and Protect and the Vaccination Programme, through our local partnership structures. Our local multi-agency Prevention and Surveillance Group (which is currently meeting weekly) oversees and directs all local activity. Work across all six county-level Prevention and Surveillance groups is coordinated by the six respective chairs.</p> <p>To effectively manage the local operation of the <i>Test, Trace and Protect</i> programme</p> <p>Flintshire is the lead local authority for this programme in partnership with the Health Board, and is the employing body for the tracing workforce for the whole region. This service is under continuous pressure due to the number of cases we have to manage on a daily basis and given the limitations of recruitment and retention for a workforce based on short-term fixed contracts. The activities of the service have been prioritised and Welsh Government is due to publish a revised plan for Test, Trace and Protect imminently. The national funding for the service has been extended to the first quarter of the 2022/23 financial year.</p> <p>To play a full part in the planning and delivery of partnership programmes e.g. the vaccination programme</p> <p>Flintshire continues to play a full part in the development and local implementation of all regional programmes. The Council is represented on the strategic group that has designed and oversees the vaccination programme which is delivered by the Health Board as the responsible executive agency. The regional booster programme is now operating for cohorts 1-9 of eligible residents (cohorts are defined nationally by age, occupation and medical vulnerability) and Deeside Leisure Centre will continue to be used as a vaccination centre until the end of March 2022.</p>
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2.00	RESOURCE IMPLICATIONS
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2.01	None specific
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	Consultation on the second phase recovery strategy and governance arrangements has taken place with Chief Officers, the internal Emergency Management Response Team, Cabinet Members, and Group Leaders.
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4.00	RISK MANAGEMENT
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4.01	None specific.
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5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

6.00	CONTACT OFFICER DETAILS
6.01	Contact Officer: Neal Cockerton Telephone: 01352 702101 E-mail: chief.executive@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	None.

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RECOVERY COMMITTEE

Date of Meeting	Thursday 4 th November, 2021
Report Subject	Corporate Recovery Risk Profile
Cabinet Member	Deputy Leader for Governance and Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This report provides the Committee with an update on the Corporate Recovery Risk Register and Mitigations (shown at Appendix 1 and 2).

Risks continue to be managed well as they have throughout the pandemic. We currently have 34.3% of risks rated green, 65.7% rated as amber and 0% as red.

We have a total of 35 risks that have previously been closed. 34 of these closed due to reaching target risk rating. 1 risk was closed due to duplication. We have 0 risks which are to be closed at this review.

This round we have removed '*CF14 Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan*' following agreement by this committee at the last meeting due to the risk being reported through Housing and Assets risk register. This will reduce duplication.

RECOMMENDATIONS

1	That the Committee review the latest risk register and risk mitigation actions within the corporate portfolios
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REPORT DETAILS

1.00	EXPLAINING THE CORPORATE RECOVERY RISK PROFILE
1.01	<p>Analysis of the current risk profile for the Corporate Recovery Risk Register shows the following current status of risks:</p> <ul style="list-style-type: none">• 12 (34.3%) have a green risk rating• 23 (65.7%) have an amber risk rating• 0 (0.0%) have a red risk rating <p>Analysis of the current risk profile for the Corporate Recovery Risk Register shows the following current trend of risks:</p> <ul style="list-style-type: none">• 0 (0.0%) has a green ↓ trend rating• 30 (85.7 %) have a no change ↔ rating• 5 (14.3%) have a red ↑ trend rating
1.02	<p>The five risks which have are increasing in risk trend are:</p> <p>CW14 - Increase in workforce turnover due to employees making personal life choices and impact of volatility and change in the employment market which impacts on successful recruitment to vacancies.</p> <p>CW16 - Increased sickness absence both COVID and non COVID related</p> <p>CW17 - Increased numbers of mental health related absences</p> <p>CG04 - Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects</p> <p>CG14 - Delay in or increased cost of obtaining digital devices due to continued demand arising from the response to the pandemic</p> <p>Mitigating actions and management comments for each of these can be found in appendix 2.</p>
1.03	There are no risks to be closed at this review.
2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.
3.00	RISK MANAGEMENT
3.01	The subject of this report is risk management.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Senior Officers and Chief Officers have contributed to the review of the corporate risk register and mitigations document.
5.00	APPENDICES
5.01	Appendix 1: Corporate Risk Register Appendix 2: Corporate Risk Mitigations
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.
7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Jay Davies Telephone: 01352 702274 E-mail: jay.davies@flintshire.gov.uk
8.00	GLOSSARY OF TERMS
8.01	Risk Management: the process of identifying risks, evaluating their potential consequences (impact) and managing them. The aim is to reduce the frequency (likelihood) of risk events occurring (wherever this is possible) and minimise the severity of their consequences (impact) if they occur. Threats are managed by a process of controlling, transferring or retaining the risk. Opportunities are managed by identifying strategies to maximise the opportunity or reward for the organisation.

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Corporate Recovery Risk Register

Recovery Committee Version: 04

Reviewed: 20.10.21

Key		
Underlying Risk Rating	The risk rating before any mitigating actions	
Current Risk Rating	This risk rating following the planned mitigation actions	
Target Risk Rating	The risk rating which is realistically achievable and by when	
Risk Trend	The trend of the risk since the last review date	
NC ↔	No change in risk trend since last review	
Risk Status	Open denotes a live risk	Closed denotes a closed risk

Finance – Income

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF01	No replacement Government funding to replace income in an extended recovery phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q3 2021/22	NC ↔	Open
CF02	A continued loss of income in the recovery phase and beyond should public behaviour change	Strategic	Gary Ferguson	Sara Dulson	R	A	A Open	NC ↔	Open
CF03	A continued loss of income in trading services in recovery	Strategic	Gary Ferguson	Sara Dulson	R	A	A Q4 2021/22	NC ↔	Open
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained in part as a mass vaccination centre	Strategic	Colin Everett	Rachael Corbelli	R	A	G Q1 2022/23	NC ↔	Open
CF05	An increase in the overall level of debt owed to the Council	Strategic	Gary Ferguson	David Barnes	R	A	A Q4 2021/22	NC ↔	Open
CF19	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	Strategic	Gary Ferguson	David Barnes	R	A	A Q4 2021/22	NC ↔	Open

Finance - Reserves

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF07	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q4 2021/22	NC ↔	Open

Finance - Council Tax

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF08	A reduction in Council Tax collection impacts on (1) cash-flow and (2) the annual budget	Strategic	David Barnes	Sara Dulson	R	A	A Q4 2021/22	NC ↔	Open
CF09a	Rise in demand for CTRS has financial impacts on the Council budget because the base subsidy from Welsh Government is not increased to meet the additional cost	Strategic	Jen Griffiths	Gary Ferguson	R	A	A Q4 2021/22	NC ↔	Open

Finance - Inflation and Markets

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF10	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	Operational	Gary Ferguson	Sara Dulson	A	A	G Open	NC ↔	Open

Finance - Treasury Management

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF11	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	Strategic	Gary Ferguson	Liz Thomas	A	G	G Open	NC ↔	Open
CF12	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held	Strategic	Gary Ferguson	Liz Thomas	A	G	G Q4 2021/22	NC ↔	Open
CF13	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	Strategic	Gary Ferguson	Phil Latham	R	G	G Open	NC ↔	Open

Finance - Capital Programme

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF15	Impact on the Capital Programme of loss of/reduction in planned Government specific grants	Strategic	Neal Cockerton	Liz Thomas	A	G	G Q4 2021/22	NC ↔	Open
CF16	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances	Strategic	Neal Cockerton	Liz Thomas	A	G	G Q3 2021/22	NC ↔	Open

Finance - Financial Settlements

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF18	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2022/23 due to a change to fiscal policy as part of national recovery planning	Strategic	Colin Everett	Gary Ferguson	R	A	A Q4 2021/22	NC ↔	Open

Workforce - Financial

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW03	Cost associated with carry forward of accrued leave across multiple leave years (i.e. from 2020/21 to 2021/22 and 2022/23)	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2021/22	NC ↔	Open

Workforce - Capacity

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW09	Excessive and unsustainable demands for support for the regional Test, Trace and Protect (TTP) Programme depletes the workforce and impacts on service delivery	Strategic	Colin Everett	Sharon Carney	A	A	G Q4 2021/22	NC ↔	Open
CW10	Impacts of the third wave in the pandemic on the continuous availability of key workers to operate services in a further response phase	Strategic	Sharon Carney	Chief Officers	A	A	G Open	NC ↔	Open
CW11	Increase in demand for Occupational Health and supplementary services	Operational	Sharon Carney	Julie Luff	A	A	G Open	NC ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW14 Updated	Increase in workforce turnover due to employees making personal life choices and impact of volatility and change in the employment market which impacts on successful recruitment to vacancies. Note: current risk rating and risk trend is increasing across the Council. Some services are impacted more than others as they are dealing with the compound effect of recruitment and retention difficulties.	Operational	Sharon Carney	Business Partners	A	A	G Open	R ↑	Open
CW21	Impact on the most vulnerable members of our workforce due to ongoing remote working	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Open
CW22	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Open
CW24	Impact on workforce availability/productivity as a result of caring responsibilities, specifically to care for children who have been sent home from school to self-isolate and need support with blended learning.	Operational	Sharon Carney	Business Partners	R	A	G Open	NC ↔	Open
CW27	Impact on services due to the backlog of First Aiders whose qualification has expired as a result of the ongoing restrictions and now need to retrain to gain requalification	Operational	Sharon Carney	Business Partners	R	A	G Q4 2021/22	NC ↔	Open

Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW16 Updated	Increased sickness absence both COVID and non COVID related Note: current risk rating and risk trend is increasing due to increased levels of sickness across the Council.	Operational	Sharon Carney	Business Partners	A	A	G Open	R ↑	Open
CW17 Updated	Increased numbers of mental health related absences Note: current risk rating and risk trend is increasing due to due to the pro-longed impact of the pandemic and other external factors such as increased cost of living	Operational	Sharon Carney	Julie Luff	A	A	G Open	R ↑	Open
CW18	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	Operational	Sharon Carney	Business Partners	A	G	G Q4 2021/22	NC ↔	Open
CW28	Impact of Long COVID and the ability of employees to return to work within previously agreed/anticipated timescales.	Operational	Sharon Carney	Business Partners	A	G	G Q4 2021/22	NC	Open

Governance - Information and systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG01	Cyber-attack through bogus Covid-19 email	Strategic	Gareth Owens	Aled Griffith	R	A	A Open	NC ↔	Open
CG02	Loss of data or system hack due to malware or the use of unauthorised apps	Strategic	Gareth Owens	Aled Griffith	R	A	A Open	NC ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG04 Updated	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects Note: risk trend is increasing and current risk rating has increased to amber due to limited ICT service capacity for a number of priority projects	Strategic	Gareth Owens	Mandy Humphreys	A	A	G Q3 2021/22	R ↑	Open
CG14 Updated	Delay in or increased cost of obtaining digital devices due to continued demand arising from the response to the pandemic Note: risk trend is increasing due to lead times on equipment are currently increasing to a global chipset shortage.	Strategic	Gareth Owens	Aled Griffith	A	A	G Q3 2021/22	R ↑	Open

Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG07	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q3 2021/22	NC ↔	Open
CG08	Emergency legislation is repealed prematurely and before we are ready to resume normal services	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q3 2021/22	NC ↔	Open

Previously Closed Risks

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW01	Impact on Council Alternative Delivery Models (ADM's) subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	Strategic	Sharon Carney	Rachael Corbelli	A	G	G Q3 2020/21	G ↓	Closed
CW02	Impacts if pressure brought to apply temporary pay uplift (10%) to staff working in critical frontline teams by other Welsh Local Authorities or other body (WLGA, JCW): (1) workforce division (2) potential grievances and Equal Pay claims from other occupational groups and (3) affordability	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW04	Cost impacts of the retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	NC ↔	Closed
CW08b	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09							
CG11	Insufficient information availability to provide an adequate annual statement of assurance	Strategic	Chief Executive	Lisa Brownbill	R	G	G Q2 2020/21	G ↓	Closed
CG14	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q2 2020/21	G ↓	Closed
CW02a	Administration of the Welsh Government decision to make a one-off payment to care workers causes a local administrative burden and has unfunded residual costs for the Council as an employer e.g. superannuation	Strategic	Sharon Carney	Gary Ferguson	R	G	G Q3 2020/21	G ↓	Closed
CW05	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	G ↓	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW06	Insufficient availability of occupational work groups to restore services	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW09a	Inadequate funding availability from Welsh Government to support a regional TTP Programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW09b	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW15	The resilience of senior and supporting management following a long and demanding response phase	Strategic	Sharon Carney	Julie Luff	A	G	G Q3 2020/21	G ↓	Closed
CW19	Impact of delayed bereavement leave – on attendance and mental health	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	G ↓	Closed
CG06	Resumption of democratic processes reduces our capacity to support recovery work	Strategic	Chief Executive	Gareth Owens	R	G	G Q3 2020/21	G ↓	Closed
CG12	Changes to established managerial and democratic systems results in challengeable decision-making	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q3 2020/21	G ↓	Closed
CG13	Changes to established managerial and democratic systems result in failure to properly authorise a decision	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q2 2020/21	NC ↔	Closed
CW09c	The impacts on workforce planning of the unavailability of antibody testing	Strategic	Colin Everett	Sharon Carney	A	G	G Q3 2020/21	NC ↔	Closed
CG05	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	Strategic	Gareth Owens	Aled Griffith	A	A	G Q3 2020/21	NC ↔	Closed
CG03	Data loss or inaccuracy due to disrupted ways of working	Operational	Gareth Owens	Alun Kime	R	G	G Q4 2020/21	NC ↔	Closed
CW07	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above)	Operational	Sharon Carney	Business Partners	A	G	G Q3 2020/21	NC ↔	Closed
CW23	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from non-exempt countries or territories	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Closed
CG09	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making	Operational	Gareth Owens	Robert Robins	A	A	G Q3 2021/22	NC ↔	Closed
CG10	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	Operational	Gareth Owens	Aled Griffith	A	A	G Open	NC ↔	Closed
CW26	The impacts on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers	Operational	Sharon Carney	Julie Luff	R	A	G Q2 2021/22	NC ↔	Closed
CW20a	Impact on our workforce due to schools operating in a different way and the requirement for working parents to assist with home schooling during normal working hours	Operational	Sharon Carney	Business Partners	A	A	G Open	NC ↔	Closed
CF20	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity	Strategic	Gary Ferguson	David Barnes	R	A	A Q1 2021/22	NC ↔	Closed
CF06	Insufficient reserves remain following the response phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	NC ↔	Closed
CF09	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy	Strategic	Jen Griffiths	Sara Dulson	A	G	G Q4 2021/22	NC ↔	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF17	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	Strategic	Gary Ferguson	Sara Dulson	A	A	G Q1 2021/22	NC ↔	Closed
CW01a	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	Strategic	Sharon Carney	Rachael Corbelli	R	G	G Q2 2021/22	NC ↔	Closed
CW08a	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	Operational	Sharon Carney	Julie Luff	A	G	G Q4 2020/21	NC ↔	Closed
CW12	Impact of changes to service performance/continuity from any changes to service models in the recovery phase	Strategic	Sharon Carney	Chief Officers	A	G	G Q4 2020/21	NC ↔	Closed
CW25	Impact on International/European PPE supply chain following Brexit Note: risk closed due to PPE supply chain not being impacted upon	Operational	Andrew Farrow	Vanessa Johnson	A	A	G Q1 2021/22	NC ↔	Closed
CW13	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices - competition, certainty	Operational	Sharon Carney	Chief Officers	A	G	G Open	NC ↔	Closed
CW20	Impact on our workforce due to schools operating in a different way and the impact on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	NC ↔	Closed

Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Significant	G	G	Y	A	A	R
	Marginal	G	G	G	Y	Y	A
		Unlikely	Very Low	Low	High	Very High	Extremely High
Likelihood of risk happening							

Corporate Recovery Risk Register

Recovery Committee Version: 04

Reviewed: 20.10.21

Finance

Finance – Income

Mitigation Urgency Key	
IM – Immediate	Now
ST – Short Term	Within 1 month
MT – Medium Term	1 month plus
Upward arrow	Risk increasing
Downward arrow	Risk decreasing
Sideways arrow	No change in risk

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF01	No replacement Government funding to replace income lost during the response phase	↔	IM	Income claims totaling £4.2m were submitted to Welsh Government in 2020/21 and these have been settled in full including those areas initially settled at 50%. Welsh Government have confirmed the continuation of the Hardship Fund until the end of March 2022 so claims will continue to be made for lost income on a quarterly basis.
CF02	A continued loss of income in the recovery phase and beyond should public behaviour change	↔	MT	This risk will be taken into account in the current review of the Medium-Term Financial Strategy (MTFS) and reported throughout the year under monthly budget monitoring reports. Income recovery will continue to be included in Portfolio Business Recovery Plans. The risk is reduced now that funding is confirmed for the full 2021/22 financial year.
CF03	A continued loss of income in trading services in recovery	↔	IM	As CF01 above.
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained in part as a mass vaccination centre	↔	MT	All income lost to Aura at Deeside Leisure Centre (DLC) for the period from which leisure centres are allowed to re-open (from 10.08.20) but DLC is out of commission as it remains a temporary hospital, can be recovered from the Health Board under the terms of the license/commercial agreement agreed for their occupation of the facility. This protection should also apply to commercial tenants and operators. The income losses recoverable are subject to negotiation and based on physical distancing restrictions and reduced access.
CF05	An increase in the overall level of debt owed to the Council	↔	MT	Income collection continues and we actively engaging with tax-payers, tenants, customers and businesses to offer flexible arrangements. We are also taking steps to enforce payment against residents and businesses who have not paid nor engaged with the Council over several months. This risk is being taken into account in the review of the Medium-Term Financial Strategy (MTFS) including a review of the adequacy of levels of bad debt provision across the Council Additional funding (circa £1.05m) from WG to compensate for losses of 2020/21 council tax collections is helping to provide financial resilience as we enter the recovery phase.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF19	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	↔	MT	Income collection continues through the re-introduction of formal recovery processes. We continue to engage with businesses to provide flexible payment agreements. However, businesses who fail to engage or pay, will now continue to be tracked and progressed through the debt recovery systems. Legal action through the Magistrates Courts has re-commenced in cases where businesses ignore repeated request for payment. This risk of losses in collection continues to be tracked on a monthly basis by Welsh Government to 'stress-test' the resilience of the National Collection Pool as this forms a critical part of Aggregate External Finance (AEF) and the money distributed by WG through the settlement. This also includes redistributed non-domestic rates.

Finance - Reserves

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF07	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase	↔	MT	This risk is being taken into account in the review of the Medium-Term Financial Strategy (MTFS) and is impacted by CF06 above.

Finance - Council Tax

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF08	A reduction in Council Tax collection impacts on (1) cash-flow and (2) annual budget	↔	MT	The financial support of circa £1.05m from Welsh Government to mitigate the impacts of council tax income loss in 2020/21 has helped to reduce the risk levels. Debt Recovery processes have re-commenced to increase collection rates and ongoing risks are being taken into account in the review of the Medium-Term Financial Strategy (MTFS).
CF09a	Rise in demand for CTRS has financial impacts on the Council budget because the base subsidy from Welsh Government is not increased to meet the additional cost	↔	MT	Although there has been no increase in the base subsidy for 2021/22 the budget includes provision for the impact of a council tax increase and meeting in-year demand. At this stage no significant cost pressure is being projected although the position will need to be closely monitored now that the furlough scheme has ceased.

Finance - Inflation and Markets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF10	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	↔	MT	There is no immediate evidence of any further increasing inflationary pressures of this type over and above the last update although the situation is being closely monitored Our normal procurement and value for money tendering exercises continue.

Finance - Treasury Management

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF11	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	↔	IM	Investments have been made in line with our Treasury Management Strategy and initially were primarily with the Government Debt Management Office to protect security and liquidity. The position was reviewed and investments were subsequently extended to Money Market Funds, where appropriate, which generate a higher rate of return. Current interest rates/investment returns continue to be low.
CF12	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held	↔	IM	Cash flow is monitored daily with accurate intelligence from across the organisation, and is a standing agenda item at the Finance Tactical Group. Affordability of borrowing will need to be a consideration when reviewing the profile of capital projects at later date.
CF13	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	↔	IM	The Fund Investment Strategy has a diversified portfolio to manage risk and seeks return from a range of sources and asset classes. In February and March 2020 the Fund suffered as with all investors with the COVID 19 driven market volatility and falls. Since then markets have recovered significantly and have been considerably more stable. The funding level (value of assets as a proportion of liabilities) has recovered and is ahead of target but much uncertainty remains. The Fund has a range of risk management tools and when combined with the range of internal controls in place with officers and advisers who ensure that the Fund's exposure to market volatility is mitigated wherever possible. This is under regular review by the Pensions Team and the external advisor team. Initial discussions with employers on the potential impact on costs from the Actuarial Valuation 2022 will commence on 22 October.

Finance - Housing Revenue Account

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF14	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan	↔	MT	Welsh Government have announced that the extension of powers enacted under the Coronavirus Act 2020 relating to evictions ended on the 30 June 2021, in this context evictions can now proceed. In terms of notice periods (Notice of Seeking Possession [NSOP]) these were also to end on 30 June 2021, however this was extended by a further six months to the 30 September 2021. This means that a six month notice period will apply to notices issued on or after 24 July 2020 (except in cases of anti-social behavior). This will continue to place further pressure on the HRA Business Plan.

Finance - Capital Programme

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF15	Impact on the Capital Programme of loss of/reduction in planned Government specific grants	↔	IM	The Capital Programme and the draw-down/protection of specific grants is reported regularly to the Finance Tactical Group. There is regular liaison with Welsh Government lead contacts to protect grants for delayed/deferred schemes. Contractors for projects from Marleyfield Residential Care Home to highways construction projects are progressing with works in line with grant deadlines, and all other capital programmes have resumed e.g. Disability Facilities Grants. Works are being completed whilst strictly adhering to social distancing regulations. All grant claims have been submitted on time and there is no evidence to date of changes to existing grants. Welsh Government is making additional capital grant awards in policy areas such as economic stimulus and homelessness and we expect our capital programme to be enhanced.
CF16	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances	↔	MT	The Capital Programme for 2021/22 to 2023/24 was approved by Council in December. Affordability and risk appetite are to be reviewed as part of the Medium-Term Financial Strategy. Views can then be taken on setting future year Capital Programmes together with assessments of interest rates to enable/track potential borrowing.

Finance - Financial Settlements

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF18	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2022/23 due to a change to fiscal policy as part of national recovery planning	↔	MT	Our strategy is to continue our regular engagement with Welsh Local Government Association (WLGA) and Welsh Government to gain support for sustainable settlements for the future. The 2021/22 settlement only provided funding certainty for 1 year, although the Council was able to approve a legal and balanced budget at Cabinet and Council on 16 February. The Council will continue to push for three year funding settlements from 2022/23 onwards.

Workforce

Workforce - Financial

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Page 32 FW03	Cost associated with carry forward of accrued leave across multiple leave years (i.e. from 2020/21 to 2021/22 and 2022/23)	↔	MT	The Working Time (Coronavirus) (Amendment) Regulations 2020 amends the Working Time Regulations 1998 to provide, where it is not reasonably practicable for a worker to take some or all of the holiday to which they are entitled, the right to carry the four weeks leave forward into the next two leave years. Many employees are continuing to take annual leave as planned/needed but it is too early to assess the extent of the potential backlog and the impacts of managing it. Following an assessment by each portfolio the anticipated level of carry-forward anticipated has not materialised. Services have been managing leave effectively and only a handful of services have needed to ask employees to cancel or postpone leave as a direct result of COVID.

Workforce - Capacity

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW09	Excessive and unsustainable demands for support for the regional Test, Trace and Protect (TTP) Programme depletes the workforce and impacts on service delivery	↔	IM	The new workforce has been appointed to mitigate this risk of an over-reliance on our core workforce to provide a Trace Test Protect (TTP) service (refer to the July Cabinet report). However, an increase in demand has necessitated some draw-down of our deployment 'bank' employees. This may increase as a risk as a second wave in the pandemic emerges.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW10	Impacts of the third wave in the pandemic on the continuous availability of key workers to operate services in a further response phase	↔	MT	This remains an open risk and subject to change as we approach the winter. Subject to order fulfillment, the flu vaccine will be offered to all key workers. The procurement of sufficient supplies will result in a budget pressure of £25-30k. As a management action this a good investment to protect our workforce.
CW11	Increase in demand for Occupational Health and supplementary services	↔	MT	This risk is being taken in account in our planning for the return of the workforce. Additional capacity may need to be acquired and this will need to be taken into account in a mid-year review of the 2020/21 Council Fund Revenue Budget. A Psychological support and Trauma group is established and additional counselling resource is on offer for self-referrals. The cost estimate is £8k for 12 weeks. This will be a budget pressure.
CW14 Updated	Increase in workforce turnover due to employees making personal life choices and impact of volatility and change in the employment market which impacts on successful recruitment to vacancies.	↑	MT	This risk has materialised. Service managers wishing to recruit to a vacancy complete a business case which is considered by a corporate panel. Where the case is well made, and there is an imperative for the position for business continuity and service resilience, the panel will support a recruitment going ahead. This is a management action to control in-year expenditure due to the financial risks of the recovery period, and to identify areas where there is a recruitment and/or retention challenge
Page 38 CW21	Impact on the most vulnerable members of our workforce due to ongoing remote working	↔	MT	As per CW11 and CW17 and our strategy for a safe return to work for the workforce. This strategy is progressing well with employee being able to access some Council premises on managed rotas. Effective workforce management is supporting teams and individuals. Home working remains an open offer for vulnerable employees.
CW22	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	↔	IM	Employees whose role allows it, and who are fit to work, are expected to work from home. For those who role does not allow them to work from home, they will be on 'approved paid absence'. A limited number of requests have been received to date but as the NHS starts to reschedule its non COVID related activity, this could increase. We will continue to monitor requests. Target risk date updated due to ongoing restrictions

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW24	Impact on workforce availability/productivity as a result of caring responsibilities, specifically to care for children who have been sent home from school to self-isolate and need support with blended learning.	↔	IM	Employees whose role allows it, and who are fit to work, are expected to work from home. For those whose role does not allow them to work from home, they will be on 'approved paid absence'. Employees, should, wherever possible, look at sharing the responsibility, to minimise any impact and are encouraged to work flexibly to try and achieve a work life balance Target risk date updated to reflect the ongoing impact on working parents
CW27	Impact on services due to the backlog of First Aiders whose qualification has expired as a result of the ongoing restrictions and now need to retrain to gain requalification	↔	MT	Priority for access to First Aid training is given to front line services. Delivery has recommenced in a COVID safe manner (fewer numbers, additional safeguards) which has enabled 240 people to complete their training during the last three months. Our insurers have confirmed that First Aiders whose qualification has lapsed can continue to provide support in the event it is needed.

Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW16 Updated	Increased sickness absence both COVID and non COVID related	↑	ST	Sickness absence is being managed through the Council's Attendance Management policy and procedure. Current levels of sickness absence are running at below seasonal averages for past years. Also see CW17.
CW17 Updated	Increased numbers of mental health related absences	↑	IM	A Wellbeing and Trauma Support Task Group is established to support the workforce in Social Services (as the highest risk service area) to manage their mental health during the pandemic. We continue to provide online training / advice and support to managers and their teams and to signpost to support from outside agencies. An Operational Task Group is now established with the role to ensure that all workplaces are safe to return to, and to communicate the measures in place to manage employee anxiety over a return to work. Links to a number of helpful websites / webinars on health and well-being to be provided via Human Resources and the Infonet. We continue to offer targeted support to individuals and teams showing signs of fatigue/anxiety. All employees are able to access support via CareFirst 24/7, attend stress management course and access counselling based on clinical assessment.
CW18	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	↔	IM	Deferred medical events are being re-scheduled. Where delays have resulted in extended absence which has impacted on sick pay entitlement, measures are in place to extend pay for up to three months. Only two requests for extension to sick pay have been made to date.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW28	Impact of Long COVID and the ability of employees to return to work within previously agreed/anticipated timescales.	↔	IM	Employees with long COVID, like other employees have their absence managed through the Council's Attendance Management Policy. Where there is a confirmed case of long COVID (via GP or other medical practitioner) the absence will not count towards triggers but payments will remain as per policy. We will however, consider an application for extension to sick pay in line with the other COVID related provisions on a case by case basis.

Governance

Governance - Information and systems

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG01	Cyber-attack through bogus Covid-19 email	↔	IM	Risk is being mitigated through the use of mail scanning tools and staff education. The likelihood of the risk can be mitigated. The impact will remain as significant due to the potential disruption to services and the continued attempts to compromise security.
CG02	Loss of data or system hack due to malware or the use of unauthorised apps	↔	IM	The security measures that we have in place in order to achieve PSN compliance continue to mitigate the risks.
CG04 Updated	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	↑	MT	The response to the emergency situation placed huge demand on the ICT Service to quickly develop and implement new ways of working and supporting technologies. This drew resource away from, and thus delayed, large infrastructure projects such as the move to Office 365. The completion of the move to Office 365 is time sensitive and the ICT Service is therefore prioritising the delivery of this project. In addition, new projects of high priority are also due to start and capacity within the ICT service is extremely stretched with external resources proving difficult to source.
CG14 Updated	Delay in or increased cost of obtaining digital devices due to demand	↑	MT	Increased delivery times and/or increased costs are occurring due to scarcity of digital devices in the market place. Projects being advised to set realistic timescales and the IT Service are working with suppliers to attempt to minimise these delays as much as possible. Lead times on equipment are currently increasing to a global chipset shortage.

Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG07	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	↔	IM	This risk continues to be managed by ensuring that we comply fully with Welsh Government regulations for the emergency period, and by following recognised good/required practice in meeting management e.g. publication of agendas, reports and minutes, due notice being given of meetings, only urgent items being taken forward for decision etc

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG08	Emergency legislation is repealed prematurely and before we are ready to resume normal services	↔	IM	Welsh Government has recently shared the expiry dates of all emergency legislation and agreed to extend dates if required, which has reduced the risk of resuming previous/full statutory duties prematurely.

Previously Closed Risks

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW01	Impact on Council ADM subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	↓	IM	-
Page 41 CW02	Impacts if pressure brought to apply temporary pay uplift (10%) to staff working in critical frontline teams by other Welsh LAs or other body (WLGA, JCW): (1) workforce division (2) potential grievances and Equal Pay claims from other occupational groups and (3) Affordability	↓	MT	-
CW04	Cost associated with retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	↔	MT	-
CW08b	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09		
CG11	Insufficient information availability to provide an adequate annual statement of assurance	↓	IM	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG14	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	↓	IM	-
CW02a	Administration of the Welsh Government decision to make a one-off payment to care workers causes a local administrative burden and has unfunded residual costs for the Council as an employer e.g. superannuation	↓	IM	-
Page 42 CW05	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	↓	MT	-
CW06	Insufficient availability of occupational work groups to restore services	↓	IM	-
CW09a	Inadequate funding availability from Welsh Government to support a regional TTP Programme	↓	IM	-
CW09b	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	↓	IM	-
CW15	The resilience of senior and supporting management following a long and demanding response phase	↓	IM	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW19	Impact of delayed bereavement leave – on attendance and mental health	↓	MT	-
CG06	Resumption of democratic processes reduces our capacity to support recovery work	↓	IM	-
CG12	Changes to established managerial and democratic systems results in challengeable decision-making	↓	IM	-
CG13	Changes to established managerial and democratic systems result in failure to properly authorise a decision	↔	IM	-
Page 43 CW09c	The impacts on workforce planning of the unavailability of antibody testing	↔	IM	-
CG05	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	↔	IM	-
CG03	Data loss or inaccuracy due to disrupted ways of working	↔	IM	-
CW07	The operational impacts of managing high levels of accrued annual leave across multiple leave years	↔	MT	-
CW23	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from none exempt countries or territories	↔	IM	-
CG09	Technology and/or the functioning of remote	↔	IM	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	meetings impedes inclusive and effective decision-making			
CG10	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	↔	IM	-
CW26	The impact on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers.	↔	IM	-
CW20a	Impact on our workforce due to schools operating in a different way and the requirement for working parents to assist with home schooling during normal working hours	↔	MT	-
CW20	Impact on our workforce due to schools operating in a different way and the impact on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	↔	IM	-
CF06	Insufficient reserves remain following the response phase	↔	IM	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF20	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity	↔	MT	-
CF09	Budget impacts of additional demand under the CTRS due to a shortfall in Government subsidy	↔	IM	-
Page 17 Page 45	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	↔	MT	-
CW01a	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	↔	IM	-
CW08a	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	↔	IM	-
CW12	Impact of changes to service performance/continuity from any changes to service models in the recovery phase	↔	MT	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW25	Impact on International/European PPE supply chain following Brexit	↔	MT	-
CW13	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices	↔	MT	-



RECOVERY COMMITTEE

Date of Meeting	Thursday 4 th November, 2021
Report Subject	Risks and Issues within Portfolios and Feedback from Overview & Scrutiny
Cabinet Member	Collective Cabinet
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

Portfolio Recovery Business Plans were developed for exiting the first response phase to the pandemic in 2020.

This Committee has had oversight of the Recovery Business Plans for all five service portfolios during recent meetings (June – August). During each of the meetings the relevant Chief Officers were asked to highlight significant areas of risk. This report today presents progress and updates on those areas of risk for each of the portfolios.

RECOMMENDATIONS

1	To review progress of the highlighted areas of risk within all five portfolios reported at earlier meetings of this committee.
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REPORT DETAILS

1.00	EXPLAINING THE RISKS AND ISSUES WITHIN PORTFOLIOS
1.01	In the following sections updates will be provided for the highlighted areas of risk from each of the service portfolios.
1.02	<p>The following portfolio risks were identified as highlighted areas of risk and reported at recent meetings of the Recovery Committee:</p> <p><u>Education & Youth</u></p> <ul style="list-style-type: none">• Managing uncertainty around operational changes which may need to be implemented for the start of the new term. Schools have now been open for half a term and continue to face significant challenges in managing the impact of Covid-19 cases on pupils and staff. Changes to Welsh Government guidance to allow learners to remain in school, even if they are a contact of a positive case, has resulted in high numbers of infections within both the pupil and staff population. The very limited availability of supply staff for a range of school posts is stretching schools' operational capacity and keeping anxiety levels amongst staff and school leaders at an elevated level. Changes to guidance for Specialist Schools has been particularly problematic. Guidance for the TTP process has also been recently reviewed and updated with a view to streamline information sharing and reduce workload for both TTP and schools but this is only just being introduced so too early to assess impact. The Education Portfolio, Environmental Health Officers and the TTP team continue to provide high levels of support to schools. However, the resilience of school leaders is stretched and the ongoing risk of disrupted education for learners remains high.<p><i>The Education, Youth & Culture OSC considered a report at its meeting on 16th September which provided an overview of the revised COVID-19 measures for the safe operation of schools. The Committee were congratulatory of schools for the positive way in which they had re-opened in September and a letter of thanks to all school staff had been sent from the Chair on behalf of the Committee.</i></p><p><i>The Committee also received a verbal update from the Chief Officer (Education & Youth) at the Committee meeting on 21st October. The Committee noted the update but raised concerns around the shortage of supply teachers, teaching assistants and caretakers at Schools.</i></p>• The impact the pandemic has had on children and young people, specifically on their health and emotional well-being and their ability to engage with learning. Feedback from schools is that many learners are clearly evidencing the impact of having missed long periods of teaching. This is reflected in their knowledge, skills and concentration but also in their behaviour. Schools are reporting higher levels of pupils

struggling to re-engage and that some are also having difficulty conforming to appropriate behaviour expectations whilst in school because of the lack of structure for a long period of time. Schools report that these behavioural challenges, which are an obvious exemplification of the impact on the pandemic on learners' emotional well-being, are taking a great deal of time to manage and resolve, and this coupled with staff absences, are adding to the current pressures. Schools do have the funding from WG to employ more staff and deliver intervention programmes but staff absences from Covid-19 and the need to cover/rearrange classes is sometimes disrupting delivery. The regional pilot for the national framework for Emotional Health and Wellbeing is now underway with a small number of Flintshire schools involved. Schools not in the pilot continue to be supported to use the effective materials in the Health Schools Scheme alongside other mental health strategies. This risk remains high.

The Committee received a verbal update from the Chief Officer (Education & Youth) at the Committee meeting on 21st October. Whilst the Committee were concerned on the pressure being put on Officers and Schools, they supported and appreciated that the Chief Officer Team were doing everything in their power to manage the risk.

- **The resilience of schools in managing a significant number of changes i.e. the new curriculum, Additional Learning Needs transformation and the introduction of school inspections.** This is a long term issue. Schools are being supported by the Education Portfolio and by the regional school improvement service, GwE, to help them balance the demands of these significant changes, but feedback from Headteachers is that balancing all the priorities whilst dealing with Covid cases and staff absences is hugely challenging. The reality of life in schools this half term has been regularly fed back at regional and national meetings and Headteachers have also recently shared their issues directly with the Minister for Education in a national conference. This risk remains high.

The Committee received a verbal update from the Chief Officer (Education & Youth) at the Committee meeting on 21st October. Whilst the Committee were concerned on the pressure being put on Officers and Schools, they supported and appreciated that the Chief Officer Team were doing everything in their power to manage the risk.

Housing & Assets

- **Rental Income continues to be impacted by the pandemic and when furlough and other protections end the situation worsens.** Welsh Government announced that the extension of powers enacted under the Coronavirus Act 2020 relating to evictions ended on the 30 June 2021, in this context evictions can now proceed. In terms of notice periods (Notice of Seeking Possession [NOSP])

were to end on the 30 September 2021, however they have now been extended until 31 December 2021. This means that a further six month notice period will apply to notices issued on or after 24 July 2020 (except in cases of anti-social behavior or domestic violence).

The position is further compromised as Universal Credit additional £20.00 payments have ended and the implications of the new 'Breathing Space' measures are taken into account (60 day hold on all creditor activity).

This will continue to place further pressure on the HRA Business Plan.

The Community, Housing & Assets OSC will be considering the usual update reports on Housing Income and Welfare Reform at its meeting scheduled for 8th December, 2021. The Committee will also receive and consider the proposed Housing Revenue Account (HRA) Budget for 2022/23 and the HRA Business Plan and its meeting scheduled for 12th January, 2022.

- **Homelessness presentations increase as current protections around evictions and furlough end and landlords take measures to commence and follow through on stalled evictions.**

We continue to closely monitor demand and capacity for homelessness and housing support services. Extensions of Notice periods and delays to Court proceedings continue to offer protection to tenants but this is time limited. Evictions Ban came to an end on 30 June 2021. In terms of notice periods (Notice of Seeking Possession [NOSP]) this matter has been covered in the bullet point above.

Additional Funding announced for the Tenant Hardship Grant which is available to renters in the private sector who have accrued arrears and are at risk of homelessness during the Covid period.

Additional funding from Welsh Government through Housing Support Grant for 2021-2022 onwards (extra £1.87m) is enabling the service to increase staffing capacity and other commissioned support services. Recruitment for new posts has commenced and officers are being appointed into post.

The Facilitator for the Community, Housing & Assets OSC is currently liaising with the appropriate Officers in order to present a report on Homelessness to a future meeting of the Committee.

- **Raw material supplies shortages lead to increased costs, programme delays and increased cases of contractual disputes.**

Whilst we continue to identify alternative suppliers or source stock and hold for future use the situation is becoming increasingly challenging. Since the last update the labour position is starting to deteriorate with skilled trades people now becoming increasingly

difficult to source and recruit. As noted previously those that have historically been engaged in construction activity have left the UK and remain in Europe

The situation is regularly under review due to wider international impacts a direct result of the Pandemic and the ongoing residual impacts of Brexit.

The Community, Housing & Assets OSC considered a verbal update from the Chief Officer (Housing & Assets) at the Committee meeting held on 13th October. The Committee were assured that the risk was being adequately managed.

Planning, Environment & Economy

- **The resilience of various teams due to unprecedented demand to services during the emergency situation.**

The Business Cases which were prepared to recruit into the following areas which are under pressure: Planning Enforcement; Environmental Health; Drainage and Flood Protection and Town Centre Regeneration were all supported when presented to Cabinet in September. A verbal update will be presented to committee on progress on recruitment.

The Environment & Economy OSC considered a report on Planning & Enforcement at its meeting on 14th September which provided an update on the performance of the planning enforcement service and demonstration of the new software system AGILE. A further update had been requested which would be considered at the March 2022 meeting to monitor progress.

- **The delivery of the Local Development Plan and the implementation of the back-office system.**

The LDP Examination in Public (EIP) was temporarily suspended to deal with two matters: the Strategic site at Warren Hall in Broughton and the implications of new guidance from Natural Resources Wales (NRW) on pollution levels in rivers. The former matter was addressed in a separate session on 8 September.

The latter issue has resulted in considerable additional work with colleagues in Wrexham CBC, who are experiencing similar frustrations with their LDP, NRW and Welsh Government. It is hoped that a Statement of Common Ground between ourselves and NRW will be submitted to the EIP in early November which will satisfy the Planning Inspector and allow her to finalise her report. The team are preparing a list of changes that have arisen through the EIP which will be subject to a statutory six week consultation period.

Work continues on the significant project to introduce a new back office system for the Portfolio with a presentation delivered to Environment and Economy Overview and Scrutiny Committee on 14 September. The project is still on target for the system to go live in December, with training events being planned for November.

The Facilitator for the Environment & Economy OSC is currently liaising with the appropriate Officers in order to present a report on the LDP to a future meeting of the Committee. The LDP is driver by Planning Strategy Group advising Cabinet and the Examination in Public has not yet concluded.

- **Public Protection service where resources had been in overwhelming demand during the emergency.**

Following some work being re-allocated to colleagues in the Track and Trace teams who can now provide general advice to clients, has allowed the Community and Business Protection teams to begin to address considerable backlogs within their “normal” areas of work. A restructuring of the Environmental Health teams has taken place with recruitment to vacant roles now well underway.

The above risk is to be added to the Environment & Economy OSC Forward Work Programme.

Social Services

- **Recruitment of staff to work in the sector, encompassing social work, occupational therapy and direct social work.**
- **The fragility of the market around Elderly Mentally Infirm (EMI) nursing and the recruitment of staff.**
- **Funding and fees linked to market stability.**

The three identified risk areas for social services are closely linked and require responses at a national, regional and local level. The challenges are within the context of wider health and social care pressures arising from Covid 19, demand for services rising higher than pre-Covid levels and reduced workforce capacity. We have instigated focussed and co-ordinated activity with partners to deliver actions to alleviate the pressures on the service. However, despite all that is being done, health and social care services are in a serious and deteriorating position. Our drive to keep services functioning and able to meet demand are being led professionally in the regional Recovery Co-ordination Group. Contact has been made with Ministers’ to raise the need for direct assistance with capacity and resources given the emergency we are facing in maintaining services and the risk of service failure this winter.

Locally, specific challenges in recruiting experienced level 3 childcare social workers have necessitated the implementation of a time limited market supplement to ensure we have sufficient capacity and resilience to effectively support children and families. This forms part of wider strategic approach to the recruitment and retention of the operational social care workforce across adult and children services within the local authority and the independent sector. This approach will require national investment and support both for pay and fee rate increases.

We are working regionally and locally with independent sector colleagues to develop a co-ordinated and collaborative approach to recruitment and managing our collective response to supporting people in need of care and support. Market supply in the independent sector continues to place pressure on sourcing domiciliary support, there is a small waiting list for domiciliary care services across Flintshire, and we have increasing challenges in the provision of residential nursing care where direct work is taking place with health to respond to specific issues that require an integrated response.

Due to the increasing demand and lack of capacity in adult social work and occupational therapy services, there is as a result a waiting list for assessment in operation, this is particular affecting older people services, including occupational therapy, where there is increasing demand and complexity of need. We are closely monitoring the waiting lists and are currently meeting our statutory duties, by meeting critical need only.

The Social & Health Care OSC considered the stability of the social care market (to include fees and funding) and Social Care workforce pressures and responses at the special Committee meeting on 30th September. Assurance was given that work was ongoing locally, regionally and nationally to respond to the challenges faced.

Streetscene and Transportation

- **Reduced numbers of frontline workers and contractors to deliver services safely due to the requirement for self-isolation.**
The service had been experiencing an increase in the numbers of frontline workforce needing to self-isolate. This was impacting on effective service delivery when combined with general sickness absence and annual leave requests over the summer holidays. Services continued to operate to the required standards through the use of agency workers and overtime. The situation stabilised for a period during August; however following the return of schools in September, general sickness absence levels have remained high and this is being compounded by HGV driver / agency staff shortages and an inability to recruit to vacant posts. Frontline services are continuing to be delivered through agency and overtime; however, some areas of the service are under increasing pressure, such as waste and recycling with collection rounds having to be “doubled up” in order to complete rounds. Resources have been deployed from other areas of the service, such as street cleansing and grounds maintenance. The current risk rating is red due to increasing sickness absence levels. Additional risks have been introduced to the HGV driver shortage and difficulty in recruiting and/or retaining skilled staff and workforce.

The above risk is to be added to the Environment & Economy OSC Forward Work Programme.

- **Unable to progress with key infrastructure improvement projects due to lack of resilience in staff, contractors and supply chain.**

Supply chain issues are continuing to hamper progress on some major infrastructure projects, which is resulting in delays to schemes, which are largely funded by external grant schemes. Each grant funded project is given a project team to control delivery within specified timescales. Additional partners (e.g. consultants; WRAP Cymru) are continuing to support us with delivery of key projects. Risk trend is increasing and current risk rating increased to red due to ongoing disruption in the supply chain. Early discussions to be held with funding award bodies regarding potential risks to grant funding not being expended within the specified timescales and potential carry forward of funding.

The Environment & Economy OSC will be considering a report on the above risk at its meeting on 9th November, 2021.

- **Unable to gain regulatory approval (planning; drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications.**

A number of large infrastructure improvement projects are still in progress and continue to be monitored through the relevant Project Boards. The development of these projects does rely on regulatory approval to move forward, such as planning consent, drainage (SUDs) and environmental permitting. Any undue delay in the approval processes could lead to delays for the projects and impact on available grant funding. Also, the impact of having to redirect services to alternative locations can be costly (e.g. recycling collections). The project teams continue to work with the relevant regulatory bodies to ensure that all aspects are progressed to deadlines. External partners (e.g. WRAP Cymru) are continuing to provide industry-related expertise and support to assist with progress and mitigate against further delays to projects. Risk trend remains static currently.

The Environment & Economy OSC will be considering a report on the above risk at its meeting on 9th November, 2021.

- **Public bus services (commercial and subsidised) are financially unsustainable due to reduced passenger numbers**

Recent experience has demonstrated that bus operators are finding it increasingly difficult to maintain the commercial viability of some bus services without public subsidy. Passenger numbers on public transport has declined significantly over the last 18 months, which is impacting the financial sustainability of bus services. We are observing commercial services on the core bus network being withdrawn or reduced and replacement subsidised services being introduced as a result. In some cases, the subsidies provided to operators has increased by nearly threefold, which has had a knock-on effect on subsidised bus service budgets. A budget pressure of £100k+ has been declared since period four monitoring.

	<p><i>The above risk is to be added to the Environment & Economy OSC Forward Work Programme.</i></p> <ul style="list-style-type: none"> • Increased transport operating costs due to reducing number of available transport operators to provide services Similarly to subsidised bus services, we are witnessing increased transport operating costs due to the reduction in the number of operators available to run services. The pandemic has seen some operators choosing to close their businesses or struggling to continue operating due to driver shortages and increased costs, such as fuel, driver wages and insurance. This is having an impact on transport contract prices when we have to procure routes. <p><i>The above risk is to be added to the Environment & Economy OSC Forward Work Programme.</i></p>
1.03	The risks identified above have all been included in the 'Council Plan & Governance Risk Mapping' document to ensure that they are reported to the relevant Overview & Scrutiny Committee for consideration.

2.00	RESOURCE IMPLICATIONS
2.01	None specifically.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	This report specifically covers highlighted areas of risk for each of the service portfolios and they continue to recover from the pandemic emergency situation and is based upon a framework of risk management.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The plans have been developed with wide consultation with officers within and across portfolios.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Jay Davies Telephone: 01352 702744 E-mail: jay.davies@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	Risk Management: the process of identifying risks, evaluating their potential consequences (impact) and managing them. The aim is to reduce the frequency (likelihood) of risk events occurring (wherever this is possible) and minimise the severity of their consequences (impact) if they occur. Threats are managed by a process of controlling, transferring or retaining the risk. Opportunities are managed by identifying strategies to maximise the opportunity or reward for the organisation.