

COMMITTEE	AUDIT AND GOVERNANCE COMMITTEE
DATE	15 JULY 2021
TITLE	RISK MANAGEMENT ARRANGEMENTS
PURPOSE OF REPORT	TO UPDATE THE AUDIT AND GOVERNANCE COMMITTEE ON THE COUNCIL'S RISK MANAGEMENT ARRANGEMENTS
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ACTION	RECEIVE AN UPDATE ON FURTHER DEVELOPMENTS TO THE RISK MANAGEMENT ARRANGEMENTS

1. INTRODUCTION

- 1.1 One of the statutory responsibilities of the Audit and Governance Committee is to review and assess the Authority's arrangements for risk management, internal control and corporate governance, in accordance with part 81(1)(c) the Local Government (Wales) Measure 2011.
- 1.2 The purpose of this report is to give the Committee an update on developments in the risk management area.

2. CURRENT SITUATION

- 2.1 Committee members are aware of the arrangements that are in place for assessing and scoring risks, as it is regularly introduced as part of the Audit Manager's update on the work of Internal Audit. Since 2018, Internal Audit's approach to assessing the risks of the audited services follows this procedure.
- 2.2 Similarly, the Annual Governance Statement has for some time now been prepared on the basis of the 23 governance risks that have been identified and are continually assessed by the Governance Arrangements Assessment Group.
- 2.3 The arrangements consider two factors when scoring the size of risks:
 - The **Impact** of the event if the risk were realised
 - The **Likelihood** of the risk being realised.

2.3.1. The Impact and Likelihood are given a score of 1 to 5, using the following scoring guidelines.

Impact

Score	Impact	Definition
5	Catastrophic	A catastrophic effect on any resident (e.g. loss of life) or a destructive effect on the life or well-being of many residents
4	Destructive	A destructive effect on the life or well-being of several residents (e.g. where the quality of life or the well-being of someone has been effected to the degree that they have an intense need for assistance to allow them to live their lives) or a very substantial effect on many residents
3	Very Substantial	A very substantial effect on the life or well-being of several residents (e.g. the effect means that their quality of life or well-being is substantially lower than would otherwise be expected for a Gwynedd resident) or a significant effect on a many residents
2	Significant	A significant effect on the life or well-being of several residents (e.g. an effect on life or well-being, but falling within the expected range of day-to-day life) or a visible effect on many residents
1	Visible	A visible effect on the life or well-being of some residents (e.g. the effect is visible but not significant to their well-being) or a marginal effect on many residents

- Several = 10s to 100s of residents
- Many = 1,000s to 10,000s of residents

Likelihood

Score	Likelihood	Definition
5	Happening now	The effect is to be seen now (i.e. it is happening)
4	Very likely	Very likely that it will be seen in the foreseeable future
3	Likely	A chance it may happen, but may not
2	Unlikely	The likelihood of it happening is low – but is still there
1	Very Unlikely	Very unlikely to happen

2.3.2. The Impact Score and Likelihood Scores are multiplied together to give a Current Risk Score, which are the risk scores based on the controls that are currently in place. The Risk Score is defined from very high to low as follows:

Score 20-25	Very High Risk
Score 12-16	High Risk
Score 6-10	Moderate Risk
Score 1-5	Low Risk

Current Assessment

2.4 The risk management arrangements is a specific area that is addressed in the assessment of the Council's governance arrangements. The Annual Governance Statement (approved by the Committee on 27 May) describes the current position as follows:

2.5 We have assessed that this is currently a **Medium** risk, because:

There are strong arrangements for monitoring our compliance with certain types of operational risks.

Each risk in the Corporate Risk Register has been considered from the perspective of the risk to the people of Gwynedd, not from the Council's introverted point of view.

A new Corporate Risk Register was launched on 6 March 2021. The new system offers a user-friendly facility in each department as they consider their priorities and identify what needs to be done, and to assist members in challenging performance and ensuring that the expected action has been taken.

The Covid-19 pandemic has been a significant test for the Influenza Pandemic Plan and for the Council's service continuity plans. We immediately saw what happens with any such plan, that there were things that were not addressed in the plan. For example, the flu pandemic plan did not envisage that society itself would be locked down and there would be a need to cope not only with staff absences but also with staff all working from home.

However, a response was achieved and the comparatively lower incidence of cases than predicted in the original projection; the limiting of the number of deaths and the fact that the Council has been able to continue to deliver its Priority 1 services is evidence of this..

3. FURTHER STEPS

3.1 The 2021/22 Annual Governance Statement notes the following as further steps which need to be taken to further strengthen the risk management arrangements:

Work still needs to be done to ensure that all Council departments maintain the procedure of recording their major risks and review them regularly. The Insurance and Risk Service will support all departments to ensure that the use of the Corporate Risk Register is consistent across the Council, and that risks are continuously updated. The procedure of considering the contents of risk registers when monitoring the performance of departments will develop further.

3.2 It is noted in the Governance Statement that the new risk register was introduced on 6 March. The new register is being kept on Sharepoint technology, as is iGwynedd, the Council's corporate document retention system. That means moving on from the previous system that used an Excel spreadsheet to a system that should be much more convenient To update and keep it under review.

3.3 It was reported to the Audit and Governance Committee in November 2020 that the number of modifications to the Risk Register had increased, which was an encouraging sign that understanding of the importance of the register continues to increase.

3.4 Further work is now needed to ensure that it is possible to report easily out of the system as part of the Council's performance review arrangements, which continue to evolve. The expectation is that the performance monitoring procedures will consider the progress made against the further steps that need to be taken to mitigate the risks in the register.

4. CURRENT REGISTER

4.1 The Corporate Risk Register was specifically addressed by the then Chief Executive at Managers Network meetings during October / November 2020. The opportunity was used to explain to managers that each department needs to consider its main risks using the usual procedure of identifying issues that may occur and would affect the ability of a business unit to realise its purpose.

4.2 All officers at manager level or more senior have access to the risk register with a view to ensuring that it is properly updated as soon as possible. Of course, the register will never be finished as it is a living document, but the expectation is that we are always at a point where the register is a reflection of the council's true position.

- 4.3 At 2 July 2021, 353 risks had been identified in the corporate risk register. Of these, 62 had been archived; that is, they have been managed to an acceptable level at present and no further action is required. They will continue to be reviewed, but once a year rather than continuously.
- 4.4 This therefore means that there are **291 current risks in the register**, but of these 4 are currently unscored (and we will follow up on this). Of the 287 current risks scored, they have been categorised as follows:
- **Number of very high risks: 23**
 - **Number of high risks: 72**
 - **Number of medium risks: 160**
 - **Number of Low risks: 32**
- 4.5 On 2 July 2021, the very high risks belonged to the following departments:

Department	Number of very high risks
Economy and Community	13
Adults, Health and Wellbeing	6
Children and Families	1
Housing and Property	1
Gwynedd Consultancy	2
TOTAL	23

- 4.6 Details of the 23 very high risks are included in the Appendix; these risks will be reviewed continuously by the departments, to review if the rating can be changed because the risk has proven to be less than anticipated, or as actions are realised. These risks will then be addressed at the performance monitoring meetings, and within internal departmental meetings.
- 4.7 It is also important to note that a group of officers – the Governance Arrangements Assessment Group – will also undertake a moderation role for the risk register to ensure that scoring is consistent from one department to another.
- 4.8 Future meetings of the Audit and Governance Committee will receive information on changes to these risk scores, so that it can assess the Council’s risk management arrangements in line with its statutory duties.
- 4.9 It is seen from the Appendix that one of the Council's highest risks at the moment according to the register is the Gwynedd Businesses being affected by the Brexit agreement. Now that this agreement has been in place for some months, the true impact of Brexit on Gwynedd businesses can be seen as time goes on, with a view to seeing if the rating can be changed, but substantial uncertainty remains.
- 4.10 It is noted that a specific Brexit Risk Register is currently being maintained separately.

5. RECOMMENDATION

- 5.1 The Committee is requested to receive this report as an update on the progress made by the Council to ensure that a complete risk register is in place and is being maintained, and considers the highest risks that the Council faces.

Department: Economy and Community

Area: Unemployment

Risk: Unemployment levels sharply increased due to COVID (E8)

What has already been done?

Unemployment and falling household income affect the health and well-being of individuals and families in and the economy. Have diverted priorities to be able to respond within existing resources and have already:

- Extended the Communities for Work programme to support more unemployed individuals who have been referred by Government agencies to receive support to overcome barriers to work
- Workforces made redundant supported to access the relevant information from the different services at a time of COVID restrictions
- Work with partners to develop the Government's Kickstart programme in Gwynedd. Gwynedd Council's role is limited to administering the scheme at present which misses an opportunity to be more proactive in supporting businesses to be part of the scheme in order to develop young people's work skills.

Risk Score: 25

What is to be done further?

We will work with Grŵp Llandrillo Menai and the 3rd Sector to provide support to support local businesses and employers to employ young people for a period of 6 months and develop their work skills. We will work with partners to highlight the information and support available to support the unemployed and raise awareness of the employment opportunities. We will work with partners to support individuals to overcome barriers to work. A taskforce set up will consider if there are further steps Gwynedd Council and its partners can take to support businesses and employers to offer work and employment experiences.

Department: Children and Families

Area:

Risk: Failing to greet our needs as families and greet what matters to us due to workforce matters (G2)

What has already been done?

In the very short term (urgent) staffing gaps need to be filled with social workers who have retired or moved within the Department; hand in hand with diverting staff from teams that pose a lesser risk to the Department. Agree a Short Term plan with the support and advice of the Corporate Support Department for adapting recruitment arrangements, working conditions, terms of agreement. Work through the Care Recruitment Group to prepare for medium / long term risk management to attract and qualify social workers. Building links with Bangor University and the Care Agency.

Risk Score: 25

What is to be done further?

Need a Recruitment and Workforce Development Plan to address our needs and the scarcity of social workers. Need a short-term plan and a longer-term plan that could include the possibility of a Planning Tomorrow's Workforce project for the Department with the support of the Corporate Support Department.

Department: Economy and Community

Area: Impact of Brexit deal

Risk: Gwynedd businesses affected by Brexit deal (E6)

What has already been done?

Worked together through the WLGA to measure the potential impact of Brexit on the communities of Gwynedd. Contacted the private sector to encourage them to prepare for the worst case scenario - no agreement. Communicated with businesses to offer support and information on the situation. Council loan fund criteria reviewed to support businesses affected by Brexit change.

Risk Score: 25

What is to be done further?

Need to review the research in the wake of the Brexit deal and establish a communication programme with businesses to support them in responding and adapting. It will be necessary to work with unions to pay particular attention to the agriculture sector.

Department: Economy and Communities

Area: Storiel

Risk: That the quality of Storiel's offer deteriorates as it does not provide sufficient income to carry out activities. (E29)

What has already been done?

Since Lottery grant funding came to an end and the management of the café was internalised Storiel has been unable to meet its income targets. A 5 year business plan has been established to meet new income targets, but due to Covid-19 it will be necessary to review if the income targets are achievable. Café has now been closed and a review of options for the space will be undertaken. CRF grant application for work support to look at the income and business elements of Storiel in 2021. Review of all procedures ongoing as well as discussions with lead partner - Bangor University.

Risk Score: 20

What is to be done further?

Commission to review the operation of the site and identify income opportunities for its operation. Need to formally establish the Storiel Trust to have a vehicle to support the fundraising. Funding sources need to be identified, once a new action plan is in place to support the changes.

Department: Economy and Communities

Area: Ansawdd swyddi a lefelau cyflog isel yng Ngwynedd

Risk: Lefel cyflogau Gwynedd ar gyfartaledd yn isel (E1)

What has already been done?

Project manager appointed and High Value Jobs Programme established which has:

- Identified the most significant sectors for Gwynedd in terms of creating high value jobs
 - Influenced a decision to ensure the continuation of decommissioning work at Trawsfynydd while safeguarding jobs for a period.
 - Support the establishment of the Egin company to develop the Trawsfynydd site and target a £20million investment through the growth bid to develop the site's infrastructure for low carbon energy generation and medical isotopes.
 - Funding to be invested in Llanbedr airport infrastructure secured through European application and Welsh Government support.
 - Support for the creative and digital sector is being provided.
 - Work to engage young people with the job opportunities underway and the STEM North Project being funded by Gwynedd in the region to increase young people's interest in careers in the high value sectors.
- Changing the structure of the economy in times of uncertainty into a long-term agenda. Grant funding for programme manager ends 31/03/21 but outcomes not achieved – need to continue to influence and create the conditions.

Risk Score: 20

What is to be done further?

Low wages continue to be a problem in Gwynedd, particularly in the Meirionydd area. An opportunity to respond by continuing to work together to create the right conditions to develop high value jobs within Gwynedd. We will have agreed a programme to create more higher value jobs in Gwynedd taking into account the impact of COVID and Brexit on employers. The programme will focus on promoting skills and careers in the Science, Technology, Electronics and Mathematics Area and on safeguarding and creating new jobs for the future at Trawsfynydd site, Llanbedr airfield site, within the medical, engineering, digital and creative industries sectors.

Department: Economi a Chymuned

Area: Cryfhau'r Economi Wledig

Risk: Rural economy is not thriving, but shrinking (E3)

What has already been done?

The Council seeks to strengthen the basis of the rural economy. Attracted a European grant to implement a Rural Development Programme which includes a package of innovative projects - Arloesi Gwynedd Wledig. Also led on the implementation of the ARFOR Programme to strengthen the economy of the west Wales region. Encouraged local enterprises to establish and develop in the most rural communities and invested in technological infrastructure to support them. Arfor programme ends 31/03/2021 and uncertainty about the continuation of the Rural Development Programme budget in the wake of Brexit. A needs analysis has been completed and prepared a new vision to make a case for the Government to invest in our most rural communities for the future.

Risk Score: 20

What is to be done further?

The weakness of the structure of the rural economy further highlighted by COVID in particular our reliance on tourism. Need to make a case for further investment in the rural economy so that activities to promote innovation can continue. Agriculture Sector is very likely to be affected by Brexit and we will work with farming unions to support the future development of the sector. We will work with Grŵp Llandrillo Menai to develop a rural innovation hub in Glynllifon with particular attention to the development of the food sector locally It is anticipated that further support will be needed to support rural businesses to adapt and we will continue to work with partners to develop the foundational economy promoting the use of technology.

Department: Economy and Communities

Area: Industrial Units

Risk: There is no provision of business units available to respond to demand and enable Gwynedd businesses to grow (E5)

What has already been done?

Register established to measure demand for units across Gwynedd.

Risk Score: 20

What is to be done further?

Need to develop a new industrial unit investment plan in response to demand.

Department: Economy and Communities

Area: Regeneration

Risk: The Council's Regeneration activities have less impact as they are not coherent enough (E9)

What has already been done?

Risk that all services operate their own programmes in accordance with their grant guidance, but may not respond to the true needs and regeneration opportunities of Gwynedd. A Regeneration Board has been established with a view to developing a Regeneration Programme for the county's communities. The Programme will incorporate cross-departmental activities along with the priorities of the Council's Plan. However, it is anticipated that further resources will be required if an ambitious programme is to be developed across the communities of Gwynedd.

Risk Score: 20

What is to be done further?

We will establish a new Regeneration Framework and develop 13 Regeneration Plans for the Gwynedd areas. We will consult with stakeholders to understand how communities want their areas to develop in the next 10-15 years, and identify local priorities. These plans will pay particular attention to the future needs of town centres and the future of the 'high street' across Gwynedd. We will ensure that activities across Council Department's areas contribute to the development and implementation of these Regeneration Plans.

Department: Economy and Communities

Area: Cist Gwynedd

Risk: Reduced grant aid available to communities to enable them to take responsibility for local services and assets (E12)

What has already been done?

Demand for grants remains constant and a lack of certainty about future support makes the spending period short. Community Support Officers seek to identify alternative sources to support communities, but less support currently available to communities.

Risk Score: 20

What is to be done further?

We will make use of the continued operation of Cist Gwynedd in 2021/22

Department: Economy and Communities

Area: Tourism

Risk: The people of Gwynedd do not benefit from tourism as the negative effects outweigh the benefits.
(E13)

What has already been done?

Work has been undertaken to understand the change in tourism trends over the years and to identify the benefits to Gwynedd and the risks, including impact on communities, language and culture of the area and second homes. Bids have submitted to Visit Wales to respond to demand, but a number of funds are on hold due to Covid-19. Work has been undertaken to agree Gwynedd tourism principles which will form the basis of a future management plan. A working group has been established to look at responding to covid situation for the 2021 season.

Risk Score: 20

What is to be done further?

We will establish a vision and principles for tourism for the future and develop a Plan for Managing the Gwynedd Visitor Economy in collaboration with communities and the sector to ensure the best benefit to the people of Gwynedd from visitors. The Plan will provide direction for future policies and activities across Council Department, but will also recognise the short-term need to respond to the impact of COVID

Department: Economy and Communities

Area: Beach Management

Risk: The main risk is the safety of people in the sea where there may be risks to life, as well as dangers from structures and objects on the beach. (E17)

What has already been done?

Over the last two years, there has been an increase in the number of visitors to Gwynedd beaches during the summer term with changes in behaviour and awareness of hazards on the coast. A change has been introduced to the structure of the service in April 2020 to give greater attention to the management of maritime issues. A Beach Management Plan has also been prepared to try to define the role of the service more clearly and agree the priorities. It is an effort to confirm joint working arrangements across Departments to ensure that roles are clear such as waste collection and dog control issues. A number of new signs have been installed on main beaches highlighting the dangers.

Risk Score: 20

What is to be done further?

Raise more awareness of visitors to safety if they intend to bathe in the sea. The Council does not provide a lifeguard resource on Gwynedd's beaches, but rather recruits a team of beach wardens for the main summer season. We will review the resources needed to provide the service that responds to the requirements of our risk assessment traethau.

Department: Economi a Chymuned

Area: Parc Padarn Safety Measures

Risk: Hazards at Parc Padarn site (E24)

What has already been done?

It is estimated that there are around 30 structures/buildings around the Vivien quarry that are on the site. Over the years, the condition of these has deteriorated and some are now ruins. The condition of the levels and slate steps of the quarry are also deteriorating and stone fall often occurs on the site. An assessment of the condition of quarry buildings / structures is being carried out, risk assessments prepared and emergency measures implemented. The Department has also prepared an on-site Tree Management Plan to protect on-site safety. There has been a significant increase in visitor numbers to the Glyn area of the Park putting pressure on local resources. Plans have been prepared to improve access and parking arrangements to the site.

Risk Score: 20

What is to be done further?

Monitor the condition of structures and implement a programme of improvements that respond to the main risks - including tree management, historic structures and trails. Need to agree new communication arrangements to manage the site in response to the increase in visitors in 2020

Department: Ymgynghoriaeth Gwynedd

Area: Water and Environment

Risk: Impact of Climate Change. Rising sea levels and increases in stormy periods. (N3)

What has already been done?

Identify vulnerable locations in terms of risks from the impact of storms, erosion and coastal flooding. Undertake audits of relevant assets to ensure condition and performance. Manage the actions of the Shoreline Management Plan. Be active within Coastal Groups and other relevant fora. Monitor changes on the Gwynedd coast and report back nationally. Action on the Wales Flood and Coastal Erosion Risk Management Strategy.

Risk Score: 20

What is to be done further?

Continue to attract grants from the Welsh Government to maintain assets and create schemes to mitigate flood and coastal erosion risks. Act more sharply on an operational plan within the Shoreline Management Plan and assess opportunities coming out of a "renewal" Shoreline Management Plan. Assess how to act on policy change. Create a structure with a holder part to co-compose and try to discover and greet any conflict.

Department: Economy and Communities

Area: Lloyd George Museum

Risk: That the Museum has to close to the public if no maintenance income is found. (E30)

What has already been done?

No Treasury funding any longer to fill the financial gap for the Museum's running. Work commissioned to obtain expert advice on the legal position. Work with the Friends of Lloyd George Museum to identify next steps. Further assessment work will be undertaken into future options and to agree the Council's governance arrangements as a Trustee in the meantime.

Risk Score: 20

What is to be done further?

Covid has affected the work resulting in delays in the agreed timetable between the Council and partners. Trust needs to consider its options and develop a new business plan to target future funding to support the Museum.

Department: Adults, Health and Wellbeing

Area: Residential and nursing care provision and domiciliary care

Risk: Financial viability of residential and nursing care providers and domiciliary care providers (F1)

What has already been done?

Discretion to pay retainers to providers when looked after individuals spend periods in hospital. Agreement to pay a higher unit cost to providers over the Covid period with support from the Government. Domiciliary Care Project Board continues work towards robust agreements with care providers for specific areas. Support all providers in the area (Domiciliary Care, Care Homes, Learning Disabilities and Mental Health providers) in the same way and we have been doing it over the last few months. Ensure that any grant funding allocated to the Area is allocated quickly and to the areas/areas with the highest priority. Work together and understand the pressures on providers and recognise that each situation can be unique. Ensure that our financial administration arrangements remain flexible and seek to facilitate arrangements for providers living with financial risk particularly during this period. Specific steps have been taken to maintain and then seek to mitigate the impact of closures e.g. Polish home in Penrhos.

Risk Score: 20

What is to be done further?

Part of the 'Fit and Sustainable Care provision for the future' project · seek to understand the "true cost of care" to consider possible options for our future care commissioning arrangements. Ensure that providers' risks and vulnerabilities do not increase as subsidies from government Covid funds decrease or end.

Department: Adults, Health and Wellbeing

Area: Nursing care

Risg: Shortage of nursing beds in the county (F2)

What has already been done?

Communicate consistently and clearly with providers about the latest guidance ensuring that they fully understand their implications and responsibilities and that any confusion does not contribute to a slowness in the system to respond to the needs of residents. This support is primarily from the Quality Assurance Team and the Category Management Team.

Risk Score: 20

What is to be done further?

Part of the 'Fit and Sustainable Care provision for the future' project. Ensure that we understand the need for nursing bed provision in the county and move forward with the Penrhos Site project to address the shortage in Llŷn.

Department: Adults, Health and Wellbeing

Area: Dementia Care

Risk: Lack of beds and supportive provision for individuals living with Dementia. (F3)

What has already been done?

Invested in 6 of our homes. Continually review preventative services such as day and respite care and well-being work as unpaid carers are taking on additional pressures. Financial bids being submitted and efforts to attract funding from funds such as ICF continue although that does not lay a long-term sustainable foundation.

Risk Score: 20

What is to be done further?

Part of the 'Fit and Sustainable Care provision for the future' project. Need to work towards further increasing the number of dementia beds in the county. This is to be specifically addressed through the population needs assessment. It is intended to consider whether our supportive services e.g. day care and respite remain suitable to meet the needs of the people of Gwynedd or if we need to do something differently. The opening of a dedicated dementia unit that has been completed in Llan Ffestiniog but has not been able to open due to the Covid-19 crisis will need to be prioritised. Completion of the construction of an additional dementia unit at our home in Barmouth.

Department: Adults, Health and Wellbeing

Area: Quality Assurance

Risk: Lack of sufficient capacity in the current system to identify problems and offer early support to providers (F5)

What has already been done?

Officer has been seconded from the Business Unit to assist the team on an interim basis. This is a success but at the expense of other services and therefore not sustainable. Responded to a period of flexible retirement of one officer from December 2020 and maternity leave from early 2021. Bid for permanent resources to strengthen the Team has been submitted in October 2020 which is to be re-introduced in 2021. Resources dedicated to employing one training/quality assurance officer to work specifically within the Learning Disability team.

Risk Score: 20

What is to be done further?

Part of the 'Fit and Sustainable Care provision for the future' project. Need to strengthen our quality assurance services to ensure adequate support for care providers to help them maintain a quality service for the residents of Gwynedd. Scrutiny report to be submitted in September and second bid to increase capacity in October.

Department: Adults, Health and Wellbeing

Area: WCCIS System

Risk: WCCIS system issues (F8)

What has already been done?

Risks with suppliers affecting authorities across Wales and therefore national and regional efforts underway to try to identify solutions. Consideration is given at a local level to mitigate the impact of any risks on Council services although the ability to do this is limited. A joint project group with the Health Board exists to agree information sharing arrangements and deliver WCCIS to health staff. Work is under way to develop a 'prototype' in one area, which should be operational by March 2021. Alongside these developments, the establishment of the 'National Data Resource' provides us with new opportunities to share information between health and care systems. For example, we support patients to have a positive experience when leaving hospital, by making use of the ability to make a match between different systems data. Work is also underway to introduce 'apps' that facilitate communication within health and care teams, which in turn ensures better co-ordination of people's care.

Risk Score: 20

What is to be done further?

Continue with national and regional efforts to put pressure on the supplier to find a solution in terms of updating the system and making it safe and dependable. Work with health as part of the 'Redesign our care services' project. An intention to equip the integrated teams (teams made up of care staff as well as health staff) to be able to achieve what is important to the adults of Gwynedd. This will include looking at appropriate training and removing any technological barriers.

Department: Adults, Health and Wellbeing

Area: Recruitment and retention of care staff

Risk: Problems with recruiting and retaining care staff (F10)

What has already been done?

Cabinet has supported temporary investment to respond to winter pressures and the impact of Covid and widen the care worker pool for the future. #GalwGofal/#Dare2Care campaign. Considerable effort has been put into recruitment programmes that make much greater use of social websites. The intention of trying to push further on this agenda to see if more recruitment can be achieved in the context of the impact of the Covid crisis on employment in other areas. We anticipate that pressures will continue over the next year/two as infill will be required for holidays. It is also possible that the continuation of the Covid restrictions may have a longer-term impact on staff wellbeing and this will create more gaps to be filled. The Department's Management Team continuously address the issue of individual development as part of a succession planning programme for in the field posts and leadership and senior managerial levels, as well as the programme to nurture talent locally through schemes such as trainees and apprenticeships. Staff also need to be developed to be more flexible – that is, to be able to offer support across the Service wherever necessary.

Risk Score: 20

What is to be done further?

Part of the 'Workforce and Recruitment for Care' project. The arrangements for the recent recruitment campaign in #GalwGofal need to be reviewed to consider how we will approach recruitment in the future. Consider our registration and training arrangements as well as staff development arrangements to increase flexibility and resilience in the field. Develop a Nurturing Talent scheme to address a shortage of expertise in some areas.

Department: Housing and Property

Area: Housing Supply / Housing Operational

Risk: Failure to ensure that no-one is homeless in Gwynedd (13)

What has already been done?

- Appointed 3 Tim Leaders to try to structure the work.
- Regional homelessness strategy and Gwynedd Homelessness Plan – some progress has been made in recent weeks to take action.
- Lack of data systems to help prioritise our response and establish the real demand on the service.
- Housing First -no scheme in Gwynedd where a number of counties have started for some time.
- Lack of Mental Health expertise within the service leading to individuals losing a tenancy as we are unable to help them adequately.
- Secured grant funding to appoint an officer to lead on youth homelessness in the county but have not yet taken advantage of the funding.
- A number of different agencies offer support to homeless youth but there is currently no single point of access or referral regime. To deal with the significant number of homeless individuals being housed in temporary accommodation as we do not have suitable accommodation options ourselves, which creates a significant overspend for the Council
- Increased the number of houses in our possession for use as temporary accommodation to around 95.
- Arrangements in place with bed and breakfast providers but this is not an affordable or suitable solution for a large number of people. Current expenditure in the region of £4,000 per night.
- Homeless Hostels offer 12 temporary accommodation but provision is out of date, need to modernise and change to a supported model of self-sustaining accommodation.
- We do not have any other supported accommodation schemes available to use for general homelessness needs in this way.
- Been able to attract grant funding to meet a significant proportion of the cost of developing 47 new houses/flats including modernising and changing our hostels to a supported accommodation model.
- Attracted revenue funding to maximise the support available to vulnerable individuals for a period of time. The risk will be reduced as developments are carried out.

Risk Score: 20

What is to be done further?

Department: Gwynedd Consultancy

Area: Water and Environment

Risk: Impact of Climate Change. Rain more often and heavier. (N2)

What has already been done?

Identify incidents of internal flooding to houses and make Section 19 reports. Create specific projects to reduce future flood risks by seeking funding from the Welsh Government. Undertake audits of relevant assets to ensure condition and performance. Action on the Wales Flood and Coastal Erosion Risk Management Strategy.

Risk Score: 20

What is to be done further?

Continue to attract grants from the Welsh Government accumulating catchment level events to avoid 'local' solutions and mitigate the risks to all Gwynedd communities within those catchment areas. Raise awareness within the catchment areas through the organisation of specific communication plans to increase resilience and take responsibility for the relevant risks at community level and other relevant stakeholders.

Department: Economy and Communities

Area: Safety of maritime staff

Risk: Vulnerability of Beach staff (E18)

What has already been done?

Cases have arisen where staff are threatened or assaulted in their capacity when trying to protect the public. There have also been cases where staff have taken steps to try to save lives in the sea. Steps are being taken by the service to train staff and provide appropriate equipment to protect the individuals e.g. moving to electronic payments rather than cash; wear body-cams as a preventative measure

Risk Score: 20

What is to be done further?

Need to raise more awareness of visitors to water safety. There will be a further review of the structure of the service and consideration of extending the term and number of Beach Wardens