

Corporate Risk Register

2022/23 Quarter 1 Update



Ash Die Back Disease

Short Description	Ash Die back disease will affect tree population in Newport. The disease has already been identified in Newport and could kill the majority of Ash trees in the authority. The impact of no action will be significant numbers of tree failures that could see an increase in the number of people harmed by trees and property claims.
Risk Owner	Joanne Gossage
Overseeing Officer	<ul style="list-style-type: none"> Head of Environment & Public Protection Strategic Director: Environment & Sustainability
Lead Cabinet Member(s)	Cabinet Member for Climate Change & Bio-diversity
Linked Theme	Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 2. Economic Growth & Regeneration WBO 4. Cohesive & Sustainable Communities

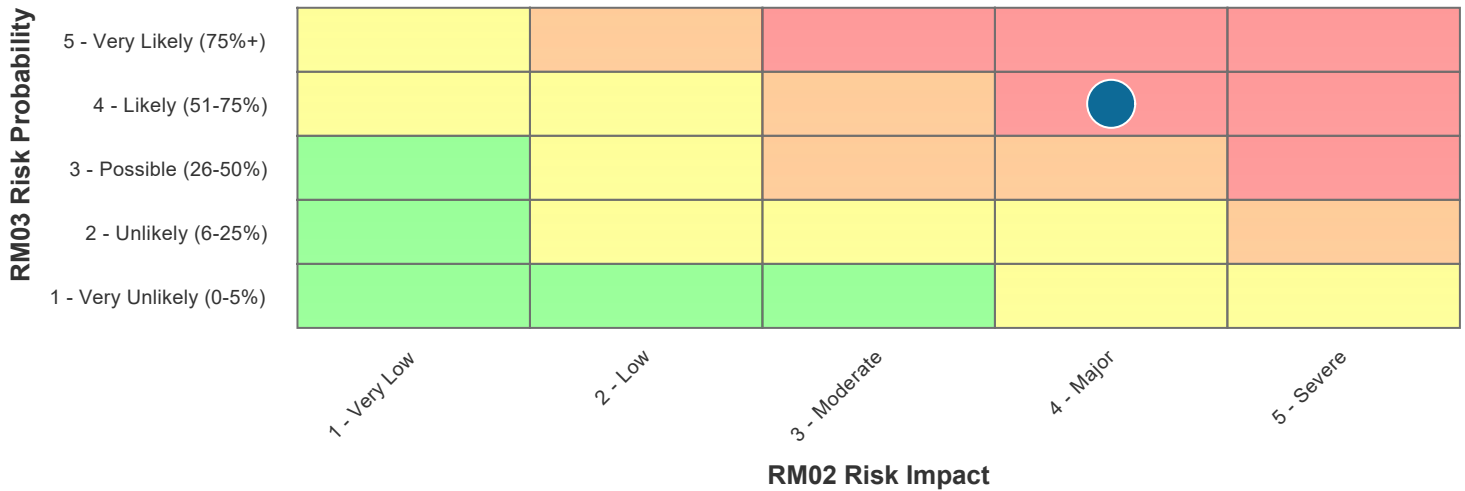


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Inherent Risk Score

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Target Risk Score



Direction of Risk

	DoR	Comment
Ash Die Back Disease	➔	Scale of work remains the same as canal surveys identified greater spread than anticipated.

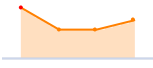
Action Description	Period	Value
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Action Description	Period	Value
To undertake works removing diseased Ash trees that are owned by NCC.	Jun 2022	★

Balancing the Council's Medium Term Budget

Short Description	To meet the Council's requirement of reducing the gap between Council spend and Budget allocation over the next 3-5 years
Risk Owner	Robert Green
Overseeing Officer	<ul style="list-style-type: none"> All Heads of Service Strategic Directors
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	<ul style="list-style-type: none"> Theme : Aspirational People Theme : Modernised Council Theme : Thriving City Theme: Resilient Communities (Community) Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 1. Skills, Education & Employment WBO 2. Economic Growth & Regeneration WBO 3. Healthy, Independent & Resilient WBO 4. Cohesive & Sustainable Communities

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Balancing the Council's Medium Term Budget

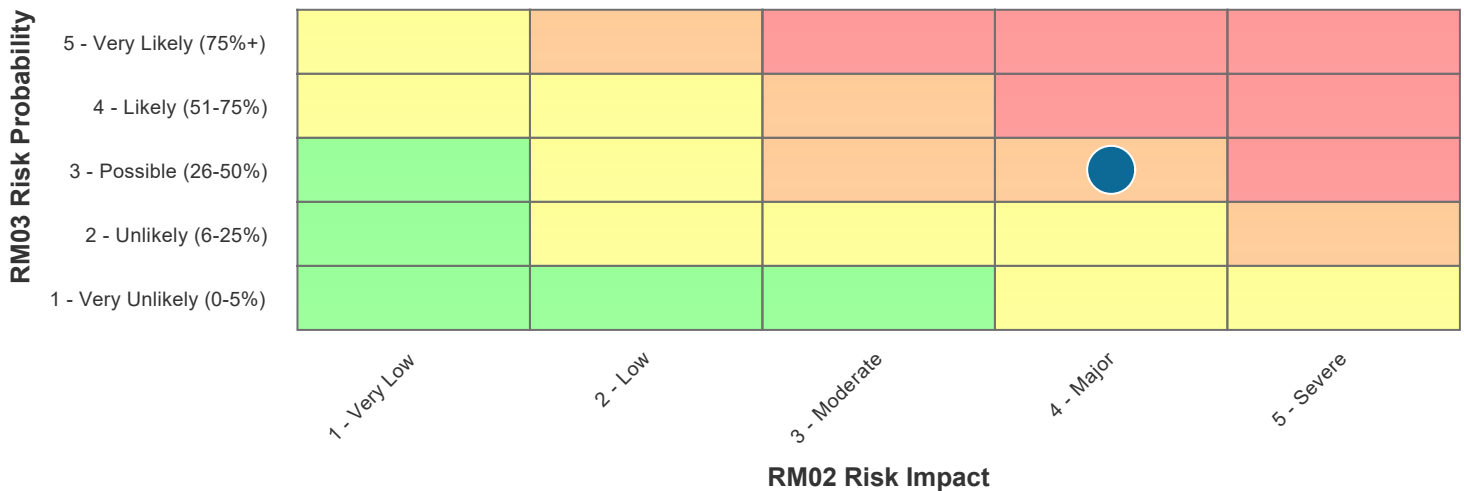
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Inherent Risk Score

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Target Risk Score



Direction of Risk

	DoR	Comment
Balancing the Council's Medium Term Budget	✖	The Medium-Term Financial Plan has recently been updated for the first time since the 2022/23 revenue budget was set. Due to the current inflationary crisis, it is evident that cost pressures will increase substantially in comparison with the original assumptions. Costs such as pay, energy and commissioned services are all forecast to increase in price significantly. In addition, services have identified pressures in a number of areas, especially those connected with demand and capacity within services. The funding assumptions remain largely unchanged and, therefore, there is the potential for a significant budget gap. This budget gap will be very challenging to address, especially in light of the level of savings that have already been identified and achieved in previous years.

Action Description	Period	Value
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Action Description	Period	Value
Accountancy team to review corporate (non-service area) budgets and resources for any opportunities to identify savings or alternative approaches of utilising resources e.g. earmarked reserves.	Jun 2022	
As a member of the Society of Welsh Treasurers, via Welsh Local Government Association, budget challenges, issues and pressures are escalated to Welsh Government, particularly the need for additional funding. Regular surveys of member local authorities to allow for comparisons of assumptions being made e.g. future pay awards.	Jun 2022	
Deliver weekly budget meetings with the Council's Executive Board.	Jun 2022	
Finance (Accountancy Business Partner teams) to support and review service area savings plans and business cases.	Jun 2022	
Finance service area business partners to robustly review service area financial monitoring positions with the aim of identifying emerging issues that could impact upon the medium term outlook.	Jun 2022	●
Finance undertake challenge reviews of finance pressures submitted by service areas and to support service areas to reduce, remove and/or identify alternative approaches to address funding requirements.	Jun 2022	
Procurement to support service area contract managers to review and challenge inflationary increases to contract arrangements to ensure value for money for the Council.	Jun 2022	
Through Finance networks, we will regularly discuss with neighbouring and similar authorities regarding the finance assumptions being made in their budget planning, to ensure that NCC does not under/overstate inflationary pressures or omit potential solutions.	Jun 2022	

City Centre Security & Safety

Short Description	Significant incidents of deliberate acts that pose hazards to people in surrounding areas; structural damage; business continuity; damage/disruption to infrastructure and utilities; and reputational and economic impact.
Risk Owner	Stephen Jarrett
Overseeing Officer	Strategic Director: Transformation & Corporate
Lead Cabinet Member(s)	Cabinet Member for Infrastructure & Assets
Linked Theme	Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 2. Economic Growth & Regeneration ■ SRA 2. Supporting the Environment & the Economy

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City Centre Security & Safety

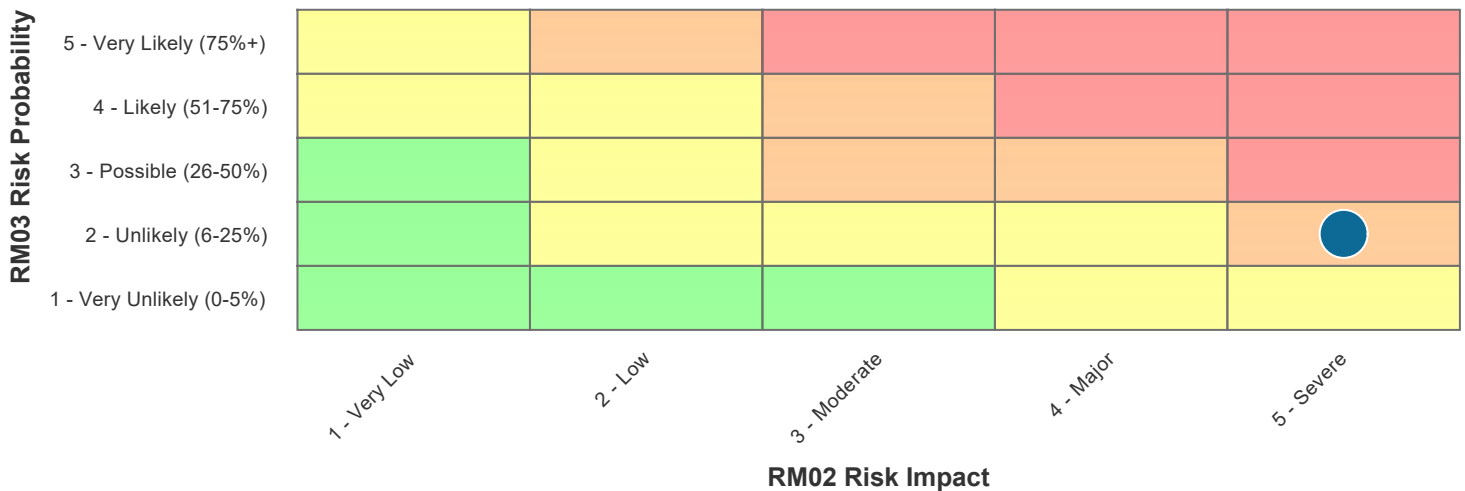
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Inherent Risk Score

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Target Risk Score



Direction of Risk

	DoR	Comment
City Centre Security & Safety	➡	No change to risk at present.

Action Description	Period	Value
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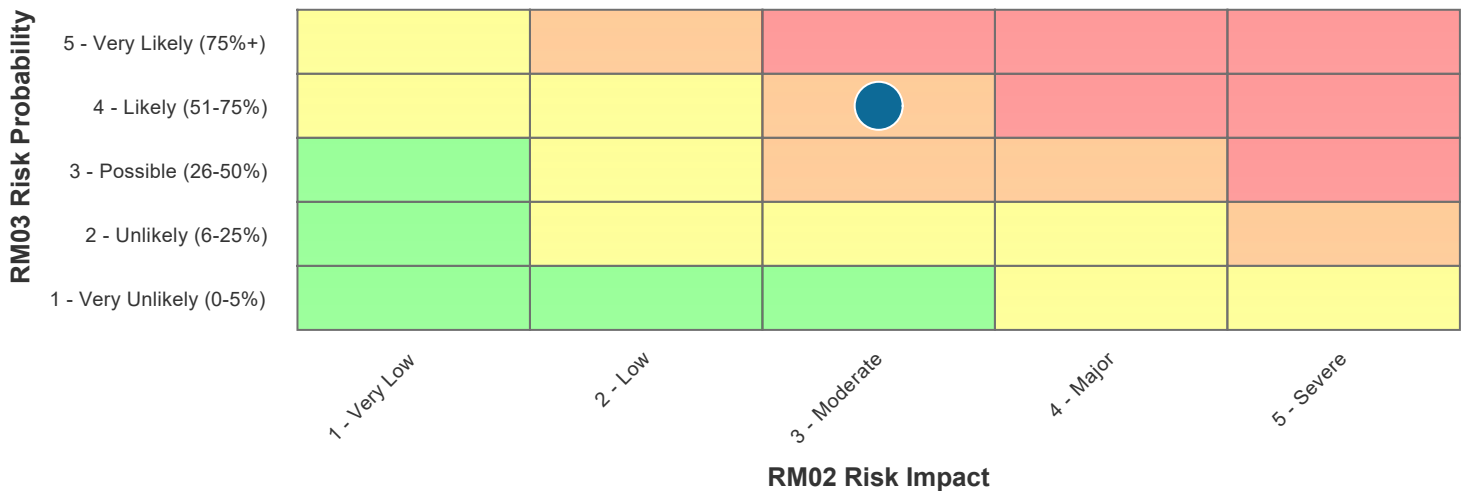
Action Description	Period	Value
Co-ordinated evacuation arrangements for the city centre – NCC will be working with all partner organisations such as the emergency services and private business within the city centre to construct a co-ordinated evacuation system.	Jun 2022	
Training for those businesses operating within the city centre that may be affected by significant incidents – Gwent Police will lead on the training with the use of NCC channels to promote and raise initial awareness of the scheme.	Jun 2022	●

Climate Change Risk

Short Description	Scientific evidence indicates that the global climate is warming and is changing the environment that we live in Wales and in Newport. The cause of this change is through emissions produced by industry, vehicles, households and businesses. Newport has 11 Air Quality Management Areas which monitor air quality and since they were in place we have been in breach.
Risk Owner	Ross Cudlipp
Overseeing Officer	<ul style="list-style-type: none"> Head of Environment & Public Protection Strategic Director: Environment & Sustainability
Lead Cabinet Member(s)	Cabinet Member for Climate Change & Bio-diversity
Linked Theme	<ul style="list-style-type: none"> Theme : Modernised Council Theme: Resilient Communities (Community) Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 2. Economic Growth & Regeneration WBO 3. Healthy, Independent & Resilient







16 **10**
Inherent Risk Score Target Risk Score



Direction of Risk

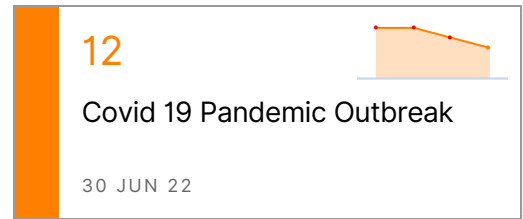
	DoR	Comment
Climate Change Risk	➡	No change to risk score for Quarter 4 2021/22.

Action Description	Period	Value
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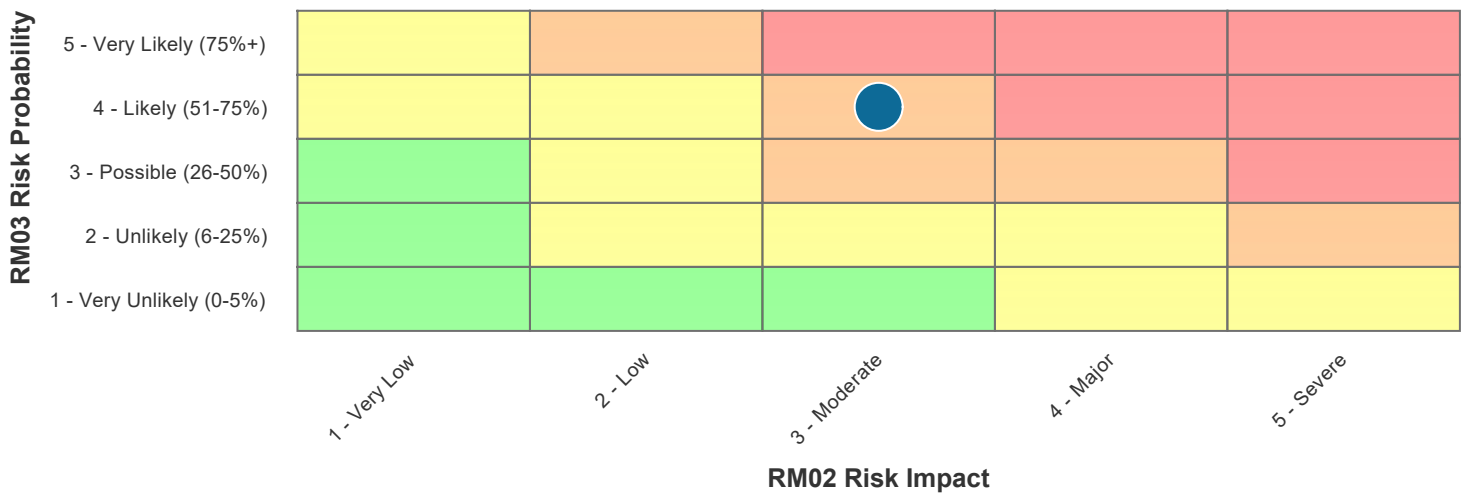
Action Description	Period	Value
Ebbw West Solar Farm Development	Jun 2022	
Local Air Quality Management - develop localised plans under the Council's Sustainable Travel Strategy to meet statutory requirements for Action Plans. Actions to be generated by the Sustainable Travel Group.	Jun 2022	
Select a building decarbonisation delivery partner (Via RE:Fit) and complete a phase of decarbonisation works on the NCC estate.	Jun 2022	
Support the completion of the Welsh Government supported Local Area Energy Plan (LAEP) pilot to develop a decarbonisation action plan for the City of Newport in collaboration with NCC Policy, Partnership and Involvement team and external stakeholders.	Jun 2022	

Covid 19 Pandemic Outbreak

Short Description	The Corona Virus (COVID 19) pandemic has put at risk the operational ability of the Council to deliver its services, support vulnerable people across Newport and the economic impact to the local and wider economy. Potential mitigations carried out in line with the Chief Medical Officer's advice and Welsh/UK Government guidance.
Risk Owner	Tracy McKim
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 1. Skills, Education & Employment ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient ■ WBO 4. Cohesive & Sustainable Communities ■ SRA 1. Supporting Education and Employment ■ SRA 2. Supporting the Environment & the Economy ■ SRA 3. Supporting Health & Well-being of Citizens ■ SRA 4. Supporting Citizens post Covid-19



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Inherent Risk Score Target Risk Score



Direction of Risk

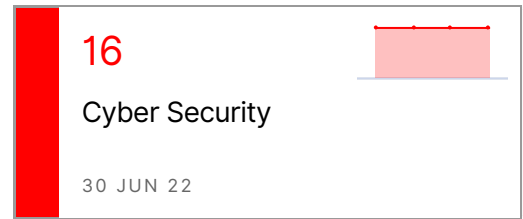
	DoR	Comment
Covid 19 Pandemic Outbreak	✓	While Covid is still a risk and monitored through the Council's strategic GOLD group, the overall impact on services has reduced. At the end of Quarter 1 the risk the risk has reduced to reflect this however we still monitor the impact on staff absences.

Action Description	Period	Value
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Action Description	Period	Value
Building on the lessons learned from the Covid-19 crisis undertake further work to enable the workforce to able to work more flexibly from Council offices, home and other locations securely and safely. Collaborating with Newport Norse, Facilities and Health & Safety to ensure Council offices meet the necessary WG and Covid secure requirements. Collaborating with SRS to ensure officers and Members are able to work remotely using digital solutions and appropriate equipment. Developing HR policies and procedures that will support the wellbeing and development of the organisation's staff.	Jun 2022	★
Develop a follow up to the community impact assessment to understand the impact that Covid 19 pandemic and further lockdown restrictions has had on Newport's Communities.	Jun 2022	★
Manage and deliver the Civil Contingencies response to the COVID-19 pandemic	Jun 2022	●
To ensure that People, Policy & Transformation has an efficient, effective structure to meet future demands.	Jun 2022	●

Cyber Security

Short Description	Management and security of the Council's ICT systems to protect personal and sensitive data from theft and loss whilst also maintaining business continuity and integrity of our systems.
Risk Owner	Mark Bleazard
Overseeing Officer	<ul style="list-style-type: none"> ■ Head of People, Policy & Transformation ■ Strategic Director: Transformation & Corporate
Lead Cabinet Member(s)	Cabinet Member for Organisational Transformation
Linked Theme	Theme : Modernised Council
Linked Corporate Objective	

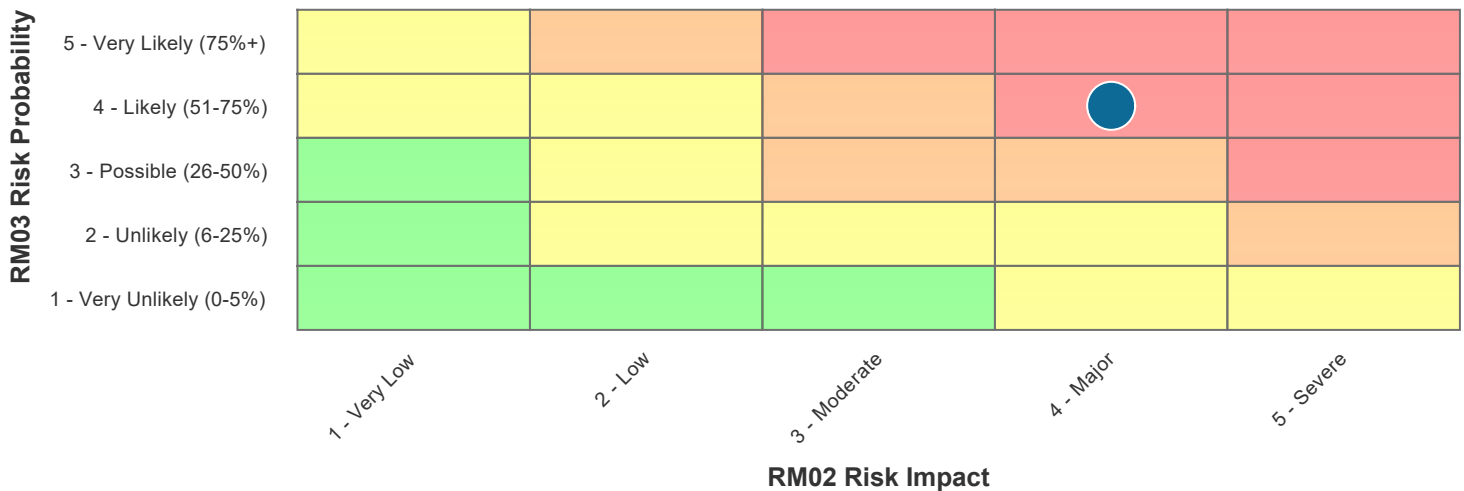


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Inherent Risk Score

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Target Risk Score



Direction of Risk

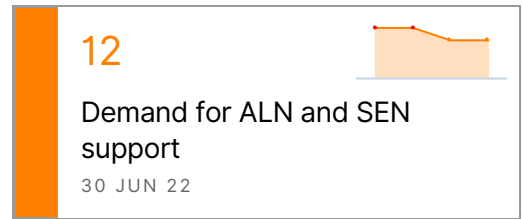
	DoR	Comment
Cyber Security	➔	Risk remains high especially given international tensions due to war in Ukraine. Various mitigations in place including various technical and organisational measures.

Action Description	Period	Value
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Action Description	Period	Value
Development of a new Digital Strategy that supports the future direction of IT services and infrastructure of the Council.	Jun 2022	★
To explore and purchase a Policy Management System that will ensure staff across the business undertake necessary training before being able to access IT systems.	Jun 2022	★

Demand for ALN and SEN support

Short Description	Funding to cover Additional Learning Needs (ALN) and Special Education Needs (SEN) provision across the city is insufficient and does not meet the demand of increasing need.
Risk Owner	Katy Rees
Overseeing Officer	Chief Education Officer
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for Education & Early Years
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 1. Skills, Education & Employment ■ WBO 3. Healthy, Independent & Resilient ■ SRA 1. Supporting Education and Employment

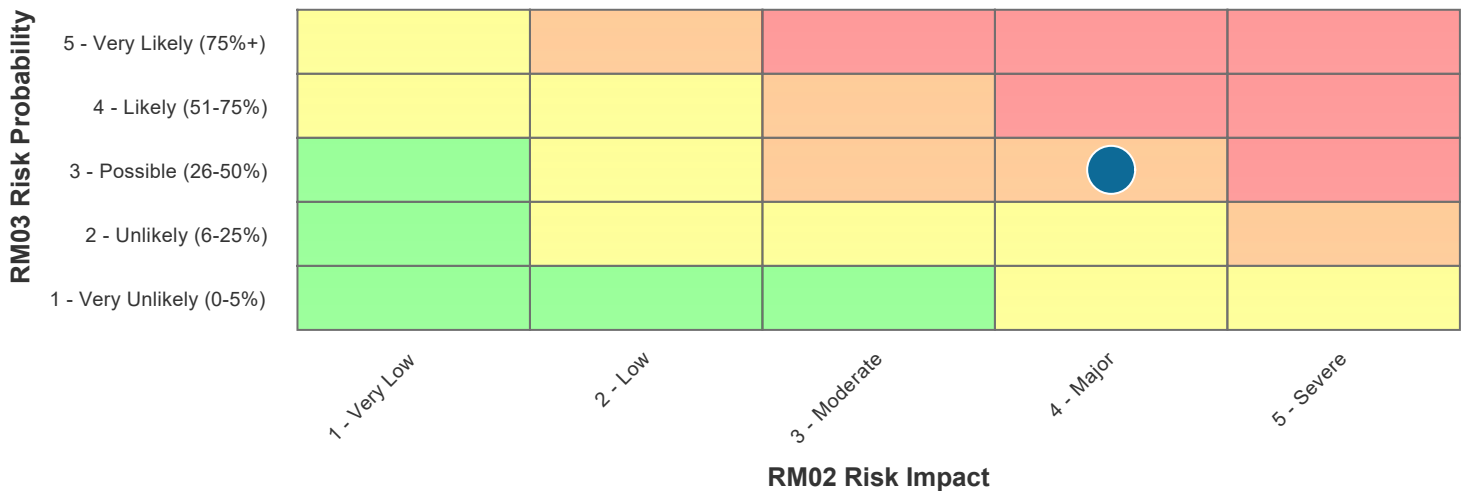


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Inherent Risk Score

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Target Risk Score



Direction of Risk

	DoR	Comment
Demand for ALN and SEN support	➔	The new ALN funding formula agreed by School's Forum was implemented for 2022-23 financial year. Additional local authority officers have been appointed to support Schools to build capacity in order to retain pupils within mainstream Schools. Schools are developing their universal, targeted and specific provisions which are tracked through the EduKey system however referrals for LA Individual Development Plans (IDPs) are starting to increase along with referrals for specialist placements due to the effect of the pandemic on delaying requests/identification of these pupils.

Action Description	Period	Value
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Action Description	Period	Value
(Estyn Rec 5) Ensure that Welsh Medium (WM) provision is established to support pupils with Additional Learning Needs	Jun 2022	★


Educational Out of County Placements

Short Description	Limited access to Newport City Council (NCC) provision for pupils who require complex and specialist placements which results on a reliance on Out of County (OOC) placements both day and residential.
Risk Owner	Katy Rees
Overseeing Officer	Chief Education Officer
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for Education & Early Years
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 1. Skills, Education & Employment SRA 1. Supporting Education and Employment

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Educational Out of County Placements

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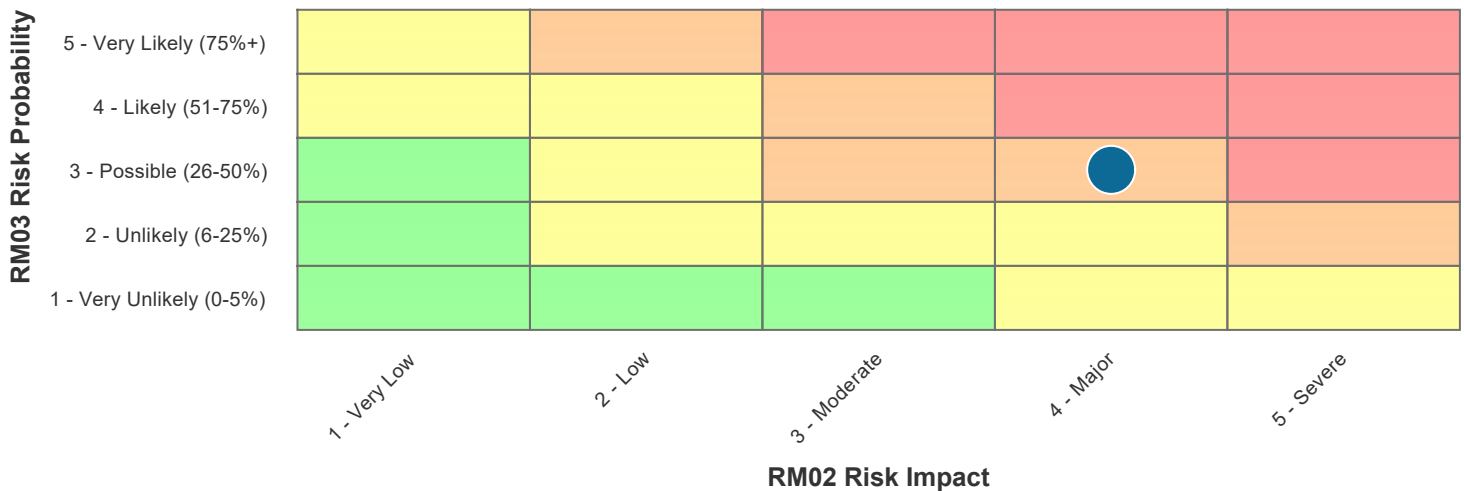


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Inherent Risk Score

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Target Risk Score



Direction of Risk

	DoR	Comment
Educational Out of County Placements	➔	Although there has been a consistent number of OOC placements throughout 2021-22, we started to see an increase of OOC placements from 83 to 88 at the end of the financial year and this has continued to rise to 94 placements. This is due to the lack of local specialist Social Emotional Behavioural Difficulties (SEBD) and secondary Autism Spectrum Disorder (ASD) placements. An SEBD provision tender process took place for primary aged pupils however the secondary tender had to be delayed for a year due to a lack of local providers this will be retendered in spring 2023.

There are no actions associated with this Risk

Highways Networks

Short Description	Failure to recognise current levels of under investment in the whole life of the city's highway network assets in the medium to long term will continue to compound existing maintenance backlog figures.
Risk Owner	Steve Davies
Overseeing Officer	Head of City Services
Lead Cabinet Member(s)	Cabinet Member for Infrastructure & Assets
Linked Theme	Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient ■ SRA 2. Supporting the Environment & the Economy ■ SRA 3. Supporting Health & Well-being of Citizens

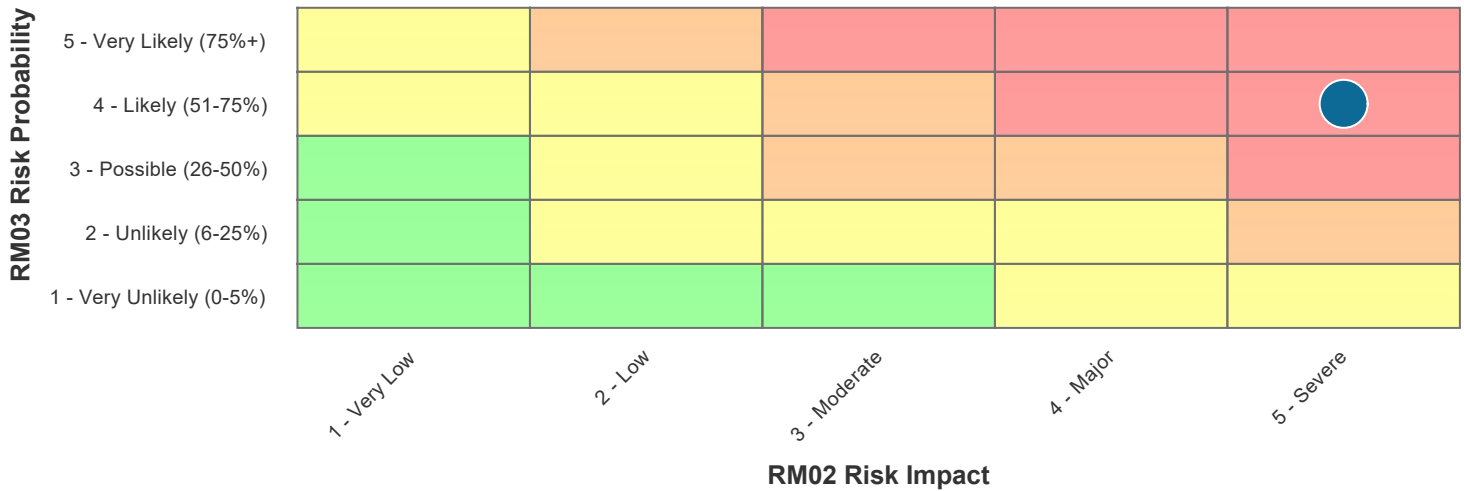


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Inherent Risk Score

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Target Risk Score



Direction of Risk

	DoR	Comment
Highways Networks	➡	No change to risks in this quarter

There are no actions associated with this Risk

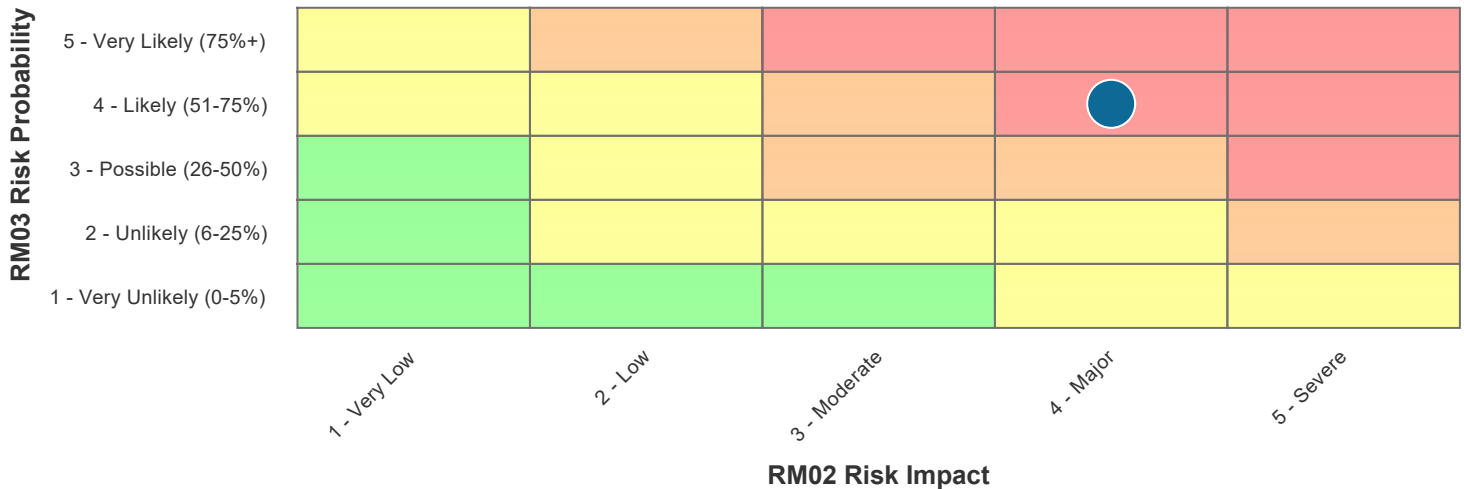
Newport Council's Property Estate

Short Description	NCC has a significant property estate covering over 170 buildings (circa) such as the Civic Centre, Telford Depot, schools etc. The Council has to ensure the estate is maintained to required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.
Risk Owner	Daniel Cooke
Overseeing Officer	<ul style="list-style-type: none"> Head of People, Policy & Transformation Strategic Director: Transformation & Corporate
Lead Cabinet Member(s)	Cabinet Member for Infrastructure & Assets
Linked Theme	Theme : Modernised Council
Linked Corporate Objective	<ul style="list-style-type: none"> SRA 2. Supporting the Environment & the Economy SRA 3. Supporting Health & Well-being of Citizens WBO 2. Economic Growth & Regeneration WBO 3. Healthy, Independent & Resilient



16 **9**

Inherent Risk Score Target Risk Score



Direction of Risk

	DoR	Comment
Newport Council's Property Estate	➔	There have been no significant changes to the estate that would warrant a change in the risk score. The state of the estate is down to its age and lack of investment. The Council have to decide on a significant rationalisation process and investment programme to reduce this risk score

Action Description	Period	Value
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Action Description	Period	Value
A programme of estate rationalisation to see which properties and assets are of strategic value to the Council and those that can be designated for alternative use.	Jun 2022	★
Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	Jun 2022	★
In response to financial, environmental, legal sustainability and social pressures we need to develop a balanced strategy for the future preservation and transformation of the Civic Centre.	Jun 2022	●

Post EU Transition

Short Description	The UK Government and EU have now agreed an agreement following the UK withdrawal from the EU on December 31st 2020. There are potential impacts on supplies and services in the short to medium term due to new trade and immigration rules, which may result in an impact on supply of good/services and could have a business/economic impact. There are also potential and on-going community cohesion issues.
Risk Owner	Tracy McKim
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	
Linked Corporate Objective	<ul style="list-style-type: none"> ■ SRA 2. Supporting the Environment & the Economy ■ WBO 1. Skills, Education & Employment ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient ■ WBO 4. Cohesive & Sustainable Communities

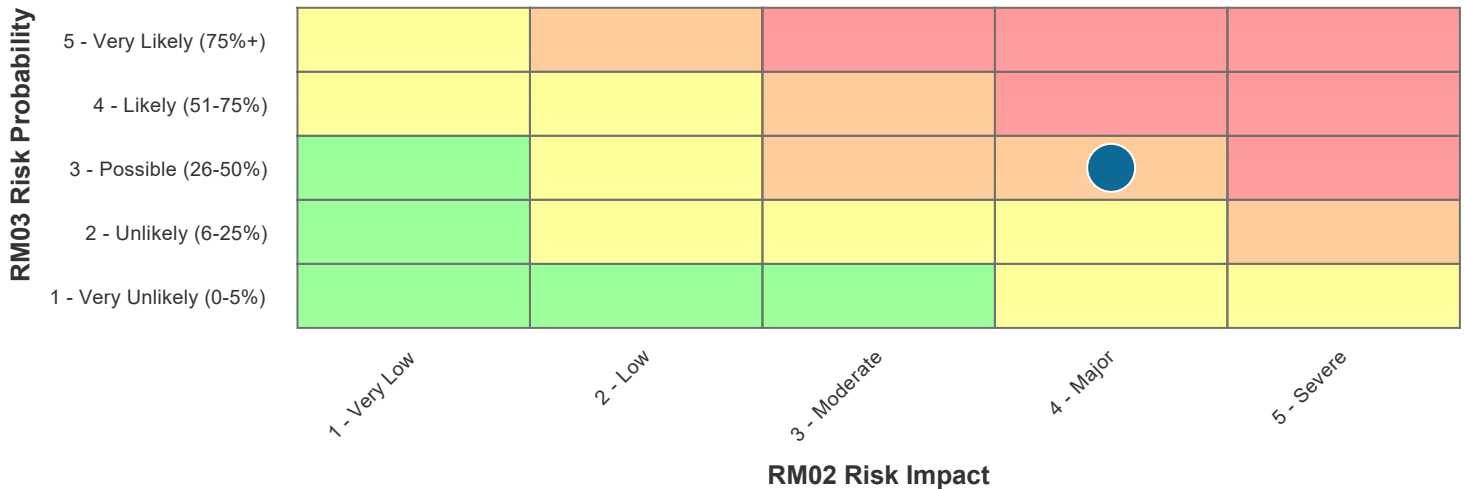


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Inherent Risk Score

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Target Risk Score



Direction of Risk

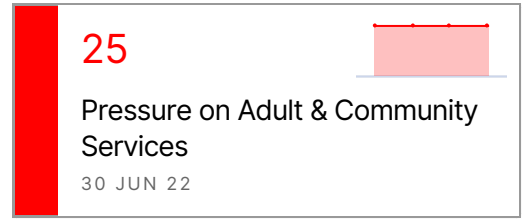
	DoR	Comment
Post EU Transition	➔	Newport Council is continuing to monitor the post EU arrangements alongside other global factors such as Ukraine humanitarian crisis, cost of living and economic impacts which are impacting residents and businesses in Newport. The Council's Community Cohesion team continues to support residents with late EU Settled Status applications and any immigration issues.

Action Description	Period	Value
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Action Description	Period	Value
Develop a follow up to the community impact assessment to understand the impact that Covid 19 pandemic and further lockdown restrictions has had on Newport's Communities.	Jun 2022	★
To develop an Integration Strategy for Newport, focusing on our approach to asylum seekers, refugees and migrants and contributing to Welsh Government's Nation of Sanctuary Plan.	Jun 2022	★

Pressure on Adult & Community Services

Short Description	There is increased pressure on Adult Services to deliver services to adults with complex and long lasting needs. With an increase in demand / volume of referrals and care packages the Council has seen an increase in costs whilst in the context of tightening budgets. There are also additional statutory requirements to safeguard adults in our care and prevent risk of harm, injury or a loss of life.
Risk Owner	Jenny Jenkins
Overseeing Officer	Head of Adult Services
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 3. Healthy, Independent & Resilient SRA 3. Supporting Health & Well-being of Citizens

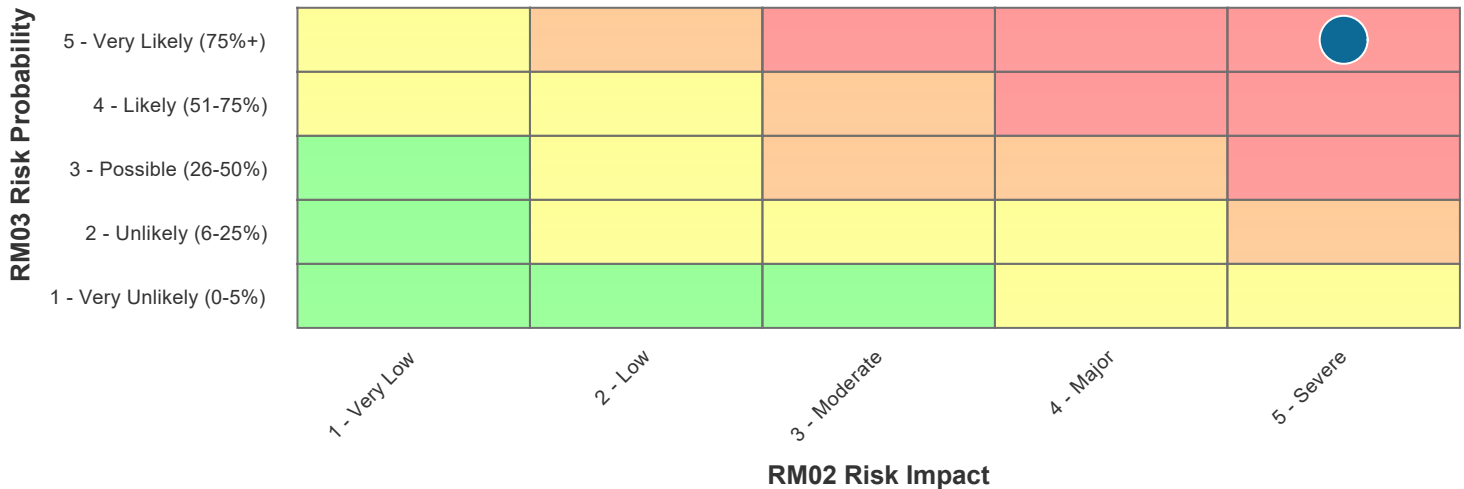


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Inherent Risk Score

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Target Risk Score



Direction of Risk

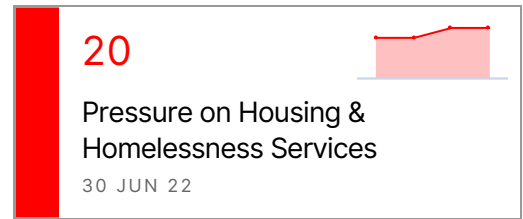
	DoR	Comment
Pressure on Adult & Community Services	➔	The ability to source domiciliary care packages continues to be challenging due to poor capacity in the market. Residential placements are slowing down because of staff shortages. Waiting lists are in place and the teams are prioritising care needs to mitigate the risks..

Action Description	Period	Value
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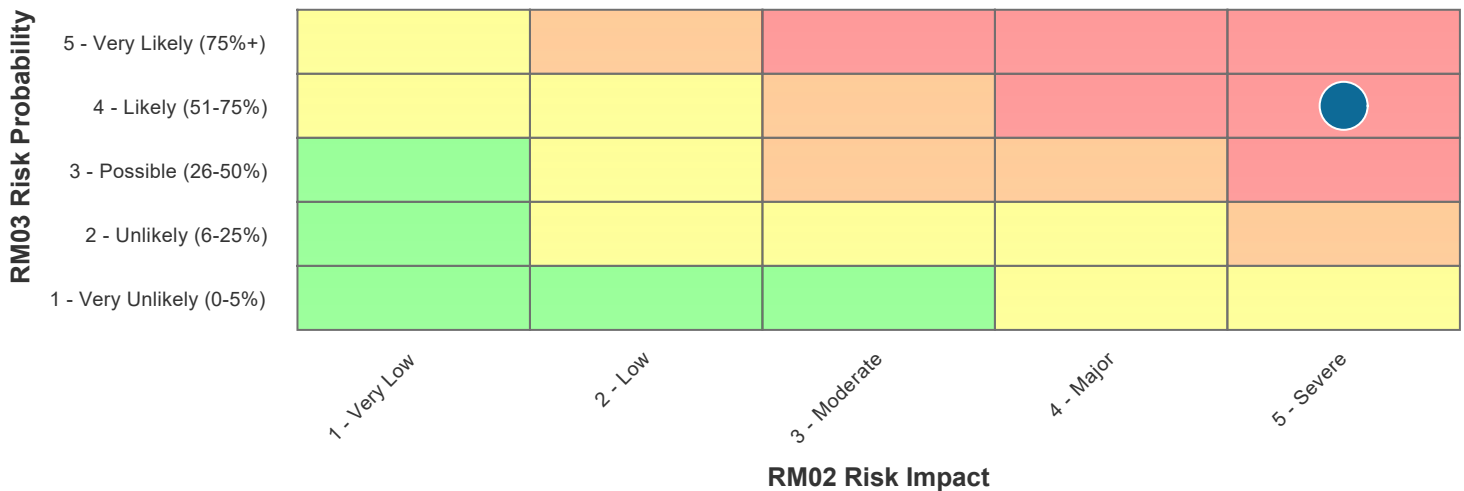
Action Description	Period	Value
Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	Jun 2022	
To continue to develop First Contact as a multi-agency, multi-disciplinary team effectively managing demand. This includes the integration of the Frailty service into the First Contact Team.	Jun 2022	
To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services. ·	Jun 2022	

Pressure on Housing & Homelessness Services

Short Description	Increased pressures being faced by the Council's housing service during the Covid-19 pandemic to support people that are presenting at risk of becoming homeless, those persons sleeping rough and those experiencing difficulties in their accommodation.
Risk Owner	Katherine Howells
Overseeing Officer	Strategic Director: Environment & Sustainability
Lead Cabinet Member(s)	Cabinet Member for Strategic Planning, Regulation & Housing
Linked Theme	<ul style="list-style-type: none"> Theme: Resilient Communities (Community) Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 4. Cohesive & Sustainable Communities SRA 2. Supporting the Environment & the Economy SRA 4. Supporting Citizens post Covid-19 WBO 2. Economic Growth & Regeneration WBO 3. Healthy, Independent & Resilient



20 **6**
Inherent Risk Score Target Risk Score



Direction of Risk

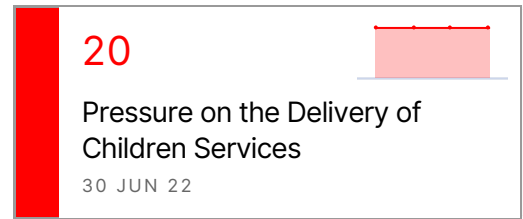
	DoR	Comment
Pressure on Housing & Homelessness Services	➔	Pressure on homelessness services continues at pandemic levels. It is anticipated that the Ukrainian situation, cost of living crisis and an increased number of private sector landlords potentially giving notice to their tenants in advance of the Renting Homes Wales Act coming into force will exacerbate the demand for temporary accommodation. The authority is working with Housing Associations and the private sector to try to prevent homelessness and increase the stock available for temporary and move-on accommodation

Action Description	Period	Value
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Action Description	Period	Value
Develop a strategy framework for private sector housing, bringing together the Adaptations Policy, Private Sector Leasing scheme, Housing Loans Policy	Jun 2022	●
Review of the Community Housing Protocol to ensure that it remains fit for purpose and delivers the expected outcomes.	Jun 2022	●
Undertake a review of the Housing Allocation Policy.	Jun 2022	●

Pressure on the Delivery of Children Services

Short Description	Increased pressure on Children Services to manage increase in volume of referrals / cases of children with complex needs. This is in the context of budgets not being able to meet increase in costs to provide the necessary care and front-line staff being able to manage high volume and complex caseloads.
Risk Owner	Natalie Poyner
Overseeing Officer	Strategic Director: Social Services
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	<ul style="list-style-type: none"> Theme : Aspirational People Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 3. Healthy, Independent & Resilient SRA 3. Supporting Health & Well-being of Citizens

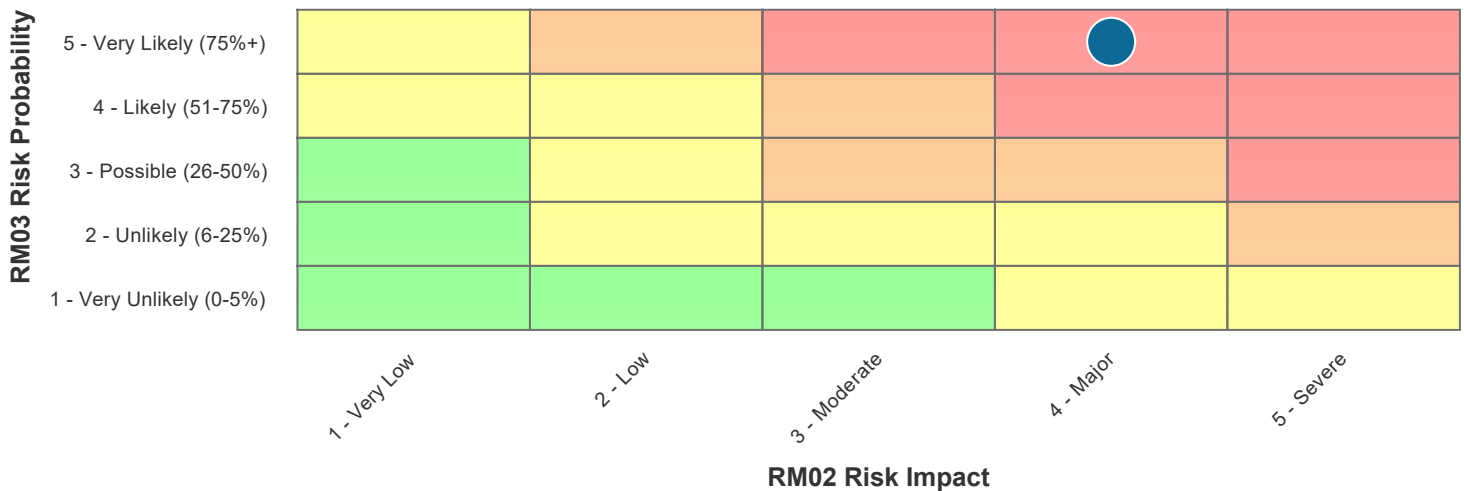


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Inherent Risk Score

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Target Risk Score



Direction of Risk

	DoR	Comment
Pressure on the Delivery of Children Services	➔	The demand and complexity remains high and is staff are struggling to meet the need due challenges in recruitment and retention. This is not just a Newport risk but a UK wide concern.

Action Description	Period	Value
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Action Description	Period	Value
Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children	Jun 2022	★
Continue with the development of the residential provision (including Windmill Farm) across Newport in order to increase the number of children who can be cared for safely in Newport	Jun 2022	★
In light of the learning during lockdown we will review our existing arrangements for family time to improve the offer for children and families: i) To develop a comprehensive framework of all aspects of family time; ii) Continue to deliver family time virtually as a positive for families.	Jun 2022	★
Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	Jun 2022	★

Schools Finance / Cost Pressures

Short Description	In year cost pressures of schools are not met resulting in increased deficit budgets
Risk Owner	Deborah Weston
Overseeing Officer	<ul style="list-style-type: none"> ■ Chief Education Officer ■ Chief Executive
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	WBO 1. Skills, Education & Employment

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Schools Finance / Cost Pressures

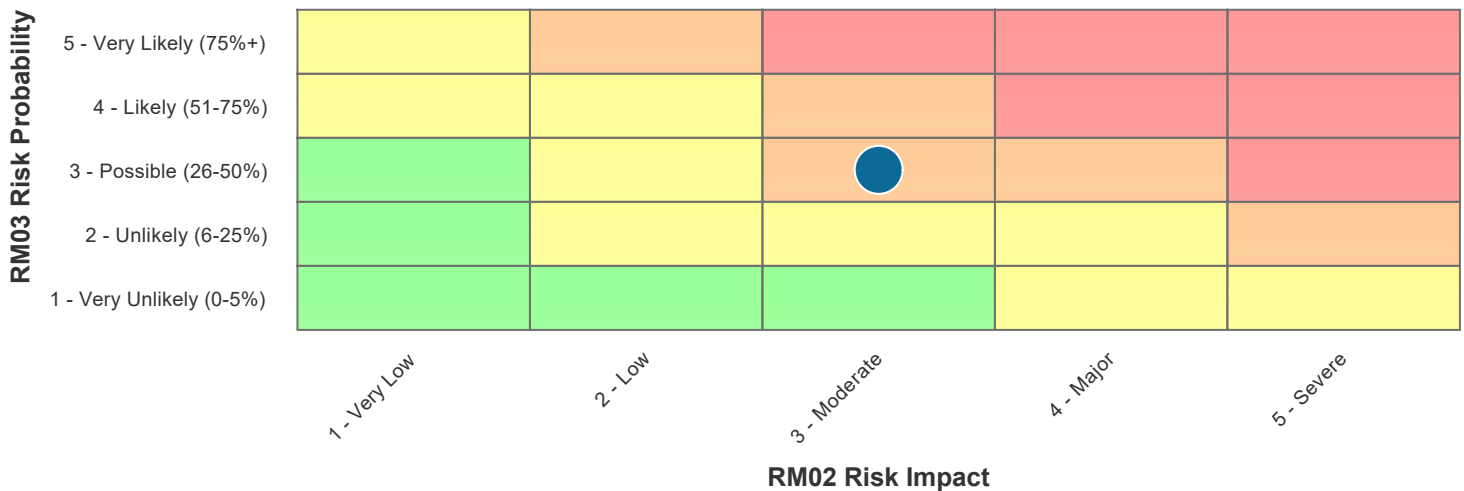
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Direction of Risk

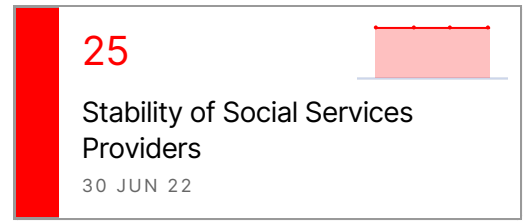
	DoR	Comment
Schools Finance / Cost Pressures	➔	No school has found it necessary to apply for a licenced deficit for the 2022/23 financial year. This is primarily due the late WG grant notifications received at the end of the 2021/22 financial year which inflated the year end closing position. The situation going forward remains fragile therefore. New systems and processes have begun to be implemented to support early identification and mitigation of potential financial difficulties.

Action Description	Period	Value
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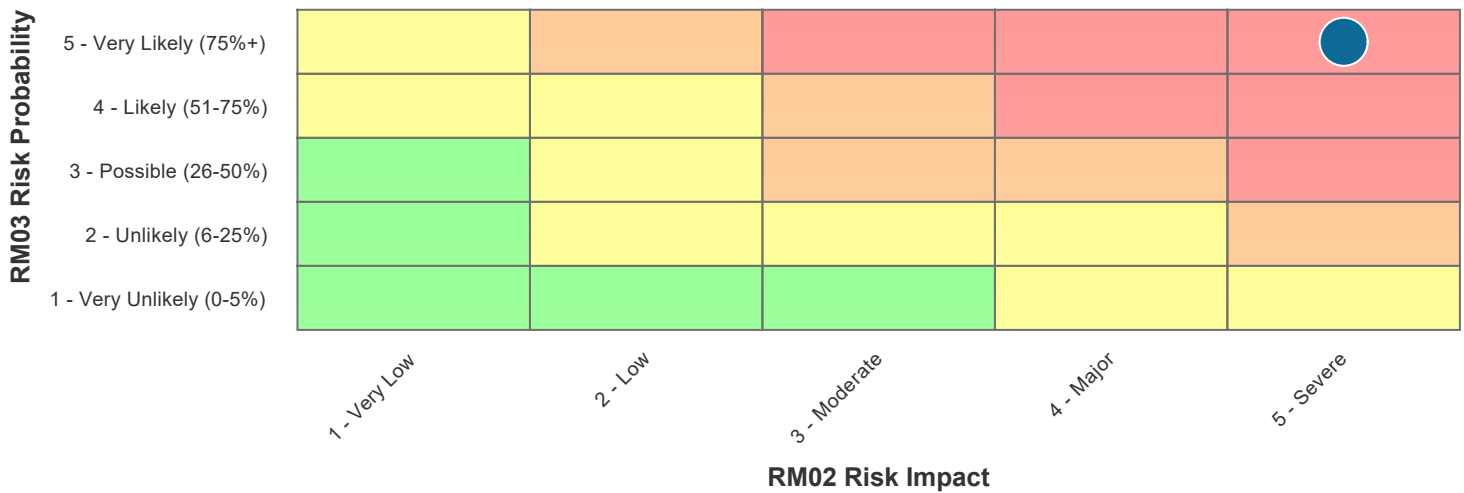
Action Description	Period	Value
Monitor In-year School budgets to ensure budgets are: • Managed effectively and taking necessary actions to prevent overspending. Effectively taking necessary actions to prevent overspending. Schools that have deficit budget recovery plans are implementing the necessary actions to reduce their overall budget deficits.	Jun 2022	●
Monitoring of primary, secondary and special schools in-year budgets: • To prevent overspending and take necessary mitigating action(s). Schools with deficit budget recovery plans are implementing the necessary actions to reduce their budget deficits	Jun 2022	●
The local authority will monitor school budgets to ensure that Headteachers and Governing Bodies are: a) Maintaining a balanced budget; b) Addressing in year overspends to reduce the risk of moving in to deficit positions; c) Where deficit budgets occur, deficits are licensed with full recovery plans. d) Where in year deficits are still arising following substantial review, further mitigation may be through the medium term financial plan.	Jun 2022	●

Stability of Social Services Providers

Short Description	The Council requires support from external providers to deliver care packages for children and adults (residential / Non Residential). The current marketplace for external providers is volatile due to the increasing costs to provide care, maintain homes, staffing meeting legislative and regulatory requirements.
Risk Owner	Jenny Jenkins
Overseeing Officer	Head of Adult Services
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 3. Healthy, Independent & Resilient ■ SRA 3. Supporting Health & Well-being of Citizens



20 **6**
Inherent Risk Score Target Risk Score



Direction of Risk

	DoR	Comment
Stability of Social Services Providers	➔	All fee negotiations are completed for 22/23 but the financial stability of providers continues to be high risk in the current economic climate. The stability of the staff group also provides a risk as more of the workforce are seeking alternative employment where they can achieve higher rates of pay.

Action Description	Period	Value
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Action Description	Period	Value
Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	Jun 2022	