

RESOURCES COVID-19 EMERGENCY PLANNING HIGHLIGHT REPORT

SERVICE AREA:	Resources
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REPORTING PERIOD:	Up to 5 th June

KEY ACTIVITY HEADLINES

Debt Recovery

- Team is functioning BAU remotely working
- Post and cheques are being processed once a week
- Corporate and some Commercial debt continues to be actively worked
- Contacting solicitors where house sales were due to go through
- Cleansing debt where the customer has passed away
- Soft reminder has been finalised; to be issued once appropriate approval has been sought

LGSS Business Systems & Change

- The service (shared with Northamptonshire County and Milton Keynes Councils, also supporting other LGSS customers) is currently operating at close to 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 activities, alongside the Systems Development Roadmap projects for 2020/21. Preparation for the first testing phase of a major project to upgrade the ERP Gold system and move it to a cloud hosting service is currently underway.

Learning & Development

- Moving and Handling element of training now live on iLearn for emergency care training.
- Emergency care course, now on hold as agreed with service, due to lack of volunteers. 100 people completed training in the past month.
- Adults have requested reablement training for new starters and existing staff, a blended solution of face to face for Medication specifically and online for other topics. However the face to face element presents a risk to compliance with social distancing which has been highlighted to the service. This will include face to face moving and handling training. Online training went live, face to face dates going live in June.
- New requests for face to face and remote learning from Adults being worked through expecting Children's services requests to follow on 10th June. All requests captured and prioritised. L&D are working through in priority order.
- Cambs 2020 – All remote resources launched, monitoring usage. Currently working with Business Intelligence team to delivered 3 x virtual blended sessions to support imminent moves, focus on team culture, agile management competencies and performance management. Reviewing delivery model for future delivery options. Excellent feedback from virtual sessions.
- Ongoing work to support Wellbeing – curating content and building e-learning resources - feeding into the arrangements for regular Health & Wellbeing messages for staff both working at home and frontline.
- Course Cancellations – All f2f CCC courses scheduled to run up to 31/05/2020 were cancelled, working on options for alternative delivery for summer course programme going live with reduced face to face and increased digital options from 1st June through to 31st August. Have consulted with customers regarding delivery options. Risk assessments for both the rooms and the course content will be carried out by course owners for any face to face delivery. Liaising with Tony Cooper regarding room availability / building utilisation.

Audit

1. PPN 02/20

- Remains at only three notifications. Still concerned that not all relief is being fed through the process – however difficult to identify where it has not unless it appears as a query in the daily spend work.

2. 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. This has stalled as at the moment nobody in the service can point to any records where *original* budget/estimates for individual schemes & projects are recorded or monitored at that level – and this is the crux of the members query. Email sent to all potential stakeholders on Thursday but at the moment the conclusion that will be fed to members is that we do not know this information at scheme level, nor is it reported or monitored.

3. Spend Analysis

- The weekly reports will now be sent direct to Tom on Fridays and copied to CM/DW to alleviate delays.

4. 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.
- Starting to put together a plan to audit grants.
- Request received to review new county farms processes – awaiting approval to start.

Procurement

- Working BAU 100% via LGSS Shared Service arrangement with all the team remote working.
- Interface with customers and projects continue with new procurements slowly picking up again.
- Continuing supporting the COVID-19 procurement requirements
- Continuing liaising with Regional and National government groups re COVID-19 Procurement issues.
- Working with Finance, Audit Transformation team re guidance from Government on Procurement and Supplier risks. New PPN04 guidance on Supplier Relief expected 11 June with regards to 2nd stage of supplier relief guidance.

Accounts Payable

- Team operate at BAU

Income

- At BAU

Client Funds

- Post continues to fluctuate but still being received. Staff continue to visit office for posting and scanning activities
- BAU is still being maintained remotely.

Financial Assessments

- Slight backlog but new Ops Manager is deploying overtime
- Business as usual continues with all staff remotely working, however assessments can take longer

Property

- Operational Buildings – Open buildings COVID Risk Assessments ongoing, signage and PPE ordered for delivery next week and deployment/installation over period up to 30/06/20 (subject to resources – see below)
- Registration Services due to open multiple sites w/c 08/06/20
- Provision of Government portacabins for Body Storage facility ongoing.
- JMT leading strategic co-ordination of recovery phase. Capacity in offices under 2m rules is likely to be in region of 20% of normal occupancy so available space for staff returning to offices will be limited.

Health, Safety & Wellbeing

- HSW BP supporting PCC H&S Team around the Peterborough City Market Risk Assessment.
- HSW Head of Service & HSW BP part of the Covid-19 Risk Assessment and Health and Safety in the Workplace Sub Group
- 3 HSW Advisers supporting Property Compliance completing Office Risk Assessment to ensure they are covid secure.
- 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.

Insurance

- Claims management & Underwriting BAU

Finance

- Total expected pandemic related financial consequences = £51m. After MHCLG and NHS funding, the unfunded sum is £13.9m, about £1m higher than last week: addition of new commitments on schools capital and early years grants to providers, updates to Alconbury Hub and Waste.
- In addition there are specific grants for: Infection Control (£6.1m), allocation of first 50% to providers is imminent; Active Transport (c. £2m via Combined Authority) tight spend requirements and Track & Trace (£300m nationally) – very limited details on this last item.
- SMT considered detailed reports on:
 - High Needs Block deficit / pressures: forward plan for consultation with sector discussed; further lobbying of MPs; technology and data needs
 - Opening Financial position / allocation of funds @ July GPC
 - Opening pressures anticipated on Home To School Transport, together with Covid amount (above): opening pressure of £15m
 - Mitigations available to reduce this to around £8m; SMT tasked with considering further management action to shrink pressures this month
 - Covid Business Cases: £35m agreed as Green and Approved; Further work needed on £15m in Amber
 - Scenarios based approach to Business Planning – 3 scenarios given demand planning uncertainties
- GPC agreed recommendations in relation to capital financing, and for its part the changes in principle to the treasury strategy for multi-class credit (recommended to Full Council)

LGSS Digital

- Many of LGSS Digital staff working on Covid-19 response work
- Continuing work on SCDIP project – this is LGA funded so we do need to continue to meet LGA deadlines. We also have some time to make up due to the short pause at the start of the Covid-19 lockdown period.
- We are starting to get requests for work (one for the Cambs 2020 project and one for planning for applications built on the LGSS Digital platform to be moved off by end of March 21) so we are working on resource planning.
- Continuing support for the systems we have built and are live at CCC.

RISKS / CHALLENGES (AND MITIGATION)

Debt Recovery

- Invoice run for residential care that covers the COVID-19 period has been issued on the 3rd June 2020. Increased number of calls and queries is anticipated.

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.

Learning & Development

Social Care – Planned delivery of Reablement training in CPDC, Stanton House and other venues, face to face training elements presents a risk.

- **Risks** - this presents a risk to the L&D trainers, venue staff and the delegates because of social distancing and the demonstration part of the learning especially in the Moving and Handling and First Aid parts of the training. The group numbers will be limited to 6 per group subject to risk assessments for both the room and the course. Masks, gloves and sanitiser will be used, supplies are limited. Also wider risk to other building occupants. Looking to secure sufficient supply of aprons.
- **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. Risk assessments per course and per venue will be undertaken. Have introduced one on one competency checks with trainer using manual handling equipment with some customers so as to reduce need for classroom training.
- **Utilisation of venues** / identification of suitable training venues for small groups of face to face critical training as required by services.
- **ARU currently not willing to supply students for placements in September** due to associated risks of covid - impact lack of students placements, poorer student experience, recruitment pipeline, reduced capacity in front line social work teams

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.

New challenge - consider how to deliver teaching partnership remotely.

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

- Tenders picking up as specific marketplaces become available to generate good bid responses and the council is able to award and implement a new contract. There are some delays commencing new contracts due to the challenges mobilising. Consequently some contracts have been 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. This has become less as COVID emergency approaches the next phase.

- April rollout of new Contract Register on ERP now expected to rollout in July/August.

Client Funds

- Challenges continue with some retail purchases but expect to pick up over next few weeks.
- Challenges continue contacting the DWP to secure benefits and reclaim, register deaths. 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.

Property

- Property Compliance and other teams currently fully deployed supporting COVID and BAU and Education/schools. Capacity to support additional demands is negligible at present.
- Property staff are at full stretch and demand for our services is unrelenting – interim being sourced for 2020 support, need to manage and support all staff in terms of stress etc
- Challenges to financial plans as a result of rents deferrals from commercial tenants and tenant farmers

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 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.

Finance

- Production of financial statements hit obstacle this week connected to loading of fixed asset accounting into ERP (additions, disposals, depreciation, revaluation etc.). This is impacting on key deliverable: data analytics file to EY and may risk delayed the audit. Staff involved are needing to devote considerable extra time to systems workarounds, leading to further lessons learned. Provided we can reach a reasonable audit handover and accounts signing position in mid-June, we should then be back on the front foot in terms of timescales.
- Some continuing issues, particularly early in the week with IT: excel, ERP and conference calling
- Update received from CCLA on property fund: pressures on retail property particularly (relatively limited component of fund) . Active management reducing risk.

LGSS Digital

- At the moment, we are able to work on covid-19 related work as other projects have been de-prioritised, but we are starting to see requests for work coming in now. Covid-19 work is still taking priority as well as SCDIP.
- The impending repatriation of our team is causing some worry and sadness for people. The latest communications helped a bit as now we are clearer on timescales, but this change will break something remarkable and it's becoming very real now.

WORKFORCE

Debt Recovery

- No sickness
- Staff have been booking annual leave as requested
- All staff working remotely
- Dependent on customer demand once reminder notices are issued we would like to move some of the debt team back to The Octagon – this is subject to review/sign off
- All team have access to the hunt group taking inbound and making outbound calls

- 1 team member continues to assist the Adult Finance Team with raising manual invoices

LGSS Business Systems & Change

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

Learning & Development

CCC L&D - 39

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

Redeployed staff to community hub – 8

Audit

- 1 colleague seconded to the Income team
- 1 seconded to Addenbrooks however he is currently 'not required' (which is actually good news) so whilst on call he is resuming work on the team.

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 the vulnerable category for COVID-19 or have family in High risk or moderate risk vulnerable categories.
- No staff reported as suffered COVID-19.
- Non CCC /LGSS staff in Procurement supporting Cambridgeshire will be following their own council protocols with regards to COVID-19.
- No sickness.
- Procurement team preparations for repatriation to LGSS due to commence in June.

Payables

- No issues or sickness
- Staff are taking annual leave

Income

- No issues and staff are taking annual leave
- Two new starters commenced on 1 June, currently doing the mandatory training.

Client Funds

- 1 still on long term sick (Not Covid-19 related)

Financial Assessments

- 2 continue to self-isolate
- Advert closes 3 June for new Financial Assessment officers, 8 applicants to date
- HR investigation to commence due to misuse of DWP Searchlight system.

Property

- Announcement of possible publication of Audit report and related activity may impact on specific staff
- Considerable pressure on all Property staff and ongoing vacancies and the proportion of staff on interim contracts means some resilience risk to the team.
- Where compliant and necessary for good property/estate management, essential site visits with suitable RA's etc are being permitted.

- 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.

Health, Safety & Wellbeing

- All 5 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
- HSW Technical Support Officer vacant.
- 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.

Insurance

- All CCC staff working remotely and well
- Across service all staff working with none subject to any form of self isolation

Finance

- Good availability. The team have been working flexibly and following completion of the year-end procedures in service finance, normal cycle of staff taking leave.
- As mentioned above there are a small number of specialist staff in Corporate Finance working extended hours to progress the production of the financial accounts
- Liaison with internal audit and within finance about CIPFA trainee start dates: one pending starter waiting at home pending ok to start from Council since April: hopeful ok to commence shortly.

LGSS Digital

Now have 9 staff working from home and 2 at the hub at Scott House most days. The 2 at the hub also work from home on different days. The team can work just as well from home as in the office so they are fine working at home for the foreseeable.

No-one is sick or has Covid-19 at the moment.

FINANCIAL IMPACT

Learning & Development

- Reduced income

Procurement

- Covid19 has reduced team opportunity to generate external income opportunities as part of budget requirement (£170k across LGSS).
- Procurement working with the COVID team to benchmark costs of PPE equipment and other COVID related items against other council and regional costs to ensure best value for money.

Property

June Rent Quarter Day is the next key milestone for rents and the impact of COVID.

The Council has put in place a process to ensure that all costs attributable to COVID-19 are captured properly and properly recorded. Short term cash flow not an issue but current projects showing that Government funding will not meet the additional costs/shortfalls in income that are projected.

As with other Councils, the significant issues for the Council at the moment are:

- Ensuring that there are adequate resources to make the required payments in the medium term
- Significant risks around:
 - Loss of commercial and other income
 - Increases in demand for services
 - Delivery of base budget savings as resources are re-directed to support the Hub

Finance

- May month end in progress

- Discussions with co-ordinating hub regarding collection of payments where County supply food provision service to shielded as last resort: solution identified through staff members using online form
- Lower price ceilings proposed by Commissioning for block bed tender – mitigating some of the cost risks
- Progress with This Land on discussion of approach to relaxation of overages and issue of latest loan agreement for their comments
- County Treasurers MHCLG return reviews:
 - CCC in median position in terms of % pressure
 - All counties potentially under reporting likely pressure on Home to School transport and local taxation.

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 have limited capacity to pick up chargeable because of this, which will have an impact on our ability to break even this year.

COMMUNICATIONS

Debt Recovery

- We are looking to re-start recovery with a soft reminder to be sent to individuals and the following week with normal reminders being sent to commercial debtors.

Procurement

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

Property

- Staff communicated about building closures and moves