

## RESOURCES COVID-19 EMERGENCY PLANNING HIGHLIGHT REPORT

<b>SERVICE AREA:</b>	Resources
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<b>REPORTING PERIOD:</b>	Up to 22 <sup>nd</sup> May

### **KEY ACTIVITY HEADLINES**

#### **Procurement**

- Procurement team are working BAU 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.

#### **Property**

- Operational Buildings – Office COVID Risk Assessments under way by Property Compliance and HS&W assessors.
- Compliance team supporting Schools and Registration Services with plans for re-opening
- Agreement to temporarily relocate Hub from Stanton to Scott House w/e Friday 22/05/20. Ground and 1<sup>st</sup> floors only to be used. Strategic Asset seeking alternative site for longer term as Scott House required for 2020.
- 1<sup>st</sup> Floor Stanton House will remain in use by Adult Services team to manage PPE Store at Stanton Villas.
- Provision of Government portacabins for Body Storage facility and suitable location being investigated, with potential to close and remove facility at Marshalls. Discussions ongoing.

#### **Accounts Payable**

- Team operating at BAU
- Service Review held during week

#### **Income**

- Team operating at BAU
- Service Review held during week

#### **Client Funds**

- Post fluctuates but still being received. 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 – Barclays.net, outlook, general access plus systems log offs interrupting workflow.
- BAU is still being maintained remotely

#### **Financial Assessments**

- The Uplift letter phone line call volumes are being managed effectively
- Overtime to be deployed due to slight backlog, and want to negate further build-up of work
- Business as usual continues with all staff remotely working, however assessments can take longer
- Work continues with the 20/21 assessment form in Mosaic

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

- HSW BP attending school Heads seminar meetings during week beginning 18<sup>th</sup> May.
- 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

- HSW Team providing support to schools that are open.

## **Audit**

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

- Only three notifications.

### **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.

### **3. 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.

## **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.

## **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. 89 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 and online. 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 remote learning from Adults and Children's services captured and prioritised. L&D are working through in priority order.
- Additional requests expected next week from workforce strategy meetings.
- Cambs 2020 – All remote resources launched, monitoring usage. Currently working with Business Intelligence team to deliver 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.
- 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 1<sup>st</sup> June.
- Stanton House Coordination Hub - all courses scheduled to run from Stanton House up to the end of August require new venues booking - will review this monthly pending the current status of Covid19.
- DFE extension of teaching partnership with ARU until 31/03/ 2021. Fixed term appointment employee contract extended.

## **Insurance**

- Claims management & Underwriting BAU

## **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 the customer has passed away
- Soft reminder has been finalised; to be issued once appropriate approval has been sought

#### **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
- Continuing support for the systems we have built and are live at CCC

#### **Finance**

- Total expected pandemic related financial consequences = £50.55m, after MHCLG and NHS funding, the unfunded sum is £13.4m, no major changes this week. [Submission made to central government and analysis undertaken by SCT]
- Targeting 2 June SMT as set piece review for:
  - High Needs Block Pressures
  - Covid19 Budgeting / Financial response – review of business cases/ proposed deployment of grant
  - SMT to sign off of business planning commencement for 2021-26... scenarios based approach etc.
    - ⇒ Working towards the July GPC for items requiring political sign off where needed
- Following our chase, DfE have confirmed they are not in a position to consider our support for Cashflow loan to the High Needs Block deficit for the foreseeable future.

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

#### **Procurement**

- Regional intelligence identifies a risk in purchasing facemasks as citizens go back to work under latest government guidelines. The demand increase might affect supply and/or prices as other sectors and citizens will pay higher prices for them.
- Tenders beginning to pick 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
- April rollout of new Contract Register on ERP paused until further notice. (Expected to commence again in June).

#### **Property**

- Use of both closed and open sites by staff without the required operational (as against building related) risk assessments
- Delay to the disposal of Shire Hall – transaction ongoing but may be impacted by financial market conditions.
- 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

#### **Client Funds**

- Challenges with some retail purchases reduced but still issues 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, 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. PPE ordered for office training.
- Desking concerns if staff required to come back into office. There will be a desk shortage with new starters and hot desking would be a concern.
- Overtime will be deployed to tackle the assessments backlog for it grows any further.

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

- Supporting workforce whilst homeworking
- Recovery phase of staff returning to the office. HSW BP to work with HR and Property Compliance to provide advice and guidance.

### **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

### **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 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. 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.

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.

**Debt Recovery**

- 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

**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.

**Finance**

- Production of financial statements is well underway, with some slippage against schedule. Sense is 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.
- Work is ongoing to anticipate the longer term impacts of the pandemic and recovery: there are a wide variety of sensitivities currently.
- IT has been a major operational challenge this week: outlook, excel, word, skype, teams etc.
- Business Systems Board – consideration of replacement for mileage and expenses system upcoming

**WORKFORCE****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.
- No sickness.
- Procurement repatriation to LGSS due to commence

**Property**

- As above, considerable pressure on all Property staff and ongoing vacancies and the proportion of staff on interim contracts means some resilience risk to the team.
- 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.

**Payables**

- No issues or sickness
- Staff are taking annual leave

**Income**

- Once a week office presence continues for post and new starter training and catch up
- No issues and staff are taking annual leave

**Client Funds**

- 1 off sick (Not Covid-19 related) – expected to be long term sickness – Health referral pending.
- New starter Sara Astbury in post making good progress through induction.

**Financial Assessments**

- 2 continue to self-isolate – 2 due to underlying medical conditions. All staff are working remotely

- Interim TL recruited for maternity cover start date 25/05
- Adverts are now live 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 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
- As at 1<sup>st</sup> June the HSW Technical Support Officer will be filling the role of HSW Adviser following the departure of the previous Adviser to Property Compliance Team.
- 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.

### **Audit**

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

### **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	1
WFH as household member is shielding	2
WFH as household member is vulnerable	0
Redeployed staff to community hub – 8	

### **Insurance**

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

### **Debt Recovery**

- No sickness
- Staff have been booking annual leave as requested
- All staff working remotely, office presence once a week to collect and action any post
- Dependent on customer demand once reminder notices are issued we may move some of the debt team back to The Octagon – this is subject to review
- 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 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.
- Staff are being encouraged to still take some annual leave which some are.

**Finance**

- Good availability. The team have been working flexibly and following completion of the year-end procedures in service finance, we are now resuming the normal cycle of staff taking leave. Handling one area of potential work re-allocation.
- Resignation of recent new starter for personal reasons – work to be re-allocated amongst colleagues in short term.

**FINANCIAL IMPACT****Procurement**

- Reduces team opportunity to generate external income opportunities as part of budget requirement (£170k across LGSS).
- Have restarted the recruitment of Officer for new Contract Register rollout (£15k CCC) due for review in June.

**Property**

- 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

**Learning & Development**

- Reduced income as previously

**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.

**Finance**

- Underway with May month end and forecast preparation on policy line basis – also to highlight potential underspends
- Finance Operations service review meeting: good performance in terms of items in workflow for budget managers / transaction staff
- Greater Cambridgeshire Partnership – £20m received from government after passing gateway
- Further payment received from LGSS Law Ltd clearing some of the remaining historic debt

**COMMUNICATIONS****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**

- Commercial tenants regarding rents – solicitors letter to be issued to protect CCC position on unpaid rent
- Rural tenants
- Staff communicated about building closures and moves

**Learning & Development**

- Cascade of centrally provided comms messages.
- Email from LGSS regarding review outcome.

**Debt Recovery**

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

**LGSS Digital**

- The team all use slack to communicate and their line manager is encouraging them to buddy up as they are feeling isolated.