

Public Document Pack

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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

9 July 2021

Dear Sir/Madam

NOTICE OF REMOTE MEETING
RECOVERY COMMITTEE
THURSDAY, 15 JULY, 2021 at 10.00 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 **APOLOGIES**

Purpose: To receive any apologies.

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

Purpose: To receive any Declarations and advise Members accordingly.

3 **MINUTES** (Pages 5 - 10)

Purpose: To confirm as a correct record the minutes of the meeting held on 17 June 2021.

4 **CORPORATE RECOVERY OBJECTIVES** (Pages 11 - 18)

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

5 **CORPORATE RECOVERY RISK PROFILE** (Pages 19 - 44)

Purpose: To review the updated Corporate Recovery Risk Register.

6 **EDUCATION AND YOUTH PORTFOLIO RECOVERY BUSINESS PLAN** (Pages 45 - 50)

Purpose: To review the Recovery Business Plan for the Education and Youth Portfolio.

7 **SOCIAL SERVICES PORTFOLIO RECOVERY BUSINESS PLAN** (Pages 51 - 56)

Purpose: To review the Recovery Business Plan for the Social Services Portfolio.

8 **COMMUNITY RECOVERY** (Pages 57 - 68)

Purpose: To provide an update on community recovery, on the theme of economic recovery.

9 **REGIONAL RECOVERY UPDATE (PRESENTATION)**

Purpose: To receive a presentation on Regional Recovery, following consideration of the Corporate Recovery Objectives report shown as Agenda item 4 which includes objectives and context for regional working.

10 **FORWARD WORK PROGRAMME (VERBAL)**

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

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

Procedural Note on the conduct of meetings

The Chair will open the meeting and introduce themselves.

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

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

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

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

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

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

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

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

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

RECOVERY COMMITTEE **17 JUNE 2021**

Minutes of the remote attendance meeting of the Recovery Committee of Flintshire County Council held on Thursday, 17 June 2021

PRESENT: Councillor Richard Jones (Chairman)

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

IN ATTENDANCE:

Councillor Ian Roberts - Leader of the Council and Cabinet Member for Education, Chief Executive, Chief Officer (Governance), Chief Officer (Planning, Environment & Economy), Corporate Finance Manager, Senior Manager - Human Resources & Organisational Development, Strategic Performance Advisor, Head of Democratic Services, Environment & Social Overview & Scrutiny Facilitator, Civic & Member Services Officer and Democratic Services Officer

1. APPOINTMENT OF CHAIR

It had been confirmed at the Annual Meeting of the County Council that the Chair of the Committee should come from the Independent Alliance Group. The Committee was advised that Councillor Richard Jones had been appointed to this role for the municipal year.

RESOLVED:

That the appointment of Councillor Richard Jones as Chair of the Committee be noted.

2. APPOINTMENT OF VICE-CHAIR

Councillor David Healey's nomination to appoint Councillor Joe Johnson as Vice-Chair was seconded by Councillor Vicky Perfect and on being put to the vote, was carried.

RESOLVED:

That Councillor Joe Johnson be appointed Vice-Chair of the Committee.

3. DECLARATIONS OF INTEREST

None.

4. TERMS OF REFERENCE

The Chief Officer (Governance) presented the Terms of Reference for the Committee, as approved by Council.

The recommendation was moved by Councillor Paul Cunningham. On seconding, Councillor Patrick Heesom was given clarification on officers' regional roles.

RESOLVED:

That the Terms of Reference be noted.

5. CORPORATE RECOVERY OBJECTIVES

The Chief Executive introduced the updated corporate objectives for this second phase of recovery which were recommended for adoption. These would be subject to review throughout the recovery phase.

In response to a question from the Chairman, the Chief Executive suggested that summarised Recovery Business Plans for Social Care and Education be considered at the July meeting, with Streetscene & Transportation and Housing & Assets shared in August.

The recommendation in the report was moved and seconded by Councillors Patrick Heesom and Joe Johnson.

RESOLVED:

That the Corporate Recovery Objectives be supported and adopted.

6. CORPORATE RECOVERY RISK PROFILE

The Chief Executive and Strategic Performance Advisor presented an update report on the Corporate Recovery Risk Register and Mitigations.

The Chief Officer (Governance), Corporate Finance Manager and Senior Manager for Human Resources & Organisational Development each provided an overview of the main changes and live issues on risk and recovery within their respective portfolios. Some improvement was reported in the only red rated risk on the impact of increasing rent arrears on the stability of the Housing Revenue Account Business Plan. As an ongoing risk, the Welsh Local Government Association was working with all Councils in Wales to plan for contingency measures due to the Welsh Government Hardship Fund nearing its end.

Councillor Hilary McGuill said that the risk of the workforce impact of schools operating in a different way (CW20a) should remain open due to the changing situation. The Senior Manager advised that this applied to where schools had been closed and would be kept under review. Similar risks on changing situations with schools (CW20 and CW24) remained open to reflect the impact on working parents and those with caring responsibilities.

In response to comments from the Chairman, the risk level on the potential for increased costs from suppliers of goods and services (CF10) reflected emerging evidence of a temporary impact on costs within the construction industry which was being monitored due to its impact on the Capital Programme. The wording on mitigating actions on the risk around the impact of increased rent arrears (CF14), would be updated following the update given to the Community, Housing & Assets Overview & Scrutiny Committee.

Councillor Vicky Perfect asked about support for the health and wellbeing of the workforce during the emergency and was given examples of various initiatives by the Senior Manager.

The recommendation was moved and seconded by Councillors Patrick Heesom and Geoff Collett.

The Committee supported the Chief Executive's suggestion that the Committee receive a full update in July or August prior to specific risks being reported to Overview & Scrutiny Committees where possible, for example through regular Revenue Budget Monitoring and Workforce agenda items.

RESOLVED:

That the latest risk register and risk mitigation actions within the corporate portfolios be noted.

7. PORTFOLIO RECOVERY BUSINESS PLANS

The Chief Officer (Planning, Environment & Economy) presented the Recovery Business Plan for his portfolio, for the Committee to review the format and content as a working example. He highlighted key areas such as the resilience of various teams due to unprecedented demand to services during the emergency situation, the delivery of the Local Development Plan and the implementation of the back-office system. On income loss, he paid tribute to funding made available by the Welsh Government accessed by the Finance team.

The Chief Executive suggested that the Committee may wish to focus on the Public Protection service where resources had been in overwhelming demand during the emergency.

The Chief Officer said that whilst Environmental Health resources had been maintained in Flintshire over the years, there had been significant demand for these services. He paid tribute to the resilience within teams for dealing with these challenges and highlighted increased demand on services for flooding and town centre recovery.

When asked by the Chairman about support for town centre recovery, the Chief Officer spoke about the current recruitment process and Tactical Group work streams featured in the next agenda item.

Whilst Councillor Ian Roberts acknowledged the need to support town centres, he said that services in smaller communities were equally important to residents.

The recommendations in the report were moved and seconded by Councillors Hilary McGuill and David Healey.

It was agreed that the remaining service portfolio Recovery Business Plans would be emailed to the Committee, and a summary of each presented at the July and August meetings with presentations highlighting the main issues.

RESOLVED:

- (a) That the Portfolio Recovery Business Plan format and content be noted; and
- (b) That the Committee is assured by the Planning, Environment and Economy Portfolio Recovery Business Plan, and will refer any further and specific risk management work to the respective Overview and Scrutiny Committees as is necessary.

8. COMMUNITY RECOVERY

The Chief Officer (Planning, Environment & Economy) gave a presentation on work undertaken by the Flintshire Community Recovery Group, covering:

- Community Recovery - Flintshire
- Community Recovery - Joint Public Services Board with Wrexham County Borough Council
- Team Environment 1
- Opportunities that we have

Following the presentation, Councillor David Healey requested further information on the Moel Famau uplands project and spoke about the need to provide opportunities for local community groups to meet.

As requested by Councillor Marion Bateman, the Chief Officer agreed to arrange for the Woodland Strategy to be circulated to the Committee.

Councillor Paul Cunningham commended the work on the Area of Outstanding Natural Beauty throughout the emergency.

Following a suggestion by the Chairman, it was agreed that lead officers would be invited to the July and August meetings to discuss the work of the tactical groups on Economy and Poverty. On that basis, the recommendations were moved and seconded by Councillors Patrick Heesom and Joe Johnson.

RESOLVED:

- (a) That Members note the governance arrangements, priorities and progress undertaken so far in relation to Community Recovery; and
- (b) That the Enterprise & Regeneration Manager and Benefits Manager provide details of work on their respective tactical groups at the next two meetings.

9. REGIONAL RECOVERY COORDINATING GROUP TERMS OF REFERENCE AND WORK PROGRAMME

The Chief Executive introduced a report on the Recovery Coordinating Group (RCG) which comprised strategic multi-agency partners to coordinate and implement the regional recovery strategy. As Chair of the RCG, he gave a presentation covering:

- Strategic Aims as a Partner Council
- Local Surveillance, Protection and Enforcement
- Trace and Protect Service
- Vaccination Programme
- Testing

The Chairman paid tribute to all officers involved in the response to the emergency. His comments were endorsed by Councillor Ian Roberts and Members of the Committee.

The Chief Executive responded to questions on rapid lateral flow testing, local vaccinations and the responsibilities of self-isolating. He went on to give an update on the current situation locally and nationally.

The recommendation was moved and seconded by Councillors Marion Bateman and Joe Johnson.

RESOLVED:

That the regional Recovery Coordinating Group Terms of Reference be noted.

10. FORWARD WORK PROGRAMME AND MEETING SCHEDULE

The items for the next two meetings were:

15 July

- Summarised Recovery Business Plans for Social Services and Education & Youth; and
- Enterprise & Regeneration Manager to present on Tactical Group work to support town centres.

5 August

- Summarised Recovery Business Plans for Streetscene & Transportation and Housing & Assets; and

- Benefits Manager to present on work of the Poverty and Vulnerability Recovery Tactical Group.

In addition, the full updated Corporate Risk Register would be shared at one of those meetings together with an update on the local position. Dates of meetings and presentation slides would be circulated to the Committee.

This was moved by the Chairman and seconded by Councillor Hilary McGuill.

RESOLVED:

That the agenda items for July and August be agreed as discussed.

11. ATTENDANCE BY MEMBERS OF THE PRESS

There were no members of the press in attendance.

The meeting commenced at 11am and finished at 1.05pm

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Chairman



RECOVERY COMMITTEE

Date of Meeting	Thursday 15 th July, 2021
Report Subject	Corporate Recovery Objectives
Cabinet Member	Collective Cabinet
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

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

This report provides an update on the corporate objectives adopted by the Recovery Committee at the June meeting.

RECOMMENDATIONS

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

1.00	RECOVERY STRATEGY AND GOVERNANCE
1.01	Wales, and the North Wales region, is now in a second phase of recovery from the Covid-19 pandemic.
1.02	<p>The overall recovery aims of the organisation are</p> <p><u>Overall Organisational Recovery</u></p> <ol style="list-style-type: none">1. To ensure the financial resilience and sustainability of the organisation in budget planning for 2022/23 and the medium-term;2. To make a managed transition to a new operating model for working arrangements for the workforce;3. To continue to protect the health and well-being of the workforce;4. To continue to maintain good governance;5. To restore public access to, and participation in, democratic meetings;6. To continue to ensure organisational business continuity, and contingency planning for unforeseen developments with the pandemic’. <p>An update on the corporate recovery objectives for this Committee are shown below:</p> <p><u>Finance</u></p> <p>To ensure the financial sustainability of the organisation We were able to successfully navigate our way through the last full financial year of the pandemic due in part to the assistance received from the Welsh Government Hardship Fund. Ensuring the overall financial sustainability of the Council is a key consideration in the current work on the Medium Term Financial Strategy and Budget 2022/23.</p> <p>To continue to maximise national assistance from the hardship fund and other government funding We are continuing to make monthly claims for additional costs and quarterly claims for income losses from the Welsh Government Hardship Fund. It is uncertain at this stage what will happen when the current scheme ends in September. The financial impacts of the claims are included in the monthly budget monitoring reports to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p> <p>To continue to recover and restore income to target levels The Income loss Hardship Fund continues to assist with any existing shortfalls in budgeted income. Portfolio Business Recovery Plans include income recovery considerations which have been made in conjunction with the annual uplift arising from the corporate fees and charges policy.</p>

To continue to recover and restore debt to target levels

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

To maintain reserves and balances at levels that meet our needs

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

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

We continue to navigate new legislation and provide guidance for complex situational questions, to tackle the short and long-term obstacles from the impact of the pandemic e.g. overseas travel, annual leave, working from home, quarantine and self-isolation. Working with Public Health Wales (PHW) and Betsi Cadwaladr University Health Board (BCUHB) we have provided the workforce with an opportunity to undertake a supervised lateral flow device (LFD) test. Those who have participated have returned a negative test which gives assurance over the safety measures in place in the workplace and the levels of compliance with those measures among the workforce.

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

The Council continues to review its policies and practices with a view to establishing new ways of working which achieves a range benefits for both the organisation and our employees, including a better work-life balance, saved commuting time and costs, IT upskilling and higher levels of motivation.

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

We have implemented a number of technology solutions to enable those who are able, to work remotely and maintain contact with service users. The Council needs to determine the optimum operating model for its workforce which delivers the strategic objectives of the Digital Strategy and achieves a happy, secure, effective hybrid workforce

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

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

Governance

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

After diverting resources to pay grants/rate relief to small businesses, the Service is now able to focus fully on collecting monies due to the Council. There are still limitations on some recovery methods, e.g. court action to enforce payment of rent, so the expectation is that recovery rates will be better than last year but not at the levels seen in previous years.

To complete the transition to a settled model for modern meetings

The Council needs to decide the format for its meetings in the medium to long term as part of recovery but also to meet the requirements of the Local Government and Elections (Wales) Act 2021.

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

The Council is now live streaming meetings and will restore public participation in meetings from July.

To continue to support and expand digital means of service delivery

The Council has approved a refreshed digital strategy that will continue to drive forward the digitisation of Council services, improve connectivity across the County and region and ensure that no one is excluded by reason of not having access to the skills, devices or connectivity.

Service Recovery

To ensure the business continuity of all services

All five service portfolios are operating their recovery business plans. The plans are being reported to this Committee in sequence. The Committee will have reviewed and assured all five plans by the close of its third meeting.

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

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

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

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

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

We have learnt much from the experience of two significant 'lockdowns' during the pandemic. We have contingency plans in place should there be any future response phase and the imposition of restrictions by Governments e.g. assignment of employees in non-critical roles for other work, blended/remote learning in schools, restricted visitor access to care homes etc. Should there be a future phase of response then the Emergency Management Response Team (EMRT) would be reconvened and the response command structure resumed. This command structure

was highly effective in the two response phases as recognised by members and external partners and regulators.

Community Recovery

To protect the health and well-being of local communities

During the height of the pandemic there was specific support for people who were medically vulnerable, this included food deliveries and prescription collections. The shielding scheme was paused again from 31st March 2021, however, the services and support arrangements are still in place and able to step up should this be required again in the future.

To support and protect the most vulnerable in society

Poverty and vulnerability have had a significant impact on residents during the pandemic and we have learnt many things from the work we have delivered in the last 16 months. We are focussing on the main areas, which are also priorities in the council plan, which are:

- Income Poverty
- Child Poverty
- Food Poverty
- Fuel Poverty
- Digital Poverty

The purpose is to understand where there may be gaps between response and recovery and identifying opportunities where current activities can be re-defined and adapted or where additional intervention is required in order to generate solutions to meet short and medium term need.

To support the recovery of communities and build their resilience

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

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

To support the economic recovery of communities and local business sectors

A report on this recovery objectives is to follow on the agenda. Updates will be provided during this item.

Regional Recovery

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

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

	<p>To effectively manage the local implementation of the regional <i>Prevention and Response</i> strategy for the pandemic</p> <p>The regional Prevention and Response strategy – which covers containment of the virus through a number of plans and enforcement powers – was adopted by all partners including the Council and has recently been revised (the strategy is available on request). The Council implements the strategy, which includes Test, Trace and Protect and the Vaccination Programme, through our local partnership structures. Our local multi-agency Prevention and Surveillance Group (which is currently meeting weekly) oversees and directs all local activity.</p> <p>To effectively manage the local operation of the <i>Test, Trace and Protect</i> programme</p> <p>Flintshire is the lead local authority for this programme in partnership with the Health Board, and is the employing body for the tracing workforce for the whole region. This service performs well. The Council also plans the local testing services in partnership with the Health Board, the Ambulance Services Trust and other partners, and has recently developed a contingency plan for mass community testing – known as ‘surge’ – should this be required. The way in which the Council has supported vulnerable people who have previously being ‘shielding’ is a working example of the ‘protect’ plan in action. The presentation on regional working at this meeting will cover Test, Trace and Protect.</p> <p>To play a full part in the planning and delivery of partnership programmes e.g. the vaccination programme</p> <p>Flintshire plays a full part in the development and local implementation of all regional programmes. Through the Chief Executive the Council is represented on the strategic group that has designed and oversees the vaccination programme which is delivered by the Health Board as the responsible executive agency. The Council has played a major role in the planning and operation of the Mass Vaccination Centre at Deeside Leisure Centre and in promoting access to vaccinations amongst the community and our workforce. We also play a role in planning mobile vaccination units in areas of lower take-up. The presentation on regional working at this meeting will cover the vaccination programme.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	None specific

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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.

4.00	RISK MANAGEMENT
4.01	None specific.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Colin Everett Telephone: 01352 702101 E-mail: chief.executive@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	None.

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RECOVERY COMMITTEE

Date of Meeting	Thursday 15 th July, 2021
Report Subject	Corporate Recovery Risk Profile
Cabinet Member	Deputy Leader for Governance and Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

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

Risks are being managed well and have been throughout the pandemic. We currently have 47.4% of risks rated green, 52.6% rated as amber and 0 % as red.

We have a total of 25 risks that have previously been closed. 24 of these closed due to reaching target risk rating. 1 risk was closed due to duplication. We have a total of 8 risks which are newly closed.

RECOMMENDATIONS

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

1.00	EXPLAINING THE CORPORATE RECOVERY RISK PROFILE
1.01	<p>Analysis of the current risk profile for the Corporate Recovery Risk Register shows the following current status of risks:</p> <ul style="list-style-type: none"> • 18 (47.4%) have a green risk rating • 20 (52.6%) have an amber risk rating • 0 (0.0%) have a red risk rating <p>Analysis of the current risk profile for the Corporate Recovery Risk Register shows the following current trend of risks:</p> <ul style="list-style-type: none"> • 8 (8%) has a green ↓ tend rating • 27 (71%) have a no change ↔ rating • 3 (21%) have a red ↑ trend rating
1.02	<p>The risks which currently has a red ↑ trend rating is :</p> <p>CF01 - No replacement Government funding to replace income lost during the response phase</p> <p>CF10 - Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies</p> <p>CW09 - Excessive and unsustainable demands for support for the regional Test, Trace and Protect (TTP) Programme depletes the workforce and impacts on service delivery</p> <p>Mitigating actions and management comments for each of these can be found in appendix 2.</p>
1.03	<p>There are eight newly closed risks. They are:</p> <p>CF20 - Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity</p> <p>CF06 - Insufficient reserves remain following the response phase</p> <p>CF09 - Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy</p> <p>CF17 - Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant</p> <p>CW01a - Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme</p> <p>CW08a - The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce</p>

	<p>CW12 - Impact of changes to service performance/continuity from any changes to service models in the recovery phase</p> <p>CW25 - Impact on International/European PPE supply chain following Brexit</p> <p>Mitigating actions and management comments for each of these can also be found in appendix 2.</p>
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2.00	RESOURCE IMPLICATIONS
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2.01	There are no specific resource implications for this report.
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3.00	RISK MANAGEMENT
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3.01	The subject of this report is risk management.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
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4.01	Senior Officers and Chief Officers have contributed to the review of the corporate risk register and mitigations document.
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5.00	APPENDICES
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5.01	Appendix 1: Corporate Risk Register Appendix 2: Corporate Risk Mitigations
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	None.
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7.00	CONTACT OFFICER DETAILS
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7.01	<p>Contact Officer: Jay Davies Telephone: 01352 702274 E-mail: jay.davies@flintshire.gov.uk</p>
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8.00	GLOSSARY OF TERMS
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8.01	<p>Risk Management: the process of identifying risks, evaluating their potential consequences (impact) and managing them. The aim is to reduce the frequency (likelihood) of risk events occurring (wherever this is possible) and minimise the severity of their consequences (impact) if they occur. Threats are managed by a process of controlling, transferring or</p>
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	retaining the risk. Opportunities are managed by identifying strategies to maximise the opportunity or reward for the organisation.
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Corporate Recovery Risk Register

Recovery Committee Version: 02

Reviewed: 05.7.21

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

Finance – Income

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

Finance - Reserves

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF07	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G 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
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 Note: risk merged with CF09	Strategic	Jen Griffiths	Gary Ferguson	R	A	A Q4 2021/22	NC ↔	Open

Finance - Inflation and Markets

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF10 Updated	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies Note: increased to amber due to inflationary pressures in the supply chain/raw material markets	Operational	Gary Ferguson	Sara Dulson	A	A	G Open	R ↑	Open

Finance - Treasury Management

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

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
CF14 Updated	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan Note: risk trend reducing and current risk rating reduced to amber due to arrears levels	Strategic	Neal Cockerton	Rachael Corbelli David Barnes	R	A	A Q4 2021/22	G ↓	Open

Finance - Capital Programme

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

Finance - Financial Settlements

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

Workforce - Financial

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW03 Updated	Cost associated with carry forward of accrued leave across multiple leave years (i.e. from 2020/21 to 2021/22 and 2022/23) Note: risk title updated to include example years and target risk date updated due to reflect that leave carried forward and untaken from 2019/20 into 2020/21 may be carried forward in 2021/22	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2021/22	NC ↔	Open

Workforce - Capacity

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW09 Updated	Excessive and unsustainable demands for support for the regional Test, Trace and Protect (TTP) Programme depletes the workforce and impacts on service delivery Note: risk trend is increasing and current risk rating increased to amber due to impact of third wave	Strategic	Colin Everett	Sharon Carney	A	A	G Q4 2021/22	R ↑	Open
CW10 Updated	Impacts of the third wave in the pandemic on the continuous availability of key workers to operate services in a further response phase Note: risk title amended to include 'third wave'	Strategic	Sharon Carney	Chief Officers	A	A	G Open	NC ↔	Open
CW11	Increase in demand for Occupational Health and supplementary services	Operational	Sharon Carney	Julie Luff	A	A	G Open	NC ↔	Open
CW13 Updated	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices - competition, certainty Note: risk to be closed due to merging with CW14	Operational	Sharon Carney	Chief Officers	A	G	G Open	NC ↔	Open
CW14 Updated	Increase in workforce turnover due to employees making personal life choices and impact of volatility and change in the employment market which impacts on successful recruitment to vacancies. Note: risk updated to reflect national shortages in some professions and the impact on turnover and recruitment	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Open
CW20 Updated	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 Note: risk closed due to risk to be merged with CW24	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	NC ↔	Open
CW21 Updated	Impact on the most vulnerable members of our workforce due to ongoing remote working Note: risk trend is reducing and current risk rating reduced to green due to the return to work of those who were previously shielding.	Operational	Sharon Carney	Business Partners	A	G	G Open	G ↓	Open
CW22 Updated	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 Note: risk trend is reducing and current risk rating reduced to green as risk has not materialised at expected.	Operational	Sharon Carney	Business Partners	A	G	G Open	G ↓	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW24 Updated	Impact on workforce availability/productivity as a result of caring responsibilities, specifically to care for children who have been sent home from school to self-isolate and need support with blended learning. Note: risk merged with CW20	Operational	Sharon Carney	Business Partners	R	A	G Open	NC ↔	Open
CW27 Updated	Impact on services due to the backlog of First Aiders whose qualification has expired as a result of the ongoing restrictions and now need to retrain to gain requalification Note: risk trend is reducing and risk rating reduced to reflect progress made during the last quarter.	Operational	Sharon Carney	Business Partners	R	A	G Q4 2021/22	G ↓	Open

Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW16	Increased sickness absence both COVID and non COVID related	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Open
CW17	Increased numbers of mental health related absences	Operational	Sharon Carney	Julie Luff	A	G	G Open	NC ↔	Open
CW18	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	Operational	Sharon Carney	Business Partners	A	G	G Q4 2021/22	NC ↔	Open
CW28 New	Impact of Long COVID and the ability of employees to return to work within previously agreed/anticipated timescales.	Operational	Sharon Carney	Business Partners	A	G	G Q4 2021/22	NC	Open

Governance - Information and systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG01	Cyber-attack through bogus Covid-19 email	Strategic	Gareth Owens	Aled Griffith	R	A	A Open	NC ↔	Open
CG02	Loss of data or system hack due to malware or the use of unauthorised apps	Strategic	Gareth Owens	Aled Griffith	R	A	A Open	NC ↔	Open
CG04 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	Strategic	Gareth Owens	Mandy Humphreys	A	G	G Q3 2021/22	G ↓	Open
CG14 Updated	Delay in or increased cost of obtaining digital devices due to continued demand arising from the response to the pandemic Note: risk target date updated due to continued delay in obtaining devices	Strategic	Gareth Owens	Aled Griffith	A	A	G Q3 2021/22	NC ↔	Open

Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG07	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q3 2021/22	NC ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG08 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	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q3 2021/22	G ↓	Open

Newly 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
CF20 Updated	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity Note: risk closed due to grant schemes ending and the Council no longer required to administer it	Strategic	Gary Ferguson	David Barnes	R	A	A Q1 2021/22	NC ↔	Closed
CF06 Updated	Insufficient reserves remain following the response phase Note: risk closed due to the Council being able to set a balanced budget for 2021/22	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	NC ↔	Closed
CF09 Updated	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy Note: risk closed due to now being combined with CF09a	Strategic	Jen Griffiths	Sara Dulson	A	G	G Q4 2021/22	NC ↔	Closed
CF17 Updated	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant Note: risk closed due to being built into base budgets	Strategic	Gary Ferguson	Sara Dulson	A	A	G Q1 2021/22	NC ↔	Closed
CW01a Updated	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme Note: risk to be closed due to reduction in use of the scheme as ADMs move into recovery	Strategic	Sharon Carney	Rachael Corbelli	R	G	G Q2 2021/22	NC ↔	Closed
CW08a Updated	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce Note: risk closed due to progress and take up of testing among key workers	Operational	Sharon Carney	Julie Luff	A	G	G Q4 2020/21	NC ↔	Closed
CW12 Updated	Impact of changes to service performance/continuity from any changes to service models in the recovery phase Note: risk closed as risk has not materialised	Strategic	Sharon Carney	Chief Officers	A	G	G Q4 2020/21	NC ↔	Closed
CW25	Impact on International/European PPE supply chain following Brexit Note: risk closed due to PPE supply chain not being impacted upon	Operational	Andrew Farrow	Vanessa Johnson	A	A	G Q1 2021/22	NC ↔	Closed

Previously Closed Risks

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW01	Impact on Council Alternative Delivery Models (ADM's) subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	Strategic	Sharon Carney	Rachael Corbelli	A	G	G Q3 2020/21	G ↓	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW02	Impacts if pressure brought to apply temporary pay uplift (10%) to staff working in critical frontline teams by other Welsh Local Authorities or other body (WLGA, JCW): (1) workforce division (2) potential grievances and Equal Pay claims from other occupational groups and (3) affordability	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW04	Cost impacts of the retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	NC ↔	Closed
CW08b	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09							
CG11	Insufficient information availability to provide an adequate annual statement of assurance	Strategic	Chief Executive	Lisa Brownbill	R	G	G Q2 2020/21	G ↓	Closed
CG14	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q2 2020/21	G ↓	Closed
CW02a	Administration of the Welsh Government decision to make a one-off payment to care workers causes a local administrative burden and has unfunded residual costs for the Council as an employer e.g. superannuation	Strategic	Sharon Carney	Gary Ferguson	R	G	G Q3 2020/21	G ↓	Closed
CW05	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	G ↓	Closed
CW06	Insufficient availability of occupational work groups to restore services	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW09a	Inadequate funding availability from Welsh Government to support a regional TTP Programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW09b	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW15	The resilience of senior and supporting management following a long and demanding response phase	Strategic	Sharon Carney	Julie Luff	A	G	G Q3 2020/21	G ↓	Closed
CW19	Impact of delayed bereavement leave – on attendance and mental health	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	G ↓	Closed
CG06	Resumption of democratic processes reduces our capacity to support recovery work	Strategic	Chief Executive	Gareth Owens	R	G	G Q3 2020/21	G ↓	Closed
CG12	Changes to established managerial and democratic systems results in challengeable decision-making	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q3 2020/21	G ↓	Closed
CG13	Changes to established managerial and democratic systems result in failure to properly authorise a decision	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q2 2020/21	NC ↔	Closed
CW09c	The impacts on workforce planning of the unavailability of antibody testing	Strategic	Colin Everett	Sharon Carney	A	G	G Q3 2020/21	NC ↔	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG05	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	Strategic	Gareth Owens	Aled Griffith	A	A	G Q3 2020/21	NC ↔	Closed
CG03	Data loss or inaccuracy due to disrupted ways of working	Operational	Gareth Owens	Alun Kime	R	G	G Q4 2020/21	NC ↔	Closed
CW07	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above)	Operational	Sharon Carney	Business Partners	A	G	G Q3 2020/21	NC ↔	Closed
CW23	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from non-exempt countries or territories	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Closed
CG09	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making	Operational	Gareth Owens	Robert Robins	A	A	G Q3 2021/22	NC ↔	Closed
CG10	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	Operational	Gareth Owens	Aled Griffith	A	A	G Open	NC ↔	Closed
CW26	The impacts on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers	Operational	Sharon Carney	Julie Luff	R	A	G Q2 2021/22	NC ↔	Closed
CW20a	Impact on our workforce due to schools operating in a different way and the requirement for working parents to assist with home schooling during normal working hours	Operational	Sharon Carney	Business Partners	A	A	G Open	NC ↔	Closed

Risk Matrix

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

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Corporate Recovery Risk Register

Recovery Committee Version: 02

Reviewed: 05.07.21

Finance

Finance – Income

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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF01 Updated	No replacement Government funding to replace income lost during the response phase	↑	IM	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. However, funding is only confirmed up to the end of September at this stage.
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, although the risk remains for when the Hardship Fund is due to end in September.
CF03 Updated	A continued loss of income in trading services in recovery	↔	IM	As CF01 above.
CF04 Updated	A continued loss of income for Aura as Deeside Leisure Centre is retained in part as a mass vaccination centre	↔	MT	All income lost to Aura at Deeside Leisure Centre (DLC) for the period from which leisure centres are allowed to re-open (from 10.08.20) but DLC is out of commission as it remains a temporary hospital, can be recovered from the Health Board under the terms of the license/commercial agreement agreed for their occupation of the facility. This protection should also apply to commercial tenants and operators. The income losses recoverable are subject to negotiation and based on physical distancing restrictions and reduced access.
CF05	An increase in the overall level of debt owed to the Council	↔	MT	Income collection continues and we actively engaging with tax-payers, tenants, customers and businesses to offer flexible arrangements. We are also taking steps to enforce payment against residents and businesses who have not paid nor engaged with the Council over several months. This risk is being taken into account in the review of the Medium-Term Financial Strategy (MTFS) including a review of the adequacy of levels of bad debt provision across the Council Additional funding (circa £1.05m) from WG to compensate for losses of 2020/21 council tax collections is helping to provide financial resilience as we enter the recovery phase.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF19	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	↔	MT	<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 has re-commenced in cases where businesses ignore repeated request for payment.</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>

Finance - Reserves

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

Finance - Council Tax

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF08	A reduction in Council Tax collection impacts on (1) cash-flow and (2) annual budget	↔	MT	The financial support of circa £1.05m from Welsh Government to mitigate the impacts of council tax income loss in 2020/21 has helped to reduce the risk levels. Debt Recovery processes have re-commenced to increase collection rates and ongoing risks are being taken into account in the review of the Medium-Term Financial Strategy (MTFS).
CF09a 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>Risk has been merged with CF09</p> <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 Updated	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 Updated	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.
Page 33 CF12	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 Updated	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 Updated	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan	↓	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 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.

Finance - Capital Programme

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Page 34 CF15	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 - Financial Settlements

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF18	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2022/23 due to a change to fiscal policy as part of national recovery planning	↔	MT	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 35 FW03 Updated	Cost associated with carry forward of accrued leave across multiple leave years (i.e. from 2020/21 to 2021/22 and 2022/23)	↔	MT	Risk title updated to include example years and target risk date updated The Working Time (Coronavirus) (Amendment) Regulations 2020 amends the Working Time Regulations 1998 to provide, where it is not reasonably practicable for a worker to take some or all of the holiday to which they are entitled, the right to carry the four weeks leave forward into the next two leave years. Many employees are continuing to take annual leave as planned/needed but it is too early to assess the extent of the potential backlog and the impacts of managing it. Following an assessment by each portfolio the anticipated level of carry-forward anticipated has not materialised. Services have been managing leave effectively and only a handful of services have needed to ask employees to cancel or postpone leave as a direct result of COVID.

Workforce - Capacity

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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW10 Updated	Impacts of the third wave in the pandemic on the continuous availability of key workers to operate services in a further response phase	↔	MT	This remains an open risk and subject to change as we approach the winter. Subject to order fulfillment, the flu vaccine will be offered to all key workers. The procurement of sufficient supplies will result in a budget pressure of £25-30k. As a management action this a good investment to protect our workforce.
CW11	Increase in demand for Occupational Health and supplementary services	↔	MT	This risk is being taken in account in our planning for the return of the workforce. Additional capacity may need to be acquired and this will need to be taken into account in a mid-year review of the 2020/21 Council Fund Revenue Budget. A Psychological support and Trauma group is established and additional counselling resource is on offer for self-referrals. The cost estimate is £8k for 12 weeks. This will be a budget pressure.
CW13 Updated	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 Updated	Increase in workforce turnover due to employees making personal life choices and impact of volatility and change in the employment market which impacts on successful recruitment to vacancies.	↔	MT	This risk has 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.
CW20 Updated	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 who role does not allow them to work from home, they will be on 'approved paid absence'. Employees, should, wherever possible, look at sharing the responsibility, to minimise any impact and are encouraged to work flexibly to try and achieve a work life balance

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW21 Updated	Impact on the most vulnerable members of our workforce due to ongoing remote working	↓	MT	As per CW11 and CW17 and our strategy for a safe return to work for the workforce. This strategy is progressing well with employee being able to access some Council premises on managed rotas. Effective workforce management is supporting teams and individuals. Home working remains an open offer for vulnerable employees. Target risk date updated due to extended period of lockdown (alert level 4)
CW22 Updated	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	↓	IM	Employees whose role allows it, and who are fit to work, are expected to work from home. For those who role does not allow them to work from home, they will be on 'approved paid absence'. A limited number of requests have been received to date but as the NHS starts to reschedule its non COVID related activity, this could increase. We will continue to monitor requests. Target risk date updated due to ongoing restrictions
CW24 Updated Page 37	Impact on workforce availability/productivity as a result of caring responsibilities, specifically to care for children who have been sent home from school to self-isolate and need support with blended learning.	↔	IM	Employees whose role allows it, and who are fit to work, are expected to work from home. For those who role does not allow them to work from home, they will be on 'approved paid absence'. Employees, should, wherever possible, look at sharing the responsibility, to minimise any impact and are encouraged to work flexibly to try and achieve a work life balance Target risk date updated to reflect the ongoing impact on working parents
CW27 Updated	Impact on services due to the backlog of First Aiders whose qualification has expired as a result of the ongoing restrictions and now need to retrain to gain requalification	↓	MT	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 enable240 people to complete their training during the last three months. Our insurers have confirmed that First Aiders whose qualification has lapsed can continue to provide support in the event it is needed.

Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW16	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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW17	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.
CW18	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	↔	IM	Deferred medical events are being re-scheduled. Where delays have resulted in extended absence which has impacted on sick pay entitlement, measures are in place to extend pay for up to three months. Only two requests for extension to sick pay have been made to date.
CW28 New	Impact of Long COVID and the ability of employees to return to work within previously agreed/anticipated timescales.	↔	IM	Employees with long COVID, like other employees have their absence managed through the Council's Attendance Management Policy. Where there is a confirmed case of long COVID (via GP or other medical practitioner) the absence will not count towards triggers but payments will remain as per policy. We will however, consider an application for extension to sick pay in line with the other COVID related provisions on a case by case basis.

Governance

Governance - Information and systems

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG01	Cyber-attack through bogus Covid-19 email	↔	IM	Risk is being mitigated through the use of mail scanning tools and staff education. The likelihood of the risk can be mitigated. The impact will remain as significant due to the potential disruption to services and the continued attempts to compromise security.
CG02	Loss of data or system hack due to malware or the use of unauthorised apps	↔	IM	The security measures that we have in place in order to achieve PSN compliance continue to mitigate the risks.
CG04 Updated	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	↓	MT	The 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.

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

Newly Closed Risks

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF06 Updated	Insufficient reserves remain following the response phase	↔	IM	Risk Closed 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.
CF20 Updated	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity	↔	MT	Risk Closed The delivery of the business grant schemes is drawing to a close and all grant applications have been assessed and paid out. A further round of business support grants was launched in mid-May to principally support the specific sectors but this scheme is being managed by the Regeneration Service or through applications directly to Welsh Government. Rate Reliefs for the Retail, Leisure and Hospitality sector have been completed in Q1 of 2021/22.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF09 Updated	Budget impacts of additional demand under the CTRS due to a shortfall in Government subsidy	↔	IM	Risk closed due to now being combined with CF09a Target risk date has been updated due to full support being provided by Welsh Government in 2020/21 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.
CF17 Updated	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	↔	MT	Risk closed 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.
CW01a Updated	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	↔	IM	Risk closed due to reduction in use of the scheme as ADMs move into recovery 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.
CW08a Updated	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	↔	IM	Risk closed due to progress and take up of testing among key workers 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.
CW12 Updated	Impact of changes to service performance/continuity from any changes to service models in the recovery phase	↔	MT	Risk closed as risk has not materialised 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.
CW25 Updated	Impact on International/European PPE supply chain following Brexit	↔	MT	Risk closed due to PPE supply chain not being impacted upon 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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
				real concern, not only being extremely expensive but uncertainty about long-term supply – we will continue to monitor closely.

Previously Closed Risks

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

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

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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	meetings impedes inclusive and effective decision-making			
CG10	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	↔	IM	-
CW26	The impact on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers.	↔	IM	-
CW20a	Impact on our workforce due to schools operating in a different way and the requirement for working parents to assist with home schooling during normal working hours	↔	MT	-



RECOVERY COMMITTEE

Date of Meeting	Thursday 15 th July, 2021
Report Subject	Education and Youth Portfolio Recovery Business Plan
Cabinet Member	Collective Cabinet
Report Author	Chief Executive and Chief Officer (Education and Youth)
Type of Report	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 Education and Integrated Youth Services Portfolio Recovery Business Plan.

Each plan covers the following:

- 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 review the Education and Youth Portfolio Recovery Business Plan summary for assurance, and to refer any further and specific risk management work to the respective Overview and Scrutiny Committees as is necessary.
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REPORT DETAILS

1.00	EXPLAINING THE PORTFOLIO RECOVERY BUSINESS PLAN
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 recovery objectives, performance targets, risks and issues have been reviewed and updated. The following sections are being shared with the Recovery Committee for assurance.</p>
1.03	<p><u>Recovery Objectives</u></p> <p><u>Service Delivery</u></p> <ul style="list-style-type: none">• To repurpose schools including funded settings back to the provision of statutory education Schools and funded settings have been reopened fully since the Easter break, operating in accordance with Welsh Government and Public Health Wales guidance.• To meet statutory requirements for Youth Service and Youth Homelessness Prevention Services Revised digital delivery operating model for Youth Services functioning well and being adapted weekly. Targeted online performance, group and team coaching of all Youth Services and play staff teams by qualified coach to ensure the wellbeing and engagement of this staff group. All statutory requirements are being performed and adapted to a digital or blended provision.• To meet statutory National Standards for Youth Justice A Youth Justice Service Recovery Plan is in place which details the gradual 'blended' approach to re-opening of face to face service delivery and is led by service user need. A Red, Amber and Green (RAG) based risk system to evaluate any urgent need for face to face interventions is functioning, it is robust and has been approved by the Youth Justice Executive Board.• Ensure young people reintegrate back into education, health and substance misuse services and maintain contact The Youth Justice and Sorted Service are working through phase 2 of their recovery plan which provides face to face contact for new assessment and high risk cases and virtual contacts are utilised for other cases . Home visits are only used as a last resort for purposes of engagement, safeguarding or risk management in the most critical cases but meetings are fully risk assessed.

	<ul style="list-style-type: none"> • To deliver targeted interventions and support to children, families and schools Teams are working in collaboration with schools and families to maintain engagement. Wellbeing/equipment packs were provided to families/young people and the Education Welfare Service is making home visits where necessary. Education and Health professionals developed ways in which they could meet their responsibilities in relation to the statutory assessment process for children with Special Educational Needs to ensure the Council is able to make specialist placement decisions. The return to full schooling and the ability of education officers to visit schools to work with pupils is enable these processes to continue at pace. • To comply with the statutory duties within the Special Educational Needs Code of Practice for Wales During the school closure period alternative assessment models were developed to support appropriate engagement. The subsequent reopening of schools is now facilitating these processes. • To re-open Flintshire Record Office to the public The Records Office has opened and is operating in accordance with Public Health Wales operational guidance and guidance from The National Archives. <p><u>Workforce</u></p> <ul style="list-style-type: none"> • Continue to deliver services with minimal disruption with staff working from home Office based staff continue to work from home maintaining service delivery. Sickness levels have remained low during the period.
1.04	<p><u>Performance Targets</u></p> <ul style="list-style-type: none"> • All schools to complete Risk Assessments in advance of opening All schools have appropriate and regularly reviewed risk assessments in place. These have been developed in line with Welsh Government operational guidance and have been quality assured through a process agreed between the Education Portfolio and the Corporate Health and Safety Team • Availability of PPE equipment for key staff All task specific risk assessments have been carried out for the requirement of PPE for the core portfolio and in schools • Health & safety risk assessments completed for portfolio offices to ensure Covid-safe premises Review of buildings risk assessments to ensure that the workforce can return to their office space within County Hall and Ty Dewi Sant in a safe and managed manner at the appropriate time. This will be

	<p>a longer process with more officers in critical services returning before those who can still perform their duties at home.</p>
1.05	<p><u>Risk Management</u></p> <p><u>The following recovery risks have been closed:</u></p> <ul style="list-style-type: none"> • Inability of schools to reopen safely to deliver statutory education due to reductions in workforce, availability of sufficient PPE and infrastructure (catering/transport) Schools have safely re-opened from April 2021 and staff absence continues to remain low. <p><u>The following risks are still open and are being actively managed:</u></p> <ul style="list-style-type: none"> • Increase in young people subject to intervention by the Youth Justice Services due to the impact of school closures and /or revised service delivery models Risk Rating: YELLOW, Risk Trend: No Change A new Education Officer within the Youth Justice Service is now in post and with the reopening of schools the number of young people subject to intervention by the service remains stable. • Young people in the Youth Justice Service not accessing minimum statutory education offer due to lack of pupil engagement Risk Rating: AMBER, Risk Trend: No Change The service has recommenced its regular cross portfolio meetings to monitor the engagement with this cohort. • Failure to make statutory provision for learners with Special Educational Needs (SEN) due to resource availability Risk Rating: AMBER, Risk Trend: No Change Officers are working with schools and parents/carers to negotiate the continuation of existing additional provision. The subsequent reopening of schools is now facilitating these processes. • Insufficient local education provision to support learners with mental health needs Risk Rating: YELLOW, Risk Trend: Reducing The new build of Plas Derwen Pupil Referral Unit which will open in September 2021 has additional capacity and will support a small increase in the level of local provision available to meet the needs of those with mental health needs. Schools have been offered training to support them to maintain existing pupil placements. • Increased number of Special Educational Needs Tribunals due to an inability to meet the statutory assessment process requirements and accurately identify individual needs Risk Rating: GREEN, Risk Trend: No Change The number of appeals made to the Special Educational Needs (SEN) Tribunal has remained very low. Professionals are working with parents/carers to address any delays in process brought about

	by the pandemic and identify the provision required by children and young people. Managers continue to monitor and review the situation.
1.06	<p><u>Issue Management</u></p> <ul style="list-style-type: none"> <p>Rising Covid case numbers in schools The rising Covid case numbers in schools are leading to increased numbers of classes isolating. There is also the urgent need for updated operational guidance for schools from Wales Government in readiness for the start of next term.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None specifically.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT														
3.01	<p>This report specifically covers recovery from the pandemic emergency situation and is based upon a framework of risk management.</p> <p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td 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>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Throughout all Portfolio Recovery Business Plans there are demonstrable actions and activities which relate to all of the Well-being Goal.</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	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	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
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Cohesive Wales															
Vibrant Wales															
Globally responsible Wales															

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

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.
7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Jay Davies Telephone: 01352 702744 E-mail: jay.davies@flintshire.gov.uk</p>
8.00	GLOSSARY OF TERMS
8.01	<p>Risk Management: the process of identifying risks, evaluating their potential consequences (impact) and managing them. The aim is to reduce the frequency (likelihood) of risk events occurring (wherever this is possible) and minimise the severity of their consequences (impact) if they occur. Threats are managed by a process of controlling, transferring or retaining the risk. Opportunities are managed by identifying strategies to maximise the opportunity or reward for the organisation.</p>



RECOVERY COMMITTEE

Date of Meeting	Thursday 15 th July, 2021
Report Subject	Social Services Portfolio Recovery Business Plan
Cabinet Member	Collective Cabinet
Report Author	Chief Executive and Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

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- Business Continuity Plan – Recovery Planning
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- Performance Management
- Risk Management
- Communications and Engagement
- Forward Planning

RECOMMENDATIONS

1	To review the Social Services Portfolio Recovery Business Plan summary for assurance, and to refer any further and specific risk management work to the respective Overview and Scrutiny Committees as is necessary.
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REPORT DETAILS

1.00	EXPLAINING THE PORTFOLIO RECOVERY BUSINESS PLAN
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 recovery objectives, performance targets, risks and issues have been reviewed and updated. The following sections are being shared with the Recovery Committee for assurance.</p>
1.03	<p><u>Recovery Objectives</u></p> <p><u>Service Delivery</u></p> <p>All services to return to full and normal operation</p> <ul style="list-style-type: none">• Day Services (Adult Services, Learning Disability, Mental Health & Substance Misuse) Day Services are operating under Alert Level 2 guidance for safe use of multi-purpose community centres. This means that services are open and operating with variable hours and numbers supported, the limiting factors being the maximum number of individuals that can take part in organised indoor activity under the guidance, the capacity of the building itself with physical distancing arrangements in place, and restrictions related to safe transportation.• Overnight Respite Services Adults and children are being offered overnight and respite services on a case by case basis in line with Public Health Wales guidance.• Adult and Children's Services Operating at Alert Level 2 using a hybrid approach across services, with home visits and welfare checks outside, and entering properties based on risk assessment and appropriate use of PPE.• Flying Start Services Flying Start centres are open on a rotational basis in line with Public Health Wales and Welsh Government Guidance.• Flintshire Crèche We are working towards completing the regulatory requirements and preparation for opening Garden City in September 2021. In the meantime some crèche support is being offered on a one to one basis.

	<ul style="list-style-type: none"> • Safeguarding Virtual meetings are continuing for Adult & Children’s Safeguarding, with resumption of face to face on a case by case basis. Deprivation of Liberty Assessors have been given testing kits to facilitate face to face visits. • Care home monitoring Care home monitoring visits have resumed on a Red, Amber and Green risk (RAG) status basis. Information gathering is still being done virtually. <p><u>Workforce</u></p> <ul style="list-style-type: none"> • Return to normal work base The majority of staff continue to work at home where they can as per the national guidance.
1.04	<p><u>Performance Targets</u></p> <p><u>Recovery Targets</u></p> <ul style="list-style-type: none"> • Workforce availability To ensure sufficient workforce availability to achieve service continuity – Target achieved. • Personal Protective Equipment (PPE) To ensure sufficient PPE is available to deliver frontline services - We are following national guidance on social distancing and use of PPE. The supply of PPE will need to follow the phasing in of services until we are back to full operational capacity.
1.05	<p><u>Risk Management</u></p> <p>The following recovery risks are still open and are being actively managed:</p> <ul style="list-style-type: none"> • Pressures on the care system as unpaid carers and families are not able to continue in their caring role due to the reductions in respite and day services Risk Rating: YELLOW, Risk Trend: No Change Mitigations include PPE distribution, ‘Keeping in Touch’ calls, direct payments, and promoting the visibility of unpaid carers. • Adults and children are not effectively safeguarded due to restrictions in their visibility during shielding/social isolation and targeted criminal activity designed to exploit vulnerable people Risk Rating: GREEN, Risk Trend: Reducing The current risk status has been achieved through a hybrid approach of virtual and face to face work, supported by individual risk assessments and appropriate use of PPE. • Insufficient capacity to cope with a sharp increase in referrals to child and adult services

	<p>Risk Rating: AMBER Risk Trend: No Change Mitigations include maximising the use of early help and 3rd sector support to provide timely support and to help prevent issues from escalating and a contingency plan to ensure we can continue to respond to safeguarding referrals.</p>
1.06	<p><u>Issue Management</u></p> <ul style="list-style-type: none"> <p>Care home status Information is still being collected and disseminated on a daily basis on the Green/Amber/Red status of care homes, where staff or residents have tested positive or are symptomatic and awaiting results. Capacity is currently manageable and timely admissions are being achieved.</p> <p>Impact of Delta Variant circulation on direct care Providers are reporting challenges with care staff capacity because of the rise/dominance of the Delta Variant in schools and the impact on the daily lives of employees with child care responsibilities.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None specifically.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT														
3.01	<p>This report specifically covers recovery from the pandemic emergency situation and is based upon a framework of risk management.</p> <p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td 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>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Throughout all Portfolio Recovery Business Plans there are demonstrable actions and activities which relate to all of the Well-being Goal.</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	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	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
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The plans have been developed with wide consultation with officers within and across portfolios.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

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

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

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RECOVERY COMMITTEE

Date of Meeting	Thursday 15 th July, 2021
Report Subject	Economic Recovery
Cabinet Member	Cabinet Member for Economic Development
Report Author	Chief Officer (Planning, Environment and Economy)
Type of Report	Strategic

EXECUTIVE SUMMARY

The UK economy is undergoing a major transition as a result of two unprecedented events, the Covid-19 pandemic and the UK departure from the European Union. There are a number of studies and reports that attempt to project the potential impacts of these events upon the economy but while all model a negative impact the scale and detail of the impact remains uncertain.

This report summarises some of the work produced to date on this topic and, wherever possible, highlights areas of particular risk for Flintshire. Future economic actions will need to take account of these potential risks and monitor and respond effectively to them. In particular, the report draws upon analysis produced by Hatch on behalf of the North Wales Economic Ambition Board and by Grant Thornton on behalf of the Welsh Local Government Association.

The report also sets out the governance structure that has emerged at both the regional and county level to support economic recovery and what programmes of work are emerging in response.

RECOMMENDATIONS

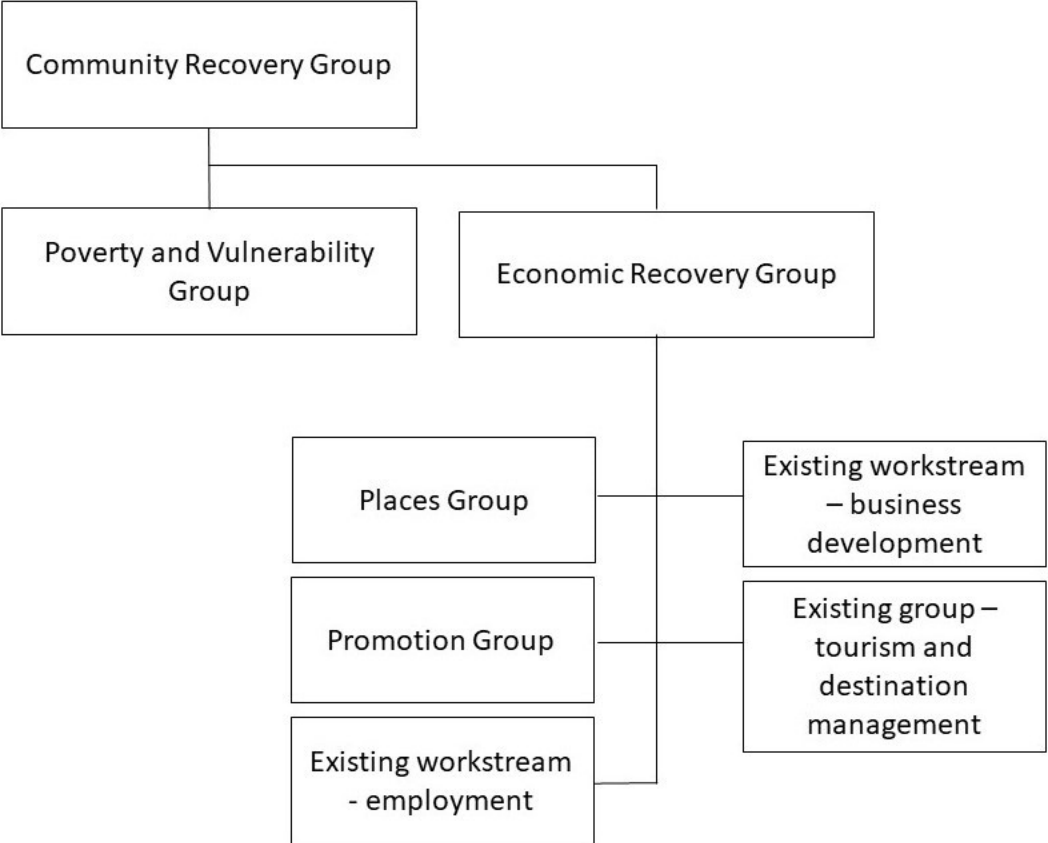
1	That Members note the potential economic outlook projections and review the recovery structures established to steer future actions.
2	That Members note the current and proposed work programmes established to support economic recovery in Flintshire.

REPORT DETAILS

1.00	EXPLAINING THE ECONOMIC RECOVERY
	<u>Brexit</u>
1.01	On 31 December 2020 the transition period for the departure of the UK from the European Union came to an end. The UK Government negotiated the EU UK Trade and Co-operation Agreement with the European Commission which provides a framework for the future relations between the EU and the UK. It should be stressed, though, that the Agreement is not a completed process and there are many areas where negotiations will continue over future years to resolve outstanding matters.
1.02	This is an unprecedented situation as no major economy has ever left a closely integrated trading bloc previously; in general economies seek greater integration not less. Due to the uniqueness of the situation, predicting the likely impacts with any degree of certainty is not possible. With virtually no exceptions, all modelling produced prior to the end of the transition period projected reduced economic growth for the UK in future years compared to what would have been the case had it not left the EU.
1.03	The Trade and Co-operation Agreement with the EU does not apply tariff barriers to trade that would add extra costs to UK products being sold in Europe. However, the decision by the UK Government to allow the UK to diverge from EU standards and regulation will create additional regulatory burdens for UK businesses wishing to export goods which have the potential to reduce their competitiveness.
1.04	It is important to separate the short term disruption arising from the UK leaving the EU with a limited period for businesses to adjust from the longer term impacts which may take several years to appear, if at all. The information presented in this report focusses primarily upon the latter.
1.05	<p>In December 2020 Grant Thornton produced a report on behalf of the Welsh Local Government Association on the potential trade impacts of the UK leaving the EU. The Grant Thornton report highlights that “the European Union (EU) is Wales’ largest trading partner, accounting for 61% of all goods exports in 2019. It is a dependency that is notably greater than the United Kingdom (UK) as a whole where the EU only accounted for 48% of all exports.”</p> <p>The Bank of England estimate a 10.5% reduction in trade across the UK under the new Trade and Collaboration Agreement and a reduction in Gross Domestic Product of 3.25%.</p> <p>Grant Thornton estimate that the Trade and Cooperation Agreement could reduce exports by 6% each year compared to what would have been expected otherwise. This equates to an annual loss of £1.1bn to the Welsh economy.</p>
1.06	<p>There are a number of risks arising in a Flintshire context:</p> <ul style="list-style-type: none"> • Due to its economic profile Flintshire is particularly vulnerable to the trade impacts highlighted above. Grant Thornton estimate that the

	<p>Flintshire and Wrexham economic area could lose £300m annually in trade. This excludes consequential effects upon supply chain companies as the impact of lost trade income “ripples” through them.</p> <ul style="list-style-type: none"> • A disproportionate proportion on Flintshire businesses are not owned locally, making them more vulnerable to disinvestment decisions made elsewhere. • There are a higher proportion of Flintshire residents with low skill levels compared to the Wales average. Typically, those with the lowest skills are most at risk of redundancy and longer term unemployment.
	<u>Covid-19</u>
1.07	The Covid-19 pandemic has had severe economic impacts due to the restrictions needed to control the spread of the virus. The full impact of the pandemic on the economy cannot yet be fully predicted not least because the restrictions are still in place and evolving. It is expected that the economy make take several years to bounce back to its pre-pandemic levels.
1.08	<p>Current economic impacts of the pandemic include:</p> <ul style="list-style-type: none"> • All sectors have suffered adverse impacts from Covid with the majority of businesses reporting negative impacts. • The tourism and hospitality sector has been disproportionately affected and businesses in the sector are less likely to have the cash reserves needed to survive. In Flintshire, it is estimated that the sector had generated £179m less in revenue by October 2020 than it had by the same point in the previous year (STEAM 2020). • Critical sectors such as aerospace, automotive and advanced manufacturing have made considerable use of the furlough scheme which is masking the impact of Covid upon those sectors. • Unemployed claimants have doubled compared to pre-Covid levels. Young people have been disproportionately impacted.
1.09	The diagram below from the Grant Thornton report shows where potential impacts from Brexit and Covid may be most likely to be felt within Flintshire.

	<p>Employment sectors – At risk from Brexit and COVID-19</p> <p>The chart displays the following data points (approximate values):</p> <table border="1"> <thead> <tr> <th>Sector</th> <th>Flintshire</th> <th>Welsh median</th> <th>At Risk from Brexit</th> <th>At Risk from COVID-19</th> <th>At Risk from Both</th> </tr> </thead> <tbody> <tr><td>Agriculture, forestry & fishing</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Mining, quarrying & utilities</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Manufacturing</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Construction</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Motor trades</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Wholesale</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Retail</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Transport & storage (inc postal)</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Accommodation & food services</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Information & communication</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Financial & insurance</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Property</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Professional, scientific & technical</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Business administration & support services</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Public administration & defence</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Education</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Health</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> <tr><td>Arts, entertainment, recreation & other</td><td>100</td><td>100</td><td>Yes</td><td>Yes</td><td>Yes</td></tr> </tbody> </table> <p>Legend: — Flintshire, Welsh median, Brexit 'at risk', COVID-19 'at risk', Brexit & COVID-19 'At risk'</p>	Sector	Flintshire	Welsh median	At Risk from Brexit	At Risk from COVID-19	At Risk from Both	Agriculture, forestry & fishing	100	100	Yes	Yes	Yes	Mining, quarrying & utilities	100	100	Yes	Yes	Yes	Manufacturing	100	100	Yes	Yes	Yes	Construction	100	100	Yes	Yes	Yes	Motor trades	100	100	Yes	Yes	Yes	Wholesale	100	100	Yes	Yes	Yes	Retail	100	100	Yes	Yes	Yes	Transport & storage (inc postal)	100	100	Yes	Yes	Yes	Accommodation & food services	100	100	Yes	Yes	Yes	Information & communication	100	100	Yes	Yes	Yes	Financial & insurance	100	100	Yes	Yes	Yes	Property	100	100	Yes	Yes	Yes	Professional, scientific & technical	100	100	Yes	Yes	Yes	Business administration & support services	100	100	Yes	Yes	Yes	Public administration & defence	100	100	Yes	Yes	Yes	Education	100	100	Yes	Yes	Yes	Health	100	100	Yes	Yes	Yes	Arts, entertainment, recreation & other	100	100	Yes	Yes	Yes
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1.10	<p>The Hatch study identified that businesses are responding to the Covid-19 pandemic and rethinking their long term intentions. These include:</p> <ul style="list-style-type: none"> • rethinking premises and physical footprints; • reducing overheads and building resilience; • diversification; and • shifting to greater online activity. 																																																																																																																		
	<p><u>Economic recovery</u></p>																																																																																																																		
1.11	<p>The public sector and its partners have taken action at every spatial scale to respond to the economic impacts of the Covid-19 pandemic. Both UK and Welsh Governments have released a wide range of financial support packages for businesses which continue to be vital to helping businesses to survive the disruption to their operations.</p>																																																																																																																		
1.12	<p>Regionally, a new governance structure has been established, building upon existing regional working relationships. This is led by the regional Economic Recovery Group which brings together Welsh Government, the North Wales Economic Ambition Board, local government and other public sector bodies and the private sector. The Group is leading the development of a regional recovery strategy as well as developing a package of short term support measures for the region. The Group has established sub groups to lead on: response to redundancies; town centres; and business support. There are existing work streams in place for skills and employment.</p>																																																																																																																		
1.13	<p>Following the signing of the North Wales Growth Deal in December 2020, detailed development of the individual projects in the package is underway. This will include a review to ensure that projects take account of the changing economic picture.</p>																																																																																																																		

1.14	Also at the regional level, the Mersey Dee Alliance is working with UK and Welsh Governments to identify a package of support for the cross-border area to complement the work in on each side of the border. This package will include work streams on town centres, digital infrastructure, the energy sector and sustainable transport.
1.15	<p>Within Flintshire a governance structure has been established to lead the approach to economic recovery. The structure of this is set out below.</p>  <pre> graph TD CRG[Community Recovery Group] --> PVG[Poverty and Vulnerability Group] CRG --> ERG[Economic Recovery Group] ERG --> PG[Places Group] ERG --> PrG[Promotion Group] ERG --> EW1[Existing workstream - employment] PG --- EW2[Existing workstream - business development] PrG --- EW3[Existing group - tourism and destination management] </pre>
1.16	<p>The roles of the new groups are:</p> <p>Economic Recovery Group</p> <ul style="list-style-type: none"> • Representation from the Council, Department for Work and Pensions, Coleg Cambria, Federation for Small Business, Welsh Government and the tourism sector. • The role of the group is to oversee all economic recovery programmes and to ensure that they are co-ordinated effectively. It is also tasked with bringing together the regional thematic programmes of work so that they integrate effectively locally. <p>Places Group</p> <ul style="list-style-type: none"> • Internal Council officer group comprising planning, regeneration, property, street scene, transport and housing teams. • The group is tasked with developing and delivering interventions relating to the built environment in town centres including redeveloping or improving properties, public realm improvements, green infrastructure and active travel initiatives. <p>Promotion Group</p>

	<ul style="list-style-type: none"> • Internal Council officer group comprising corporate communications, regeneration, business development and tourism teams. • The group is tasked with effectively promoting town centres and the tourism and hospitality sectors to assist their recovery.
1.17	<p>The main strands of activity that have taken place to respond to the economic crisis have included:</p> <ul style="list-style-type: none"> • Providing a help line service to business community and keeping them up to date on Covid and Brexit developments. • Refocussing the Flintshire in Business support programme towards online delivery with a series of “how to” videos produced and 43 virtual events held. • Delivering a promotional programme from September 2020 to July 2021 for town centre, tourism and hospitality businesses. • Delivering the Welsh Government funded grants to local small businesses. • Continuing to deliver employability mentoring support to individuals who are out of work but with increased emphasis on helping them to find wider support including financial advice, benefits, and well-being. • Supporting households to access acceptable broadband levels and continuing the delivery of digital infrastructure investment programmes. • Supporting tourism and hospitality businesses with recruitment which has been particularly challenging in recent months.
1.18	<p>The economic recovery work streams are still evolving as the situation on the ground is still subject to change with the EU exit having only recently taken place and the Covid pandemic still underway. The priorities set out below are therefore likely to change to meet local needs.</p> <ol style="list-style-type: none"> 1. Contribute to regional work streams for economic recovery and, in particular, ensure that regional investment packages adequately meet the needs of Flintshire. 2. Ensure that development work is undertaken so that Flintshire is able to take advantage of regional programme funding as it becomes available. 3. Reshape business development programmes <ol style="list-style-type: none"> a. Increase emphasis in 1-1 and group support on helping business to adapt, diversify and build their resilience. b. Increase emphasis on online channels of support. c. Increase engagement with, and support for, High Street businesses. d. Continue to promote the town centre, tourism and hospitality sectors to assist with their recovery. e. Increase engagement with, and monitoring of, sectors at highest risk. 4. Maximise the local economic and social benefits from Council expenditure <ol style="list-style-type: none"> a. Increase the number of Council contracts that include social value clauses and increase the scale of benefits realised. b. Provide targeted support to help local companies to supply the public sector.

	<ol style="list-style-type: none"> 5. Increase the scale and ambition of the town centre regeneration programmes to include <ol style="list-style-type: none"> a. Improvements to the appearance of the towns including properties, green infrastructure and the street environment. b. Targeted redevelopment of sites and properties for a more diverse range of uses to reduce retail reliance. c. Encourage new enterprises into town centres including social businesses and circular economy businesses. d. Develop digital infrastructure in towns to enable better monitoring of their vitality as well as business. e. Improve access to the towns through sustainable and active travel. 6. Improve the digital infrastructure of the County to support business adoption and access by household. 7. Respond collaboratively to redundancy announcements to support companies and staff. 8. Provide a flexible mentoring service to unemployed individuals to help them to re-engage with the labour market.
1.19	<p>In recognition of the importance of these programmes in supporting economic recovery the following actions have been included within the Council Plan for 2021/22:</p> <ul style="list-style-type: none"> • Affordable and Accessible Housing - Explore opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street. • Economy <ul style="list-style-type: none"> ○ Town centre regeneration <ul style="list-style-type: none"> ▪ Monitor the health and vitality of town centres to support effective management and business investment decisions. ▪ Promote town centre, hospitality and tourism businesses to help with their post-Covid recovery. ▪ Encourage and support investment in town centre properties especially to facilitate more sustainable uses. Link ▪ Improve the environment in town centres. ▪ Support the growth of community enterprises in town centre locations. ○ Business <ul style="list-style-type: none"> ▪ Engage small businesses and improve support packages available to them. ▪ Support the post-Covid recovery of Flintshire's street and indoor markets. ▪ Support the growth of the local and regional food and drink business sector through marketing and collaborative projects. ▪ Support the recovery of the tourism and hospitality sectors and rebuild confidence in the industry. ▪ Increase the scale and impact of the social business sector. ▪ Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient. ○ Transport and digital infrastructure

	<ul style="list-style-type: none"> ▪ Complete the connection of all eligible public buildings through the Local Full Fibre Network Project. ▪ Start the delivery of the Flintshire elements of the North Wales Growth Deal investment in digital infrastructure. ▪ Connect further rural communities to improved digital infrastructure. ▪ Develop and deliver transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy. Link ▪ Ensure Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development. ○ Local Development Plan <ul style="list-style-type: none"> ▪ Ensure timely adoption of the LDP once Inspector's Report received. ▪ Monitor overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government. ▪ Maintain and update the LDP housing Trajectory in line with planning decisions made. ▪ Make decisions at Planning Committee in line with the adopted LDP. ▪ Reference the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP). ○ Spending money for the benefit of Flintshire <ul style="list-style-type: none"> ▪ Encourage and support commissioners and suppliers to generate additional well being outcomes. ▪ Increase the ability and confidence of local businesses to supply the public sector. ▪ Collate and celebrate the achievement of strategic well being outcomes. ○ Reducing worklessness <ul style="list-style-type: none"> ▪ Co-ordinate a multi-agency approach to support businesses to recruit staff from disadvantaged groups ▪ Deliver mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market.
1.20	<p>It has been highlighted above that the economic impacts of these transitions will create a rapidly evolving situation and the response will need to be flexible as a result. Progress on delivering the priorities in the Council Plan and the associated work streams will be reported to Cabinet and the Environment and Economy Overview and Scrutiny Committee on a regular basis and discussion with members in these committees will allow the programmes to adapt to change on the ground.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	The report highlights that the economic impacts may take several years to materialise and may not be predictable. The programmes will be underpinned by increased monitoring and will evolve as circumstances change.
	Prevention	The economic circumstances highlighted in the report cannot be prevented. The programmes will help to prevent the economic impacts from being longer-lasting and more deep-rooted than they might otherwise have been.
	Integration	The governance structures highlighted in the report combine both thematic work on particular specialisms with regional and local groups to integrate the work streams back together.
	Collaboration	All of the programmes of work identified are delivered through collaboration. The report highlights the range of collaboration at all spatial scale, already underway.
	Involvement	A broad range of stakeholders, at all spatial scales, will be involved in the development and delivery of all programmes of work.
	Well-being Goals Impact	
	Prosperous Wales	Positive – the programmes of work identified will help to mitigate the negative economic impacts expected.
	Resilient Wales	Neutral
	Healthier Wales	Neutral
	More equal Wales	Neutral
	Cohesive Wales	Neutral
	Vibrant Wales	Neutral
	Globally responsible Wales	Neutral
	Risks	
	<ul style="list-style-type: none"> • Corporate risk PE01 Loss of Community Benefits by not maximising the inclusion of social value in Contracts • Corporate risk PE03 Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient 	

	<p>resources and the compound economic consequences of the emergency situation</p> <ul style="list-style-type: none"> • Corporate risk PE04 Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding • Corporate risk PE19 - Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	All actions identified in the plan for economic recovery are developed and delivered in partnership with relevant stakeholders including local communities where relevant.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Grant Thornton Brexit Exposure Dashboard Grant Thornton Trade Impacts report Hatch report Impacts of Covid on North Wales

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

8.00	GLOSSARY OF TERMS
8.01	<p>Circular economy – A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life. (WRAP 2021).</p> <p>Green infrastructure - Green infrastructure is a network of multi-functional green space and other green features, urban and rural, which can deliver quality of life and environmental benefits for communities. (Town and Country Planning Association 2021).</p> <p>Non-tariff barriers – These involve rules and regulations which make trade more difficult. (www.economicshelp.org).</p>

North Wales Economic Ambition Board – a joint committee comprising the six local authorities for North Wales together with representation from the business community and higher education.

Social business - A social enterprise or social business is defined as a business that has specific social objectives that serve its primary purpose. Social enterprises seek to maximize profits while maximizing benefits to society and the environment. Their profits are principally used to fund social programs. (www.investopedia.com).

Tariff barriers - These are taxes on certain imports. They raise the price of imported goods making imports less competitive. (www.economicshelp.org).

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