

## **Resources COVID-19 EMERGENCY PLANNING HIGHLIGHT REPORT**

<b>SERVICE AREA:</b>	Resources
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<b>REPORTING PERIOD:</b>	Up to 8 <sup>th</sup> May

### **KEY ACTIVITY HEADLINES**

#### **Accounts Payable**

- Team operate at BAU

#### **Income**

- At BAU
- No issues to report

#### **Client Funds**

- Post fluctuates but still being received. Issue with a community based client not responding/engaging involved the police but ascertained they were coping. Visits by staff to the office once a week to sort, scan and send out post and deal with other original documents.
- System access issues still causing problems - outlook, general access plus systems log offs interrupting workflow.
- BAU is still being maintained remotely.

#### **Financial Assessments**

- Uplift letters have landed. The Uplift letter phone line is very busy - the team are effectively managing the phone calls and calling service users back who leave voicemails
- Business as usual continues with all staff remotely working

#### **Health, Safety & Wellbeing**

- Supporting and reviewing risk assessments in relation to activities affected by covid-19
- Guidance for managers in relation to reporting Coronavirus incidents.
- A HSW Adviser continues to support P&C with the distribution of PPE.
- HSW BP attends weekly Health & Wellbeing meeting assisting with messages for staff.
- HSW BP attends weekly Covid-19 Redeployment Planning meeting to assist with ensuring risk assessments are in place for all new roles created due to covid-19 and current risk assessments are suitable and sufficient
- HSW Team providing support to schools that are open.
- HSW Team providing online Toolbox talks via zoom for Redeployed Library staff to conduct community outreach work.

#### **LGSS Business Systems & Change**

- The service (shared with Northamptonshire County and Milton Keynes Councils, also supporting other LGSS customers) is currently operating at 100% of planned availability. All staff are working remotely and operating to business as usual service levels.
- Business Systems Teams are deemed business critical as they support ERP, Bacs Bureau and other systems critical to the operation of support services including Accounts Payable, Income Processing and HR Payroll.
- Current service priorities are around the financial year closedown and payroll tax year end activities, alongside the Systems Development Roadmap projects for 2020/21.

#### **Insurance**

- Claims management & Underwriting BAU

#### **Audit**

##### **1. PPN 02/20**

- Launched. Awaiting responses. Meeting to be held next Tuesday to discuss with CCC and Highway provider.

## **2. Risk**

- COVID 19 'Internal' RR up to date – now progressed to key controls and advising JMT on 'gaps' as well as lapsed action dates.

## **3. Spend/payroll Data**

- This has evolved and draft communication prepared with service. IA are to commence querying across the organisation next week. Thought being given by CCC IA on how to link the over £20K lists to COVID and also to target any 'unapproved' payments under PPN 02/20.

## **4. Capital Programme**

- Significant piece of work to review end to end governance of P&E capital programme and also take 4 schemes for detailed review. Leader requiring weekly updates. First update completed.
- Urgent piece of work on key project completed and sent to Steve Cox.

## **5. EY and Rent**

- Caveated report sent on EY less than best system and adaptability to any rent decisions under Covid (including commercial and investment properties) – conclusion, the organisation should adopt a similar 15 stage process for all.

## **6. BAU**

- Finishing off 19/20 year end opinion reporting, including draft AGS
- Further work on investigation type work is required urgently and this will be a significant resource impact in late May/June.

### **Procurement**

- Procurement team are working BAU via remote working.
- Interface with customers and projects continue with procurements continuing where practicle.
- Supporting the COVID-19 procurement requirements
- Liaising with Regional and National government groups re Procurement and COVID-19.
- Supported Officer governance with regards to PPN01/02 and emergency procedures.

### **Learning & Development**

- Working with Finance on Finance Protocols
- Communicating to LGSS Procurement team best practice and guidance.
- Communicating on Daily Blog best practice and guidance.
- Liaising with Regional and National government groups re Procurement and COVID-19.

### **Debt Recovery**

- Team is functioning BAU remotely working
- Post and cheques are being processed once a week
- Corporate and some Commercial debt is being actively worked
- Contacting solicitors where house sales were due to go through
- Cleansing debt where possible to ensure it is categorised appropriately
- Call volumes have increased with a lot of customers calling to make payment

### **Finance**

- Total expected pandemic related financial consequences = £45m, after MHCLG and NHS funding, the unfunded sum is £7.8m. This is subject to change due to uncertainty about timescales, and longer term recovery and economic impacts, as well as actual funding to be claimed from NHS.
  - First NHS claim (via CCG to NHS England) is being submitted this week
  - Early stages of business planning commencing & looking at demand modelling: discussion with BI and Transformation about scenarios based approach and responding to increased uncertainty and modelling the costs of recovery
  - Work to gather and check business cases supporting covid 19 commitments. Focus turning to the governance around agreeing any budget revisions for savings that are impaired.

- School balances information collated and to be reported to GPC on 2 June. There are 10 schools in deficit although most of these have plans to recover this position over coming months, some more difficult issues in special schools.
- ESPO reported on their response to the pandemic which has include staff furlough, a major reduction in orders from schools and substantial focus on areas such as protective equipment and cleaning. Likely reduction in profits for financial year although still profitable.

#### **Property**

- Operational Buildings – Government announcement awaited for re-opening plans.
- Deep cleaning continues across the Estate – Scott House due to complete this week, Shire Hall restarts w/c
- Body Storage facility is live but mothballed.
- Alconbury warehousing is now operational.
- Tony Cooper began on Monday as AD property
- SPOKES work still continuing to enable Papworth Building to open on time and to facilitate the termination of the lease and vacancy of Babbage House (currently occupied at £33K per month).
- Move from Shire Hall to new Bernard Sunley building - order placed, move 1st week June.
- Decant from Babbage House - finalised move plans and costs, awaiting Programme Board decision to place orders.

#### **LGSS Digital**

- Many of LGSS Digital staff working on Covid-19 response work
- Continuing work on SCDIP project
- Continuing support for the systems we have built and are live at CCC

### **RISKS / CHALLENGES (AND MITIGATION)**

#### **Client Funds**

- Challenges with some retail purchases due to Covid-19 restrictions in the retail industry. To mitigate we are spending time on the phone to ensure we can order products required.
- Challenges contacting the DWP to secure benefits and reclaim. Spending time on the phone to ensure claims secured.

#### **Financial Assessments**

- Experiencing some resource challenges due to slow upskill of new starters in the team which is magnified due to additional annual uplift work pressures. PPE has been ordered and plan is to start office training asap.

#### **Health, Safety & Wellbeing**

- Risk Assessments for new roles created due to Covid-19. HSW BP working with Hub regarding new roles risk assessments
- Review of current risk assessments to ensure that covid-19 is considered. HSW BP working with Hub and Silver Group to ensure all risk assessments for current roles and activities have been reviewed in light of covid-19.
- Supporting workforce whilst homeworking
- DSE related musculoskeletal issues whilst staff work from home.
- Recovery phase of staff returning to the office. HSW BP to work with HR and Property Compliance to provide advice and guidance.

#### **LGSS Business Systems & Change**

- Staff availability – Business Continuity Plans are in place and up to date. The service has a good degree of cross-training and critical tasks identified and documented - so that in the event of staff availability issues, development and project work will be paused and more technical resources reprioritised to maintain critical functions.
- Specific project risks – where the service is currently project managing changes, or where Business Systems are a key part of a project's delivery, this impact is being closely monitored and Project Managers or Project SROs (Senior Responsible Officers) kept fully updated. Availability of other key

stakeholders is also likely to affect the delivery of projects in which we are involved, which is being escalated as appropriate.

### **Audit**

- Challenges: Work is falling on the same skill-set on the section. Urgently trying to develop trainees to support in key areas. Trying to move forward the pieces of work and keeping stakeholders engaged without being too 'pushy'.
- Risks: Deadlines missed and reputational damage.
- Mitigation: Training and development

### **Procurement**

- Some tenders paused until their specific marketplaces are available to generate good bid responses and the council is able to award and implement a new contract. E.g. social care market.
- Consequently some contracts will be extended short term rather than re-procured.
- Moderation process of bid evaluation conducted remotely with evaluators or via desktop.
- Some procurements conducted via emergency processes as per laws and council constitution.
- April rollout of new Contract Register on ERP paused until further notice. (Review in June).

### **Learning & Development**

**Social Care** – Planned delivery of Reablement training from 11<sup>th</sup> May in CPDC and Stanton House, face to face training elements presents a risk.

- **Risks** - this presents a risk to the L&D trainers and the delegates because of social distancing and the demonstration part of the learning especially in the Moving and Handling part of the training. The group numbers will be limited to 6 per group. Masks, gloves and sanitiser will be used, supplies limited. Also wider risk to other building occupants.
- **Proposed mitigation awaiting sign off from CCC** – manual handling element moving to elearning will partially mitigate the risk for emergency care, however reablement have requested this is a face to face element of the new training. Risk still remains whilst some face to face training is being delivered.

**Digital Delivery** - limited L&D digital resource / capacity with the required digital skills sets, to support the current high volumes of content transitioning to online delivery methods (elearning, online resources, webinars)

- **Risks** - there will be a delay in the delivery of priority work (social care)
- **Mitigation:**
  1. prioritisation process in place led by L&D Management team, reviewed/updated weekly
  2. delivering internal training for L&D staff, to develop digital literacy skills and build capacity to deliver resources required.

### **Debt Recovery**

- New full cost claims will have the new arrangement fee of £7.50 added to their invoices
- Next month's invoice run will cover the COVID-19 period so we need to anticipate the types of queries. Debt have agreed to dispute any invoices that are queried and forward to the Adult Finance Team

### **Finance**

- Production of financial statements is now well underway, with some slippage against schedule. Sense procedures are better rehearsed than last year, and underlying data on the balance sheet is of better standard, but remains considerable amount to deliver reliant on a small number of specialist staff.
- We have pressed DfE again for consideration of our request for Cashflow support for the high needs block deficit

**Property**

- Impact of COVID Lockdown relaxation on Estate post-Government announcement 10/5/20 – initial advice provided
- Delay to the construction of new HQ – potential compensation claims
- Delay to the disposal of Shire Hall and associated financial implications and implications for SPOKES dependencies as a result of the decant operation (key risk handing back Babbage House and relocating staff in May – Babbage Staff are moving into the Octagon taking desks from those relocating to new Papworth Building, which needs to be made ready and is dependent on availability of supply chain)
- Concluding buildings suitable for emergency planning measures prior to the anticipated peak and allowing for appropriate mechanism for costs to be shared with PCC
- Challenges to financial plans as a result of rents deferrals from commercial tenants and tenant farmers

**LGSS Digital**

- At the moment, we are able to work on covid-19 related work as other projects have been de-prioritised. If those projects are re-prioritised then this will need further decisions to be made about what takes priority at that point. It looks as if the hub will be operational for some time yet.
- The repatriation delay is causing uncertainty but it is understandable that this is not a priority. This does have implications on my team financially as we are a traded team.

**WORKFORCE****Payables**

- No sickness
- All staff working remotely, one officer collects post twice a week and scans in any invoices
- 2 vacancies – will evaluate in June if we need to recruit to post
- No staff self-isolating due to underlying health conditions

**Income**

- Once a week office presence for post and new starter training and catch up

**Client Funds**

- 1 off sick ( Not Covid-19 related) – expected to be long term sickness
- New Starter – to commence employment on 18.5.20

**Financial Assessments**

- 1 team member sickness since 20/04 – not COVID-19 related
- 3 continue to self-isolate – 2 due to underlying medical conditions, 1 due to Pregnancy. All staff are working remotely
- Still waiting on pre-employment checks for other new starter
- Additional Team Leader position recruited to and started in post this week. Internal candidate .8FTE so small saving against increased charging policy budget
- Interim TL recruited for maternity cover start date 25/05
- Adverts going out for 8 additional Officer posts. Realistic start date to be confirmed but will phase in staff, hopefully over June and July

**Health, Safety & Wellbeing**

- All 6 team members are set up to be able to work from home.
- HSW BP has volunteered to assist the Hub with H&S issues
- 1 member of team (HSW Adviser) in the shielded category due to her medical condition
- 1 HSW Adviser has recently moved internally to take on a new role within Property Compliance. Currently looking at promoting within the team to fill the role.
- Those names of team members that are not seen as critical workers have been forwarded to the Hub.
- HSW BP and 1 HSW Adviser supporting the LA.

**LGSS Business Systems & Change**

- The service currently has 100% of planned staff availability. All staff are working remotely.

**Insurance**

- All CCC staff working remotely and well
- Across service 1 FTE Working – self isolation due to family member with symptoms

**Audit**

- 2 colleagues seconded to the Income team
- 1 seconded to Addenbrooks

**Procurement**

- Minimal impact due to LGSS shared working structure and flexible working in place within the team prior to Covid-19.
- Some staff in team in vulnerable category for COVID-19 or have family in vulnerable categories.
- No staff reported as suffered COVID-19.
- Non CCC /LGSS staff in Procurement supporting Cambridgeshire will be following their own council protocols.
- No sickness.

**CCC L&D - 39**

Not unwell (no symptoms)	25
Shielding or vulnerable - no symptoms	11
Symptoms and ill / not working - absence	1
WFH as household member is shielding	2
WFH as household member is vulnerable	0

Redeployed staff to community hub – 8

**Debt Recovery**

- No sickness
- All staff working remotely, office presence once a week to collect and action any post
- All team have access to the hunt group taking inbound and making outbound calls
- 1 team member assisting the Adult Finance Team raising manual invoices

**Finance**

- Good availability. The team have been working flexibly and following completion of the year-end procedures in corporate finance we are now resuming the normal cycle of staff taking leave.
- New starter - Assistant Accountant (Treasury & Tax) – has joined the team this week. Appointed pre-pandemic. Boosts our resilience and capacity in this area following LGSS disaggregation. Induction beginning (NHS background)

**Property**

- All Estates Staff are working remotely, critical FM & Property compliance staff are working from Shire Hall or travelling between sites (4 in total). All other FM and Property compliance staff are working remotely. Non essential staff have been identified and details passed to the Hub for redeployment where appropriate.
- Tony Cooper commenced his role on Monday 4<sup>th</sup> May. Alex Gee has ceased to be Interim Head of Programme

**LGSS Digital**

- 1 member of staff who had Covid-19 has returned to work (remotely) this week after several weeks off sick with Coronavirus (he had a severe bout of it)
- Now have 10 staff working from home and 1 at the hub at Stanton. The team can work just as well from home as in the office so they are fine working at home for the foreseeable.

- Staff are being encouraged to still take some annual leave which some are.

## FINANCIAL IMPACT

### Procurement

- Reduces team opportunity to generate external income opportunities as part of budget requirement (£170k across LGSS).
- Abandoned recruitment of Officer for new Contract Register rollout (£15k CCC). Intend to start again when project resumes. Review in June.

### Learning & Development

- Reduced income as previously

### Finance

- Met with LINK for periodic Treasury Management update: seismic economic consequences in general; tight local government Cashflow specifically, which is feeding into our treasury plans for the next few weeks
- Overall unfunded pressure in 2020-21 approaching £8m (more above)
- Renewal of CIPFA subscriptions on similar basis to last year (some cost increases due to LGSS wind down)

### LGSS Digital

- As LGSS Digital is a non-funded team (traded) we usually need to charge for all work we do. We are not charging for Covid-19 work we are doing and we are not picking up any chargeable work as we are working for the hub, which will have an impact on our ability to break even this year.

## COMMUNICATIONS

### Health, Safety & Wellbeing

- Get Set Guidance for “Filling your social fuel tank” as part of the mental health advice and guidance.

### Procurement

- Working with Finance on Finance Protocols
- Communicating to LGSS Procurement team best practice and guidance.
- Communicating on Daily Blog best practice and guidance.
- Liaising with Regional and National government groups re Procurement and COVID-19.

### Property

- Commercial tenants regarding rents
- Rural tenants
- Staff communicated about building closures
- HDC regarding proposal to defer council tax instalments
- Property represented at Silver Taskforce Group – Phil Hill now representing

### LGSS Digital

- The team all use slack to communicate and their line manager is encouraging them to buddy up if they are feeling isolated.
- Adele in my team wrote a [blog post](#) about the system we built in a week for the hub and I am writing one too so watch this space!