

# Public Document Pack

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Chief Officer (Governance)  
Prif Swyddog (Llywodraethu)



Contact Officer:  
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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

11 June 2021

Dear Sir/Madam

**NOTICE OF REMOTE MEETING**  
**RECOVERY COMMITTEE**  
**THURSDAY, 17TH JUNE, 2021 at 11.00 AM**

Yours faithfully

Robert Robins  
Democratic Services Manager

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

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

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

## A G E N D A

### 1 **APPOINTMENT OF CHAIR**

**Purpose:** At the Annual Meeting, Council decided that the Independent Alliance Group will chair this Committee. The Committee is advised that Councillor Richard Jones is to be the Chair of the Committee for the municipal year.

### 2 **APPOINTMENT OF VICE-CHAIR**

**Purpose:** To appoint a Vice-Chair for the Committee.

### 3 **APOLOGIES**

**Purpose:** To receive any apologies.

### 4 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

**Purpose:** To receive any Declarations and advise Members accordingly.

### 5 **TERMS OF REFERENCE** (Pages 5 - 8)

**Purpose:** To note the Terms of Reference for the Committee as approved by Council.

### 6 **CORPORATE RECOVERY OBJECTIVES** (Pages 9 - 12)

**Purpose:** To adopt the updated set of Corporate Recovery Objectives.

### 7 **CORPORATE RECOVERY RISK PROFILE** (Pages 13 - 38)

**Purpose:** To receive a presentation on the updated Corporate Recovery Risk Register.

### 8 **PORTFOLIO RECOVERY BUSINESS PLANS** (Pages 39 - 88)

**Purpose:** To begin a review of the Recovery Business Plans for each of the five service portfolios beginning with Planning, Environment and Economy as a working example.

### 9 **COMMUNITY RECOVERY** (Pages 89 - 90)

**Purpose:** To receive a presentation on community recovery.

### 10 **REGIONAL RECOVERY COORDINATING GROUP TERMS OF REFERENCE AND WORK PROGRAMME** (Pages 91 - 98)

**Purpose:** To receive information on the Regional Recovery Coordinating Group.

### 11 **FORWARD WORK PROGRAMME AND MEETING SCHEDULE (VERBAL)**

**Purpose:** To set the Forward Work Programme for the Recovery Committee including future meeting dates.

***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

<b>Date of Meeting</b>	Thursday 17 <sup>th</sup> June, 2021
<b>Report Subject</b>	Terms of Reference
<b>Cabinet Member</b>	Collective Cabinet
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Council, at its recent Annual Meeting, appointed a new Recovery Committee to guide our second phase of recovery. As part of its role this new Committee will refer risks and issues to the respective Overview and Scrutiny Committees to review in detail as part of their forward work programmes.

This short report explains the Terms of Reference of the new Recovery Committee

### RECOMMENDATIONS

1	That the Committee notes the Terms of Reference.
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## REPORT DETAILS

1.00	TERMS OF REFERENCE
1.01	<p>The Terms of Reference of the Recovery Committee as approved by Council are set out below:-</p> <p><b>Recovery Committee – Terms of Reference</b></p> <p><b>1. Role</b></p> <p>To re-set the recovery objectives for the whole organisation and for each of the service portfolios.</p> <p>To overview recovery against those objectives.</p> <p>To refer issues to the Cabinet and the Overview and Scrutiny Committees for detailed review/planning.</p> <p>To help give assurance to the public and partner organisations on our local planning.</p> <p>To carry out its role, the committee will be given access to the following tools and resources:</p> <ul style="list-style-type: none"><li>• Local objectives and targets</li><li>• Local recovery strategies and portfolio business plans</li><li>• Internal risk registers with mitigation actions</li><li>• Regional plans and strategies</li><li>• National plans and strategies</li></ul> <p>It is intended that the Recovery Committee will operate for the 2021/22 municipal year only.</p> <p><b>2. Form &amp; composition</b></p> <p>The Committee will be politically balanced and will consist of sufficient places to ensure that all political groups on the Council are represented.</p> <p><b>3. Substitutes</b></p> <p>Substitutes will be permitted where Members of the Committee are unable to attend. Notice must be given to the Committee officer in advance of the meeting.</p> <p><b>4. Quorum</b></p> <p>Rule of procedure 7 gives the quorum of Committees as being a quarter of the Membership.</p>

	<p><b>5. Restrictions on Membership</b></p> <p>The Leader of the Council has given an undertaking that the Chair of the Recovery Committee will not be nominated by the controlling group.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None specific

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None specific.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Colin Everett  <b>Telephone:</b> 01352 702101  <b>E-mail:</b> <a href="mailto:chief.executive@flintshire.gov.uk">chief.executive@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	None.

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## RECOVERY COMMITTEE

<b>Date of Meeting</b>	Thursday 17 <sup>th</sup> June, 2021
<b>Report Subject</b>	Corporate Recovery Objectives
<b>Cabinet Member</b>	Collective Cabinet
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

Wales, and the North Wales region, is now in a second phase of recovery from the Covid-19 pandemic.

Council, at its recent Annual Meeting, appointed a new Recovery Committee to guide our second phase of recovery. As part of its role this new Committee will refer risks and issues to the respective Overview and Scrutiny Committees to review in detail as part of their forward work programmes.

This short report sets out the updated corporate objectives being recommended for this second phase of recovery.

### RECOMMENDATIONS

1	That the Committee support and adopt the Corporate Recovery Objectives.
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## **REPORT DETAILS**

<b>1.00</b>	<b>RECOVERY STRATEGY AND GOVERNANCE</b>
1.01	Wales, and the North Wales region, is now in a second phase of recovery from the Covid-19 pandemic.
1.02	<p>The set of corporate recovery objectives has been reviewed and updated and the following is being recommended to the Recovery Committee for adoption:-</p> <p><b><u>Overall Organisational Recovery</u></b></p> <ol style="list-style-type: none"><li>1. To ensure the financial resilience and sustainability of the organisation in budget planning for 2022/23 and the medium-term;</li><li>2. To make a managed transition to a new operating model for working arrangements for the workforce;</li><li>3. To continue to protect the health and well-being of the workforce;</li><li>4. To continue to maintain good governance;</li><li>5. To restore public access to, and participation in, democratic meetings;</li><li>6. To continue to ensure organisational business continuity, and contingency planning for unforeseen developments with the pandemic’.</li></ol> <p><b><u>Finance</u></b></p> <ol style="list-style-type: none"><li>1. To ensure the financial sustainability of the organisation;</li><li>2. To continue to maximise national assistance from the hardship fund and other government funding;</li><li>3. To continue to recover and restore income to target levels;</li><li>4. To continue to recover and restore debt to target levels;</li><li>5. To maintain reserves and balances at levels that meet our needs.</li></ol> <p><b><u>Workforce</u></b></p> <ol style="list-style-type: none"><li>1. To ensure that the legal and ethical duties of the employer continue to be met in recovery;</li><li>2. To continue to restore and protect the well-being of the workforce over time;</li><li>3. To agree and implement a new operating model and working arrangements which maximise the use of technology and digital workplace solutions;</li><li>4. To continue to review opportunities for organisational re-design based on the learning from the emergency response and recovery phases.</li></ol> <p><b><u>Governance</u></b></p> <ol style="list-style-type: none"><li>1. To restore collection rates of Council Tax, NNDR, Sundry Debt and housing rents to target levels;</li><li>2. To complete the transition to a settled model for modern meetings;</li></ol>

	<ol style="list-style-type: none"> <li>3. To restore accessibility to, and participation by, the public in member meetings;</li> <li>4. To continue to support and expand digital means of service delivery.</li> </ol> <p><b><u>Service Recovery</u></b></p> <ol style="list-style-type: none"> <li>1. To ensure the business continuity of all services ;</li> <li>2. To meet the specific recovery objectives for each portfolio as set out in their respective business recovery plans;</li> <li>3. To plan the full recovery of services against any backlogs and temporarily reduced performance standards;</li> <li>4. To ensure that contingency planning is in place should there be a return to a third phase of response.</li> </ol> <p><b><u>Community Recovery</u></b></p> <ol style="list-style-type: none"> <li>1. To protect the health and well-being of local communities;</li> <li>2. To support and protect the most vulnerable in society;</li> <li>3. To support the recovery of communities and build their resilience;</li> <li>4. To support the economic recovery of communities and local business sectors.</li> </ol> <p><b><u>Regional Recovery</u></b></p> <ol style="list-style-type: none"> <li>1. To fully engage with the regional recovery strategy and as a member of the regional Recovery Co-ordinating Group;</li> <li>2. To effectively manage the local implementation of the regional <i>Prevention and Response</i> strategy for the pandemic;</li> <li>3. To effectively manage the local operation of the <i>Test, Trace and Protect</i> programme ;</li> <li>4. To play a full part in the planning and delivery of partnership programmes e.g. the vaccination programme.</li> </ol>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None specific

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None specific.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Colin Everett <b>Telephone:</b> 01352 702101 <b>E-mail:</b> <a href="mailto:chief.executive@flintshire.gov.uk">chief.executive@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	None.



## RECOVERY COMMITTEE

<b>Date of Meeting</b>	Thursday 17 <sup>th</sup> June, 2021
<b>Report Subject</b>	Corporate Recovery Risk Profile
<b>Cabinet Member</b>	Deputy Leader for Governance and Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	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 are being managed well and have been throughout the pandemic. We currently have 42.6% of risks rated green, 55.3% rated as amber and 2.1% as red.

We have a total of 21 risks that have previously been closed. 20 of these closed due to reaching target risk rating. 1 risk was closed due to duplication. 2 risks are to be closed following 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

<b>1.00</b>	<b>EXPLAINING THE CORPORATE RECOVERY RISK PROFILE</b>
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"> <li>• 20 (42.6%) have a green risk rating</li> <li>• 26 (55.3%) have an amber risk rating</li> <li>• 1 (2.1%) have a red risk rating</li> </ul>

	<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"> <li>• 3 (6.4%) has a green ↓ tend rating</li> <li>• 44 (93.6%) have a no change ↔ rating</li> <li>• 0 (0%) have a red ↑ trend rating</li> </ul>
1.02	<p>The risk which currently has a risk rating of red is:</p> <p><b>CF14</b> - Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan</p> <p>Mitigating actions and management comments for each of these can be found in appendix 2.</p>
1.03	<p>There are two risks to be closed following this review. They are:</p> <p><b>CW20a</b> - 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</p> <p><b>CW26</b> - The impacts on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers</p> <p>Mitigating actions and management comments for each of these can also be found in appendix 2.</p>
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications for this report.
<b>3.00</b>	<b>RISK MANAGEMENT</b>
3.01	The subject of this report is risk management.
<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	Senior Officers and Chief Officers have contributed to the review of the corporate risk register and mitigations document.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Corporate Risk Register Appendix 2: Corporate Risk Mitigations

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Jay Davies <b>Telephone:</b> 01352 702274 <b>E-mail:</b> <a href="mailto:jay.davies@flintshire.gov.uk">jay.davies@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
	<p><b>Risk Management:</b> 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>

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# Corporate Recovery Risk Register

Recovery Committee Version: 01

Reviewed: 10.6.21

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

## Finance – Income

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF01	No Government funding to replace income lost during the response phase	Strategic	Gary Ferguson	Sara Dulson	R	G	G Q1 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 a phased lock-down	Strategic	Gary Ferguson	Sara Dulson	R	A	A Q2 2021/22	NC ↔	Open
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained as an emergency hospital for a prolonged period	Strategic	Colin Everett	Rachael Corbelli	R	A	G Q3 2021/22	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
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 ↔	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
CF06	Insufficient reserves remain following the response phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	NC ↔	Open
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 Q1 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
CF09 Updated	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy Note: target risk date updated due to full support being provided by Welsh Government in 2020/21	Strategic	Jen Griffiths	Sara Dulson	A	G	A Q4 2021/22	NC ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF09a</b> Updated	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 Note: target risk date updated due to full support being provided by Welsh Government in 2020/21	<b>Strategic</b>	<b>Jen Griffiths</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>A</b>	<b>A</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>

#### 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
<b>CF10</b>	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	<b>Operational</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>

#### 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
<b>CF11</b>	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Liz Thomas</b>	<b>A</b>	<b>A</b>	<b>A</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CF12</b> Updated	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held Note: target risk date updated due to a fully funded Capital Programme being approved for 2021/22	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Liz Thomas</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>
<b>CF13</b>	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Phil Latham</b>	<b>R</b>	<b>A</b>	<b>A</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>

#### Finance - Housing Revenue Account

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF14</b>	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan	<b>Strategic</b>	<b>Neal Cockerton</b>	<b>Rachael Corbelli</b> <b>David Barnes</b>	<b>R</b>	<b>R</b>	<b>A</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>

#### 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
<b>CF15</b> Updated	Impact on the Capital Programme of loss of/reduction in planned Government specific grants Note: target risk date updated due to a fully funded Capital Programme being approved for 2021/22.	<b>Strategic</b>	<b>Neal Cockerton</b>	<b>Liz Thomas</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>
<b>CF16</b>	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances	<b>Strategic</b>	<b>Neal Cockerton</b>	<b>Liz Thomas</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q3 2021/22</b>	<b>NC</b> ↔	<b>Open</b>

#### Finance - Unplanned Expenditure

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF17</b>	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>A</b>	<b>A</b>	<b>G</b> <b>Q1 2021/22</b>	<b>NC</b> ↔	<b>Open</b>

## 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
<b>CF18</b> Updated	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2021/22 due to a change to fiscal policy as part of national recovery planning Note: target risk date updated due to a legal and balanced budget being approved by Council on 16 February	<b>Strategic</b>	<b>Colin Everett</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>A</b>	<b>A</b> <b>Q4 2021/22</b>	<b>NC</b> ↔	<b>Open</b>

## 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
<b>CW01a</b> Updated	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme Note: target risk date updated as furlough scheme has been extended to end of September 21 and we are still accessing the scheme	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Rachael Corbelli</b>	<b>R</b>	<b>G</b>	<b>G</b> <b>Q2 2021/22</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW03</b>	Cost associated with carry forward of accrued leave across multiple leave years	<b>Operational</b>	<b>Sharon Carney</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q4 2020/21</b>	<b>NC</b> ↔	<b>Open</b>

## 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
<b>CW08a</b>	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q4 2020/21</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW09</b>	Excessive and unsustainable demands for deployment to the regional Test, Trace and Protect (TTP) Programme depletes the workforce and compromises the resumption of full council services	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q1 2021/22</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW10</b>	Impacts of a second wave in the pandemic on the continuous availability of key workers to operate services in a second response phase	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>A</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW11</b>	Increase in demand for Occupational Health and supplementary services	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>A</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW12</b>	Impact of changes to service performance/continuity from any changes to service models in the recovery phase.	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q4 2020/21</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW13</b>	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices	<b>Operational</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW14</b>	Volatility and change in the employment market which impacts on successful recruitment to vacancies	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW20</b>	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	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> <b>Q1 2021/22</b>	<b>NC</b> ↔	<b>Open</b>

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW20a</b> Updated	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 Note: risk to be closed. Schools are now operating fully with children having returned	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Closed</b>
<b>CW21</b>	Impact on the most vulnerable members of our workforce due to ongoing (1) isolation and (2) remote working	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW22</b>	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	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW24</b>	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.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>R</b>	<b>A</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW26</b> Updated	The impacts on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers Note: risk to be closed due to positive progress and take up of vaccinations among key workers.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>R</b>	<b>A</b>	<b>G</b> Q2 2021/22	<b>NC</b> ↔	<b>Closed</b>
<b>CW27</b> 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: risk trend is reducing and risk rating reduced to reflect progress made during the last quarter.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>R</b>	<b>A</b>	<b>G</b> Q4 2021/22	<b>G</b> ↓	<b>Open</b>

#### 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
<b>CW16</b>	Increased sickness absence both COVID and non COVID related	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW17</b>	Increased numbers of mental health related absences	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CW18</b>	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Q1 2021/22	<b>NC</b> ↔	<b>Open</b>

#### Workforce - PPE

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW25</b>	Impact on International/European PPE supply chain following Brexit	<b>Operational</b>	<b>Andrew Farrow</b>	<b>Vanessa Johnson</b>	<b>A</b>	<b>A</b>	<b>G</b> Q1 2021/22	<b>NC</b> ↔	<b>Open</b>

#### 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
<b>CG01</b>	Cyber-attack through bogus Covid-19 email	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>R</b>	<b>A</b>	<b>A Open</b>	<b>NC</b> ↔	<b>Open</b>
<b>CG02</b>	Loss of data or system hack due to malware or the use of unauthorised apps	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>R</b>	<b>A</b>	<b>A Open</b>	<b>NC</b> ↔	<b>Open</b>



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CG04</b> Updated	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects Note: risk trend is reducing and risk rating reduced to green due to a reduction in the amount of work directly associated with the pandemic. Work delayed has been rescheduled with extended delivery times	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Mandy Humphreys</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2021/22	<b>G</b> ↓	<b>Open</b>
<b>CG14</b> Updated	Delay in or increased cost of obtaining digital devices due to continued demand arising from the response to the pandemic Note: risk target date updated due to continued delay in obtaining devices	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G</b> Q3 2021/22	<b>NC</b> ↔	<b>Open</b>

#### 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
<b>CG07</b>	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>G</b>	<b>G</b> Q3 2021/22	<b>NC</b> ↔	<b>Open</b>
<b>CG08</b> Updated	Emergency legislation is repealed prematurely and before we are ready to resume normal services Note: risk trend is reducing and risk rating reduced to green due to reflect Welsh Government's agreement to extend expiry dates if necessary	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>G</b>	<b>G</b> Q3 2021/22	<b>G</b> ↓	<b>Open</b>

#### 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
<b>CW01</b>	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	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Rachael Corbelli</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CW02</b>	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	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CW04</b>	Cost impacts of the retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	<b>Operational</b>	<b>Sharon Carney</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>NC</b> ↔	<b>Closed</b>
<b>CW08b</b>	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09							
<b>CG11</b>	Insufficient information availability to provide an adequate annual statement of assurance	<b>Strategic</b>	<b>Chief Executive</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G</b> Q2 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CG14</b>	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>G</b>	<b>G</b> Q2 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CW02a</b>	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	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW05</b>	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	<b>Operational</b>	<b>Sharon Carney</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW06</b>	Insufficient availability of occupational work groups to restore services	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW09a</b>	Inadequate funding availability from Welsh Government to support a regional TTP Programme	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW09b</b>	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW15</b>	The resilience of senior and supporting management following a long and demanding response phase	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CW19</b>	Impact of delayed bereavement leave – on attendance and mental health	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q1 2021/22</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG06</b>	Resumption of democratic processes reduces our capacity to support recovery work	<b>Strategic</b>	<b>Chief Executive</b>	<b>Gareth Owens</b>	<b>R</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG12</b>	Changes to established managerial and democratic systems results in challengeable decision-making	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Closed</b>
<b>CG13</b>	Changes to established managerial and democratic systems result in failure to properly authorise a decision	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW09c</b>	The impacts on workforce planning of the unavailability of antibody testing	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CG05</b>	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G Q3 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CG03</b>	Data loss or inaccuracy due to disrupted ways of working	<b>Operational</b>	<b>Gareth Owens</b>	<b>Alun Kime</b>	<b>R</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW07</b>	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above)	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CW23</b>	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	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CG09</b>	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making	<b>Operational</b>	<b>Gareth Owens</b>	<b>Robert Robins</b>	<b>A</b>	<b>A</b>	<b>G Q3 2021/22</b>	<b>NC ↔</b>	<b>Closed</b>
<b>CG10</b>	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	<b>Operational</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>NC ↔</b>	<b>Closed</b>

Risk Matrix

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

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# Corporate Recovery Risk Register

Recovery Committee Version: 01

Reviewed: 10.06.21

Finance

Finance – Income

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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF01	No Government funding to replace income lost during the response phase	↔	IM	Income claims totaling £4.2m were submitted to Welsh Government in 2020/21 and these have been settled in full including those areas initially settled at 50%. Welsh Government have significant funding available in 2021/22 for the emergency situation so it is reasonable to assume a continuation of support if national restrictions are continued.
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 the Portfolio Business Recovery Plans that have recently been reviewed. The risk is reduced now that funding is confirmed for the first half of the 2021/22 financial year.
CF03	A continued loss of income in trading services in a phased lock-down	↔	IM	As CF01 above.
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained as an emergency hospital for a prolonged period	↔	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. The negotiations are advanced.
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 have run two phases of 'soft enforcement' and have now resumed formal recovery procedures for Council Tax, Business Rates, Corporate Debt and Housing Rent initially for those customers that 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 £1m) from WG to compensate for losses of 2020/21 council tax collections will help to stabilise the financial position.

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	<p>The risk is tracked weekly and interventions made wherever possible through advice and support to businesses by extending payments and ensuring entitlement to grants and rate reliefs. The first and second stages of 'soft' enforcement for businesses who are falling into debt and who have not made any contact with us have been completed. As income was significantly lower than the target, formal debt processes re-commenced in August, starting with those businesses who have not paid nor engaged with the Council and who owe several months of unpaid Non-Domestic Rates (NDR).</p> <p>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 re-commenced from October in cases where businesses ignore repeated request for payment.</p> <p>Latest NDR Income levels show an improving position and collections are £800k off income targets at the end of Q4, compared to £3.3m as at end of Q3. 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.</p> <p>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.</p>
CF20	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may affect the support to local businesses	↔	MT	<p>The Revenues Service continues to deliver grants and rate relief to support businesses in addition to trying to recoup income lost during the response phase placing strains upon capacity. Round 5 of grants has largely been completed and the scheme closed at the end of March 2021. A further round of business support grants may be launched to principally support the specific sectors from April 2021 and throughout Q1 of 2021-22 but we await further details. It is envisaged that future grant schemes can be managed using a combination of planned overtime and utilisation of resources from other areas of the Revenue service where necessary</p>

Finance - Reserves

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF06	Insufficient reserves remain following the response phase	↔	IM	Our strategy is to protect an over-exposure of our reserves by maximising our claim grants to Welsh Government for refunds of additional emergency expenditure and the recovery of lost income. The projected outturn monitoring position shows that expenditure is projected to be a minimum of £2m under the approved budget meaning that there will be sufficient reserves available based on current demand and taking into account anticipated Welsh Government Funding.
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
Page 27 CF08	A reduction in Council Tax collection impacts on (1) cash-flow and (2) annual budget	↔	MT	<p>The re-commencement of recovery remains challenging and collections for 2020-21 were around £800k below target. The enhanced restrictions over recent months have impacted on collection levels during Q4 as debt enforcement/bailiff activities have been suspended during the period of the latest restrictions.</p> <p>The financial support of circa £1m from Welsh Government to mitigate the impacts of this income loss has helped to reduce the risk levels.</p> <p>This ongoing risk is being taken into account in the review of the Medium-Term Financial Strategy (MTFS).</p>
CF09 Updated	Budget impacts of additional demand under the CTRS due to a shortfall in Government subsidy	↔	IM	<p>Target risk date has been updated due to full support being provided by Welsh Government in 2020/21</p> <p>The impact of the additional demand has been tracked through Finance Tactical Group with additional demand and budget impact escalated to Welsh Government (WG). All additional costs for the 2020/21 financial year have been met by Welsh Government (0.294m for full year) and it is assumed that this will continue into the first half of the new financial year.</p>
CF09a Updated	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	<p>Target risk date has been updated due to full support being provided by Welsh Government in 2020/21</p> <p>The impact of the additional demand has been tracked through Finance Tactical Group with additional demand and budget impact escalated to Welsh Government (WG). See CF09 )</p> <p>There has been no increase in the base subsidy for 2021/22 as notified in the provisional settlement. However, a proposed legal and balanced budget will be considered by Cabinet and Council on 16 February and includes provision for the impact of a council tax increase and meeting in-year demand.</p>

## Finance - Inflation and Markets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF10	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	↔	MT	There is still no evidence of inflationary pressures of this type at this stage. Our normal procurement and value for money tendering exercises continue.

## Finance - Treasury Management

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF11	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	↔	IM	Investments have been made in line with our Treasury Management Strategy and initially were primarily with the Government Debt Management Office to protect security and liquidity. The position was reviewed and investments were subsequently extended to Money Market Funds, where appropriate, which generate a higher rate of return. Current interest rates/investment returns continue to be low.
CF12 Updated Page 28	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held	↔	IM	Target risk date has been updated due to a fully funded Capital Programme being approved for 2021/22 Cash flow is monitored daily with accurate intelligence from across the organisation, and is a standing agenda item at the Finance Tactical Group. Affordability of borrowing will need to be a consideration when reviewing the profile of capital projects at later date.
CF13	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	↔	IM	The Fund Investment Strategy has a diversified portfolio to manage risk and seeks return from a range of sources and asset classes. In February and March 2020 the Fund suffered as with all investors with the COVID 19 driven market volatility and falls. Since then markets have recovered significantly and have been considerably more stable. The funding level (value of assets as a proportion of liabilities) has recovered and is ahead of target but much uncertainty remains. The Fund has a range of risk management tools and when combined with the range of internal controls in place with officers and advisers who ensure that the Fund's exposure to market volatility is mitigated wherever possible. This is under regular review by the Pensions Team and the external advisor team. Initial discussions with employers on the potential impact on costs from the Actuarial Valuation 2022 will commence later this year.

## Finance - Housing Revenue Account

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF14	Increase in rent arrears impacts on the stability of the	↔	MT	We are encouraging tenants to continue to make payments and offering a range of support to those who are struggling to pay so that we can maintain tenancies. The HRA Business Plan has been 'stress tested' for the impacts of increased arrears and there is sufficient

	Housing Revenue Account (HRA) Business Plan			headroom to meet increased losses in collection. More recently Welsh Government has increased the notification period to end a tenancy from three months to six months under the Coronavirus Act 2020 and Regulations have been brought back in which prevent the Council from carrying out evictions until 31st March 2021. This is limited our enforcement activity and in turn puts further pressure on the rent arrears position, which is, on average, increasing week-by-week.
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### Finance - Capital Programme

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

### Finance - Unplanned Expenditure

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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	Alternative funding options will need to be explored for specific areas of expenditure if they are to be continued beyond the emergency response phase. Otherwise, they will become in-year budget pressures. No new commitments to unscheduled spend have been made in the final 3 quarters of the 2020/21 financial year unless reported to/consented by Cabinet.

## Finance - Financial Settlements

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF18 Updated	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2021/22 due to a change to fiscal policy as part of national recovery planning	↔	MT	Target risk date has been updated due to a legal and balanced budget being approved by Council on 16 February. 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 provisional settlement only provided funding certainty for 1 year, although the Council was able to approve a legal and balanced budget at Cabinet and Council on 16 February. The Council will continue to push for three year funding settlements from 2022/23 onwards.

## Workforce

### Workforce - Financial

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Page 33 CW01a Updated	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	↔	IM	Target risk date updated as the furlough scheme has been extended to end of September 21 and we are still accessing the scheme The Scheme has been maximised to support the businesses and their employees and claims for reimbursement are being submitted regularly. Alternative Delivery Models are factoring-in the tapering into their business plans. The recently announced extension of the Furlough Scheme is being factored into revised business plans.
CW03	Cost associated with carry forward of accrued leave across multiple leave years	↔	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
CW08a	The availability and responsiveness of the regional antigen testing	↔	IM	The regional plans make provision for sufficient antigen testing and the testing systems are sufficiently reliable for us as an employer. The risk target date has been amended due to the forecast increase of positive cases.



Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	service to support the health and resilience of the workforce			
CW09	Excessive and unsustainable demands for deployment to the regional Test, Trace and Protect (TTP) Programme depletes the workforce and compromises the resumption of full council services	↔	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	Impacts of a second wave in the pandemic on the continuous availability of key workers to operate services in a second response phase	↔	MT	This remains an open risk and subject to change as we approach the winter. Subject to order fulfillment, the flu vaccine will be offered to all key workers. The procurement of sufficient supplies will result in a budget pressure of £25-30k. As a management action this a good investment to protect our workforce.
Page 31 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.
CW12	Impact of changes to service performance/continuity from any changes to service models in the recovery phase	↔	MT	This risk is being taken in account in our planning for and following the return of the workforce particularly in trading services where future income levels are uncertain e.g. Newydd. No major changes to service models have been necessary at this stage.
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	This risk has not materialised to date, but is will continue to be monitored.
CW14	Volatility and change in the employment market which impacts on successful recruitment to vacancies	↔	MT	This risk has not materialised to date. In addition, as part of controlling expenditure at a time of uncertainty over our financial resources, caused by the impact and disruption of the emergency situation, Service managers wishing to recruit to a vacancy now need to complete a business case which will then be 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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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	Risk reopened due to schools operating in a different way during extended periods of lockdown (Alert Level 4). Employees whose role allows it, and who are fit to work, are expected to work from home. For those whose role does not allow them to work from home, they will be on 'approved paid absence'. Employees, should, wherever possible, look at sharing the responsibility, to minimise any impact and are encouraged to work flexibly to try and achieve a work life balance
CW20a Updated	Impact on our workforce due to schools operating in a different way and the requirement for working parents to assist with home schooling during normal working hours	↔	MT	Risk to be closed. Schools are now operating fully with children having returned Employees whose role allows it, and who are fit to work, are expected to work from home. For those whose role does not allow them to work from home, they will be on 'approved paid absence'. Employees, should, wherever possible, look at sharing the responsibility, to minimise any impact and are encouraged to work flexibly to try and achieve a work life balance
Page 32 CW21	Impact on the most vulnerable members of our workforce due to ongoing (1) isolation and (2) 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. Target risk date updated due to extended period of lockdown (alert level 4)
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 whose 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
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.	↔	IM	Employees whose role allows it, and who are fit to work, are expected to work from home. For those whose role does not allow them to work from home, they will be on 'approved paid absence'. Employees, should, wherever possible, look at sharing the responsibility, to minimise any impact and are encouraged to work flexibly to try and achieve a work life balance Target risk date updated to reflect the ongoing impact on working parents
CW26 Updated	The impact on workforce planning in critical work groups as a result of	↔	IM	Risk to be closed due to positive progress and take up of vaccinations among key workers. Employees in two of the priority groups for vaccination will be given time to attend either a mass vaccination centre or local vaccination centre. Working closely with health colleagues is required to ensure any impact on services is minimal.



Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	facilitating COVID vaccinations to key workers.			
<b>CW27</b> 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	Priority for access to First Aid training is given to front line services. Delivery has recommenced in a COVID safe manner (fewer numbers, additional safeguards) which has enable 240 people to complete their training during the last three months. Our insurers have confirmed that First Aiders whose qualification has lapsed can continue to provide support in the event it is needed.

### Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
<b>CW16</b>	Increased sickness absence both COVID and non COVID related	↔	ST	Sickness absence is being managed through the Council's Attendance Management policy and procedure. Current levels of sickness absence are running at below seasonal averages for past years. Also see CW17.
Page 33 <b>CW17</b>	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.
<b>CW18</b>	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	↔	IM	Deferred medical events are being re-scheduled. Where delays have resulted in extended absence which has impacted on sick pay entitlement, measures are in place to extend pay for up to three months. Only two requests for extension to sick pay have been made to date.

### Workforce – PPE

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
<b>CW25</b>	Impact on International/European PPE supply chain following Brexit	↔	MT	WG's Winter Protection Plan for the supply of all care setting PPE provides for a 24-week stockholding, to mitigate supply risks. On a corporate level PPE suppliers have reported that masks, aprons, hand sanitisers and eye protection in the short term will not change, with some suppliers holding high stock levels. However gloves present a real concern, not only being extremely expensive but uncertainty about long-term supply – we will continue to monitor closely.

## Governance

### Governance - Information and systems

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG01	Cyber-attack through bogus Covid-19 email	↔	IM	Risk is being mitigated through the use of mail scanning tools and staff education. The likelihood of the risk can be mitigated. The impact will remain as significant due to the potential disruption to services and the continued attempts to compromise security.
CG02	Loss of data or system hack due to malware or the use of unauthorised apps	↔	IM	The security measures that we have in place in order to achieve PSN compliance continue to mitigate the risks.
CG04 Updated	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	↓	MT	The risk trend is reducing and risk rating has reduced to green due to a reduction in the amount of work directly associated with the pandemic. Work delayed has been rescheduled with extended delivery times. The response to the emergency situation has placed peaks in demand on the ICT Service as new ways of working and supporting technologies have been introduced. Large scale technology projects such as the transition to Office 365 are being prioritised to avoid IT license issues/costs and other projects being advised to set realistic timescales to ensure delivery.
CG14 Updated	Delay in or increased cost of obtaining digital devices due to demand	↔	MT	Risk target date has been updated due to continued delays in obtaining devices. 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

### Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG07	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	↔	IM	This risk continues to be managed by ensuring that we comply fully with Welsh Government regulations for the emergency period, and by following recognised good/required practice in meeting management e.g. publication of agendas, reports and minutes, due notice being given of meetings, only urgent items being taken forward for decision etc
CG08 Updated	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	-
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	-

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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	capacity to support recovery work			
CG12	Changes to established managerial and democratic systems results in challengeable decision-making	↓	IM	-
CG13	Changes to established managerial and democratic systems result in failure to properly authorise a decision	↔	IM	-
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	↔	IM	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	undermines inclusive and effective decision-making			



## RECOVERY COMMITTEE

<b>Date of Meeting</b>	Thursday 17 <sup>th</sup> June, 2021
<b>Report Subject</b>	Portfolio Recovery Business Plans
<b>Cabinet Member</b>	Collective Cabinet
<b>Report Author</b>	Chief Executive and Chief Officer Planning, Environment and Economy
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

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

This Committee will oversee the Recovery Business Plans for all five service portfolios in sequence. Presented today is the Planning, Environment and Economy Portfolio Recovery Business Plan for members to become familiar with the format and content of the plans.

An effective risk management approach to recovery planning underpins these plans.

Each plan has the following section:

- Scope and Purpose
- Key Personnel and Roles and Responsibilities
- Business Continuity Plan – Recovery Planning
- Resource Management
- Performance Management
- Risk Management
- Communications and Engagement
- Forward Planning

## RECOMMENDATIONS

1	To become familiar with the Portfolio Recovery Business Plan format and content.
2	To review the Planning, Environment and Economy Portfolio Recovery Business Plan for assurance, and to refer any further and specific risk management work to the respective Overview and Scrutiny Committees as is necessary.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE PORTFOLIO RECOVERY BUSINESS PLAN</b>
1.01	<p>Service portfolios have been working to Portfolio Recovery Business Plans following the response phase to the pandemic emergency situation. Recovery is a natural transition from the response phase which lasted from mid-March until the end of July 2020, and again from the end of December until April 2021.</p> <p>The plans are built upon risk management actions and performance management objectives.</p>
1.02	<p>The Portfolio Recovery Business Plans have eight main sections:-</p> <p><b>Scope and Purpose</b></p> <p>Identifies the Portfolio's services and functions</p> <p><b>Key Personnel and Roles and Responsibilities</b></p> <p>Sets out personnel and roles and their responsibilities</p> <p><b>Business Continuity Plan – Recovery Planning</b></p> <p>A review of Business Continuity Plans to give details of any revised actions or timelines and risks associated Identifies key actions and timelines for the recovery of services and functions A review of the 2020/21 Portfolio Business Plans (which predate the pandemic) giving details of the changes made to priorities/commitments and reason for changes The interdependencies with other Business Continuity Recovery Plans</p> <p><b>Resource Management</b></p> <p>Key actions and timelines for recovery of workforce complement Key actions and timelines for financial recovery Key actions and timelines for systems recovery</p>



	<p><b>Performance Management</b></p> <p>Assessment of timelines for a phased return to full productivity</p> <p>A review and resetting of:</p> <ul style="list-style-type: none"> <li>• Portfolio strategies and priorities for 2020/21</li> <li>• Performance standards and targets for 2020/21</li> <li>• Timelines for strategic programmes and projects</li> <li>• Portfolio-led work in the draft Council Plan 2020/21</li> <li>• Resetting of targets and expectations with external regulators</li> <li>• Impacts for external partnerships to review once they re-meet</li> <li>• Requests to Government and regulators for relaxations and flexibilities</li> </ul> <p><b>Risk Management</b></p> <p>Portfolio risks and mitigating actions External partnership risks and mitigating actions</p> <p><b>Communications and Engagement</b></p> <p>Internal communications and engagement plan External key stakeholder communication and engagement plan Public communications plan</p> <p><b>Forward Planning</b></p> <p>Contributions to/needs from:</p> <ul style="list-style-type: none"> <li>• Council strategies and plans 2021/22+ e.g. Council Plan</li> <li>• The MTFs 2021/22+</li> <li>• The People Strategy 2021/22+</li> </ul>
1.03	All five of the Portfolio Recovery Business Plans will be presented to the Committee in sequence

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None specifically.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>						
3.01	<p>This report specifically covers recovery from the pandemic emergency situation and is based upon a framework of risk management.</p> <p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1" data-bbox="320 1883 1385 2078"> <tr> <td data-bbox="327 1883 743 1921">Long-term</td> <td data-bbox="743 1883 1385 2078" rowspan="5">Throughout all Portfolio Recovery Business Plans there are demonstrable actions and activities which relate to all of the Sustainable Development Principles.</td> </tr> <tr> <td data-bbox="327 1921 743 1960">Prevention</td> </tr> <tr> <td data-bbox="327 1960 743 1998">Integration</td> </tr> <tr> <td data-bbox="327 1998 743 2036">Collaboration</td> </tr> <tr> <td data-bbox="327 2036 743 2078">Involvement</td> </tr> </table>	Long-term	Throughout all Portfolio Recovery Business Plans there are demonstrable actions and activities which relate to all of the Sustainable Development Principles.	Prevention	Integration	Collaboration	Involvement
Long-term	Throughout all Portfolio Recovery Business Plans there are demonstrable actions and activities which relate to all of the Sustainable Development Principles.						
Prevention							
Integration							
Collaboration							
Involvement							

<b>Well-being Goals Impact</b>	
Prosperous Wales	Throughout all Portfolio Recovery Business Plans there are demonstrable actions and activities which relate to all of the Well-being Goal.
Resilient Wales	
Healthier Wales	
More equal Wales	
Cohesive Wales	
Vibrant Wales	
Globally responsible Wales	

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
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4.01	The plans have been developed with wide consultation with officers within and across portfolios.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	Appendix 1: Planning, Environment & Economy Portfolio Recovery Business Plan
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	None
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<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
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7.01	<b>Contact Officer:</b> Jay Davies <b>Telephone:</b> 01352 702744 <b>E-mail:</b> <a href="mailto:jay.davies@flintshire.gov.uk">jay.davies@flintshire.gov.uk</a>
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<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
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	<b>Risk Management:</b> 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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# Planning, Environment and Economy Portfolio Business Recovery Plan

Version 5 – 26.04.21

01.07.20-30.09.21

## 1. SCOPE AND PURPOSE

- Definition of portfolio service range of services – both critical and non-critical

Portfolio Services and Functions	
Page 43	<p><u>Development Management</u> Planning Development Management provide pre-planning advice, planning applications, enforcement and compliance. The service seeks to play a major role in shaping and protecting the quality of our towns, villages and countryside through sustainable development. Highways Development Control provide regulatory control and advice as a statutory consultee as part of the planning process. Maintenance of highways records in relation to development control and associated land matters, manage the construction of new estate roads up to the final adoption process. Building Control provide building inspections throughout the life of a build and are also responsible for street naming and numbering, dangerous buildings and fire inspections of Council properties.</p>
	<p><u>Regional Minerals and Waste Planning</u> A specialised service for the North Wales authorities covering minerals and waste development, regulatory control, policy and strategic planning.</p>
	<p><u>Business Support</u> Business Support comprises of a specialist administration team that support the planning function; Land Charges responsible for the provision of search information; Geographic Information Services providing mapping services for the whole Council and Project team for the procurement and implementation of a new case management system.</p>
	<p><u>Strategy</u> Planning Policy develops the framework for the use of land, the production of statutory development plans and are currently developing the Local Development Plan. Town Centre regeneration and master planning, urban design and delivery of affordable housing. Built Conservation a specialised service responsible for the preservation of the historic built environment. Energy Services are responsible for the renewable energy delivery plan for the Council's estate and asset. Sustainable Urban Drainage/Flood and Coastal Risk Management responsible for the Flood Risk Management Plan and delivery of grant funded projects. Statutory function as a Sustainable Drainage Approval Body.</p>

## Portfolio Services and Functions

### Access and Natural Environment

The Countryside Sites team manage recreation, public access and designated wildlife habitats on Council owned land, including parks, commons and environmentally sensitive areas. The team fulfils statutory obligations in relation to designated sites and species under European and National Law. The Access team are responsible for the management, maintenance and review of the public rights of way network. The Natural Environment team consists of highly specialised officers whose skill sets cover Trees and Forestry, Biodiversity and Ecology and aim to sustain and where possible, enhance the natural environment of Flintshire.

### Enterprise and Regeneration

Economic growth and business development contributes to the implementation of the North Wales Growth Vision and provides a responsive support service to businesses. Social enterprise develop a strong social enterprise sector that contributes to the provision of sustainable community services. The Markets team maintain vibrant markets that provide business opportunities and contribute to town centre vitality and vibrancy which also underpins the aim of the Regeneration team. The Employability Programmes team provides support to individuals to help them to enter employment. The Housing Regeneration team supports some of the most vulnerable of our residents to reduce fuel poverty and adapt their homes for sustainable living. The Social Value officer aims to maximise the opportunity for the organisation to access social value through the procurement process and helps local businesses to secure the opportunities of public sector spending.

### Community and Business Protection

Community and Business Protection are responsible for ensuring that Flintshire continues to be a safe, healthy, prosperous, pleasant and sustainable environment for residents, business and visitors. The service aims to promote and protect health, safety and wellbeing through the provision of advice, assistance and regulation in accordance with national and local policy through service functions of Licensing, Pollution Control, Pest Control, Environmental Health and Housing, Contaminated Land, Food Safety and Standards, Trading Standards, Community Safety, Neighbourhood Wardens, and Corporate Health and Safety. The North Wales Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) Team also come under the auspices of the service area.

- Corporate i.e. whole-council aims and objectives for recovery planning and recovery phases
- Portfolio specific aims and objectives for the recovery phases

## 2. KEY PERSONNEL AND ROLES AND RESPONSIBILITIES

### Senior Management Team

Name	Job Title	Roles and Responsibilities
Andrew Farrow	Chief Officer Planning, Environment and Economy	Chief Officer
Mandy Lewis	Development Management Service Manager	Planning, Highways Development Control, Building Control
Andy Roberts	Strategy Manager	Planning Policy, Built Conservation, Energy, Flood and Coastal Risk Management, Sustainable Advisory Body
Gary Nancarrow	Regional Waste and Minerals Planning Manager	Shared service minerals and waste development
Tom Woodall	Access and Natural Environment Manager	Countryside Sites and Access and Natural Environment
Sian Jones	Community and Business Protection Manager	Licensing, Pest Control, Trading Standards Compliance, Investigations and Animal Health, Community Safety, Neighbourhood Wardens, Corporate Health and Safety, Pollution Control, Contaminated land, Environmental Health and Housing Enforcement, Empty Homes, Food Safety and Food Standards. The North Wales Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) Team also come under the auspices of the service area.
Niall Waller	Enterprise and Regeneration Manager	Economic Growth and Business Development, Social Enterprise, Markets, Regeneration, Social Value, Domestic Energy, Home Loans and Employability
Lynne Fensome	Business Support and Performance Manager	Land Charges, Administration, GIS, Project Team

### 3. BUSINESS CONTINUITY PLAN (BCP) RECOVERY PLANNING

TABLE 1 – RECOVERY OBJECTIVES FOR SERVICE AREAS GIVEN BCP PANDEMIC MITIGATION OF REDUCED SERVICE DELIVERY

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Planning Applications	Reinstate site visits	Delays to determination of applications because site visit cannot be accurately carried out virtually	Where possible carry out virtual site visits  Risk assess need for site visit to enable determination	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Mitigated to acceptable level Update :	Site Visits now reinstated following risk assessment adoption and prioritization  New Lockdown restrictions prohibit all but essential site visits	Officers prioritising site visits that are required to determine applications	Risk assessment process agreed. Action diary line to capture need for site visit	Mitigation occurs in line with escalation risk	Compliance with national guidelines on physical distancing and local alert levels
Planning Committee	Move from remote planning committee arrangements to reinstate full planning committee	Challenge to process followed by new planning committee arrangements to determine applications  Increase in planning appeals	Robust arrangements put in place to replace normal planning committee.  Agreed prioritisation protocol  Virtual Committee arrangements and appeal process through independent panel arrangements  Remote committee now in place	Second planning committee cycle following lifting of all lockdown restrictions	Compliance with national guidelines on physical distancing and local alert levels

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
			<p>Live streaming of Committee to commence in 2021</p> <p>Public participation options being considered</p> <p><b><u>UPDATE 26.04.2021</u></b></p> <p>Live streaming of meetings commenced in March 2021</p> <p>Public Participation due to start at May meeting</p> <p>Consideration being given to how Committee meetings will be held as lockdown restrictions are lifted.</p>		
Update : Mitigated to acceptable level	Virtual planning committee now being held	No challenge been received so far	Process working well	Ongoing	Change in national regulations preventing virtual meetings continuing
Policy and Forward Work Programme	Reinstate Planning Strategy Group and other Planning, Environment and Economy (PEE) related decision making forums	Inability to approve forward work programme and endorse Flintshire County Council's approach to government consultations and requirements	<p>Virtual meetings</p> <p><b><u>Update 26.04.2021</u></b></p> <p>Consideration being given to how Committee meetings will be held as lockdown restrictions are lifted.</p>	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Update : Mitigated to acceptable level	PSG being held as a virtual meeting as are other decision making forums	Able to agree FWP	Virtual meetings being held		
Planning Enforcement	Reinstate site visits	Backlog of enforcement complaints  Increase in unauthorised developments	Where possible carry out virtual site visits  Highest priority site visits carried out observing physical distancing and essential travel guidance	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and alert levels
Update : Risk register reference PE20	Site Visits now reinstated following risk assessment adoption and prioritization  New Lockdown restrictions prohibit all but essential site visits	Officers prioritizing site visits reflecting priority assigned using Enforcement Policy	Risk assessment process agreed. Action diary line to capture need for site visit	Mitigation occurs in line with escalation or relaxation of risk	Compliance with national guidelines on physical distancing and local alert levels
Building Regulations	Reinstate site visits	Increase in unauthorised developments	Where possible carry out virtual site visits  Highest priority site visits carried out observing physical distancing and essential travel guidance	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Risk register reference PE20	Site Visits now reinstated following risk assessment adoption and prioritization	Officers undertaking visits to minimise loss of business	Site inspection notes set out detail of visit using RA	Mitigation occur in line with escalation or relaxation of risk	Compliance with national guidelines on physical distancing and local alert levels



Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
	New Lockdown restrictions prohibit all but essential site visits				
Highways DC	Reinstate site visits	Delays to consultations on planning applications  Delays to adoption of roads  Non-compliance of developers with adoption procedures	Where possible carry out virtual site visits	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Risk Register PE20	Site Visits now reinstated following risk assessment adoption and prioritization  New Lockdown restrictions prohibit all but essential site visits	Delays to consultations on planning applications  Delays to adoption of roads  Non-compliance of developers with adoption procedures	Where possible carry out virtual site visits  Use risk assessment	Mitigation occur in line with escalation or relaxation of risk	Compliance with national guidelines on physical distancing and local alert levels
Regional Minerals and Waste Planning	Reinstate site visits	Delays to determination of applications  Backlog of planned compliance visits  Loss of income to Authority	Where possible carry out virtual site visits	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Risk Register PE05 and PE20	Site visits reinstated subject to covid risk appraisals	Chargeable site monitoring and compliance visits resumed. Applications are being determined. A backlog of compliance issues means that the service is working with the	Avoid multi person vehicle occupancy, especially on larger sites where normally the use of an on-site 4x4 off road vehicle would be used to access the various parts of larger or more	Mitigation occur in line with escalation or	Compliance with national guidelines on physical distancing and local alert levels

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
		site operators to address any outstanding matters. Income will	challenging sites. Site induction practices. Use virtual technology where possible for site surveillance and meetings. Face to face meetings only in approved premises or open air location where unavoidable at site. Risk assessment and adherence to national and local social distancing and health safety measures	relaxation of risk	
<p>Land Charges</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 50</p>	<p>Reinstate expedited searches</p> <p>Reinstate personal search procedure for attendance at offices for appointments</p>	Challenge to search results	<p>Continue to provide all search options other than expedited</p> <p>Use caveat on search results that cannot be completed fully</p> <p>New procedure for dealing with personal search companies</p> <p><b><u>UPDATE 26.04.2021</u></b></p> <p>Discussions as part of return to work options for Portfolio on the level of access to the search companies to Council buildings</p> <p>Continue to develop remote access system</p>	Two weeks after lockdown restrictions are lifted	<p>To comply with statutory duty</p> <p>Compliance with national guidelines on physical distancing and local alert levels</p>
Update : Mitigated to acceptable level	Expedited searches on exception and accept basis.	No challenges received	Search options available Caveat option has not needed to be used		

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
	Personal Searches reinstated		Personal searches reinstated 3 weeks in to lockdown System being built to allow remote access by Personal Search companies		
Service Support	Accept paper copies of planning applications	Planning applications submitted in paper form not able to be processed	Advise agents and applicants of submission by electronic means  Advise of payment by website  Return paper applications advising of electronic submission  <b><u>UPDATE 26.04.2021</u></b>  Decision to be taken as to default position on submission of applications	Review when lockdown restrictions lifted	To comply with statutory duty  Compliance with national guidelines on physical distancing and local alert levels
Update : Mitigated to acceptable level	Paper applications unable to be processed but electronic methods of submission available				
Strategy	Comply with new LDP timeline agreed with Welsh Government	Slippage on agreed timetable on LDP development  Unable to proceed with formal LDP procedure	Renegotiate LDP timetable with Welsh Government  Explore alternative options for compliance with statutory procedure for LDP adoption  <b><u>UPDATE 26.04.2021</u></b>  New timetable agreed	Examination to start April 2021	To comply with statutory duty  Compliance with national guidelines on physical distancing and alert levels.

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
			Virtual examination in public agreed and started in April 2021		
Update : Risk Register PE13 risk closed					
Built Conservation/ Energy Team / SABs FRCRM  Page 52	Reinstate site visits	Delays in processing pf planning applications  Unauthorised development of listed building estate  Delays in delivery of grant funded schemes  Non-compliance on developer sites with Sustainable Urban Drainage System (Suds)	Where possible carry out virtual site visits  Progress schemes as far as possible	Two weeks after lockdown restrictions are lifted	To comply with statutory duty  Compliance with national guidelines on physical distancing and alert levels
Update : Risk Register PE20 PE14					
PE10					
Access	Reinstate remaining non-essential work	Increase in unauthorised works or closures to footpaths, poor maintenance resulting in increased liability	Maintain homeworking and comply with RA for site work	Maintenance undertaken as lockdown restrictions are lifted	To comply with statutory duty  Compliance with national guidelines on physical distancing and alert levels

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Update : Mitigated to acceptable level	Maintenance works have now commenced and site visits commenced in line with national guidelines				
Sites	Re-open Wepre Park and Greenfield Valley museum and provide on-site management presence	<p>Non-compliance with social distancing and lockdown guidance</p> <p>Risk to staff</p> <p>Interaction with volunteer workforce</p> <p>Ability to make sites safe</p>	<p>Essential safety works carried out</p> <p>Wepre Park car park, visitor centre, toilets closed</p> <p>Volunteering suspended</p> <p>Staff working from home</p>	<p>Phased reopening during phased lifting of lockdown restrictions</p> <p>Full reopening following lifting of lockdown restrictions</p>	Compliance with national guidelines on physical distancing and alert levels
Update : Mitigated to acceptable level	Sites re-opened in line with national guidelines				
Biodiversity/Trees/Ecology	<p>Reinstate site visits.</p> <p>Reinstate grant funded project delivery</p> <p>Re-instate non-essential work</p>	<p>Delays in processing of planning applications</p> <p>Delays in delivery of grant funded schemes</p> <p>Non-compliance on developer sites</p>	<p>Ash Die back/tree surveying reinstated observing social distancing</p> <p>Maintain home working</p>	Phased introduction in priority surveys and then full service resumed two weeks after lockdown	Compliance with national guidelines on physical distancing and local alert levels

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
		Delays to ash die back and highway tree surveying  Unauthorised tree works		restrictions are lifted	
Update : Mitigated to acceptable level	Site visits and works reinstated in line with national lockdowns				
Risk register PE12	Ash Die Back				
Business Development/ Regeneration/ Social Value	Reinstate face to face site visits/meetings	Businesses and projects unable to receive full support  Social Value not included in contracts issued during lockdown	Staff working from home	One week after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Mitigated to acceptable level	Virtual site visit/ meetings				
Risk Register PE01 Social Value					
Markets	Return to full operation of market	Loss of stallholders  Unable to observe physical distancing	Essential stalls only  Strict physical distancing measures implemented	First market after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Mitigated to acceptable level	Re-opening of markets in line with National guidelines				

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Housing Regeneration	Reinstate site visits	Welsh Government (WG) performance targets not met  Delays to works to properties  Customers don't receive the detailed assessment and support they need	Applications processed by staff working from home	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Mitigated to an acceptable level	Risk assessment agreed for site visits				
Employability Programmes	Reinstate full mentoring programme	Loss of contact with mentorees	Use alternative means to support mentorees	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Risk register Employability Programmes	Gradual transition to take place back to face to face mentoring from virtual meetings. Risk assessment in place.				
Licensing/Pollution Control/Contaminated land/Env Control/Housing Enf/Empty homes/Health and	Reinstate full service	Non-compliance with statutory regulations  Backlog of cases  Backlog of planned site visits	Non-Essential site visits suspended  Minimisation of face to face contact  Screening questions before appointments	Two weeks after lockdown restrictions are lifted	To comply with statutory duty  Compliance with national guidelines on physical distancing and local alert levels

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Safety/Food Safety and Standards/ Trading Standards					
Update : Risk register PE02	<p>The main objective of Community and Business Protection is to reinstate full service delivery, however while there is a continued pressure to support COVID-19 'Response' work, the Service will not be at full 'Recovery' capacity.</p> <p>The current situation has had a minimal impact on achieving income targets.</p>	A further risk is the continued pressure on Environmental Health, Licensing and Trading Standards to support response work related to COVID-19, for example in the event of an outbreak or if enforcement related issues are identified.	Officers are able to undertake visits in accordance to the risk assessment for site visiting.	<p>The Service continues to follow the advice provided by WG with respect to the alert levels.</p> <p>However it will also be influenced by the pressure placed upon these service to respond to COVID-19 related incidents.</p>	Lowering of COVID-19 incidence impacts the WG's 'Alert Level' and means that pressure is reduced on the Service to enable officers to return to some form of normality.
PE15 Closed	N/A	N/A	N/A	N/A	N/A
PE16 PE20	The main objective of Community and Business Protection is to reinstate full service deliver, however while there is a	A further risk is the continued pressure on Environmental Health, Licensing and Trading Standards to support response work related to COVID-19, for	Officers are able to undertake visits in accordance to the risk assessment for site visiting.	The Service continues to follow the advice provided	Lowering of COVID-19 incidence impacts the WG's 'Alert Level' and means that pressure is reduced on the Service to enable officers to



Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
	continued pressure to support COVID-19 'Response' work, the Service will not be at full 'Recovery' capacity.	example in the event of an outbreak or if enforcement related issues are identified.		by WG with respect to the alert levels.  However it will also be influenced by the pressure placed upon these service to respond to COVID-19 related incidents.	return to some form of normality.
Pest Control	Reinstate full service	Increase in pest incidences	Observe physical distancing during visits  Screening questions before appointments	One week after lockdown restrictions lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Mitigated to acceptable level	Site visits carried out physically distanced and in line with current WG guidance.	No significant risks identified that haven't been mitigated through the risk assessment process.	Officers are able to undertake visits in accordance to the risk assessment for site visiting.	The Service continues to follow the advice provided by WG with respect to the alert levels.	Officers working towards full resumption of service

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Neighbourhood Wardens	Reinstate full service	Vulnerable residents unable to be supported	Deliver critical functions to domestic violence victims	One week after lockdown restrictions lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Mitigated to acceptable level	Site Visits carried out physically distanced and in line with current lockdown restrictions	No significant risks identified that haven't been mitigated through the risk assessment process.	Officers are able to undertake visits in accordance to the risk assessment for site visiting.	The Service continues to follow the advice provided by WG with respect to the alert levels.	Officers working towards full resumption of service, although they are also supporting Covid response work.

- Key actions and timelines for recovery of services/functions for the recovery phases

**TABLE 2 - Exception reporting for those services that will require significant actions to allow recovery objective to be met or may have significant recovery difficulties**

Recovery				
Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline
Development Management	Planning Committee	Capacity to Administer committee cycle when returning to normal function given the three week cycle to support committee	Have a realistic timeline for first committee after lockdown	

Recovery				
Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline
		<p>Physical distancing of members in Council Chamber or alternative venue</p> <p>Reluctance of Members to accept any changes to committee functions instigated during lockdown</p>	<p>Risk assessment of Council Chamber to observe physical distancing</p> <p>Source alternative location if physical distancing cannot be observed in Chamber</p> <p><b><u>Update 26.04.2021</u></b></p> <p>Consider all options for future Planning Committees including fully virtual, hybrid or full physical meetings</p>	
<p>Natural Environment - Trees</p> <p>Page 55 of 12</p>	Undertake Ash dieback survey, inspection and priority works to reduce risk to Highway	<p>Missing the small survey window</p> <p>Lack of available staff to cover all priority routes due to competing priorities</p> <p>Lack of Landowner engagement.</p>	<p>Prelim work being undertaken</p> <p>Wider service support from relief rangers</p> <p>Private landowners contacted</p> <p>Safety felling for Trelawnyd and Hendre January 2021</p>	Ongoing
Enterprise and Regeneration	Business support service meeting needs of Flintshire businesses	Demand on service exceeds capacity	<p>Monitoring of demands versus capacity</p> <p>Prioritisation of tasks</p>	At least 12 months
Enterprise and Regeneration	Markets operating as before crisis	Physical distancing requirements may require the market to operate very differently for a period which may limit the number of stalls that can be accommodated and impact on the future viability of the markets	<p>Revised markets operating procedures.</p> <p>Agree priority ranking for traders – major impact for those that can't trade and potential challenges from them</p>	In line with Government's social distancing restriction timeline
Enterprise and Regeneration	Incorporating social value into procurement	Mixed impact – reduced appetite / capacity in some businesses. Others will be anxious	<p>Monitoring of demands vs capacity.</p> <p>Prioritisation of tasks</p>	Q4 2021/22

Recovery				
Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline
PE01		to supply the public sector and Social Value will help them to compete		
Enterprise and Regeneration PE19	Sufficient employability support available to Flintshire residents	Expect greatly increased demand for service which is already at capacity	Extra resources to be sought	Q1 2021/22
Community and Business Protection functions PE07 Page 16	To meet statutory duties and recovery objectives through setting realistic, incremental, goals	Significant demand on service due to expertise of staff in areas such as enforcement and contact tracing  Unable to undertake full suite of statutory duties	Clarity on what and how services can be delivered if capacity is diverted to the recovery effort	Q4 2021/22
VAWDASV	To work with regional and local partners to support victims of VAWDASV	Impact of increased domestic violence reports and calls to helplines and capacity of team to respond to differing regional priorities  Failure to meet National Training Framework targets for Flintshire County Council	Follow a consistent regional approach in terms of service demand	On-going monitoring

**TABLE 3 - Statement of review of the 2020/21 portfolio business plan**

Service / Function	Amendments made to Priority commitments Actions/Milestones	Current Objective Timeline	New Objective Timeline	Rationale for change from the Business Plan
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Service / Function	Amendments made to Priority commitments Actions/Milestones	Current Objective Timeline	New Objective Timeline	Rationale for change from the Business Plan
Local Development Plan  PE13 Risk Closed	Consideration of revision of Delivery Agreement timetable as unable to comply with Local Development Plan (LDP) regulations to publish deposit representations at deposit venues. Awaiting Welsh Government guidance on how to proceed and guidance from PINs on likely Examination date. Potential for a three month delay  <b><u>Update 26.04.2021</u></b> Examination in Public commenced April 2021	Adoption of LDP 8 weeks after receipt of Inspectors report	Adoption of LDP 8 weeks after receipt of Inspectors report	Inability to meet Local Development Plan (LDP) regulations within published dates in Delivery Agreement Timetable. Requirement to request a revision to the Delivery Agreement Delivery agreement revised Virtual examination in public agreed
Climate Change  PE11 Page 6	Officer Working Group and Carbon Reduction Group have been unable to meet. Programme Manager appointment has been delayed  <b><u>Update 26.04.2021</u></b>  Programme Manager appointed	Q4 2021/22	Q4 2021/22	Inability to convene meetings and to appoint into the role  Programme manager appointed
SABs PE14	A hold up with the job evaluation process has set back ability to deal with Sustainable Drainage Approval Body (SAB) applications and maintain Lead Local Flood Authority role (LLFA). The commencement of charging for SAB pre-application advice has also been put back – now July 2020 in CAMMs  <b><u>Update 26.04.2021</u></b>  Job Evaluation now completed Recruitment to posts commenced	June 2021	Q1 2021/22	Lack of resources and stalled job evaluation process  Opportunity to review service delivery model
Ash Die Back  PE12	Preliminary surveys undertaken to reduce time when actively surveying. Reduced staff support from other Service areas due to refocusing on other priorities. Use relief ranger support but will have to reduce the scope of surveys to high priority routes Surveys completed. Private landowners contacted. Education estate programme of works agreed. Pilot scheme in Trelawnyd and Hendre January 2021 completed	May to Sept for survey  Works start October	Q3 2021/22	During lockdown planned surveys have not been completed. By carrying out preliminary surveys, service pressure will be eased when full surveying programme can be resumed.

Service / Function	Amendments made to Priority commitments Actions/Milestones	Current Objective Timeline	New Objective Timeline	Rationale for change from the Business Plan
				Surveying resumed and been able to move to works programme
Natural Environment	Some changes required around public engagement and volunteering however, site management and project delivery will continue	Not set	No change	Focus of work to autumn and winter as the summer will be a reduced service and 'catchup'
Growth Deal Projects PE04 Closed  PE24 New Risk	No change overall although some review of the detail and prioritisation of projects post-Covid may take place  <b><u>Update 26.04.2021</u></b>  Capital funding fully secured Delivery of projects to commence	Not Set	Sept to Oct 2021	Potential realignment of capital funding
Town Centre Strategy  PE03	Impact of Covid on town centres still evolving. Closer monitoring required and a more ambitious programme of intervention to help them to achieve sustainability.	March 2021	Q4 2021/22	The pandemic may have had significant impacts on our Town Centres
Energy Efficiency – Domestic Properties  PE06 Closed  PE25 New Risk	Delivery of Energy Efficiency Measures to domestic properties	No change	No change	No change
Communities for Work mentoring services	Expect increased demand for employability support which will impact on the C4W+ team. No change to overall objective	March 2021	Q1 2021/22	No change

Service / Function	Amendments made to Priority commitments Actions/Milestones	Current Objective Timeline	New Objective Timeline	Rationale for change from the Business Plan
PE19				
Social Value PE01	<p>Maximise the inclusion of community benefits in contracts with decreasing appetite</p> <p><b><u>Update 26.04.2021</u></b></p> <p>Inclusion of social value in contracts has been very successful even throughout lockdown options for support to the Social value officer now need to be explored</p>	No change	Q4 2021/22	No change
Community Safety Partnership	Respond to evolving crime and disorder rates, and work in partnership with internal and external partners	N change	No change	No change
Food Safety/Food Standards Agency PE07 PE16	<p>Awaiting direction from the Food Standards Agency (FSA) regarding 2020/21. Local Authority Enforcement Monitoring System (LAEMS) return for 2019/20 will be completed however, activity for March 2020 will be curtailed due to pandemic</p> <p>Capacity will be significantly affected in 2020/21 due to national recovery demands such as Contact Tracing</p> <p><b><u>Update 26.04.2021</u></b></p> <p>Demand on team reduced slightly due to ability to divert Track and Trace work to upskilled Track and Trace team</p>	No change	Q4 2021/22	Focus on recovery effort which will affect capacity for at least the next 12 months
Procurement of new case management system PE18 Closed PE21 New Risk	<p>Decision by Project Board on when to reinstate procurement</p> <p>New project timeline to be developed</p> <p>Procurement now completed and contract awarded</p> <p><b><u>Update 26.04.2021</u></b></p>	On line with project plan	September 2021	Allow standard contract to be amended Allow sufficient time for companies to engage with the process

Service / Function	Amendments made to Priority commitments Actions/Milestones	Current Objective Timeline	New Objective Timeline	Rationale for change from the Business Plan
	Procurement now successful and the focus of the project moves to integration and assimilation to the new system			Deliver project in line with project plan as agreed with Project Board and Agile Applications

**TABLE 4 - Inter-dependencies with other Business Continuity Recovery Plans**

Service / Function	Description of inter-dependencies with other Business Recovery Plan and planned actions to co-ordinate
Streetscene	Ash Die-Back - Surveys of highways and public land. Surveying where stands of trees are now to focus surveys on risk areas in future months
Admin	Landowner contact and engagement for Ash dieback
Streetscene	Provision of input into SAB applications as Statutory Consultee and part of adoption/maintenance Re SuDs for highways
Social Services and North Wales Police	Capacity to input into County Lines intelligence and operations
Social Services	Protection of Vulnerable Adults and those at increased risk of Domestic Violence
Legal Services	Legal advice on planning matters (potential delays due to capacity and targeting more critical high risk areas)
Legal Services	Development of legal agreements for SAB adoption
Corporate Governance	Transition between "Exceptional" and "Normal" Corporate performance reporting
Property Services	Liaison with Energy Team and budgeting for loss of income from planned maintenance/sale of buildings with renewable energy installations
Human Resources	Resumption of job evaluation process to allow evaluation of outstanding posts and advertising for recruitment



## 4. RESOURCE MANAGEMENT

Recovery			
Recovery Objective	Risks	Risk Mitigation	Recovery Timeline
Ensuring Staff well-being and safety in resuming office based working to include Ty Dewi Sant (TDS), Greenfield, Wepre, LLwynegrin Hall, Shotton  PE09	Inability of vulnerable staff to return to the office	Continue to work from home until medical/Government advice allows safe resumption of office based working. Reassurance role for Managers/Care First	Compliance with national guidelines on essential travel and social distancing, and vulnerable staff receiving vaccination
Page 65	Inability of staff with caring responsibilities to return to office	Continue to work from home until Government/Flintshire County Council advice allows safe resumption of office based working. Reassurance role for Managers/Care First	Compliance with national guidelines on essential travel and social distancing, basis for reopening of schools
	Ability of key/critical staff to return to Ty Dewi Sant	Assess those staff who need to be at Ty Dewi Sant to continue critical services/contact tracking, and full admin/support services to support resumption of full working capacity. Reassurance role for Managers/Care First	To comply with statutory duty. Compliance with national guidelines on essential travel and social distancing
	Ability of other staff to return to offices	Continue with extended working from home where possible and practical for Teams. Develop a phased/rotational attendance at Ty Dewi Sant. Reassurance role for Managers/Care First	Compliance with national guidelines on essential travel and social distancing
	Ensuring safety of the main office work areas	No hot desking for foreseeable future at Ty Dewi Sant. Evaluate capacity of all office spaces at Ty Dewi Sant to accommodate	Compliance with national guidelines on social distancing

Recovery

Recovery Objective	Risks	Risk Mitigation	Recovery Timeline
		<p>'permanent' based workstations for staff. Maintain social distancing by utilising every other chair/workstation (removal/storage of 'spare' chairs or mark 'not in use'). Allow eating at workstations</p> <p><b><u>Update 26.04.2021</u></b> Although no hotdesking we do change desks at present – no one has an allocated space. TDS risk assessment requires you to clean desk first and after. Pro-forma filled in to show when staff last used desk to allow maximum choice in leaving 72 hours between desk use</p>	
<p>Page 66</p>	<p>Ensuring safety of communal areas – corridors, tea room, canteen, toilets, printers, entrances, door handles/swipe</p>	<p>Demarcate using tape 2m spacing in corridors, circulation areas, waiting distances for copier, toilets etc. Close tea room and canteen with staff bringing food/drink for the working day. Ensure all internal corridor doors are always open to allow sight lines to avoid passing too close. Only one staff member in toilets at any one time</p> <p><b><u>Update 26.04.2021</u></b> Use of toilets explained by line managers when staff are ready to return to TDS</p>	<p>Compliance with national guidelines on social distancing</p>

Recovery			
Recovery Objective	Risks	Risk Mitigation	Recovery Timeline
		Reconvene Building Group at TDS to manage communal areas and agree building etiquettes	
	Ensuring safety in resumption of public access to Ty Dewi Sant reception/officers	Identify essential visits only and establish an appointments system only for attendance. Suspend visitor pay and display  <b>Update 26.04.2021</b> Public access still restricted	Compliance with national guidelines on essential travel and social distancing
Page 67	Ensuring safety of ventilation system	Ensure system is run utilising external fresh air only rather than recirculating internal air	On immediate resumption of use of offices by significant number of people
	Ensuring high standards of office hygiene – desks, surfaces, seats, workstations, communal areas, handles, printers	Cleaning/deep cleansing regime for offices. Ensure availability of sanitizer/wipes in communal areas, entrances/exits, toilets, end of each run of work stations. Use of PPE at workstations?	On immediate resumption of use of offices by significant number of people
Ensuring the staff's well-being and safety with prolonged periods of working from home  PE07	Posture, adequate work stations, IT security, communications, anxiety (loneliness), stress from childcare/other care responsibilities	Active communications with/by work colleagues, and managers	Compliance with national guidelines on social distancing
Finance – Income targets  PE02	The Portfolio is unable to meet income targets	Budget monitoring Early notification to Corporate Finance Realignment of income targets Claims to WG Covid fund	On-going

## 5. PERFORMANCE MANAGEMENT (narrative format and tables as needed)

Actions to follow the statements of review in section 3:-

- Assessment of timelines for a phased return to full productivity from 4 above  
Refer to Section 3
- Review and resetting of portfolio strategies and priorities for 2020/21
  - Please refer to APPENDIX 1
- Review and resetting of performance standards and targets for 2020/21
  - Please refer to APPENDIX 2
  
- Review and resetting of timelines for strategic programmes and projects e.g. capital
  - Town Centre Strategy – See Section 6
  - Carbon Reduction Strategy – See Section 6
  
- Review and resetting of portfolio-led work in the draft Council Plan 2021/22
  - Green Environment
  - Town Centre Strategy
  - Growth Deal
  - Digital connectivity
  - Strategy for Climate Change response
  - Improving the energy efficiency ratings of current housing in Flintshire
  - Empty Homes
  - Private Rented sector
  - Social Value
  - LDP
  - Renewable Energy
  - Achievement of targets for supporting individuals to enter employment, learning or support. Number of individuals that enter employment, training
  
- Resetting of targets and expectations with external regulators
  
- Impacts for external partnerships to review once they re-meet

- 

- Requests to Government and regulators for relaxations and flexibilities
  - New delivery agreement for LDP

## 6. RISK MANAGEMENT – CONTRIBUTIONS TO A RECOVERY REGISTER

L:\FCC\_Fileshare\_Multipath\PEESMT Performance Reporting\Business Continuity\Business Recovery\Risk Assessments for recovery of services

- Strategic portfolio risks and mitigating actions

Risk Title	Mitigation
Failure To meet Welsh Government Carbon Reduction Target	Convene Project Board Agree the projects to be delivered Agree individual timelines for project delivery
Inability to deal with the implications of Ash Die back	Revise timetable for planned surveys Carry out preliminary surveys Prioritise surveys on Highway Routes Agree programme of works for education land Advise private landowners Pilot scheme of works in Trelawnyd and Hendre
Domestic energy service is self-funding so remains vulnerable to a shortfall in income levels.	Preparation of annual business plan to set out expected contracts and income streams and associated costs. Quarterly review through year.
Insufficient resources to implement Town Centre Strategy	Review the Town Centre Strategy to reflect the significant effect that Covid-19 will have had on the viability of Town Centres Build a robust evidence-based plan to support the strategy Identify a package of regeneration projects ready for future funding opportunities Identify property investment opportunities ready for future funding opportunities Maximise the use of available regeneration resources
Failure to deliver the Flintshire element of Regional Growth Deal projects	Establish oversight structure to review progress towards delivering growth deal projects Robust project management structures established for each work stream

Risk Title	Mitigation
Community Benefits not maximised through inclusion of social value in Contracts	Procure software to manage and monitor social value Share learning with third sector and public sector partners to encourage adoption Develop and implement an intensive communication plan to celebrate successes Work closely with neighbouring authorities to share learning and resources and actively learn from exemplar areas around the UK Training Plan for relevant officers
Financial risks arising from programme for private sector homes improvements	Internal Audit review underway of management controls. Existing: risk escalation process to control loan issuing to higher risk applicants. Monthly management reporting on programme risks and performance. Regular reconciliation of systems with finance. Monthly loans review meetings for all loan product managers.
Energy Saving initiatives not included in Capital Projects due to non-involvement of Energy Team with Property and Assets team on design of projects which may result in those projects accruing higher long-term costs	We have promoted the early involvement of the Energy Team at project concept stage through engagement with the Capital Projects teams and procurement officers and are planning to review the Carbon Reduction Strategy to identify corporate requirements for incorporating energy efficiency and carbon reduction in all relevant aspects of our business. We are formalising the working relationship between Property, Design Team, and Energy Team so that all relevant officers notify the energy team of projects at the concept stage. Review Carbon Reduction Strategy Formalise working relationship with the Property Design Team Use the education projects as methodology testing Methodology testing showed that projects still going ahead with longer term implications not costed in. Report to COT
Essential Services are disrupted and/or stopped due to contract failure	Contract management Contract monitoring by SMT with escalation process agreed

- Operational portfolio risks and mitigating actions

Risk Title	Mitigation
Compliance with the Sustainable Urban Drainage Systems legislation	Work regionally with other North Wales Authorities to agree a regional template for the Sustainable Drainage Approval Body

Risk Title	Mitigation
	Identify funding required to deliver service Agree process with Development Management team to identify relevant developments that would require SUDs applications Work regionally to develop a legal agreement template for those schemes that would require adoption of the asset by the Local Authority Agree a robust funding formula for maintenance of adopted schemes Monitor capacity within the team to deal with the applications
Do not meet income targets for Development Management	Monitor income Budget realignment
Do not meet income targets for Minerals and Waste Shared Service	Monitor income Budget realignment Bid to Covid fund Income from monitoring is reinstated in April 2021. Successful bid for Covid fund for 2020. Any shortfall would be addressed via a revenue accrual held by the service, final end of year accounting closure awaited, anticipated close to balancing the budget.
Capacity within the Community and Business Protection teams to resume planned and reactionary programmes of inspections whilst also enforcing national and local Covid-19 restrictions, Covid-19 regulatory activity and supporting the TTP work.	We are awaiting national guidance that may change the inspection regime in light of the continuing role of Community and Business Protection Officers in the response and recovery to COVID-19 and will continue to monitor the local guidance. We are recruiting two Environmental Health Officers to increase the capacity within the teams and monitor changing demands on the teams to consider redeployment and movement of officers.
Compliance with Welsh Language Standards	Produce an Action Plan for Welsh Language Commissioner Assess options for compliance Ensure technical specification for new case management system has customer account login
Unable to conduct minerals and waste site monitoring inspections	Phased re-introduction of monitoring inspections following prioritisation
Unsustainable demand on the Employment Mentoring service	We are monitoring demand on a weekly basis and gather intelligence from DWP as to the likely numbers requiring access to the service to allow for workforce planning and prioritisation. We are maintaining communications

Risk Title	Mitigation
	with WG regarding demand management to allow for early discussions on future funding of the service. We are continuing partnership arrangements to share resources in order to maximise the help available to those seeking work opportunities
Integration and assimilation to new case management system	Contract awarded Project start date 9 <sup>th</sup> February Project Plan agreed with 4 phases of implementation Weekly meetings established with Agile Key documents population Linked to Microsoft Office and Sharepoint project GIS testing Sub-project plan for extraction of data
Resilience of staff and succession planning	Support officers in their roles by providing training opportunities and career development Regularly review succession plan Develop mentoring plans for those staff members identified as requiring support Succession Plan reviewed
Reluctance of staff to return to their work base and “normal” working patterns on lifting of lockdown restrictions due to anxiety levels linked to increased exposure and personal circumstances	All service areas to consider how teams will work once lockdown measures increase. Establish some generic rules eg remote meetings to continue rather than travel to physical meetings

- Risks Closed 2020/21

Reference	Risk
<b>PE18</b>	Procurement, integration and assimilation to new case management system is not achieved due to market forces and compliance with Flintshire County Council terms of contract
<b>PE13</b>	Welsh Government call in the Local Development Plan due to our inability to meet the delivery agreement timetable



<b>PE08</b>	Increased incidences of stress and mental health episodes due to the long-term implications of working from home and anxiety over the Covid-19 pandemic
<b>PE15</b>	Decrease in Food Safety and Food Standards following exit from the European Union
<b>PE22</b>	Increased anxiety among officers required to attend their work base due to non-compliance with risk assessment and increasing numbers of officers testing positive for coronavirus
<b>PE06</b>	Decreasing availability of funding to deliver fuel poverty projects due to re-prioritisation of funding streams
<b>PE04</b>	Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding

- External Partnership Risks – None identified as yet

External Partnership	Risk	Mitigation

## 7. COMMUNICATIONS AND ENGAGEMENT (narrative format)

- Internal communications and engagement plan
  - Portfolio involvement with key strategic, tactical and operational working groups
  - Regular communication from Chief Officer for all Portfolios
  - Increase frequency of PEESMT
  - Extended Management Team meeting established
  - Team meetings are being held virtually
  - Encouragement of all communication routes with teams
  - Programme Boards re-established
  - Full recovery communication plan to be developed by SMT in line with the recovery objectives developed in Section 3
  - Full audit log of decisions taken
- External key stakeholder communication and engagement plan
  - Full engagement with national and regional working groups
  - Key messages communicated and full update of website

- Public communications plan
  - Service delivery changes communicated via website
  - Engagement with Contact Centre to deliver key messages

## 8. FORWARD PLANNING (narrative format)

- Contributions to/needs from Council strategies and plans 2021/22+ e.g. Council Plan
  - Refer to Section 3 above
  - Refer to Appendix 2
- Contributions to/needs from the MTFS 2021/22+
  - Income targets
  - Delivery of agreed savings targets
- Contributions to the People Strategy 2021/22+
  - Succession planning
  - Mental health action plan

## APPENDIX 1

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
ENTERPRISE AND REGENERATION	Reduce fuel poverty and improve the condition of private sector homes	No Change	PE06
Page 75	Deliver the Social Enterprise support plan to grow the social enterprise sector and achieve Social Enterprise Places Accreditation	<p>Deliver the Social Enterprise support plan to help the sector to recover from the Covid crisis and increase its role in supporting community resilience.</p> <p>Rationale : priority realigned to react to Covid-19</p>	<p>Support the development of new social enterprises and support existing social enterprises.</p> <p>Develop programme to support the growth of Corporate Social Responsibility in companies.</p> <p>Secure Social Enterprise Places accreditation.</p> <p>Deliver learning and networking opportunities for social enterprises.</p>
	Deliver digital connectivity strategy in Flintshire	No Change	PE04
	Maintain the success of the street markets	No Change	PE03
	Deliver a business led programme of learning and networking opportunities for businesses in different sectors	<p>Provide networking and learning opportunities to businesses with a focus on helping them to respond to Covid and Brexit.</p> <p>Rationale : priority realigned to react to Covid-19 and EU exit</p>	PE07 – Resilience and capacity of service

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
	Provide a responsive point of contact to advise and support businesses and encourage growth and investment proposals	Provide direct support to businesses to help with recovery and grow local supply chains.  Rationale : priority realigned to react to Covid-19 and EU exit	PE07 – Resilience and capacity of service
	Contribute to establishment of a regional hub to co-ordinate inward investment and respond to the demands of businesses	Will be included in the business programmes above	
Page 76	Support the recovery of the tourism sector.	New	PE07 – Resilience and capacity of service
	Support unemployed people to access learning and work opportunities	No Change	PE19
	Implement long term plan to regenerate Town Centres	Implement long term plan to regenerate Town Centres and help them to recover from Covid-19 crisis	PE03
	Maximise social value arising from Council activities	Maximise social value arising from Council activities to maximise economic impact and support Covid recovery measures	PE01
<b>COMMUNITY AND BUSINESS PROTECTION</b>	<b>CBP1</b> Understand the ongoing (and changeable) impact of COVID-19 on the service and to	New	PE16 PE20

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
	communicate to partners and stakeholders how the demand will affect service delivery.		
	<b>CBP2</b> Undertake review of key Service policies, as required	New	
	<b>CBP3</b> Work with the Food Standards Agency (FSA) to develop and implement programmed inspections in relation to Food and Feed, whilst COVID-19 demands are still on-going	New	PE16 PE20
	<b>CBP4</b> Review the resilience of the Service	New	PE16
	<b>CBP5</b> Work with partners and Welsh Government to bring empty properties back into use.	New	
Page 77	<b>CBP6</b> Improve conditions in the Private Rented Sector	No Change	Work with landlords and tenants to improve the quality of private rented sector in line with recognised quality standards
	<b>CBP7</b> Manage the Domestic Homicide Review process	No Change	
	<b>CBP8</b> Review the People are Safe Plan as directed by the Public Service Board	New	
	<b>CBP9</b> Continued engagement with ADMs	No Change	
	<b>CBP 10</b> Meet the requirements of the audit undertaken by the Drinking Water Inspectorate for Private Water Supplies	New	Additional short term funding provided to support this work

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
DEVELOPMENT	<b>DM1</b> Improve performance in determining major planning applications	<p>1) Operational capacity due to COVID-19 will have severe impact on current Major Planning application performance.</p> <p>Revised target: Q3 2021/20</p>	<p>PE07</p> <p>1)Risk: Delay to delivering service objectives of delivering development</p> <p>Mitigation: Current redeployment of staff to service to help re-distribution of work load</p>
	<b>DM2</b> Reduce number of days to close enforcement complaints	<p>1) Operational capacity due to COVID-19 will have severe impact increasing the amount of days to close an enforcement complaint.</p> <p>Revised target: Q3 2021/22</p>	<p>PE07</p> <p>1)Risk: Delay to delivering service objectives of delivering effective enforcement. Increased complaint and reputational damage</p> <p>Mitigation: Current employment of consultants TO help deal with backlog of enforcement cases</p>

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
	<b>DM3</b> Map enforcement processes and introduce standard templates	<p>Delayed due to revised contract commencement date 23/12/2020 of new software system.</p> <p>Original tender process put on hold while standard FCC contract redrafted.</p> <p>Longer lead in times for contract submission and scoring built into process due to pandemic</p> <p>(see BSP1)</p>	<p>Actions outcomes following the enforcement review are in place in the interim.</p> <p>PE18</p>
Page 79	<b>DM4</b> Support implementation of new systems	As above	PE21
	<b>DM5</b> Progress restructure of Building Regulations Service	<p>Delayed to allow business to operate as much as usual during the pandemic.</p> <p>Revised target: Q4 2021/22</p>	
	<b>DM6</b> Consider further support and development of administration staff for the team within the context of wider changes	<p>See DM3 and DM4. The changes to the administration system are linked to the implementation of the new software system.</p> <p>Revised target: Q4 2021/22</p>	PE21

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
ACCESS AND NATURAL ENVIRONMENT	ANE1 Progress the volunteer development programme, with the focus on Access	Volunteering within the service ceased during lockdown. Known, existing volunteers have returned to support the service in recovery. Grant aid project to develop volunteer development in Access Team has been postponed until 2021/22	None identified
Page 80	ANE2 Identify and maximise use of external funding and income generation to further the service aims and objectives above and beyond the core budget.	No change and ongoing	None
Page 80	ANE3 Work with Greenfield Valley Board of Trustees to deliver the new strategy to continuously improve and enhance the customer experience at the Heritage Park	No change. The board have started virtual meetings. The progress of the new Strategy has been delayed but due to complete end 2021 Ongoing	None
Page 80	ANE4 Progress the aims of the Tree and Woodland Strategy and the Biodiversity Plan. Complete education tree inspections and progress high risk tree works (as per SLA)	No change - ongoing	None
Page 80	ANE5 Progress Year 2 Ash Dieback Plan	No change, ongoing	PE12
Page 80	ANE6 Deliver Year 3 of the new Rights of Way Improvement Plan - An innovative approach to	No change, ongoing and received funding from WG	None



SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
	network management and secure new Rights of Way Improvement Plan (ROWIP) funding.	<b>to deliver projects from the plan</b>	
	<b>ANE7</b> Complete new 5 year Wepre Management Plan. Deliver additional car parking. Explore car park charging	<b>No change.</b>	<b>None</b>
	<b>ANE8</b> Progress the Biodiversity duty plan and secure external funding to deliver projects	<b>Ongoing</b>	<b>None</b>
	<b>ANE9</b> Support the Joint PSB with green recovery - environment theme, progressing Greenspace objectives	<b>Ongoing</b>	<b>None</b>
<b>MINERALS AND WASTE PLANNING</b>	<b>MW1</b> Review and agree new three year Service Level Agreement (SLA) and Business Plan and implement	<b>Ongoing</b>	<b>None</b>
Page 81	<b>MW2</b> Review funding formula for service incorporated into Business Plan and implement	<b>Reviewed and increase proposed.</b> <b>Reviewed and increase accepted.</b>	<b>Reduced use of service if more expensive. Seek new Service Partners.</b>
	<b>MW3</b> Retain service partners and market to new service users	<b>Ongoing. Discussions with Wrexham and other authorities in England.</b>	<b>Partners may not enter into the agreement. New service users could offset any risk.</b>
	<b>MW5</b> Improve digital connectivity with service partners	<b>Ongoing. Changes to partner authority systems.</b> <b>Changes to FCC IT system to Office 365 and new back office system will assist commonality.</b>	<b>Potential IT licence costs for direct access to other LPA systems. Increasing use of cloud based systems and back office packages common to two or more</b>

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
			authorities reduces connectivity risks.
	<b>MW6</b> Increase chargeable monitoring visits to all qualifying sites	<p><b>2020/21 tax year. Covid has reduced the ability to carry out monitoring visits, and many sites remain closed with staff furloughed.</b></p> <p><b>2021/22 tax year – chargeable site visits have resumed</b></p>	<p><b>Reduced Income and risk of non-compliance. Will return to pre- covid levels in next financial year.</b></p> <p><b>PE05</b></p>
Page 82	<b>MW7</b> Establish database of all minerals and waste sites and inspect all high risk sites (legacy legislation from Permitting Regulations)	<p><b>Delayed, other priorities as a consequence of Covid and re-deployment of functions</b></p> <p><b>Re-visit this area, including abandoned mine waste tips, quarries and mines. Increased Welsh Government awareness has introduced new incentives to record the these sites.</b></p>	<p><b>Major sites have been visited within the previous 12 months</b></p> <p><b>Virtually no site visits carried out in since March 2020 and therefore all major site need to be visited</b></p>
<b>PLANNING STRATEGY</b>	<b>PS1</b> Adoption of LDP by 31.3.22	31.3.2022	

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
	<b>PS2</b> Recruit to Team Leader and FCERM Officer (x2) roles and review need for further capacity	No Change	PE14
	<b>PS3</b> Lead Corporate review of Flood Risk Management Strategy	New	PE14
	<b>PS4</b> Take forward SuDs Design Guidance for adoption	New	PE14
Page 83	<b>PS5</b> Facilitate full operation of Flint and Crumps Yard Solar Farms	Planning Permission achieved.  Need to move to priority being to complete both projects	
	<b>PS6</b> Support the corporate Carbon Reduction Strategy	<b>No Change</b>	<b>PE10/PE11</b>
	<b>PS7</b> Implement charging for SAB pre-application advice	<b>No Change</b>	<b>PE14</b>
	<b>PS8</b> Implement Charging for Conservation pre-application and pre-purchase advice	<b>To meet income target</b>	<b>Information on new scheme prepared and ready for website and suitable communications/press release drafted</b>
	<b>PS9</b> Implement Historic Building Repair grant Scheme	<b>New</b> <b>Capital Budget of £100k for 21/22</b>	

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
<b>BUSINESS SUPPORT AND PERFORMANCE</b>	<b>BSP1</b> Assimilation and integration of new back-office system and accompanying restructure	<b>Project plan agreed with four phases of implementation</b>  <b>June to September 2021</b>	<b>PE21</b>
	<b>BSP2</b> Manage Her Majesty's Land Registry (HMLR) project to transfer all Land Charges information to central database in 2022/23 financial year	<b>2022/23</b>	<b>Full financial assistance will not be released if project milestones are not delivered</b>
	<b>BSP3</b> Continue to manage the Portfolio's occupation of Ty Dewi Sant	<b>Building management currently shifted to tactical bronze and silver group</b>	<b>Through tactical groups</b>
Page 84	<b>BSP4</b> Ensure compliance with GDPR	<b>No Change</b>	
	<b>BSP5</b> Embed performance culture across the Portfolio	<b>No Change</b>	
	<b>BSP6</b> Enhance the customer experience through improved channels of access particularly through digital means	<b>No Change</b>	
	<b>BSP7</b> Explore opportunities to increase online payment functions	<b>No Change</b>	
	<b>BSP8</b> Ensure the Portfolio meets its Corporate obligations in terms of Health and Safety, Equalities, Welsh language, Information requests, Data Protection, Contract Management	<b>No Change</b>	

## APPENDIX 2

Portfolio	Service	Team	Performance Indicator	National/Local	Indicator reference	Target
<b>Planning, Environment and Economy</b>	Community and Business Protection	Empty Homes	Percentage of empty private properties brought back into use	PAM	PAM/013	Measure is used for benchmarking – no target set
	Community and Business Protection	Food Safety and Food Standards	Percentage of Food Establishments that meet Food Hygiene standards	PAM/Council Plan	PAM/023	97%
	Community and Business Protection	Housing	Number of inspections of HMOs	Council Plan	N/A	40
Page 85	Policy and Strategy	Energy	Council Greenhouse Gas emissions	Council Plan	N/A	
	Policy and Strategy	Planning Policy	Adoption of the LDP following receipt of the Inspector's report	Council Plan	N/A	November 2021 (equates to 8 weeks from receipt of the Inspectors report if the timetable is not delayed by PINs)
	Access and Natural Environment	Trees	Number of trees planted	Council Plan	N/A	150 Standards 4000 Whips
	Enterprise and Regeneration	Housing Regeneration	Total number of households receiving energy efficiency support	Council Plan	N/A	1200

Portfolio	Service	Team	Performance Indicator	National/Local	Indicator reference	Target
	Enterprise and Regeneration	Employability programmes	Total number of individuals supported to access learning and work opportunities	Council Plan	N/A	260
	Enterprise and Regeneration	Economic Development	Number of small or micro businesses receiving support	Council Plan	N/A	300
	Enterprise and Regeneration	Economic Development	Number of local businesses supported to reduce their carbon footprint and become more resource efficient	Council Plan	N/A	30
	Enterprise and Regeneration	Economic Development	Number of social enterprises receiving support	Council Plan	N/A	30
	Enterprise and Regeneration	Social Value	The number of contracts delivering community benefits	Council Plan	N/A	New Measure
Page 86	Enterprise and regeneration	Social Value	The monetary value of community benefits as measured against the Flintshire TOMs framework	Council Plan	N/A	New Measure
	Enterprise and Regeneration	Digital Strategy	Number of households supported to improve connectivity	Council Plan	N/A	New Measure
	Enterprise and Regeneration	Communities for Work	Number of individuals entering employment, learning or volunteering	Council Plan	N/A	247
	Enterprise and Regeneration	Communities for Work	Number of individuals receiving support	Council Plan	N/A	600
	Development Management	Planning	Percentage of all planning applications determined in time	PAM	PAM/018	>80%
	Development Management	Planning	Percentage of all planning appeals dismissed	PAM	PAM/019	55.1%-65.9%

Portfolio	Service	Team	Performance Indicator	National/Local	Indicator reference	Target
	Development Management	Planning	Percentage of "major" applications determined within time periods required	WG quarterly DM survey	N/A	>60%
	Development Management	Planning	Average time taken to determine "major" applications in days	WG quarterly DM survey	N/A	Wales Average 18/19 232 Days
	Development Management	Planning	Number of applications received and determined during the quarter	WG quarterly DM survey		Collected to calculate PAM/018
	Development Management	Planning	Average time taken to determine planning applications	WG quarterly DM survey		67-111 Days
	Development Management	Planning	Number of applications received, carried forward, transferred and determined during the quarter	WG quarterly DM survey		Management Information
Page 87	Development Management	Planning	Decisions made contrary to officer recommendation	WG quarterly DM survey		<5%
	Development Management	Planning	Enforcement cases investigated within 84 days	WG quarterly DM survey		70.1% - 79.9%
	Development Management	Planning	Average time taken to pursue positive enforcement action where a breach had been identified	WG quarterly DM survey		< 100 days
	Development Management	Planning	Sustainable Development Indicators	WG Annual Return		Measured against Welsh Average

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## RECOVERY COMMITTEE

<b>Date of Meeting</b>	Thursday, 17 <sup>th</sup> June, 2021
<b>Report Subject</b>	Community Recovery
<b>Cabinet Member</b>	Cabinet Member for Economic Development
<b>Report Author</b>	Chief Officer (Planning, Environment and Economy)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

Flintshire's Community Recovery Group (CRG) reports to the Member Recovery Committee via the Chief Officer Team.

The CRG has two workstreams which are each led by a Tactical Group. These are:

1. Economic Recovery

This group manages three Operational Groups which address Business Support; Towns and Places; Tourism and Destination Management.

2. Poverty and Vulnerability

This group manages five Operational Groups which address Food Poverty and Food Distribution; Shielding for the Medically Vulnerable; Loneliness and Self –Isolation; Financial and Food Poverty; Child Poverty.

The accompanying presentation to be delivered at the meeting will provide more detail on each of workstreams.

### RECOMMENDATIONS

1	That Members note the governance arrangements, priorities and progress undertaken so far in relation to Community Recovery.
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<b>1.00</b>	<b>APPENDICES</b>
1.01	None.

<b>2.00</b>	<b>CONTACT OFFICER DETAILS</b>
2.01	<p><b>Contact Officer:</b> Andrew Farrow, Chef Officer (Planning, Environment &amp; Economy)</p> <p><b>Telephone:</b> 01352 703201</p> <p><b>E-mail:</b> <a href="mailto:andrew.farrow@flintshire.gov.uk">andrew.farrow@flintshire.gov.uk</a></p>



## RECOVERY COMMITTEE

<b>Date of Meeting</b>	Thursday, 17 <sup>th</sup> June 2021
<b>Report Subject</b>	Recovery Coordinating Group Terms of Reference
<b>Cabinet Member</b>	Collective Cabinet
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

Following the standing down of the regional Strategic Coordinating Group (SCG) a formal handover was made to the Recovery Coordinating Group (RCG) on 20<sup>th</sup> April 2021. The SCG has covered the response phase to the pandemic.

This group is made-up of strategic multi-agency partners who coordinate and implement the regional recovery strategy. Our Chief Executive is the Chair.

The Group reports to Welsh Government and the regional partners and ensures compliance with the requirements of the Civil Contingencies Act 2004 and alignment with Welsh Government strategy.

The Terms of Reference of the RCG are attached as Appendix A.

### RECOMMENDATIONS

1	That the Committee notes the regional Recovery Coordinating Group Terms of Reference.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE TERMS OF REFERENCE</b>
1.01	The Terms of Reference of the Recovery Coordinating Group (RCG) have been set to maintain tactical oversight for the legacy workstreams from the response phase such as Prevention and Response and Public Health whilst also planning the social and economic recovery of the region from a major disruption to society and the economy.
1.02	The Terms of Reference give the Group the ability to direct tasks to the most appropriate partner organisation in order to make best use of our resources.
1.03	It is important that the Council continues to play its part in regional recovery planning and that our local work is complementary.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None directly.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The Terms of Reference were agreed by consensus at a regional level.

<b>4.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>														
4.01	<p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">We will ensure the five ways of working are embedded within our ambitions and easily reported on.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p><b>Well-being Goals Impact</b></p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="6">We will ensure we capture our contributions to the seven well-being goals within our ambitions.</td> </tr> <tr> <td>Resilient Wales</td> </tr> <tr> <td>Healthier Wales</td> </tr> <tr> <td>More equal Wales</td> </tr> <tr> <td>Cohesive Wales</td> </tr> <tr> <td>Vibrant Wales</td> </tr> <tr> <td>Globally responsible Wales</td> </tr> </table>	Long-term	We will ensure the five ways of working are embedded within our ambitions and easily reported on.	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	We will ensure we capture our contributions to the seven well-being goals within our ambitions.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales
Long-term	We will ensure the five ways of working are embedded within our ambitions and easily reported on.														
Prevention															
Integration															
Collaboration															
Involvement															
Prosperous Wales	We will ensure we capture our contributions to the seven well-being goals within our ambitions.														
Resilient Wales															
Healthier Wales															
More equal Wales															
Cohesive Wales															
Vibrant Wales															
Globally responsible Wales															

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Recovery Coordinating Group Terms of Reference

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	NWRF Recovery Plan 2019 The National Recovery Guidance 2007 Well-being of Future Generations Act 2015

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Chief Executive <b>Telephone:</b> 01352 702101 <b>E-mail:</b> chief.executive@flintshire.gov.uk

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	Terms of Reference (ToR): these define the purpose and structures of a project, committee, meeting, negotiation, or any similar collection of people who have agreed to work together to accomplish a shared goal.

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## COVID-19

### Recovery Coordinating Group

### Terms of Reference

DOCUMENT CONTROL	
Organisation	North Wales Resilience Forum
Date	May 2021
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Details of changes are to be sent to-

NWRF Secretariat

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The distribution of the plan for revision, validation and final issue to end users will be via Resilience Direct (RD).

Document Version:

Date	Version	Amended by	Amendment/Comment
21/04/2021	1.0	Supt. Jon Bowcott	Updated to reflect the revised communication links
12/05/2021	1.1	Helen Kilgannon	Updated to reflect WG reporting



# Recovery Coordinating Group (RCG)

## Terms of Reference

### Terms of Reference

1. To coordinate the development and implementation of a regional recovery strategy which is (1) compliant with the requirements of the Civil Contingencies legislation and guidance and (2) in alignment with Welsh Government strategy
2. To assume roles from the handover from the Strategic Coordination Group (SCG) for continuity planning in (a) ongoing specialist work e.g. on Test, Trace and Protect and Vaccination Planning and (b) pandemic modelling and scenario planning
3. To maintain a strategic regional situational analysis to inform the development of a consensual recovery strategy
4. To advise on a set of aims and objectives to guide recovery
5. To work with the local authorities and local partners with their Public Services Boards (PSBs) to maintain local situational intelligence to help inform the local choice of priorities and actions for recovery planning
6. To maintain a strategic regional recovery plan and risk register on behalf of the partners
7. To advise on the strategic allocation of resources to recovery planning by Governments and partners
8. To advise on policy issues and resource needs where the Regional Leadership Board (RLB) and partners can represent the interests of the region
9. To maintain tactical oversight of operational structures such as Prevention and Surveillance Groups and convened Incident Management Teams
10. To oversee a communications plan to inform and assure partner bodies, stakeholders and the public
11. To capture learning from the response phase to inform recommendations for the future improvement of public services
12. To develop and oversee an exit strategy for an eventual end to the recovery phase
13. To report to and liaise with Welsh Government and Public Health Wales
14. To direct tasks to existing regional partnerships wherever possible to make best use of existing partnership governance

## **Membership**

Ambulance Service

Economic Ambition Board

Fire and Rescue

Health Board

Local Authorities

Natural Resources Wales

Police

Public Health Wales

Welsh Government

MOD

## **Accountabilities**

The RCG will report to both Welsh Government and its consultative machinery e.g. the Partnership Council, and the Regional Leadership Board (RLB). The RLB will give political/executive leadership to the RCG. Once the SCG is stood down at the eventual end of the response phase the RCG will take guidance from the substantive Local Resilience Forum (LRF).

The RCG will come together with its equivalents in Wales to share practice and learning.

## **Meeting Frequency**

The RCG will meet at a frequency which is necessary for its tasks and functions. Meetings will be held fortnightly initially.

## **Secretariat**

The RCG will be supported through a combination of policy support and administrative support from the North Wales Councils-Regional Emergency Planning Service (NWC-REPS) and North Wales Resilience Forum secretariat. Programme management support will be provided by Flintshire. Supplementary policy and research support will be provided by the partner bodies on request.