

Pecyn Dogfen Gyhoeddus

Gareth Owens LL.B Barrister/Bargyfreithiwr
Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



Swyddog Cyswllt:
Nicola Gittins / 01352 702345
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At: Cyng Richard Jones (Cadeirydd)

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

3 Medi 2021

Annwyl Gynghorydd,

RHYBUDD O GYFARFOD ANGHYSBELL
PWYLLGOR ADFER
DYDD IAU, 9 MEDI, 2021 10.00 AM

Yn gywir

Robert Robins
Rheolwr Gwasanaethau Democrataidd

Sylwch: Bydd hwn yn gyfarfod dros y we a bydd 'presenoldeb' wedi'i gyfyngu i Aelodau'r Pwyllgor a'r Aelodau hynny o'r Cyngor sydd wedi gofyn i Bennaeth y Gwasanaethau Democrataidd am wahoddiad. Y Cadeirydd fydd yn penderfynu a yw'r rhain yn cael siarad ai peidio.

Bydd y cyfarfod yn cael ei ffrydio'n fyw ar wefan y Cyngor. Bydd recordiad o'r cyfarfod ar gael yn fuan ar ôl y cyfarfod ar <https://flintshire.publici.tv/core/portal/home>

Os oes gennych unrhyw ymholiadau, cysylltwch ag aelod o'r Tîm Gwasanaethau Democrataidd ar 01352 702345.

R H A G L E N

1 YMDDIHEURIADAU

Pwrpas: I dderbyn unrhyw ymddiheuriadau.

2 DATGAN CYSYLLTIAD (GAN GYNNWYS DATGANIADAU CHWIPIO)

Pwrpas: I dderbyn unrhyw ddatganiad o gysylltiad a chynghori'r Aelodau yn unol a hynny.

3 COFNODION (Tudalennau 5 - 12)

Pwrpas: I gadarnhau, fel cofnod cywir gofnodion y cyfarfod ar 5 Awst 2021.

4 AMCANION ADFERIAD CORFFORAETHOL (Tudalennau 13 - 20)

Pwrpas: Nodi cynnydd sydd wedi'i wneud yn erbyn yr Amcanion Adferiad Corfforaethol.

5 PROFFIL RISG ADFERIAD CORFFORAETHOL (Tudalennau 21 - 44)

Pwrpas: Adolygu'r Gofrestr Risg ddiweddaraf ar gyfer Adferiad Corfforaethol.

6 Y GWEITHLU A'R CYNLLUN ADFER (AR LAFAR/CYFLWYNIAD)

Pwrpas: Trosolwg o'r effaith sy'n dod i'r amlwg h.y. effaith COVID-19 ar y gweithlu a'r camau a gymerir i sicrhau bod gwasanaethau ac unigolion yn derbyn cymorth parhaus i fynd o'r cam ymateb i'r cam adfer.

7 RISGIAU A MATERION O FEWN PORTFFOLIOS (Tudalennau 45 - 52)

Pwrpas: Adolygu'r risgiau mwyaf/presennol o fewn y pum portffolio.

8 DYRANNU RISGIAU I BWYLLGORAU (Tudalennau 53 - 62)

Pwrpas: Adolygu'r dyraniad risgiau i Bwyllgorau, yn dilyn cyfarfod o'r Grŵp Cyswllt a'r Pwyllgor Llywodraethu ac Archwilio ym mis Gorffennaf 2021.

9 DIWEDDARIAD AM ADFERIAD RHANBARTHOL (AR LAFAR/CYFLWYNIAD)

Pwrpas: Derbyn y wybodaeth ddiweddaraf am Adferiad Rhanbarthol.

10 DIWEDDARIAD ADFERIAD CYMUNEDOL (AR LAFAR/CYFLWYNIAD)

Pwrpas: Derbyn diweddariad ar Adferiad Cymunedol.

11 **RHAGLEN GWAITH I'R DYFODOL A'R RHESTR O GYFARFODYDD (AR LAFAR)**

Pwrpas: Ystyried Rhaglen Gwaith i'r Dyfodol ar gyfer y Pwyllgor Adferiad.

Sylwch, efallai y bydd egwyl o 10 munud os yw'r cyfarfod yn para'n hirach na dwy awr.

Nodyn Gweithdrefnol ar redeg cyfarfodydd

Bydd y Cadeirydd yn agor y cyfarfodydd ac yn cyflwyno eu hunain.

Bydd nifer o Gynghorwyr yn mynychu cyfarfodydd. Bydd swyddogion hefyd yn mynychu cyfarfodydd i gyflwyno adroddiadau, gyda swyddogion Gwasanaethau Democrataidd yn trefnu a chynnal y cyfarfodydd.

Gofynnir i bawb sy'n mynychu i sicrhau bod eu ffonau symudol wedi diffodd a bod unrhyw sain gefndirol yn cael ei gadw mor dawel â phosib.

Dylai'r holl feicroffonau gael eu rhoi "ar miwt" yn ystod y cyfarfod a dim ond pan fyddwch yn cael eich gwahodd i siarad gan y Cadeirydd y dylid eu rhoi ymlaen. Pan fydd gwahoddedigion wedi gorffen siarad dylen nhw roi eu hunain yn ôl "ar miwt".

Er mwyn mynegi eu bod nhw eisiau siarad bydd Cynghorwyr yn defnyddio'r cyfleuster 'chat' neu yn defnyddio'r swyddogaeth 'raise hand' sy'n dangos eicon codi llaw electronig. Mae'r swyddogaeth 'chat' hefyd yn gallu cael ei ddefnyddio i ofyn cwestiynau, i wneud sylwadau perthnasol ac yn gyfle i'r swyddog gynghori neu ddiweddarau'r cynghorwyr.

Bydd y Cadeirydd yn galw ar y siaradwyr, gan gyfeirio at aelod etholedig fel 'Cynghorydd' a swyddogion yn ôl eu teitl swydd h.y. Prif Weithredwr neu enw. O bryd i'w gilydd mae'r swyddog sy'n cynghori'r Cadeirydd yn egluro pwyntiau gweithdrefnol neu'n awgrymu geiriad arall ar gyfer cynigion er mwyn cynorthwyo'r Pwyllgor.

Os, a phan y cynhelir pleidlais, mi fydd y Cadeirydd yn egluro mai dim ond y rheiny sy'n gwrthwynebu'r cynnig/cynigion, neu sy'n dymuno ymatal a fydd angen mynegi hynny drwy ddefnyddio'r swyddogaeth 'chat'. Bydd y swyddog sy'n cynghori'r Cadeirydd yn mynegi os bydd y cynigion yn cael eu derbyn.

Os oes angen pleidlais fwy ffurfiol, bydd hynny yn ôl galwad enwau – lle gofynnir i bob Cynghorydd yn ei dro (yn nhrefn yr wyddor) sut mae ef / hi yn dymuno pleidleisio.

Yng nghyfarfodydd Pwyllgorau Cynllunio a Chyngor Sir mae amseroedd siaradwyr yn gyfyngedig. Bydd cloch yn cael ei chanu i roi gwybod i'r siaradwyr bod ganddyn nhw funud ar ôl.

Bydd y cyfarfod yn cael ei ffrydio'n fyw ar wefan y Cyngor. Bydd recordiad o'r cyfarfod ar gael yn fuan ar ôl y cyfarfod ar <https://flintshire.publici.tv/core/portal/home>

Eitem ar gyfer y Rhaglen 3

RECOVERY COMMITTEE **5 AUGUST 2021**

Minutes of the remote attendance meeting of the Recovery Committee of Flintshire County Council held on Thursday, 5 August 2021

PRESENT: Councillor Richard Jones (Chairman)

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

APOLOGIES: Councillor Helen Brown

IN ATTENDANCE:

Councillor Ian Roberts - Leader of the Council and Cabinet Member for Education, Councillor Billy Mullin – Cabinet Member for Corporate Management & Assets, Chief Executive, Chief Officer (Planning, Environment & Economy), Chief Officer (Education & Youth), Chief Officer (Housing & Assets), Regulatory Service Manager, Strategic Performance Advisor, Revenues Manager, Housing & Assets Senior Manager, Housing & Prevention Senior Manager, Business Manager – Housing & Assets, Benefits Manager, Head of Democratic Services, Environment & Social Overview & Scrutiny Facilitator, and Democratic Services Officer.

22. DECLARATIONS OF INTEREST

None.

23. MINUTES

The minutes of the meeting held on 15 July 2021 were submitted. The minutes were moved as an accurate record by Councillor Joe Johnson and seconded by Councillor Marion Bateman.

Matters arising

Page 9, the Chairman asked if a response had been received regarding risk CW06. The facilitator advised that the information would be provided as soon as possible.

RESOLVED

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

24. STREETSCENE AND TRANSPORTATION PORTFOLIO RECOVERY BUSINESS PLAN

The Regulatory Service Manager presented the Recovery Business Plan for the Streetscene and Transportation portfolio. She reported on the recovery objectives concerning service delivery as detailed in the report, and advised that all services were now fully operational. She also gave an overview of the recovery risks as

detailed in the report and said that there were currently 26 risks which were being actively monitored (3 red, 13 amber, 3 yellow, 7 green and 14 closed).

Councillor Marion Bateman raised a concern regarding the postponement and prioritising of schemes scheduled under the highway construction works. The Regulatory Services Manager said she would seek further information on a specific scheme raised by Councillor Bateman following the meeting.

Councillor Glyn Banks paid tribute to officers and employees in the Streetscene and Transportation service for their work and resilience throughout the ongoing challenges of the pandemic.

Councillor David Healey commented on the impact of climate change on resources and the recovery of services.

In response to the comments and concerns made by Councillors Marion Bateman and David Healey, the Chairman suggested that the matters raised could be referred to the Environment & Economy Overview & Scrutiny Committee. The Chief Executive explained that the compounded impact of supply chain delays on the capital programmes (including all schemes) would be considered. He also said that the resources and commitment to climate change and flooding was not affected by recovery work and flood prevention and response capacity was being enhanced for next year.

The Regulatory Services Manager responded to the questions raised by Councillor Hilary McGuill concerning recording of data on the vaccination and self-isolation of front-line employees. She advised that self-isolation of employees was recorded monthly to monitor and assess the impact of the pandemic on forward planning. The Chief Executive explained that the Council was not allowed to hold a record of vaccination of employees as this was private data which belonged to the individual. In response to Councillor McGuill's comments he suggested that a report on workforce impacts across the Council be presented to the next meeting of the Committee.

Referring to the concerns expressed by Councillor David Healey around the impact of climate change, and specifically on the problem of local flooding, Councillor Ian Roberts suggested that a meeting be held with Welsh Water to consider their modelling programmes. Councillor Roberts took the opportunity to thank all employees in the Streetscene and Transportation Service for their sterling work during the pandemic.

In response to the comments made by Councillor Patrick Heesom the Regulatory Services Manager agreed to discuss the issues raised regarding transport with Councillor Heesom with a view to resolving local issues.

The Chairman commented on the need for grass cutting on verges and public footpaths along highways and said this was causing complaints to be made in some areas by the general public. Councillor Paul Cunningham also expressed concerns around overhanging hedges/branches on public footpaths.

The Regulatory Services Manager gave reassurance that full service delivery was being resumed within the constraints of the policies and schedules in place prior to Covid-19.

Councillor Marion Bateman proposed that the impact of the pandemic on the prioritisation of highway schemes be referred to the Environment & Economy Overview & Scrutiny Committee.

Following a request from Councillor Ian Roberts, the Regulatory Services Manager agreed to provide costings for the purchase/hire of additional gulley cleansers plus the staffing costs for 12 months operation and the implication on Council Tax.

The Chairman suggested that the specific matters raised on the impact of the pandemic on highway schemes, gulley cleansing, grass cutting, and flooding be referred to the Environment & Economy Overview & Scrutiny Committee.

The recommendation in the report was moved by Councillor Paul Cunningham and seconded by Councillor Hilary McGuill.

RESOLVED:

- (a) That the Streetscene & Transportation Portfolio Recovery Business Plan content be noted;
- (b) That the Committee is assured by the Streetscene & Transportation Portfolio Recovery Business Plan;
- (c) That the following be referred to the Environment & Economy Overview & Scrutiny Committee:-
 - impact of the pandemic on prioritising highway schemes, gulley emptying, grass cutting, and flooding.
- (d) That the following be referred to the Corporate Resources Overview & Scrutiny Committee:-
 - a report on the impact of self-isolation on the workforce be submitted to the next meeting of the Corporate Resources Overview & Scrutiny committee in September.
 - the impact of the pandemic, supply chain delays, and inflation on the capital programme be considered by the Corporate Resources Overview & Scrutiny Committee

25. HOUSING AND ASSETS PORTFOLIO RECOVERY BUSINESS PLAN

The Chief Officer (Housing and Assets) presented the Recovery Business Plan for the Housing and Assets portfolio. He advised that there were 47 current risks (6

red, 23 amber, 5 yellow, 9 green, 4 closed) and reported on the main risk areas which were rental income, homelessness, and raw material supplies.

The Chairman asked the Chief Officer for an update on the voids position. The Chief Officer advised there were currently in the order of 200 voids in the Councils housing stock which needed to be brought back into use. He explained that the current shortage of building supplies, materials, and labour, and cost increases due to the pandemic and Brexit was likely to have an impact on future decisions to commit to capital schemes and the quick turnaround of voids. Commenting on the Councils industrial and commercial estates he noted that there were very few which were void and that demand was generally high across all tenures.

In response to the further comments by the Chairman on rental income the Chief Officer advised that the projected void loss for its housing stock was 2% modelled into the business plan. He explained this was currently running at a higher level which impacted on the Housing service which was funded exclusively by rental income.

The Chairman suggested that the impact of the increase in void properties and the issue of non-payment of rent on the financial position of the portfolio be referred to the Community & Housing Overview & Scrutiny Committee. This was agreed by the Committee.

The recommendations in the report were moved by Councillor David Healey and seconded by Councillor Patrick Heesom.

RESOLVED:

- (a) That the Housing & Transportation Portfolio Recovery Business Plan content be noted;
- (b) That the Committee is assured by the Housing and Assets Portfolio Recovery Business Plan;
- (c) That the following be referred to the Community, Housing & Assets Overview & Scrutiny Committee:-
 - the impact of the increase in void properties and non-payment of rent on the financial position of the portfolio.

26. POVERTY AND VULNERABILITY RECOVERY

The Benefits Manager presented a report to provide an update on community recovery on the theme of poverty. She provided background information and advised that as part of the pandemic response work a tactical group had been developed to consider the impacts of poverty and vulnerability on the residents of Flintshire. She reported on the key considerations as detailed in the report and referred to the work of the tactical group, successful outcomes, the Covid support hub, isolation payments, and tenancy hardship grant.

Councillor Marion Bateman referred to the recent press/media coverage concerning items returned to Amazon and suggested that contact be made with Amazon's distribution warehouse on Deeside Industrial Park which may be able to offer support to people in poverty. The Benefits Manager agreed to look into this.

That Members support the current work programme established to support and protect residents who are vulnerable or experiencing poverty as part of community recovery.

Councillor Vicky Perfect commended the Benefits Manager and her team on the delivery of 46,800 meals to shielded or vulnerable households during the pandemic. She also commented on the success on the Fit, Fed and Read sessions at Flint Castle which were well received and attended.

In response to a question from the Chairman concerning the re-defining of services, the Benefits Manager explained that this meant working in greater collaboration with partnership organisations. Responding to the further question from the Chairman on support for people in rent arrears, the Benefits Manager reported on the Discretionary Housing Payment for people in receipt of benefits, and the Hardship Grant which provided support to tenants in private rented accommodation.

It was agreed that a link to the private sector rent arrears support scheme would be circulated to Members of the Committee.

In response to Councillor Hilary McGuill's comments around enabling people who had been supported during the pandemic to regain their independence, the Benefits Manager explained that all the programmes were designed, in collaboration with partner organisations, to support people during the Covid-19 crisis and be tapered off when they could support themselves.

The recommendation in the report was moved by Councillor Paul Cunningham and seconded by Councillor Joe Johnson.

RESOLVED:

That Members support the current work programme established to support and protect residents who are vulnerable or experiencing poverty as part of community recovery.

27. REGIONAL RECOVERY UPDATE

The Chief Executive gave a verbal update on work at a regional level and referred to the main issues of vaccinations and social care capacity.

The Chief Executive advised that on current projections within the next two weeks, based on people vaccinated and people booked in for vaccination within the region, 85% of the North Wales population would be double vaccinated. The Welsh Minister had set a target of 80% across Wales to proceed to alert level

zero. The Chief Executive also advised that 75% of the 18-39 age group had been vaccinated. Vaccination drop-in centres continued to be available and work was progressing on the booster programme which could be live in North Wales from beginning of September.

Referring to social care capacity the Chief Executive explained that shortfalls were becoming apparent in workforce availability for social care. He explained that this was due to a number of reasons and commented that it impacted on the ability to keep up with demand in domiciliary care and said some packages were being reduced as a result, and that there was also concern around recruitment and retention in the independent sector for residential care which impacted on health and delayed discharges. He advised that the situation was replicated in other parts of Wales and the United Kingdom and solutions were being considered..

In response to a question from the Chairman the Chief Executive advised that Betsi Cadwaladr University Health Board (BCUHB) would contact people direct to inform of the booster programme.

In response to the concerns expressed by Councillor Hilary McGuill around the vaccination of 16-17 year olds before the start of the academic year, the Chief Executive advised that this age group would be added to the general programme of vaccinations and work would begin with BCUHB to implement as speedily and practical as possible.

Councillor Marion Bateman expressed praise for how the vaccination programme had been delivered. She commented on level zero and asked when this would be implemented. The Chief Executive said that an announcement was expected from the First Minister tomorrow and it was expected to be in August.

RESOLVED:

That the Committee is assured by the update provided by the Chief Executive

28. UPDATE ON THE PANDEMIC/ENDEMIC POSITION AND FORECASTING

The Chief Executive gave a verbal update on the pandemic/endemic position and forecasting. He advised that detailed risk assessments were being undertaken on the Council's buildings in County Hall, Ewloe, Flint, and Alltami with a view to the workforce returning to offices in the future. He explained that hybrid models of working were being considered and further detail would be shared with Members during the coming months.

The Chief Executive provided explanation on the current incidents ratings in Flintshire which he said was reducing. He also referred to the current position on testing and commented that less people were being tested and therefore there were less known cases of Covid. He said the positivity rate in Flintshire was 13.1% (13 out of 100 tested have a positive result). The Health service was under increasing pressure due to service demands and the resumption of services. In summary the Chief Executive outlined the forecast for the next few months.

In response to a question from Councillor Hilary McGuill around employee tests for Covid-19, the Chief Executive explained that the Council could not enforce employees to undertake regular testing. However, in some services there was a need for employees to take frequent tests due to the nature of their work and cited Social Care services as an example. He commented on the mobile drop-in testing centres at County Hall and Alltami for employees and the general public and said take-up and feedback had been positive. If any employee tested positive or had been informed they had been in contact with someone tested positive they were required to follow Test, Trace, and Protect guidance on self-isolation.

In response to a further question from Councillor McGuill on testing for teaching and ancillary staff in schools, the Chief Executive explained that general guidance had been received on the reopening of schools from the First Minister but the details on testing was still awaited.

29. FORWARD WORK PROGRAMME

The Chief Executive commented on the following reports to be presented to the next meeting of the Committee on 9 September.

- Corporate Recovery Objectives;
- Corporate Recovery Risk Profile;
- risk and issues within portfolios;
- allocation of risks to Committees
- Regional Recovery Update
- Community Recovery Update
- Forward Work Programme
- overall workforce issues and risks in relation to the opening of schools in September and social care capacity
- long Covid to be included in workforce report to the Corporate Resources Overview & Scrutiny Committee

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

RESOLVED:

That the agenda items for the next meeting on 9 September 2021 be agreed.

30. ATTENDANCE BY MEMBERS OF THE PRESS

There were one member of the press in attendance.

The meeting commenced at 10.00 am and finished at 12.51 pm

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Chairman

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 4



RECOVERY COMMITTEE

Date of Meeting	Thursday 9 th September, 2021
Report Subject	Corporate Recovery Objectives
Cabinet Member	Collective Cabinet
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

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

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

RECOMMENDATIONS

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

1.00	RECOVERY STRATEGY AND GOVERNANCE
1.01	Wales, and the North Wales region, continues to be in a second phase of recovery from the Covid-19 pandemic. We are now managing an ongoing endemic situation.
1.02	<p>The overall recovery aims of the organisation are</p> <p><u>Overall Organisational Recovery</u></p> <ol style="list-style-type: none">1. To ensure the financial resilience and sustainability of the organisation in budget planning for 2022/23 and the medium-term;2. To make a managed transition to a new operating model for working arrangements for the workforce;3. To continue to protect the health and well-being of the workforce;4. To continue to maintain good governance;5. To restore public access to, and participation in, democratic meetings;6. To continue to ensure organisational business continuity, and contingency planning for unforeseen developments with the pandemic’. <p>Updates on progress in meeting the corporate recovery objectives which underpin these aims are given below:</p> <p><u>Finance</u></p> <p>To ensure the financial sustainability of the organisation We were able to successfully navigate our way through the last full financial year of the pandemic due in part to the assistance received from the Welsh Government Hardship Fund. Ensuring the overall financial sustainability of the Council is a key consideration in the current work on the Medium Term Financial Strategy and Budget 2022/23.</p> <p>To continue to maximise national assistance from the hardship fund and other government funding We are continuing to make monthly claims for additional costs and quarterly claims for income losses from the Welsh Government Hardship Fund. It has recently been confirmed that this funding will continue until the end of the current financial year. 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 It was previously confirmed that the Hardship Fund will continue to assist with any existing shortfalls in budgeted income in the current financial year. Portfolio Business Recovery Plans include income recovery considerations which have been made in conjunction with the annual uplift arising from the corporate fees and charges policy.</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. We will continue to provide revised guidance as the position changes.

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

The Council continues to review its policies and practices with a view to establishing new ways of working which achieves a range of benefits for both the organisation and our employees, including a better work-life balance, saved commuting time and costs, IT upskilling and higher levels of motivation whilst maintaining service levels. As part of our ongoing review of Occupational Health capacity we have identified a need/opportunity for internal provision of Physiotherapy as a more cost effective alternative to present arrangements, enabling greater control for the organisation to support employees based on clinical need. Occupational Health colleagues are in the final stages of developing a proposal that better meets employee and service needs.

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 content, productive, safe and 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 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. Whilst we have no plans to return everyone to the workplace full-time we recognise that some services and employees are keen to return on a part-time or ad-hoc basis. Risk assessments and business cases for all principle offices are being reviewed to support a partial return to work and in recognition of Welsh Government's aspirational target for 30% of the Welsh workforce to work remotely, we are developing a hybrid approach to working remotely and work-based. This will be planned on a team by team and building by building basis; to meet service and workforce needs.

Governance

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

Recovery rates are still slightly below target for this stage of the year for council tax and National Non Domestic Rates (NNDR). Efforts are in place to increase recovery levels. Rent arrears are currently low. There is considerable uncertainty around the potential impact arising from the end of furlough.

To complete the transition to a settled model for modern meetings

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

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

The Council continues to live stream meetings. Public participation at Planning Committee meetings began in July and has gone smoothly.

To continue to support and expand digital means of service delivery

The Council has launched its digital hub to ensure that no one is excluded by reason of not having access to the skills. This is a website that enables people to help others to get online or to build their own skills and confidence. Importantly, it is supported in person by Connects employees and partners, such as Aura, who will also provide access to devices and connectivity.

Service Recovery

To ensure the business continuity of all services

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

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

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

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

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

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

We have 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. The regional Recovery Coordinating Group (RCG) oversees the management of risks and issues by the public sector partners. The emergent risk is the capacity of the social care sector to meet new and changing demand due to workforce availability. This risk is being managed by the regional tactical group for health and social care.

Community Recovery

To protect the health and well-being of local communities

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

To support and protect the most vulnerable in society

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

To support the recovery of communities and build their resilience

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

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

A full report on the work of the joint PSB will be made at a future meeting of the Committee.

To support the economic recovery of communities and local business sectors

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

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. There are no new issues to report beyond the emergent risk of capacity in the social care sector. This was covered verbally at the last meeting and a verbal update will be given at this meeting.

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

The regional Prevention and Response strategy – which covers containment of the virus through a number of plans and enforcement powers – was adopted by all partners including the Council and has recently been revised (the 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. Work across all six county-level Prevention and Surveillance groups is coordinated by the six respective chairs.

To effectively manage the local operation of the *Test, Trace and Protect* programme

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. We are completing the latest phase of recruitment for the resilience of the tracing services through until the end of March, and have recently appointed a new Operations Manager to increase management capacity for the extended period of this service. The Council also plans the local testing services in partnership with the Health Board, the Ambulance Services Trust and other partners, and has finalised 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 been ‘shielding’ is a working example of the ‘protect’ plan in action. We are active in promoting local take-up of testing including through the rotation of Mobile Testing Units (MTUs). We are now developing the Protect strategy with the communities of Shotton being a first priority for specialist local support through a partnership ‘hub’. A presentation was made to the Committee two meetings ago,

To play a full part in the planning and delivery of partnership programmes e.g. the vaccination programme

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 current priority is the regional planning of the vaccination booster programme which is planned to begin in September for priority cohorts 1-4 (as defined by the UK Joint Committee for Vaccination and Immunisation). A presentation was made to the Committee two meetings and a verbal update will be given at this meeting.
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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.

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 5



RECOVERY COMMITTEE

Date of Meeting	Thursday 9 th September, 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 44.4% of risks rated green, 52.8% rated as amber and 2.8% as red.

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

RECOMMENDATIONS

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

1.00	EXPLAINING THE CORPORATE RECOVERY RISK PROFILE
1.01	<p>Analysis of the current risk profile for the Corporate Recovery Risk Register shows the following current status of risks:</p> <ul style="list-style-type: none">• 16 (44.4%) have a green risk rating• 19 (52.8%) have an amber risk rating• 1 (2.8%) 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">• 3 (8.3%) has a green ↓ trend rating• 33 (91.7%) have a no change ↔ rating• 0 (0%) have a red ↑ trend rating
1.02	There are no risks which currently have a red ↑ trend rating.
1.03	There are no risks to be closed at this review.
2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.
3.00	RISK MANAGEMENT
3.01	The subject of this report is risk management.
4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Senior Officers and Chief Officers have contributed to the review of the corporate risk register and mitigations document.
5.00	APPENDICES
5.01	Appendix 1: Corporate Risk Register Appendix 2: Corporate Risk Mitigations
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Jay Davies Telephone: 01352 702274 E-mail: jay.davies@flintshire.gov.uk

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

Mae'r dudalen hon yn wag yn bwrpasol

Corporate Recovery Risk Register

Recovery Committee Version: 03

Reviewed: 31.8.21

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: risk trend is reducing as the hardship fund has now been confirmed for the remainder of the financial year 2021/22.	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q3 2021/22	G ↓	Open
CF02 Updated	A continued loss of income in the recovery phase and beyond should public behaviour change Note: risk trend is reducing as the hardship fund has now been confirmed for the remainder of the financial year 2021/22.	Strategic	Gary Ferguson	Sara Dulson	R	A	A Open	G ↓	Open
CF03 Updated	A continued loss of income in trading services in recovery Note: risk trend is reducing as the hardship fund has now been confirmed for the remainder of the financial year 2021/22.	Strategic	Gary Ferguson	Sara Dulson	R	A	A Q4 2021/22	G ↓	Open
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained in part as a mass vaccination centre	Strategic	Colin Everett	Rachael Corbelli	R	A	G Q1 2022/23	NC ↔	Open
CF05	An increase in the overall level of debt owed to the Council	Strategic	Gary Ferguson	David Barnes	R	A	A Q4 2021/22	NC ↔	Open
CF19	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	Strategic	Gary Ferguson	David Barnes	R	A	A Q4 2021/22	NC ↔	Open

Finance - Reserves

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF07 Updated	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase Note: target risk date updated to align to the budget setting process for 2022/23	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q4 2021/22	NC ↔	Open

Finance - Council Tax

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

Finance - Inflation and Markets

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

Finance - Treasury Management

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

Finance - 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	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan	Strategic	Neal Cockerton	Rachael Corbelli David Barnes	R	R	A Q4 2021/22	NC ↔	Open

Finance - Capital Programme

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

Finance - Financial Settlements

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

Workforce - Financial

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

Workforce - Capacity

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW09	Excessive and unsustainable demands for support for the regional Test, Trace and Protect (TTP) Programme depletes the workforce and impacts on service delivery	Strategic	Colin Everett	Sharon Carney	A	A	G Q4 2021/22	NC ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW10	Impacts of the third wave in the pandemic on the continuous availability of key workers to operate services in a further response phase	Strategic	Sharon Carney	Chief Officers	A	A	G Open	NC ↔	Open
CW11	Increase in demand for Occupational Health and supplementary services	Operational	Sharon Carney	Julie Luff	A	A	G Open	NC ↔	Open
CW14	Increase in workforce turnover due to employees making personal life choices and impact of volatility and change in the employment market which impacts on successful recruitment to vacancies.	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Open
CW21	Impact on the most vulnerable members of our workforce due to ongoing remote working	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Open
CW22	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Open
CW24	Impact on workforce availability/productivity as a result of caring responsibilities, specifically to care for children who have been sent home from school to self-isolate and need support with blended learning.	Operational	Sharon Carney	Business Partners	R	A	G Open	NC ↔	Open
CW27	Impact on services due to the backlog of First Aiders whose qualification has expired as a result of the ongoing restrictions and now need to retrain to gain requalification	Operational	Sharon Carney	Business Partners	R	A	G Q4 2021/22	NC ↔	Open

Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW16	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	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	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	Strategic	Gareth Owens	Mandy Humphreys	A	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
CG14	Delay in or increased cost of obtaining digital devices due to continued demand arising from the response to the pandemic	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
CG08	Emergency legislation is repealed prematurely and before we are ready to resume normal services	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q3 2021/22	NC ↔	Open

Previously Closed Risks

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW01	Impact on Council Alternative Delivery Models (ADM's) subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	Strategic	Sharon Carney	Rachael Corbelli	A	G	G Q3 2020/21	G ↓	Closed
Tudalen 28 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

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW15	The resilience of senior and supporting management following a long and demanding response phase	Strategic	Sharon Carney	Julie Luff	A	G	G Q3 2020/21	G ↓	Closed
CW19	Impact of delayed bereavement leave – on attendance and mental health	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	G ↓	Closed
CG06	Resumption of democratic processes reduces our capacity to support recovery work	Strategic	Chief Executive	Gareth Owens	R	G	G Q3 2020/21	G ↓	Closed
CG12	Changes to established managerial and democratic systems results in challengeable decision-making	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q3 2020/21	G ↓	Closed
CG13	Changes to established managerial and democratic systems result in failure to properly authorise a decision	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q2 2020/21	NC ↔	Closed
CW09c	The impacts on workforce planning of the unavailability of antibody testing	Strategic	Colin Everett	Sharon Carney	A	G	G Q3 2020/21	NC ↔	Closed
CG05	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	Strategic	Gareth Owens	Aled Griffith	A	A	G Q3 2020/21	NC ↔	Closed
CG03	Data loss or inaccuracy due to disrupted ways of working	Operational	Gareth Owens	Alun Kime	R	G	G Q4 2020/21	NC ↔	Closed
CW07	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above)	Operational	Sharon Carney	Business Partners	A	G	G Q3 2020/21	NC ↔	Closed
CW23	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from non-exempt countries or territories	Operational	Sharon Carney	Business Partners	A	G	G Open	NC ↔	Closed
CG09	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making	Operational	Gareth Owens	Robert Robins	A	A	G Q3 2021/22	NC ↔	Closed
CG10	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	Operational	Gareth Owens	Aled Griffith	A	A	G Open	NC ↔	Closed
CW26	The impacts on workforce planning in critical work groups as a result of facilitating COVID vaccinations to key workers	Operational	Sharon Carney	Julie Luff	R	A	G Q2 2021/22	NC ↔	Closed
CW20a	Impact on our workforce due to schools operating in a different way and the requirement for working parents to assist with home schooling during normal working hours	Operational	Sharon Carney	Business Partners	A	A	G Open	NC ↔	Closed
CF20	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity	Strategic	Gary Ferguson	David Barnes	R	A	A Q1 2021/22	NC ↔	Closed
CF06	Insufficient reserves remain following the response phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	NC ↔	Closed
CF09	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy	Strategic	Jen Griffiths	Sara Dulson	A	G	G Q4 2021/22	NC ↔	Closed
CF17	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	Strategic	Gary Ferguson	Sara Dulson	A	A	G Q1 2021/22	NC ↔	Closed
CW01a	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	Strategic	Sharon Carney	Rachael Corbelli	R	G	G Q2 2021/22	NC ↔	Closed
CW08a	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	Operational	Sharon Carney	Julie Luff	A	G	G Q4 2020/21	NC ↔	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW12	Impact of changes to service performance/continuity from any changes to service models in the recovery phase	Strategic	Sharon Carney	Chief Officers	A	G	G Q4 2020/21	NC ↔	Closed
CW25	Impact on International/European PPE supply chain following Brexit Note: risk closed due to PPE supply chain not being impacted upon	Operational	Andrew Farrow	Vanessa Johnson	A	A	G Q1 2021/22	NC ↔	Closed
CW13	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices - competition, certainty	Operational	Sharon Carney	Chief Officers	A	G	G Open	NC ↔	Closed
CW20	Impact on our workforce due to schools operating in a different way and the impact on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	NC ↔	Closed

Risk Matrix

Tudalen 30

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

Corporate Recovery Risk Register

Recovery Committee Version: 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 now confirmed the continuation of the Hardship Fund until the end of March 2022 so claims will continue to be made for lost income on a quarterly basis.
CF02 Updated	A continued loss of income in the recovery phase and beyond should public behaviour change	↓	MT	This risk will be taken into account in the current review of the Medium-Term Financial Strategy (MTFS) and reported throughout the year under monthly budget monitoring reports. Income recovery will continue to be included in Portfolio Business Recovery Plans.. The risk is reduced now that funding is confirmed for the full 2021/22 financial year.
CF03 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	Income collection continues through the re-introduction of formal recovery processes. We continue to engage with businesses to provide flexible payment agreements. However, businesses who fail to engage or pay, will now continue to be tracked and progressed through the debt recovery systems. Legal action through the Magistrates Courts has re-commenced in cases where businesses ignore repeated request for payment. This risk of losses in collection continues to be tracked on a monthly basis by Welsh Government to 'stress-test' the resilience of the National Collection Pool as this forms a critical part of Aggregate External Finance (AEF) and the money distributed by WG through the settlement. This also includes redistributed non-domestic rates.

Finance - Reserves

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF07 Updated	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase	↔	MT	Target risk date updated to align to the budget setting process for 2022/23 This risk is being taken into account in the review of the Medium-Term Financial Strategy (MTFS) and is impacted by CF06 above.

Finance - Council Tax

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

Finance - Inflation and Markets

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

Finance - Treasury Management

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

Finance - Housing Revenue Account

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

Finance - Capital Programme

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Tudalen CF15 34	Impact on the Capital Programme of loss of/reduction in planned Government specific grants	↔	IM	The Capital Programme and the draw-down/protection of specific grants is reported regularly to the Finance Tactical Group. There is regular liaison with Welsh Government lead contacts to protect grants for delayed/deferred schemes. Contractors for projects from Marleyfield Residential Care Home to highways construction projects are progressing with works in line with grant deadlines, and all other capital programmes have resumed e.g. Disability Facilities Grants. Works are being completed whilst strictly adhering to social distancing regulations. All grant claims have been submitted on time and there is no evidence to date of changes to existing grants. Welsh Government is making additional capital grant awards in policy areas such as economic stimulus and homelessness and we expect our capital programme to be enhanced.
CF16	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances	↔	MT	The Capital Programme for 2021/22 to 2023/24 was approved by Council in December. Affordability and risk appetite are to be reviewed as part of the Medium-Term Financial Strategy. Views can then be taken on setting future year Capital Programmes together with assessments of interest rates to enable/track potential borrowing.

Finance - Financial Settlements

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

Workforce

Workforce - Financial

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Tudalen 35 CW03	Cost associated with carry forward of accrued leave across multiple leave years (i.e. from 2020/21 to 2021/22 and 2022/23)	↔	MT	The Working Time (Coronavirus) (Amendment) Regulations 2020 amends the Working Time Regulations 1998 to provide, where it is not reasonably practicable for a worker to take some or all of the holiday to which they are entitled, the right to carry the four weeks leave forward into the next two leave years. Many employees are continuing to take annual leave as planned/needed but it is too early to assess the extent of the potential backlog and the impacts of managing it. Following an assessment by each portfolio the anticipated level of carry-forward anticipated has not materialised. Services have been managing leave effectively and only a handful of services have needed to ask employees to cancel or postpone leave as a direct result of COVID.

Workforce - Capacity

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

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

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

Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW16	Increased sickness absence both COVID and non COVID related	↔	ST	Sickness absence is being managed through the Council's Attendance Management policy and procedure. Current levels of sickness absence are running at below seasonal averages for past years. Also see CW17.
CW17	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.

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

Governance

Governance - Information and systems

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG01	Cyber-attack through bogus Covid-19 email	↔	IM	Risk is being mitigated through the use of mail scanning tools and staff education. The likelihood of the risk can be mitigated. The impact will remain as significant due to the potential disruption to services and the continued attempts to compromise security.
Tudalen 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	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	↔	MT	The response to the emergency situation has placed peaks in demand on the ICT Service as new ways of working and supporting technologies have been introduced. Large scale technology projects such as the transition to Office 365 are being prioritised to avoid IT license issues/costs and other projects being advised to set realistic timescales to ensure delivery.
CG14	Delay in or increased cost of obtaining digital devices due to demand	↔	MT	Increased delivery times and/or increased costs are occurring due to scarcity of digital devices in the market place. Projects being advised to set realistic timescales and the IT Service are working with suppliers to attempt to minimise these delays as much as possible

Governance - Governance and Control Recovery

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

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

Previously Closed Risks

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW01	Impact on Council ADM subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	↓	IM	-
Tudalen 39 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	-
Tudalen 40 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	-
Tudalen 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	-
Tudalen 42 CW20a	Impact on our workforce due to schools operating in a different way and the requirement for working parents to assist with home schooling during normal working hours	↔	MT	-
CW20	Impact on our workforce due to schools operating in a different way and the impact on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	↔	IM	-
CF06	Insufficient reserves remain following the response phase	↔	IM	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF20	Insufficient capacity to deliver grants and rate relief whilst also recovering lost income/debts may impact debt recovery capacity	↔	MT	-
CF09	Budget impacts of additional demand under the CTRS due to a shortfall in Government subsidy	↔	IM	-
Tudalen 43 F17	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	↔	MT	-
CW01a	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	↔	IM	-
CW08a	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	↔	IM	-
CW12	Impact of changes to service performance/continuity from any changes to service models in the recovery phase	↔	MT	-

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

Eitem ar gyfer y Rhaglen 7



RECOVERY COMMITTEE

Date of Meeting	Thursday 9 th September, 2021
Report Subject	Risks and Issues within Portfolios
Cabinet Member	Collective Cabinet
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATIONS

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

1.00	EXPLAINING THE RISKS AND ISSUES WITHIN PORTFOLIOS
1.01	In the following sections updates will be provided for the highlighted areas of risk from each of the service portfolios.
1.02	<p>The following portfolio risks were identified as highlighted areas of risk during recent meetings of the Recovery Committee:</p> <p><u>Education & Youth</u></p> <ul style="list-style-type: none">• Managing uncertainty around operational changes which may need to be implemented for the start of the new term. Schools have received updated operational guidance from September 1st from Welsh Government and a new framework which will supersede this by 20th September. Meetings have been held with Flintshire Headteachers at the start of the new year to respond to any queries and concerns and to address any anomalies. Where the guidance is unclear, the Chief Officer seeks clarification from Welsh Government and then communicates to all schools.• The impact the pandemic has had on children and young people, specifically on their health and emotional well-being and their ability to engage with learning. Schools will be carefully monitoring the health and well-being of their pupils on their return to school and their academic progress and adjusting support for individual pupils as needed. Welsh Government has provided additional funding to schools to support pupil recovery which can be used to employ additional staff and modify learning and pastoral programmes to meet pupil needs. All schools will be engaged in the new national framework for Emotional Health and Wellbeing to ensure there is a strong focus on this aspect of personal and social development alongside academic progress.• The resilience of schools in managing a significant number of changes i.e. the new curriculum, Additional Learning Needs transformation and the introduction of school inspections. Schools will continue to be supported by expert officers from with the Education Portfolio and from the regional school improvement service, GwE, to help them balance the demands of these significant changes, particularly school leaders. Professional development opportunities linked to curriculum and ALN reform are available for staff at all levels in schools via the GwE Professional Offer and the take up of these by Flintshire schools is consistently high. Each school has their own dedicated Supporting Improvement Adviser from GwE. There is a well-established process for supporting schools pre and post inspection. There is effective partnership working between the Council's Education Team and GwE to ensure schools get all the support they need and concerns are quickly identified and addressed.

Housing & Assets

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

Welsh Government announced that the extension of powers enacted under the Coronavirus Act 2020 relating to evictions ended on the 30th June 2021, in this context evictions can now proceed. In terms of notice periods (Notice of Seeking Possession [NOSP]) these were also to end on 30th June 2021, however will now be extended by a further six months to the 30th September 2021. This means that a six month notice period will apply to notices issued on or after 24th July 2020 (except in cases of anti-social behavior).

The position will be further compromised when Universal Credit additional payments are stopped and the implications of the new 'Breathing Space' measures are taken into account (60 day hold on all creditor activity).

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

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

We continue to closely monitor demand and capacity for homelessness and housing support services. Extensions of Notice periods and delays to Court proceedings continue to offer protection to tenants but this is time limited. Evictions Ban came to an end on 30th June 2021. In terms of notice periods (Notice of Seeking Possession [NOSP]) these were to end on 30th June 2021, however will now be extended by a further six months to the 30th September 2021. This means that a six month notice period will apply to notices issues on or after 24th July 2020 (except in cases of anti-social behaviour).

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

Additional funding from Welsh Government through Housing Support Grant for 2021-2022 onwards (extra £1.87m) is enabling the service to increase staffing capacity and other commissioned support services. Recruitment for new posts commenced in Q1, but the benefit of this will not likely be felt until Q2 2021/22 onwards when people are in post and additional support services commence.

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

We continue to identify alternative suppliers or source stock and hold for future use. Areas of particular concern are lift companies,

heating installation suppliers, some specialist electronic companies and raw materials particularly plaster, timber, steel, cladding systems, glazing these currently have long lead in times, significant price increases, supply shortages or are subject to increased market volatility. Labour is also proving difficult to source as many of those previously engaged in construction activity have left the UK and remain in Europe

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

Planning, Environment & Economy

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

Business Cases have been prepared to recruit into the following areas which are under pressure: Planning Enforcement; Environmental Health; Drainage and Flood Protection and Town Centre Regeneration. A report is to be presented to Cabinet in September to accelerate approvals for urgency capacity including these.

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

The LDP Examination in Public (EIP) was temporarily suspended to deal with two matters: the Strategic site at Warren Hall in Broughton and the implications of new guidance from NRW on pollution levels in rivers. The former matter will be addressed in a separate session on 8th September. The latter issue has resulted in considerable additional work with colleagues in Wrexham CBC, who are experiencing similar frustrations with their LDP, NRW and Welsh Government. It is hoped that a Statement of Common Ground between ourselves and NRW will be submitted to the EIP in October which will satisfy the Planning Inspector and allow her to finalise her reports.

Work continues on the significant project to introduce a new back office system with a presentation planned for Environment and Economy Overview and Scrutiny Committee on 14th September.

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

Some work has been re-allocated to colleagues in the Track and Trace teams who can now provide general advice to clients which has allowed the Community and Business Protection teams to begin to address considerable backlogs within their “normal” areas of work. However, pressure on the teams is still significant.

Social Services

- **Recruitment of staff to work in the sector, encompassing social work, occupational therapy and direct social work.**

- **The fragility of the market around Elderly Mentally Infirm (EMI) nursing and the recruitment of staff.**
- **Funding and fees linked to market stability.**

The three identified risk areas for social services are closely linked. We have a number of local work streams in train, including the appointment of a sustainably post, grant funding to support a sector wide approach to recruitment of the direct work force, and supporting care providers to review and strengthen business plans.

Supply risks are under urgent review at both a national and a regional level.

Within the regional transformation programmes we are working with the partners across the health and social care economy looking at more integrated ways of working to further reduce demand on services. Work is ongoing on fees and national funding to support fee and pay rate increases.

Streetscene and Transportation

- **Reduced numbers of frontline workers and contractors to deliver services safely due to the requirement for self-isolation.**
The service had been experiencing an increase in the numbers of frontline workforce needing to self-isolate. This was impacting on effective service delivery when combined with general sickness absence and annual leave requests over the summer holidays. Services have continued to operate to the required standards through the use of agency workers and overtime, and the situation has stabilised. The situation will continue to be monitored with the return of schools in September, as this could lead to a further increase in absences from the workplace.
- **Unable to progress with key infrastructure improvement projects due to lack of resilience in staff, contractors and supply chain.**
The service is currently experiencing an issue in the supply chain to progress some major infrastructure projects. This is resulting in delays to schemes although there has been no case of a project failure to date. Each grant funded project is given a project team to control delivery within specified timescales. Additional partners (e.g. consultants; WRAP Cymru) have been engaged in projects to support us with delivery. The risk trend has been changed to static.
- **Unable to gain regulatory approval (planning; drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications.**
Following the award of grant funding, a number of large infrastructure improvement projects are currently in progress. The development of these projects does rely on regulatory approval to move forward, such as planning consent, drainage (SUDs) and

	<p>environmental permitting. Any undue delay in the approval processes could lead to delays for the projects and impact on available grant funding. Also, the impact of having to redirect services to alternative locations can be costly (e.g. recycling collections). The project teams are working with the regulatory bodies to ensure that all aspects are progressed to deadlines. External partners (e.g. WRAP Cymru) have been engaged with to provide industry-related expertise and support to assist with progress and mitigate against further delays to projects.</p>
1.03	<p>The risks identified above have all been included in the 'Council Plan & Governance Risk Mapping' document to ensure that they are reported to the relevant Overview & Scrutiny Committee for consideration.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None specifically.

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

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

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

Mae'r dudalen hon yn wag yn bwrpasol

Eitem ar gyfer y Rhaglen 8



RECOVERY COMMITTEE

Date of Meeting	Thursday 9 th September, 2021
Report Subject	Allocation of Risks to Committees
Cabinet Member	Collective Cabinet
Report Author	Chief Executive and Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

On 27 July, 2021 a meeting of the Governance & Audit and Overview & Scrutiny Committee Liaison Group was held to consider the allocation of risks to the relevant Audit & Governance Committee and Overview & Scrutiny Committees.

Flintshire County Council's Council Plan 2021/22 was approved by Council in May 2021 and Portfolio Recovery Business Plans had been developed for exiting the pandemic. Risks from both these documents have been considered during this meeting.

Whilst reviewing the above documents, this report concentrates on the 'red' risks. A document outlining the allocation of risks to the relevant Committees is shown at Appendix 1 of the report.

RECOMMENDATIONS

1	To agree the allocation of risks to the relevant Committees as suggested at Appendix 1.
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REPORT DETAILS

1.00	EXPLAINING THE ALLOCATION OF RISKS TO COMMITTEES
1.01	On 27 July, 2021 a meeting of the Governance & Audit and Overview & Scrutiny Committee Liaison Group was held to consider the allocation of risks to the relevant Audit & Governance Committee and Overview & Scrutiny Committees.
1.02	<p>The Membership of the Governance & Audit and Overview & Scrutiny Committee Liaison Group is as follows:-</p> <ul style="list-style-type: none"> • Chair of each of the five Overview & Scrutiny Committees; • Chair of the Governance & Audit Committee; • Vice-Chair of the Governance & Audit Committee; and • Chair of the Recovery Committee
1.03	<p>Prior to the meeting on 27 July, a document titled ‘Council Plan & Governance Risk Mapping – Reporting to Committees’ outlining the allocation of risks to the relevant Committee was prepared.</p> <p>This document listed all ‘red’ risks outlined within the Council Plan 2021/22, Annual Governance Statement 2020/21 and Risk Registers.</p>
1.03	<p>Whilst considering the Council Plan & Governance Risk Mapping – Reporting to Committees, the Liaison Group were asked to consider:-</p> <ul style="list-style-type: none"> • The aspect of the risk being monitored going forward; • Are the risks allocated to the appropriate Overview & Scrutiny Committee; and • Where there any risks missing.
1.04	<p>During consideration of the risks allocated to Committees, the Governance & Audit and Overview & Scrutiny Committee Liaison Group made the following suggestions:-</p> <ul style="list-style-type: none"> • That risks CF20 be removed due to it being closed previously; • Removal of risk CG20 due to duplication; • Close ‘The scale of the financial challenge’ & ‘Fully funding demand led services and inflationary pressures’ which were shown within the Annual Governance Statement 2020/21; • Risk EY01 – Aspect of risks be widened to include to teachers’ pay element and how this will be funded; • That the three highest priority risks identified for each portfolio, whilst considering the Portfolio Recovery Business Plans at recent Recovery Committee meetings, be added; and • That an additional column to record the outcome of any consideration of the risk be added.
1.05	The Council Plan & Governance Risk Mapping – Reporting to Committees document has been updated following the meeting of the Liaison Group and is attached at Appendix 1.

1.06	The Council Plan & Governance Risk Mapping – Reporting to Committees will be shared with Chief Officers in order to ensure specific reports relating to each risk is added to the Audit & Governance and Overview & Scrutiny Committees Forward Work Programmes.
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2.00	RESOURCE IMPLICATIONS
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2.01	None specifically.
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3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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3.01	This report specifically covers highlighted areas of risk for each of the service portfolios.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
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4.01	The Governance & Audit and Overview & Scrutiny Committee Chairs have been consulted on the allocation of risks to the relevant Committees.
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5.00	APPENDICES
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5.01	Appendix 1 – Council Plan & Governance Risk Mapping – Reporting to Committees.
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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	Contact Officer: Lisa Brownbill Telephone: 01352 70 E-mail: lisa.brownbill@flintshire.gov.uk
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8.00	GLOSSARY OF TERMS
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8.01	CP – Council Plan 2021/22 AGS – Annual Governance Statement RR – Risk Register RC – Recovery Committee
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Mae'r dudalen hon yn wag yn bwrpasol

Council Plan & Governance Risk Mapping – Reporting to Committees

CORPORATE RESOURCES / CROSC

Council Plan Theme	Risk Title	Risk		FWP's			Outcome
		Origin of Risk CP / RR / AGS / RC	Aspect of the Risk to Monitor going forward	Topic	Date	Linked to Other Topic and to be considered at the same time.	To provide the outcome following consideration of the risk
	<ul style="list-style-type: none"> CF08 - A reduction in Council Tax collection impacts on (1) cash-flow and (2) annual budget. 	AGS	Council Tax Income	Revenue Budget Monitoring out-turn 2020/21	08.07.21		
	<ul style="list-style-type: none"> CF19 - A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool. 	AGS	Business Rate collection	Interim Revenue Budget Monitoring 2021/22	08.07.21		
	<ul style="list-style-type: none"> CF05 - An increase in the level of debt owed to the Council. 	AGS	Level of Debt	Interim Revenue Budget Monitoring 2021/22	08.07.21		
	<ul style="list-style-type: none"> HA06 - Impacts on income stream based on delayed/non recovery of housing benefit overpayment 	AGS	Process being managed and financial support and advice being provided to those affected.				
Poverty	<ul style="list-style-type: none"> CG04 - Diversion of resource to emergency management delays implementation of key digital and infrastructure projects 	AGS	Key Digital and Infrastructure project updates	Digital Flintshire report	08.07.21 and annual updates		

Council Plan Theme	Risk Title	Risk Details		FWP's			Outcome To provide the outcome following consideration of the risk
		Origin of Risk CP / RR / AGS / RC	Aspect of the Risk to Monitor going forward	Topic	Date	Linked to Other Topic and to be considered at the same time.	
	<ul style="list-style-type: none"> CF14 - Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan 	AGS	Level of rent Arrears	Housing Rent Income - Year end outturn and latest position for 2021/22	16.06.21		
Poverty	<ul style="list-style-type: none"> HA04 - Increased financial risk due to business failures and ability to anticipate Council Tax Refund Scheme (CTRS) due to business closure, unemployment, reduced hours of work. 	AGS	Impacts of additional demand				
Poverty	<ul style="list-style-type: none"> HA27 - Increasing service demands to respond to HA04 	RR	Anticipated service demand as protections come to an end i.e. furlough, evictions etc.				
Tudalen 58	<ul style="list-style-type: none"> HA30 - Weak performance and reputational damage as development programmes are slow to commence (DFGs) 	RR	Performance against the Welsh Adaptation Service Standards.	Disabled Facilities Grant (DFG)	13.10.21		
	<ul style="list-style-type: none"> HA33 - People not having suitably safe and adapted accommodation due to the delay of service reinstatement. Quality of life issues customers and reputational damage (DFGs) 	RR	Number of urgent cases are still being reviewed jointly by Occupational Therapist and DFG team to assess risk in delivery of adaptation vs. deterioration of customers' health.	Disabled Facilities Grant (DFG)	13.10.21		
	<ul style="list-style-type: none"> Rental Income continues to be impacted by the pandemic and when furlough and other protections end the situation worsens. 	RC	Impact of the ending of furlough and other protections.				
	<ul style="list-style-type: none"> Homelessness presentations increase as current protections around evictions and furlough end and landlords take measures to commence and follow through on stalled evictions. 	RC	Impact of protections around evictions ending.				
	<ul style="list-style-type: none"> Raw material supplies shortages lead to increased costs, programme delays and increased cases of contractual disputes. 	RC	Market supply shortages				

Education, Youth & Culture OSC (EY&C OSC)

Council Plan Theme	Risk Title	Risk Details		FWP's			Outcome
		Origin of Risk CP / RR / AGS	Aspect of the Risk to Monitor going forward	Topic	Date	Linked to Other Topic and to be considered at the same time.	To provide the outcome following consideration of the risk
	<ul style="list-style-type: none"> EY01 - Secondary schools are not financially viable due to insufficient base funding. 	AGS	Lobbying of WG for better base funding for secondary schools – to include teachers' pay element and how this will be funded	School Reserve Balances Year Ending 31 st March 2021	16.09.21		
Tudalen 59	<ul style="list-style-type: none"> Managing uncertainty around operational changes which may need to be implemented for the start of the new term. 	RC	Operational changes required for the new term	Covid-19 Schools Operational Update	16.09.21		
	<ul style="list-style-type: none"> The impact the pandemic has had on children and young people, specifically on their health and emotional well-being and their ability to engage with learning 	RC	Health and emotional well-being of learners				
	<ul style="list-style-type: none"> The resilience of schools in managing a significant number of changes i.e. the new curriculum, Additional Learning Needs transformation and the introduction of school inspections. 	RC	Resilience of schools in managing change				

Council Plan Theme	Risk Title	Risk Details		FWP's			Outcome
		Origin of Risk CP / RR / AGS / RC	Aspect of the Risk to Monitor going forward	Topic	Date	Linked to Other Topic and to be considered at the same time.	To provide the outcome following consideration of the risk
Personal and Community Well-being	<ul style="list-style-type: none"> SS01 - Expenditure on out of county placements increases as placement costs increase in a demand led market 	AGS	Out of County placement expenditure	Arosfa update Mocking Bird Programme	March & May 21		
	<ul style="list-style-type: none"> Recruitment of staff to work in the sector, encompassing social work, occupational therapy and direct social work. 	RC	Recruitment and retention of staff				
Tudalen 60	<ul style="list-style-type: none"> The fragility of the market around Elderly Mentally Infirm (EMI) nursing and the recruitment of staff. 	RC	EMI nursing				
	<ul style="list-style-type: none"> Funding and fees linked to market stability. 	RC	Funding of service				

Tudalen 60

Council Plan Theme	Risk Title	Risk Details		FWP's			Outcome To provide the outcome following consideration of the risk
		Origin of Risk CP / RR / AGS / RC	Aspect of the Risk to Monitor going forward	Topic	Date	Linked to Other Topic and to be considered at the same time.	
	PE12 - The implications of Ash Die back on finances and reputation of the Council due to the scale of the problem and the ability to make safe Highways and Council amenity land.	AGS		Ash Die back surveys update	06.05.21		
Green Society and Environment	ST28a - Unable to gain regulatory approval (planning; Drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications	AGS	Regulatory Approval update				
	<ul style="list-style-type: none"> Funding will not be secured for priority flood alleviation schemes – Carried forward from 2019/20 	AGS					
	<ul style="list-style-type: none"> PE14 - Non-compliance with Sustainable Urban Drainage System legislation due to capacity of the team 	AGS	Team capacity update				
Economy	<ul style="list-style-type: none"> PE03 - Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the compound economic consequences of the emergency situation 	AGS		Town Centre Regeneration Town Centre Markets	12.05.21 06.07.21		
Tidalen 61	<ul style="list-style-type: none"> PE16 - Capacity within the Community and Business Protection teams to resume planned and reactionary programmes of inspections whilst also enforcing national and local Covid-19 restrictions, Covid-19 regulatory activity and supporting the TTP work. 	RR	Current Risk Rating has increased to red due to the current number of rising infections and the re-prioritisation of work to the Covid response. Reflects the workloads of the team dealing with response whilst not in lockdown.			Lead Environment & Economy OSC and Sub-lead Other committees to pick up other priorities	
	<ul style="list-style-type: none"> ST10 - Increased expenditure on contract, labour, plant, vehicles and materials due to changing work patterns in response to pandemic 	AGS	Expenditure levels				
	<ul style="list-style-type: none"> ST17a - Increased risk of ill health due to mental health and well-being, personal and/or family issues. 	AGS	Workforce update on sickness levels	Employment & Workforce Year-end report	08.07.21		
	<ul style="list-style-type: none"> ST35 - Lack of preparedness to respond to multiple emergencies or major incidents during pandemic (severe weather event, fire, major transport accident) due to resource focused on delivering key services 	AGS	Current resources level	NWCREPS Annual Report	11.11.21		
	<ul style="list-style-type: none"> PE07 - Impact on service delivery due to the resilience of staff and succession planning 	AGS	Potential impact and action plan	Employment & Workforce Quarterly reports - ma	16.09.21; 11.11.21; 13.01.22		

	<ul style="list-style-type: none"> The resilience of various teams due to unprecedented demand to services during the emergency situation. 	RC					
	<ul style="list-style-type: none"> The delivery of the Local Development Plan and the implementation of the back-office system. 	RC					
	<ul style="list-style-type: none"> Public Protection service where resources had been in overwhelming demand during the emergency. 	RC					