

Public Document Pack

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Prif Swyddog (Llywodraethu)



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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

30 December 2021

Dear Sir/Madam

NOTICE OF REMOTE MEETING
RECOVERY COMMITTEE
THURSDAY, 6 JANUARY, 2022 at 10.00 AM

Yours faithfully

Gareth Owens
Chief Officer (Governance)

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 - 16)

Purpose: To confirm as a correct record the minutes of the meeting held on 4th November 2021.

4 **CORPORATE RECOVERY OBJECTIVES** (Pages 17 - 24)

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

5 **CORPORATE RECOVERY RISK PROFILE** (Pages 25 - 48)

Purpose: To review the updated Corporate Recovery Risk Register.

6 **RISKS AND ISSUES WITHIN PORTFOLIOS AND FEEDBACK FROM OVERVIEW & SCRUTINY** (Pages 49 - 58)

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 **FLINTSHIRE ECONOMY UPDATE** (Pages 59 - 68)

Purpose: To provide a summary of current economic conditions in the region and the County drawing from a number of sources. And to provide a summary of the governance structures in place to respond to economic recovery and the work programmes currently underway.

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

Purpose: To receive an update on Community Recovery to include Joint Public Service Board priority actions around 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 **4TH NOVEMBER 2021**

Minutes of the remote attendance meeting of the Recovery Committee of Flintshire County Council held on Thursday, 4th November 2021

PRESENT: Councillor 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

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, Councillor Paul Johnson - Cabinet Member for Finance and Social Value, Councillor Derek Butler, Cabinet Member for Economic Development, Councillor Glyn Banks, Cabinet Member for Streetscene and Transportation, Chief Executive, Chief Officer (Governance), Chief Officer (Planning, Environment and Economy), Chief Officer (Streetscene and Transportation), Chief Officer (Social Services), Corporate Finance Manager, Senior Manager – Business Support and School Governance, Strategic Performance Advisor, Head of Democratic Services, and Team Leader, Democratic Services.

APOLOGIES:

Councillors Billy Mullin and Dave Hughes and Chief Officer (Education and Youth)

42. DECLARATIONS OF INTEREST

None.

43. MINUTES

The minutes of the meeting held on 9th September were submitted.

Matters arising

On minute number 34, Councillors Jones and Bateman expressed their disappointment that a report was not included in the agenda in relation to resolution (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”.

On minute number 36 and the risks in the Planning, Environment and Economy portfolio, Councillor Jones said he would discuss them outside of the meeting with the Chief Officer (Planning, Environment and Economy).

The minutes were moved as an accurate record by Councillor Marion Bateman and seconded by Councillor Kevin Rush.

RESOLVED:

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

44. 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 and the ongoing endemic situation was being managed.

The report provided details on the overall recovery aims of the organisation and were explained in full by the relevant officers:

Finance objectives:

- To ensure financial sustainability of the organisation
- To continue to maximise national assistance from the hardship fund and other government funding
- To continue to recover and restore income to target levels
- To continue to recover and restore debt to target levels
- To maintain reserves and balances at levels that met the Councils needs

Workforce objectives:

- To ensure that the legal and ethical duties of the employer continued to be met in recovery
- To continue to restore and protect the well-being of the workforce over time
- To agree and implement a new operating model and working arrangements which maximised the use of technology and digital workplace solutions
- To continue to review opportunities for organisational re-design based on the learning from the emergency response and recovery phases

Governance objectives:

- To restore collection rates of Council Tax, NNDR, Sundry Debt and housing rents to target levels
- To complete the transition to a settled model for modern meetings
- To restore accessibility to, and participation by, the public in member meetings
- To continue to support and expand digital means of service delivery

On service recovery, the objectives were:

- To ensure the business continuity of all services
- To meet the specific recovery objectives for each portfolio as set out in their respective business recovery plans
- To plan the full recovery of services against any backlogs and temporarily reduced performance standards

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

On community recovery, the objectives were:

- To protect the health and well-being of local communities
- To support and protect the most vulnerable in society
- To support the recovery of communities and build their resilience
- To support the economic recovery of communities and local business sectors

On regional recovery, the objectives were:

- To fully engage with the regional recovery strategy and as a member of the regional Recovery Co-ordinating Group
- To effectively manage the local implementation of the regional Prevention and Response strategy for the pandemic
- To effectively manage the local operation of the Test, Trace and Protect Programme
- To play a full part in the planning and delivery of partnership programmes e.g. the vaccination programme

On Community Recovery, Councillor Jones reiterated his previous comments that he had expected a report on businesses across Flintshire, including information on the economic impact, to be presented to this meeting. The Chief Executive explained that work was being undertaken on the report which would demonstrate the support for town centres and to stimulate and regenerate those areas. The report would also include details of the take up of business units. It was a complex report which would be ready for submission to the meeting in January. Recovery was over a number of years so a considered response was significant.

Councillor McGuill said she had requested information on the impact on the collection of business rates from businesses closing. The Chief Executive provided a verbal update and explained that for companies that were struggling to pay their rent, arrangements had been made for them to have a break in payments, or to pay less, to be repaid at a later date which meant that they did not have to vacate the units.

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

RESOLVED:

That the Committee be assured by progress in meeting the recovery objectives but had expected the report on the economic impact in Flintshire sooner than January.

The Chair advised that there would be a change in the order of agenda items. Agenda item number 6 – Risks and Issues Within Portfolios and Feedback from Overview and Scrutiny, would be considered before agenda item number 5 – Corporate Recovery Risk Profile.

45. RISKS AND ISSUES WITHIN PORTFOLIOS AND FEEDBACK FROM OVERVIEW AND SCRUTINY

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 Senior Manager – Business Support and School Governance said the areas of risk, and the responses from the Education, Youth and Culture Overview and Scrutiny Committee were:

- Managing uncertainty around operational changes which may need to be implemented
The Education, Youth and Culture Overview and Scrutiny Committee received a report 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. The Committee also received a verbal update on 21st October. The update was noted but concerns were raised on the shortage of supply teachers, teaching assistants and caretakers at schools.
- 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
The Education, Youth and Culture Overview and Scrutiny Committee received a verbal update on 21st October. Whilst the Committee was 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.
The Education, Youth and Culture Overview and Scrutiny Committee received a verbal update on 21st October. Whilst the Committee was 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.

Councillor McGuill asked for an update on the rollout of CO2 monitors to schools. The Senior Manager explained that all schools would have received their monitors before the end of the month.

Housing and Assets

The Chief Executive said the areas of risk were:

- Rental income continued to be impacted by the pandemic and when furlough and other protections ended the situation could worsen
The Community, Housing and Assets Overview and Scrutiny Committee would be considering the usual update reports on Housing Income and Welfare Reform at its meeting on 8th December 2021. The Committee would also receive and consider the proposed Housing Revenue Account (HRA) Budget for 2022/23 and the HRA Business Plan at its meeting on 12th January 2022.
- Homelessness presentations increased as current protections around evictions and furlough ended and landlords took measures to commence and follow through on stalled evictions
The Facilitator for the Community, Housing and Assets Overview and Scrutiny Committee was liaising with the appropriate officers in order to present a report on Homelessness to a future meeting of the Committee.
- Raw material supplies shortages led to increased costs, programme delays and increased cases of contractual disputes
The Community, Housing and Assets Overview and Scrutiny Committee considered a verbal update on 13th October. The Committee were assured that the risk was being adequately managed.

In response to a question from Councillor McGuill, the Chief Executive said he would provide information on the number of tenant hardship grants that had been applied for, and how many had been approved.

Councillor Jones asked a question on the homelessness risk and the Chief Executive explained that the Housing Support Grant of £1.87m would enable the Housing Solutions Team to increase staffing capacity and other commissioned support services to support people earlier and provide a holistic package for people on the brink of presenting as homeless.

Planning, Environment and Economy

The Chief Officer (Planning, Environment and Economy) said the areas of risk were:

- The resilience of various teams due to unprecedented demand to services during the emergency situation
The Environment and Economy Overview and Scrutiny Committee considered a report on Planning Enforcement 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 would be considered in March 2022 to monitor progress
- The delivery of the Local Development Plan and the implementation of the back-office system
The Facilitator for the Environment and Economy Overview and Scrutiny Committee was liaising with the appropriate officers in order to present a report on the LDP to a future meeting of the Committee.

The LDP was driven by the Planning Strategy Group advising Cabinet and the Examination in Public had not yet concluded

- Public Protection service where resources had been in overwhelming demand during the emergency situation
The above risk was to be added to the Environment and Economy Overview and Scrutiny Forward Work Programme

The Chief Officer suggested that he could provide a report to the Committee at a future meeting on the risk relating to the Public Protection service, reflecting on the last two years in the service and what they faced in the future.

On the LDP, the Chief Officer explained that a letter had been received from the Inspector formally asking that the housing element, consisting of 300 homes, be removed from the Plan as she felt that the site was not in a suitable location for housing development. It was to be retained as an allocation in the LDP but for employment uses and a commercial hub only. Councillor Jones asked if an alternative site would be requested for 300 homes and the Chief Officer said he thought that was very unlikely.

A report would be submitted to Planning Strategy Group on 19th November then to a special Cabinet meeting on 30th November prior to a six week consultation period.

Councillor Bateman asked for an update on whether Planning Committee site visits would be recommencing. The Chief Officer explained that they were due to be re-introduced from November however he emphasised that it was the decision of the Chair as to whether a requested site visit was required.

Social Services

The Chief Officer (Social Services) said the areas of risk were:

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

Councillor Jones expressed his concern on the wording “However, despite all that is being done, health and social care services are in a serious and deteriorating position” in the report, and asked if that position could be mitigated. The Chief Officer explained that what was described in the report was the national position and was recognised. He gave assurance that despite those challenges the services were bearing up due to the resilience of officers. The situation had however improved slightly since the report was written, with extensive and comprehensive steps being taken to address the issues. Councillor Jones asked if

there was anything Members could do to assist and the Chief Officer responded that recognition of the fact it was very difficult to recruit in social care, and ensuring a long term sustainable package for social care which was key. He emphasised the importance for management teams and the workforce to have respect and recognition for their work. Councillor Jones said the service was to be applauded. The Chief Executive explained that he and the Chief Officer met on a regular basis with health colleagues and Welsh Government (WG) and a strong case was being made to WG who were being supportive.

Councillors Roberts and Christine Jones reiterated the details about the discussions underway with WG and the need to praise and encourage staff.

Councillor Bateman expressed her thanks to the Chief Officer and his team, and referred to a meeting of Social and Health Overview and Scrutiny Committee that had taken place that morning where Betsi Cadwaldr University Health Board were present. She was pleased to pass on that of 370 patients ready for discharge across the three hospitals who required care packages, only 10 of those were in Flintshire.

Councillor McGuill said the care profession needed to be shared in schools, including details on the Microcare scheme.

In response to a question from Councillor Carver, the Chief Officer said that the vast majority of carers in Flintshire had received their COVID-19 vaccinations.

Streetscene and Transportation

The Chief Officer (Streetscene and Transportation) said the areas of risk were:

- Reduced numbers of frontline workers and contractors to deliver services safely due to the requirement for self-isolation
- *The Environment and Economy Overview and Scrutiny Committee would be considering a report on this risk on 9th November.*
- Unable to progress with key infrastructure improvement projects due to lack of resilience in staff, contractors and supply chain
The Environment and Economy Overview and Scrutiny Committee would be considering a report on this risk on 9th November.
- Unable to gain regulatory approval (planning; drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications
- *The Environment and Economy Overview and Scrutiny Committee would be considering a report on this risk on 9th November.*
- Public bus services (commercial and subsidised) were financially unsustainable due to reduced passenger numbers
- *This risk was to be added to the Environment and Economy Overview and Scrutiny Committee Forward Work Programme*
- Increased transport operating costs due to reducing number of available transport operators to provide services
- *This risk was to be added to the Environment and Economy Overview and Scrutiny Committee Forward Work Programme*

Councillor Bateman praised the service and asked how remuneration compared to counties across the border. The Chief Officer said that analysis had not been undertaken but she was aware that office based staff were paid less in Wales. The Senior Manager – Human Resources and Organisational Development said the remuneration in border counties could be looked into. In addition, the private sector offered incentive and retention payments which the Council could not compete with.

Councillor Cunningham welcomed that Flintshire was training HGV drivers. The Chief Officer and Senior Manager explained that once drivers were trained, if they left the authority soon after becoming qualified, the cost of the training would be recuperated either from their salary or debt collection.

The recommendation in the report was moved by Councillor Jones and seconded by Councillor Bateman, including two further recommendations:

- That thanks be expressed to all of Flintshire's front line staff, but especially those in Social Care and Streetscene & Transportation, whom it is recognised have been under immense strain and pressure;
- That all of the Council workforce is assured that they are appreciated for the work which they do; and

It was also agreed that the First and other key Welsh Ministers be written to by the Chair of the Committee, the Chief Executive, the Chief Officer (Social Services) and the Chief Officer (Streetscene and Transportation), to impress upon them the concerns which had been expressed, especially in terms of retaining staffing in the healthcare sector and the retention of other key personnel as the employment market became more buoyant.

RESOLVED:

- (a) That the progress of the highlighted areas of risk within all five portfolios identified at earlier meetings of this Committee be noted;
- (b) That thanks be expressed to all of Flintshire's front line staff, but especially those in Social Care and Streetscene & Transportation, whom it is recognised have been under immense strain and pressure;
- (c) That all of the Council workforce is assured that they are appreciated for the work which they do; and
- (d) That the First and other key Welsh Ministers be written to by the Chair of the Committee, the Chief Executive, the Chief Officer (Social Services) and the Chief Officer (Streetscene and Transportation), to impress upon them the concerns which had been expressed, especially in terms of retaining staffing in the healthcare sector and the retention of other key personnel as the employment market became more buoyant.

46. CORPORATE RECOVERY RISK PROFILE

Jay Davies 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 continued to be managed well as they had been throughout the pandemic. There were 34.3% of risks rated green, 65.7% rated as amber and 0% rated 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 to be closed at this review.

'CF14 Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan' had been removed following agreement by the Committee at the last meeting, due to the risk being reported through the Housing and Assets risk register which would reduce duplication.

The Senior Manager – Human Resources and Organisational Development explained that three risks which were increasing in risk trend were:

- CW14 - increase in workforce turnover due to employees making personal life choices and impact of volatility and change in the employment market which impacted on successful recruitment to vacancies
- CW16 – increased sickness absence both COVID and non COVID related
- CW17 – increased numbers of mental health related absences

The Chief Officer (Governance) explained two further risks increasing in risk trend were:

- CG04 – Diversion of resource to emergency management response and recovery work delayed implementation of key digital and infrastructure projects
- CG14 – delay in or increased cost of obtaining digital devices due to continued demand arising from the response to the pandemic.

In response to a question from Councillor McGuill on attracting people to work at the Council, the Senior Manager – Human Resources and Organisational Development explained there was a suite of benefits available to employees and they would be advertised further.

Councillor Jones moved the report which was seconded by Councillor Cunningham.

RESOLVED:

That the latest risk register and risk mitigation actions within the corporate portfolios be noted noting increased risks relating to recruitment, sickness absence and resources.

47. COMMUNITY RECOVERY UPDATE

The report and presentation was deferred until the meeting in January. The presentation slides would be sent to Member and any questions should be submitted to the Chief Officer (Planning, Environment and Economy). An updated version of the slides would be presented at the next meeting.

RESOLVED:

That the report and presentation be deferred until January.

48. REGIONAL RECOVERY UPDATE

The Chief Executive provided a verbal update on regional recovery. He explained that infection rates were falling however there were two areas of community transmission – young children and young adults where higher infection levels were seen in those groups.

He expressed the need to encourage eligible people to take up the vaccination.

RESOLVED:

That the information be noted.

49. FORWARD WORK PROGRAMME

It was agreed that the following reports be submitted to the next meeting of the Committee on 6th January 2022:

- Economic impact report on businesses across Flintshire
- Risk update from Overview and Scrutiny Committees
- Portfolio risk registers

Authority was given to the Chief Executive, in consultation with the Chair of the Committee, to vary the Forward Work Programme between meetings, if required.

RESOLVED:

- (a) That reports be received on (1) Economic impact on business across Flintshire (2) risk update from Overview and Scrutiny Committees; and (3) portfolio risk registers; and

- (b) That authority be given to the Chief Executive, in consultation with the Chair of the Committee, to vary the Forward Work Programme between meetings, if required.

50. ATTENDANCE BY MEMBERS OF THE PRESS

None.

The meeting commenced at 2.00 p.m. and finished at 5.08 p.m.

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Chairman

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RECOVERY COMMITTEE

Date of Meeting	Thursday 6 th January, 2022
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 currently managing an ongoing endemic situation; however, the current landscape is changing very quickly due to the virus of concern (Omicron) which is highly transmissible and is now starting to negatively impact on services. Whilst it is acknowledged that this report focusses on recovery its future emphasis is likely to be substantially impacted by the need to implement response action throughout January and February 2022.

This report currently provides an update on the corporate objectives adopted by the Council from a recovery perspective only.

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 whilst unfortunately at the same time likely to move services back into response phase due to the Omicron variant.
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</p> <p>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 with final budget proposals being considered by Council in February 2022.</p> <p>To continue to maximise national assistance from the hardship fund and other government funding</p> <p>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>

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 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 ongoing impact of the pandemic e.g. working from home, quarantine and self-isolation. All of our workforce are encouraged to attend for their booster vaccination and all key workers have been offered and provided with a flu vaccination. 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 compared to last year but are not yet back to pre-pandemic levels. Early comparison shows that the recovery rates are 4th highest in Wales for the year to date. Rent arrears are still higher than pre-pandemic levels. All collection rates remain broadly on track with revised estimates.

To complete the transition to a settled model for modern meetings

A multi-location meetings policy (i.e. the council's stance on whether meetings will be remote, hybrid or in person) was approved by the Constitution and Democratic Services meeting in November and will be reported to Council in January.

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 revenues and benefits system is the latest to have been linked to My Account, which will increase the number transactions and level of information available to residents who have signed up for a My Account. Statistics show that there is growing use of our own electronic forms via the website to undertake council tax transactions. The Planning Software, Agile, will be the next big system to "Go Live".

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 2021 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.

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). We fully engage in both the development of the regional recovery strategy and the implementation of agreed strategy and plans at a local level.

To effectively manage the local implementation of the regional *Prevention and Response* strategy for the pandemic

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

	<p>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
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5.01	None.
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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 6 th January, 2022
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 31% of risks rated green, 63% rated as amber and 2% 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.

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"> • 11 (31 %) have a green risk rating • 22 (63 %) have an amber risk rating • 2 (6%) 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"> • 1 (3%) has a green ↓ trend rating • 26 (74 %) have a no change ↔ rating • 8 (23%) have a red ↑ trend rating
1.02	<p>The eight risks which have are increasing in risk trend are:</p> <p>CW10 - Impacts of the third wave in the pandemic on the continuous availability of key workers to operate services in a further response phase</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>CW18 - Impact of deferred medical events – ability of employees to return to work within previously agreed timescales</p> <p>CW28 - Impact of Long COVID and the ability of employees to return to work within previously agreed/anticipated timescales</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, Strategic Performance Advisor 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: 05

Reviewed: 17.12.21

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 Updated	No replacement Government funding to replace income in an extended recovery phase Note: target risk dates updated due to a need to assess the provisional settlement received on 21 December	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q4 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	Neal Cockerton	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 Updated	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances Note: target risk date updated due to Capital Programme 22/23 – 24/25 approval in December.	Strategic	Neal Cockerton	Liz Thomas	A	G	G Q3 2022/23	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	Neal Cockerton	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	Neal Cockerton	Sharon Carney	A	A	G Q4 2021/22	NC ↔	Open
CW10 Updated	Impacts of the third wave in the pandemic on the continuous availability of key workers to operate services in a further response phase Note: current risk rating and trend is increasing across the Council due to a variety of reasons including but not limited to the impact of absences due to side effects of the COVID booster vaccination	Strategic	Sharon Carney	Chief Officers	A	R	G Open	R ↑	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW11	Increase in demand for Occupational Health and supplementary services	Operational	Sharon Carney	Julie Luff	A	A	G Open	NC ↔	Open
CW14 Updated	Increase in workforce turnover due to employees making personal life choices and impact of volatility and highly competitive employment market which impacts on our ability to fill vacancies and retain existing employees 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	R	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 Updated	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 Note: current risk rating and risk trend reducing to green. We have been working in partnership with Coleg Cambria, those who needed to regain their qualification have attended and completed or been offered a place	Operational	Sharon Carney	Business Partners	R	G	G Q4 2021/22	G ↓	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 Updated	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales Note: current risk rating and risk trend is increasing due to due to the pro-longed impact of the pandemic and associated demands on the NHS	Operational	Sharon Carney	Business Partners	A	A	G Q4 2021/22	R ↑	Open
CW28 Updated	Impact of Long COVID and the ability of employees to return to work within previously agreed/anticipated timescales Note: current risk rating and risk trend is increasing	Operational	Sharon Carney	Business Partners	A	A	G Q4 2021/22	R ↑	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
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 Q4 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 Q4 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

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
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
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

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
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
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
Page 34 CW13 CW20	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
	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

Risk Matrix

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: 05

Reviewed: 17.12.21

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 Updated	No replacement Government funding to replace income lost during the response phase	↔	IM	Target risk date updated due to a need to assess the provisional settlement received on 21 December. 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	The position in relation to the construction industry remains volatile in terms of raw material costs, as a result of post Brexit impact and Covid the situation in other areas continues to be monitored but is less pronounced. Inflationary pressures may now start to work their way through goods and services. 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, although recent inflationary movement may start to assist.
Page 37 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 commenced at the annual meeting on 24 November.

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 Updated	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	Target risk date updated due Capital Programme 22/23 – 24/25 approval in December. 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. The Provisional Welsh Local Government for 2022/23 is scheduled for 21 st December 2021 with final budget proposals being considered in February 2022.

Workforce

Workforce - Financial

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW03	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
PW09 Page 39	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.
CW10 Updated	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 has increased in recent weeks due to the rapid spread of Omicron. Occupational Health have vaccinated key workers who were invited to attend for a flu vaccine. All employees are encouraged to attend for their COVID booster and allowed up to an hour paid time to attend should their appointment be scheduled during their normal working day.
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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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
Page 40 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 who 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 Updated	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	Our insurers have confirmed that First Aiders whose qualification has lapsed can continue to provide support in the event it is needed. We have worked closely in partnership with Coleg Cambria, to ensure those that needed to obtain or regain their qualification have attended and completed or been offered a place.

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 currently running at below seasonal averages for past years, however, it anticipated that this position will change due to the impacts of the Omicron virus. Also see CW17.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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 Updated	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	↑	IM	Deferred medical events continue to be 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.
CW28 Updated	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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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
Page 42 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
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	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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	-
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	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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	-
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	↔	IM	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	systems result in failure to properly authorise a decision			
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 meetings impedes inclusive and effective decision-making	↔	IM	-
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	↔	MT	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	requirement for working parents to assist with home schooling during normal working hours			
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	-
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	-
CF17	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	↔	MT	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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	-
Page 47 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	-

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RECOVERY COMMITTEE

Date of Meeting	Thursday 6 th January, 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	<p>In the following sections updates will be provided for the highlighted areas of risk from each of the service portfolios.</p> <p>It should be noted that at the point of issue of this report services are being impacted on a number of levels, through Covid, Flu, levels of sickness and some initial impacts of the new virus of concern, Omicron, although at this moment the Delta virus remains the dominant strain. This position is likely to move substantially in the New Year.</p>
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. The autumn term has presented significant challenges in managing the impact of Covid-19. Many schools have experienced high case numbers in both pupils and staff which has resulted in a small number of class closures and learners having to switch to remote learning for a short period of time. Sourcing supply staff for a range of school posts has become virtually impossible as the term has gone on and has contributed to class closures. The availability of Welsh speaking staff to provide cover in our Welsh medium schools has been very problematic. Senior leaders in schools have had to resort to covering classes and in secondary schools there have been occasions where specialist teachers in some subjects have not been available for short periods of time. This is particularly stressful for examination year groups who have already missed a considerable amount of school based learning over the course of the pandemic. The HR Business Partner for the Education Portfolio collates sickness absence returns and provides a twice weekly update to the Chief Officer and senior management team on the levels of staff absence in the school and central portfolio workforce. <p>All Flintshire schools have received their supply of CO2 monitors provided by Welsh Government with guidance on how to use them effectively. Schools are becoming more confident in monitoring CO2 levels and taking appropriate action to improve ventilation. The challenge is sometimes the nature of individual classroom spaces and this is being considered by the Property Maintenance team as WG are providing some funding to improve ventilation in schools, so any spending decisions will be evidence based. In light of the recent decision to reintroduce the wearing of face coverings by staff in schools and by secondary aged pupils in classrooms, the Council has ordered a new supply of disposable and washable facemasks for all schools and will claim the cost back from the WG Hardship Fund.</p>

The streamlined TTP approaches have worked well and there have been very few concerns raised by schools who now receive a weekly list of Covid-19 cases in pupils and staff. Where a cluster of cases appears, there is higher involvement of the TTP team and Environmental Health Officers.

The reality of these operational challenges are regularly communicated to the Education and Welsh Language Minister and his officials through national network meetings. However, the resilience of school leaders is stretched and the ongoing risk of disrupted education for learners remains high, particularly around the uncertainties of the new variant of concern in recent weeks.

The Education, Youth & Culture OSC considered a report at its meeting on 16th September and a verbal update from the Chief Officer (Education & Youth) at the Committee meeting on 21st October. The outcome of the discussion was presented to the Recovery Committee in the report considered at the 4th November, 2021 meeting.

- **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.**

This is an ongoing issue for schools and will be far reaching for many years. The situation reported at the last Recovery Committee has not really changed – a significant number of children and young people across all phases are presenting with health, social and emotional difficulties which can impact on their attendance and their behaviour. Schools are regularly updated with information about support and training available to them to upskill staff to manage these challenges. Wider use of services such as the Integrated Youth Provision and Youth Justice Service are also being planned for older pupils. Schools are being creative and co-operative to keep the most challenging learners within the mainstream school system – pupil exclusions are not out of kilter with previous data sets but the number of managed moves between secondary schools is rising. The number of children who are now being home educated by parents has also risen substantially during the pandemic which puts additional pressure on the Council to fulfil their statutory duties in this regard. A detailed report on this was recently presented to the Education, Youth and Culture Overview and Scrutiny Committee.

The Committee received a verbal update from the Chief Officer (Education & Youth) at the Committee meeting on 21st October. The outcome of the discussion was presented to the Recovery Committee in the report considered at the 4th November, 2021 meeting.

- **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 remains a long term issue and the situation since the last report to the Recovery Committee has not changed. Feedback from

Headteachers is that balancing all the priorities whilst dealing with Covid-19 cases and staff absences is hugely challenging and is distracting them for preparing for the rollout of the new curriculum. Anxiety about the new requirements from the ALN legislation is also high as schools grapple with the new Code and approaches for learners. These pressures have been regularly fed back at regional and national meetings. This risk remains high.

The Committee received a verbal update from the Chief Officer (Education & Youth) at the Committee meeting on 21st October. The outcome of the discussion was presented to the Recovery Committee in the report considered at the 4th November, 2021 meeting.

Housing & Assets

- **Rental Income continues to be impacted by the pandemic and when furlough and other protections end the situation worsens.**

As part of the mitigation measures and to support tenants during the pandemic, Welsh Government have extended the Regulations whereby there is a requirement to give an extended period of six months (instead of three months) when issuing 'Notices of Seeking Possession'. This is the statutory process we must follow before starting court proceedings for non-payment of rent. Which may ultimately lead to eviction.

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

The Community, Housing & Assets OSC considered a detailed report and received a detailed presentation on Housing Rent Income at its meeting held on 8th December, 2021. The Committee were concerned around the level of debt but thanked the Officers for the work they were doing to mitigate this. The Committee will continue to receive regular update reports.

- **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 remains challenging. Since the last update the labour position is deteriorating with skilled trades people 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. Furthermore, many of the recruitment companies utilised by the Housing Asset service are unable to provide the service with agency staffing due to a shortage of skilled tradespersons and increasing private sector pay attracting agency workers who traditionally may have worked for the Council.

There is clear evidence in other local authorities that economic pressures are leading to contractors handing contracts back as profit margins have been substantially eroded through labour and material cost increases.

The situation is regularly under review due to wider international impacts and influences including Pandemic and more recently the early impact of Omicron as well as 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 outcome of the discussion was presented to the Recovery Committee in the report considered at the 4th November, 2021 meeting.

Planning, Environment & Economy

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

In September Cabinet supported the Business Cases to recruit into the following areas which were under particular pressure: Planning Enforcement; Environmental Health; Drainage and Flood Protection and Town Centre Regeneration.

Successful recruitment has been undertaken into the majority of those areas, with the exception of the Drainage and Flood Protection team where recruitment for the vacancy of the Team Manager role will be initiated for a third time. All Local Authorities

are struggling to recruit into this area which is a considerable concern given the additional duties which have been given to authorities in relation Sustainable Urban Drainage Systems (SUDS) and the need to update our Strategic Flood Risk Consequences Assessment following the deferral of Technical Advice Note 15 (Drainage).

Prior to the pressures of the Omicron variant, staff within our Food Hygiene and Environmental Health teams had started to return to their “business as usual” work and catching up with significant backlogs. In particular, work is overdue on our Houses of Multiple Occupation (HMO) scheme as was reported in the mid-year Council Plan update. We are yet to see the full implications of Omicron on demand for these areas of staff, but early signs are that the need to isolate and a reduction of face to face meetings may impact negatively on our ability to deliver services. A further verbal update will be presented to committee given how quick this position is changing.

- **The delivery of the Local Development Plan**

By mid-November the LDP Examination in Public (EIP) had a single outstanding issue to address, the implications of new guidance from Natural Resources Wales (NRW) on pollution levels in rivers. This was the subject of a supplementary session on 23rd November when the Inspectors requested further information in relation to the implications on the delivery of four allocated housing sites which would be impacted by the new guidance. We are preparing a response to the Inspectors to meet their deadline of 17th December. We would then expect a response from the Inspectors which would then prompt a six week consultation on the changes which have arisen from the EIP. Two steps would then remain. Firstly, the receipt of the Inspectors’ binding report and secondly the Council’s decision to adopt the Plan.

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.

- **Back Office System**

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 and further update to be provided to the Committee in March 2022. The project is concentrating on the migration of data from the existing system to ensure a smooth transition is achieved. As agreed, the project team are concentrating on delivering the Development Management function first, before moving on to other sections of the Portfolio. Training of key staff has been undertaken in November and December with commitments to train other users at the appropriate time.

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 February 2022 meeting to monitor progress.

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. 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.

A time limited market supplement for children's social workers was implemented in November 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. It is too early to assess whether the market supplement has had any positive impact on recruitment and retention to date.

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 we are continuing to

operate waiting lists for assessment, 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 ensuring that critical needs are met.

We are operating an action plan together with HR to support recruitment and retention, which includes the recruitment of some temporary business support to help us with our marketing strategy, a refresh of our social media campaign, more attractive advertising of posts, engagement with external agencies and planning for recruitment events and open days.

The Social & Health Care OSC considered social care workforce pressures and responses and supporting the stability of the social care market at their meeting on the 9th of December.

The outcome of the discussion was presented to the Recovery Committee in the report considered at the 4th November, 2021 meeting.

Streetscene and Transportation

- **Reduced numbers of frontline workers and contractors to deliver services safely due to the requirement for self-isolation, increased covid cases and increased sickness absence.**

The service has been experiencing an increase in the numbers of frontline workforce needing to self-isolate due either to testing positive for covid themselves or household members testing positive. This is now impacting on effective service delivery when combined with general sickness absence. Additionally, we are seeing an impact on the numbers of employees seeking PCR tests, which necessitates time off work and self-isolation until the test results come through. We are continuing to operate to the required standards currently by supporting through the use of agency workers and overtime; however, general sickness absence levels remain high and this is being compounded by HGV driver / agency staff shortages and an inability to recruit to vacant posts. 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 and resources are being 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.

- **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;

	<p>WRAP Cymru) are continuing to support us with delivery of key projects. The risk trend is still red due to ongoing disruption in the supply chain. Early discussions are being held with funding award bodies regarding potential risks to grant funding not being expended within the specified timescales and potential carry forward of funding.</p> <ul style="list-style-type: none"> • Unable to gain regulatory approval (planning; drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications. <p>A number of large infrastructure improvement projects are still impacted by delays in the application process and difficulties gaining regulatory approval. We continue to monitor progress through the relevant Project Boards; however, the development of these projects does rely on regulatory approval to move forward, such as planning consent, drainage (SUDs) and environmental permitting (e.g. Standard Yard). The delays in the approval processes outlined has led to significant delays for some projects and is impacting on available grant funding. Also, the impact of having to redirect services to alternative locations is costly (e.g. recycling collections). We are continuing 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 red currently.</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.
1.04	At the present time, there has been no escalation of risks from Overview & Scrutiny when considering the risks identified above.

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	<p>Contact Officer: Jay Davies Telephone: 01352 702744 E-mail: jay.davies@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>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.</p>



RECOVERY COMMITTEE

Date of Meeting	Thursday, 6 th January 2022
Report Subject	Flintshire Economy Update
Cabinet Member	Cabinet Member for Economy
Report Author	Chief Officer (Planning Environment and Economy)
Type of Report	Operational

EXECUTIVE SUMMARY

The United Kingdom (UK) economy is undergoing a major transition as a result of two unprecedented events, the Covid-19 pandemic and the UK departure from the European Union (EU). The impacts of these events are still evolving not least because neither event is over; the pandemic is still active and discussions with the European Commission still continue and have the potential to dramatically change conditions for businesses.

This report provides a summary of current economic conditions in the region and the County drawing from a number of sources. The report provides a summary of the governance structures in place to respond to economic recovery and the work programmes currently underway.

RECOMMENDATIONS

1	That the contents and conclusions of the report are considered and supported.
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REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND AND UPDATING ON THE ECONOMIC POSITION AND IMPACTS WITHIN FLINTSHIRE
	<u>Brexit</u>
1.01	On 31 December 2020 the transition period for the departure of the UK from the EU came to an end. The UK Government negotiated the European Union UK Trade and Co-operation Agreement with the European Commission which provided a framework for the future relations between the EU and the UK. It should be stressed, though, that the Agreement is not a completed process and there are many areas where negotiations will continue over future years to resolve outstanding matters.
1.02	This is an unprecedented situation as no major economy has ever left a closely integrated trading bloc previously. Due to the unique nature of the situation, predicting the likely impacts with any degree of certainty is not possible. With virtually no exceptions, all modelling produced prior to the end of the transition period projected reduced economic growth for the UK in future years compared to what would have been the case had it not left the EU.
1.03	The Trade and Co-operation Agreement with the EU does not apply tariff barriers to trade that would add extra costs to UK products being sold in Europe. However, the decision by the UK Government to allow the UK to diverge from EU standards and regulation will create additional regulatory burdens for UK businesses wishing to export goods which have the potential to reduce their competitiveness.
1.04	It is important to separate the short term disruption arising from the UK leaving the EU with a limited period for businesses to adjust from the longer term impacts which may take several years to appear, if at all.
	<u>Covid-19</u>
1.05	The Covid-19 pandemic has had severe economic impacts due to the restrictions needed to control the spread of the virus. The full impact of the pandemic on the economy cannot yet be fully predicted, not least because some restrictions are still in place and the picture is becoming distorted due the new variant of concern, Omicron. It is expected that the economy make take several years to bounce back to its pre-pandemic activity levels.
	<u>Economic update</u>
1.06	Cardiff University and Nottingham Business School produce an annual UK Competitiveness Index Link . This year's report, released in November 2021, compares indicators for a range of geographies across the country and creates an index to compare them. It defines competitiveness as "the capability of an economy to attract and maintain firms with stable or rising market shares in an activity, while maintaining stable or increasing standards of living for those who participate in it."

1.07	Flintshire now ranks 149th out of 362 counties, a relative fall of 7 places since 2020. As with all indices, this may represent an improvement in the placings of other counties, not necessarily a worsening of conditions in Flintshire. Flintshire has consistently ranked the third highest in Wales after Cardiff and Monmouthshire.
1.08	North Wales as a whole was ranked the 39th most competitive region of the UK (out of 47); a marginally improved position since 2018, but reflective of the historically weaker economic position of Wales as a whole compared to the UK. The report finds that forecasted economic growth is likely to be slow across the UK and that all regions have localities that are being left behind although this is more prevalent in the North East, Yorkshire and Wales.
1.09	The Office for National Statistics issued a bulletin Link in November 2021 which highlights that most economic sectors in the UK have around 1 in 5 businesses that have either stopped trading permanently or temporarily or are operating at a reduced trading level compared to pre-pandemic levels. For the transportation and storage sector this stands at 32% or 1 in 3 businesses.
1.10	The bulletin also highlights that around 1 in 4 businesses report reduced turnover compared to normal expectations for the time of year. This isn't evenly felt, though, with service activities, arts, entertainment and recreation and accommodation and food services most likely to report declined turnover and real estate and transportation and storage least likely to.
1.11	Business confidence in their short-term survival has declined in recent months and is particularly low in the service sector which was highly reliant upon the Government furlough programme which ended in September 2021.
1.12	An increasing proportion of businesses were experiencing challenges with exporting or importing (75%), especially the latter. The main challenges listed tended to be additional bureaucracy and changes to transportation arrangements.
1.13	<p>The October 2021 labour market intelligence report produced by the North Wales Regional Skills Partnership Link provides a snapshot based on employer feedback and a variety of data sources. A summary of the findings are included below.</p> <ul style="list-style-type: none"> • There have been fewer large-scale redundancies announced following Covid than many feared. Most redundancies were notified in the manufacturing, accommodation and food services sectors in North Wales with Flintshire and Wrexham the most severely affected. • The Government furlough scheme, which was supporting 26,000 jobs in Flintshire as of July 2020 and 2,500 in August 2021, ended in September so Covid impacts may still arise and could potentially increase again due to Omicron. Smaller businesses, with less resilience to adverse economic conditions, are more

	<p>likely to be impacted but their redundancies are usually too small in scale to be registered so may pass unrecorded.</p> <ul style="list-style-type: none"> • There has been a slight fall since May 2021 in the number of Universal Credit claimants across North Wales after a significant increase to that point. Almost half of all claimants are located in Flintshire and Wrexham (13,211 in Flintshire September 2021). • Unemployment has fallen over the last year in North Wales, unlike the rest of Wales. The proportion of people who are unemployed in Flintshire in October 2021 was 3.9% compared to a Wales figure of 4.3%. In October 2020 this stood at 5.2% and 5.7% respectively and in October 2019 at 2.8% and 3.0%. • There has been a significant and sustained decrease in the availability of candidates for employment with employers citing Covid, Brexit and candidate uncertainty as the main factors. 81% of employers are facing recruitment challenges. • The numbers of jobs posted has almost doubled since March 2020 with vacancies for nursing, personal care, care workers, kitchen and catering assistants, cleaners and van drivers all proving hard to fill. • Positively, there has been a significant increase in employers considering recruiting an apprentice (97% increase in Flintshire since 2020). However employers, especially in the hospitality, food manufacturing, retail and customer service sectors struggle to fill opportunities. • The mismatch between the aspirations and skills of young people and the needs of the labour market was an issue pre-Covid and remains a major long-term problem. • Business confidence is low due to recruitment challenges, uncertainty and Government changes to the tax regime. • The top four challenges that are currently facing businesses across North Wales as a result of the pandemic are: • <ul style="list-style-type: none"> • Loss of skilled staff (39%) • Training plans have been delayed (18%) • Supply chain issues (15%) • Financial challenges (11%)
1.14	<p>A summary of the situation in different business sectors is provided below, largely drawing upon the Regional Skills Partnership survey, but supplemented by local intelligence gathering.</p>
1.15	<p>Manufacturing (14% of North Wales employment, 28.2% of Flintshire employment)</p> <p>The sector, the most critical in Flintshire by scale, appears to be recovering strongly from the impacts of Covid notwithstanding issues with supply chains and recruitment. Locally, there remains strong business interest in investing in the County and in business expansions. The availability of candidates with the right skills remains a significant constraint to recovery and longer-term growth as does the availability of suitable sites and premises for investment. The increased cost of operating supply chains may cause a long-term competitive disadvantage to plants in Flintshire.</p>

1.16	<p>Construction (5.6% of North Wales employment, 6.3% of Flintshire employment)</p> <p>The sector was severely impacted by Covid but few further redundancies are expected regionally. Supply chain and recruitment issues remain a major challenge. The sector struggled to recruit before the pandemic and the supply of a suitably skilled workforce may constrain growth.</p>
1.17	<p>Energy and Environment (8.9% of North Wales employment)</p> <p>The sector appears to have been largely resilient to the impacts of Covid and retains significant growth potential. Direct recruitment seems less problematic than for other sectors although supply chain companies can struggle.</p>
1.18	<p>Food and Farming (6.6% of North Wales employment)</p> <p>The sector was severely impacted by Covid and by Brexit challenges. The sector is showing signs of recovery although supply chain challenges remain. The sector has traditionally struggled to fill vacancies and this has escalated post-pandemic.</p>
1.19	<p>Health and Social Care (16.1% of North Wales employment, 7% of Flintshire employment)</p> <p>The sector was severely impacted by Covid and Brexit. The sector has traditionally struggled to fill vacancies and this has reached severe levels, combined with growing demands upon the sector. The sector cannot operate competitively to increase wages and improve terms and conditions due to the constraints of public sector funding levels. Locally, this has included severe impacts upon the Council and its care providers.</p>
1.20	<p>Tourism and Hospitality (11.8% of North Wales employment, 6.3% of Flintshire employment)</p> <p>The sector was severely impacted by Covid disruption. It struggled with recruitment pre-pandemic and this has escalated subsequently and may be a major long-term constraint upon the sector.</p>
	<p><u>Commercial estate</u></p>
1.21	<p>The Council has commercial units in a number of locations across the County as well as business centres in Greenfield and Deeside. The proportion of void units has declined significantly between February 2020 and August 2021 when analysis took place. For commercial units the level of void units fell from 12% to 7% and for smaller units from 28% (Dock Road), 13% (Pinfold Industrial Estate) and 10% (Garden City) to 0% across all sites. The picture is different for the business centres with Greenfield void levels remaining broadly stable at around 38% but voids in Deeside Enterprise Centre rising from 5% to 16% due to a large occupant leaving.</p> <p>Feedback from commercial agents is that commercial property stock is extremely scarce in Flintshire. The Business Development team and Welsh Government support businesses to find suitable land and premises</p>

for investment and find that businesses are struggling to locate in the County.

Business rates

1.22 As of September 2021 there were 5,485 premises in Flintshire registered for Business Rates. Approximately 656 (14%) had been notified as vacant. The table below shows the distribution of vacant units across the County and by the main planning use classes.

	A1 Shops and retail	A2 Professional services	A3 Food and drink	B Offices, industrial and storage	Overall
Flintshire	9.4%	26.5%	9.7%	9.2%	14%
Buckley	12.2%	22.2%	0	37.5%	16%
Connah's Quay	4.8%	0	11.1%	20%	8%
Holywell	12.5%	35.3%	11.1%	41.7%	21%
Mold	8.1%	23.4%	12%	21.4%	17%
Flint	8.9%	42.2%	0	10.7%	17%
Saltney	6.7%	50%	0	0	3%
Shotton	8%	12.5%	0	27.3%	11%
Queensferry	9.4%	14.3%	0	25%	15%

There are a number of uses that appear particularly likely to be vacant and which will need further monitoring as the Covid recovery process continues.

Town centres

1.23 The Council undertakes periodic informal counts of ground floor vacant units in the core of the town centres. As of September 2021 the number of vacant units in each town stood at:

Town	September 2021		2017	
	No. units	% vacancy	No. units	% vacancy
Buckley	7	7.1%	10	10.2%
Connah's Quay	4	7.1%	9	16.1%
Holywell	10	8.8%	13	11.5%
Mold	10	4.2%	15	6.3%
Flint	4	3.2%	12	9.6%
Saltney	1	7.7%	1	7.7%
Shotton	5	5.4%	13	14.0%
Queensferry	3	4.6%	7	10.8%

The numbers above do not match those in paragraph 1.22 due to different sampling boundaries being used.

This is an extremely low level of vacancy and is expected to have improved further since the time the count was made. Anecdotally, there appears to be a resurgence of interest by small companies in acquiring town centre floor space for retail. Investment by larger companies and retail developers remains very limited in most smaller towns.

1.24	Where there are still vacancies, though, they appear to persist longer in Flintshire towns than is the average for Wales. Analysis by the Local Data Company in 2021 found that persistently vacant units were declining in Flintshire as a whole they remained higher than the Wales average in all towns except Buckley and Queensferry.
1.25	The Council has, to date, had insufficient sources of data to monitor town centre health. In response, it is currently commissioning electronic footfall monitoring equipment for all town centres. In addition, it has appointed extra staff capacity to engage and support town centre businesses and gather first hand intelligence about trading conditions.
	<u>Regional and local responses</u>
1.26	The public sector and its partners have taken action at every spatial scale to respond to the economic impacts of the Covid-19 pandemic. Both UK and Welsh Governments have released a wide range of financial support packages for businesses which continue to be vital to helping businesses to survive the disruption to their operations. The Council has been heavily involved in delivering Welsh Government funded grants to local businesses.
1.27	Regionally, a new governance structure has been established, building upon existing regional working relationships. This is led by the regional Economic Recovery Group which brings together Welsh Government, the North Wales Economic Ambition Board, local government, other public sector bodies and the private sector. A package of short term economic stimulus actions has been developed and has been submitted to Welsh Government for consideration. The package includes: <ul style="list-style-type: none"> • urgent action to co-ordinate support for unemployed people, help businesses to recruit and respond to future skills needs; • measures to help the tourism and hospitality sector to recover; • short term actions to help with town centre recovery; and • actions to better understand North Wales business needs, support town centre businesses and attract new investors in North Wales.
1.28	Also at the regional level, the Mersey Dee Alliance is working with UK and Welsh Governments to identify a package of support for the cross-border area to complement the work in on each side of the border. This package will include work streams on town centres, digital infrastructure, the energy sector and sustainable transport.
1.29	Locally, a multi-agency Economic Recovery Group for Flintshire has been established to ensure that workstreams are effectively co-ordinated and complement the work of partners and of regional programmes. The Group oversees workstreams including town centre places, tourism and destination management, business development, employment and promotion.
1.30	The economic recovery workstreams are still evolving as the situation on the ground is still subject to change with the EU exit having only recently

	<p>taken place and the Covid pandemic still underway. The priorities set out below are therefore likely to change to meet local needs.</p> <ol style="list-style-type: none"> 1. Contribute to regional work streams for economic recovery and, in particular, ensure that regional investment packages adequately meet the needs of Flintshire. 2. Work both regionally and locally to connect key employment sectors more effectively to young people and parents to reduce the mismatch between labour market opportunities and aspirations. 3. Ensure that development work is undertaken so that Flintshire is able to take advantage of regional programme funding as it becomes available. 4. Reshape business development programmes to: <ol style="list-style-type: none"> a. Increase emphasis in 1-1 and group support on helping business to adapt, diversify and build their resilience. b. Increase emphasis on online channels of support. c. Increase engagement with, and support for, High Street businesses. d. Continue to promote the town centre, tourism and hospitality sectors to assist with their recovery. e. Increase engagement with, and monitoring of, sectors at highest risk. f. Work with Welsh Government to improve the availability of sites and premises to facilitate business investment. 5. Maximise the local economic and social benefits from Council expenditure <ol style="list-style-type: none"> a. Increase the number of Council contracts that include social value clauses and increase the scale of benefits realised. b. Provide targeted support to help local companies to supply the public sector. 6. Increase the scale and ambition of the town centre regeneration programmes to include: <ol style="list-style-type: none"> a. Improvements to the appearance of the towns including properties, green infrastructure and the street environment. b. Targeted redevelopment of sites and properties for a more diverse range of uses to reduce retail reliance. c. Encourage new enterprises into town centres including social businesses and circular economy businesses. d. Develop digital infrastructure in towns to enable better monitoring of their vitality as well as business. e. Improve access to the towns through sustainable and active travel. 7. Improve the digital infrastructure of the County to support business adoption and access by household. 8. Respond collaboratively to redundancy announcements to support companies and staff. 9. Provide a flexible mentoring service to unemployed individuals to help them to re-engage with the labour market.
1.31	<p>The Council will continue to bid for external funding to support these work programmes wherever resources become available. In summary, these currently include:</p> <ul style="list-style-type: none"> • UK Government Levelling Up Fund – next round not yet launched.

	<ul style="list-style-type: none"> • UK Government Shared Prosperity Fund – not yet launched. • Mersey Dee Alliance – the Council has played an active part in submitting a programme of proposals to UK and Welsh Governments to promote short to medium term economic recovery. Further discussions with the two Governments are underway. • North Wales Growth Deal – the Council has played an active part in securing this funding and continues to contribute to the programmes to ensure effective delivery and benefits realisation across North Wales. • The Council has worked with the North Wales Economic Ambition Board to submit proposals to Welsh Government for short term actions to kick start economic recovery. A decision is awaited. • Welsh Government – Transforming Towns programme – the Council can bid for funding for capital projects including property investment. All towns are eligible. • Welsh Government Covid recovery grant programmes – the Council has delivered Welsh Government funded grants to businesses in the County. Further grants rounds are expected. • Welsh Government – repayable funding programmes – the Council is currently issuing loans to town centre businesses to support property investment. • Welsh Government – Town Centre Entrepreneurship Loans to businesses delivered by the Development Bank for Wales. Currently only four towns in North Wales are eligible. Welsh Government are due to review the programme in early 2022 and eligibility may expand. • Business Wales and Development Bank for Wales – a wide range of support is available to businesses. The Council promotes these programmes to local businesses.
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2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	None arising directly from this report.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Links included within the text above.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Niall Waller (Enterprise and Regeneration Manager) Telephone: 01352 702137 E-mail: niall.waller@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Business Wales – Welsh Government’s business support team.</p> <p>Development Bank for Wales - set up by the Welsh Government to support the economy of Wales by making it easier for businesses to access finance.</p> <p>Mersey Dee Alliance – partnership that supports strategic economic growth across North East Wales, Wirral and West Cheshire.</p> <p>North Wales Economic Ambition Board - a joint committee comprising the six local authorities for North Wales together with representation from the business community and higher education.</p> <p>North Wales Growth Deal – a programme of capital projects funded by both UK and Welsh Governments to boost the economy of North Wales.</p> <p>North Wales Regional Skills Partnership – body established by Welsh Government to steer post 16 skills provision in North Wales.</p> <p>Tariff barriers - These are taxes on certain imports. They raise the price of imported goods making imports less competitive. (www.economicshelp.org)</p> <p>Universal Credit – a social security payment announced in 2010 and replacing a range of previously separate benefits. The phased roll-out of the benefit to recipients is still underway.</p>