Contact Officer:
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To: Cllr Rosetta Dolphin (Chair)

Councillors: Sean Bibby, Chris Dolphin, David Evans, George Hardcastle, Patrick Heesom, Cindy Hinds, Dennis Hutchinson, Joe Johnson, Vicky Perfect, Paul Shotton and Owen Thomas

3 March 2021

Dear Sir/Madam

NOTICE OF REMOTE MEETING
ENVIRONMENT & ECONOMY OVERVIEW & SCRUTINY COMMITTEE
TUESDAY, 9TH MARCH, 2021 at **10.00 AM**

Yours faithfully

Robert Robins
Democratic Services Manager

Please note: This will be a remote meeting and 'attendance' will be restricted to Committee Members and those Members of Council who have asked the Head of Democratic Services for an invitation. Such attendees may only speak at the Chair's discretion.

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345.

A G E N D A

1 **APOLOGIES**

Purpose: To receive any apologies.

2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

Purpose: To receive any Declarations and advise Members accordingly.

3 **MINUTES** (Pages 5 - 12)

Purpose: To confirm as a correct record the minutes of the meeting held on 9 February 2021.

4 **FORWARD WORK PROGRAMME AND ACTION TRACKING** (Pages 13 - 20)

Report of Environment and Social Care Overview & Scrutiny Facilitator -

Purpose: To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.

5 **BORDERLANDS LINE TRAIN SERVICES – ADDITIONAL SERVICES AND POTENTIAL IMPACT ON STOPS (PRESENTATION)** (Pages 21 - 26)

Purpose: To receive a presentation from representatives from Transport for Wales.

6 **RECYCLABLE MATERIALS AND THE IMPACT OF THE PANDEMIC ON VOLUMES AND RESALE VALUES** (Pages 27 - 32)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

Purpose: To receive a progress report.

7 **ECONOMIC RECOVERY** (Pages 33 - 44)

Report of Chief Officer (Planning, Environment and Economy) - Cabinet Member for Economic Development

Purpose: To update members on the major transitions and on the regional and local responses being established.

8 **RECOVERY STRATEGY (STREETSCENE AND TRANSPORTATION PORTFOLIO)** (Pages 45 - 66)

Report of Chief Executive, Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

Purpose: To provide oversight on the recovery planning for the Committee's respective portfolio(s).

9 **RECOVERY STRATEGY (PLANNING, ENVIRONMENT & ECONOMY PORTFOLIO)** (Pages 67 - 86)

Report of Chief Executive, Chief Officer (Planning, Environment and Economy) - Cabinet Member for Planning and Public Protection, Cabinet Member for Economic Development, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

Purpose: To provide oversight on the recovery planning for the Committee's respective portfolio(s).

Please note that there may be a 10 minute adjournment of this meeting if it lasts longer than two hours

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ENVIRONMENT & ECONOMY OVERVIEW & SCRUTINY COMMITTEE
9 FEBRUARY 2021

Minutes of the remote meeting of the Environment & Economy Overview & Scrutiny Committee of Flintshire County Council held on Tuesday, 9 February 2021

PRESENT: Councillor Rosetta Dolphin (Chair)
Councillors: Sean Bibby, Chris Dolphin, David Evans, George Hardcastle, Cindy Hinds, Dennis Hutchinson, Joe Johnson, Vicky Perfect, Paul Shotton and Owen Thomas

ALSO PRESENT: Councillors: Haydn Bateman, Veronica Gay, Christine Jones, Richard Lloyd, and Mr Rob Dewey, Independent Member of the Standards Committee (as observers)

CONTRIBUTORS: Councillor Carolyn Thomas, Deputy Leader and Cabinet Member for Streetscene & Countryside; Councillor Chris Bithell, Cabinet Member for Planning & Public Protection; Councillor Derek Butler, Cabinet Member for Economic Development, Chief Officer (Planning, Environment & Economy); Chief Officer (Streetscene & Transportation), Transport Manager, Development Manager, and Strategic Performance Advisor

IN ATTENDANCE: Environment & Economy Overview & Scrutiny Facilitator and Democratic Services Officers

37. MINUTES

(i) The minutes of the meeting held on 8 December 2020 were submitted.

The minutes were moved by Councillor Joe Johnson and seconded by Councillor Owen Thomas.

(ii) The minutes of the meeting held on 12 January 2021 were submitted.

The minutes were moved by Councillor Paul Shotton and seconded by Councillor Joe Johnson.

RESOLVED:

That both sets of minutes be approved as an accurate record.

38. DECLARATIONS OF INTEREST

None.

39. FORWARD WORK PROGRAMME AND ACTION TRACKING

The Facilitator presented the current Forward Work Programme. She reported on the items scheduled for consideration at the next meeting of the Committee to be held on 9 March. She advised that updates on the Integrated Transport Plan and Climate Change would be added to the FWP as appropriate and a virtual site visit to Parc Adfer was also to be arranged. She invited Members to put forward any further items they wished to be included on the Programme. Councillor Chris Dolphin suggested that an item on Public Footpaths/Rights of Way be scheduled for future consideration and this was agreed by the Committee.

Referring to the item on borderland train services Councillor Dennis Hutchinson asked if there was any progress on the electrification of the Wrexham to Bidston line. The Chief Officer (Streetscene and Transportation) provided a brief update and advised that a number of options were being considered including battery operated trains.

The Chief Officer suggested that a report on the Winter Maintenance Policy be brought to a meeting of the Committee in September.

Councillor Joe Johnson asked that an update on litter and fly tipping be added to the FWP.

The Facilitator reported on progress on the actions arising from previous meetings. Some actions were completed and progress ongoing on the remaining.

Councillor Owen Thomas referred to work on Ash Dieback and expressed concerns around the closure of the A541. The Chief Officer (Planning, Environment & Economy) said he would arrange for an update on the Ash Dieback programme to be provided to Councillor Thomas following the meeting.

In response to a question from Councillor David Evans on the trial pot-hole programme the Chief Officer (Streetscene & Transportation) explained that he would provide a report on the results of the trial to a future meeting of the Committee.

Councillor Carolyn Thomas referred to a Welsh Government consultation - A Litter and Fly-tipping Free Wales which was currently open until April.

Councillor George Hardcastle asked if the Authority could provide assistance to local town/community councils who had suffered flooding and asked that an item on this be scheduled on the FWP. In his response the Chief Officer (Streetsene & Transportation) said he would circulate a copy of the Authority's policy on sandbags to the Committee for information.

The recommendations were moved by Councillor Paul Shotton and seconded by Councillor Joe Johnson

RESOLVED:

(a) That the Forward Work Programme be approved;

(b) That the Facilitator, in consultation with the Chairman of the Committee, be authorised to vary the Forward Work Programme between meetings, as the need arises; and

(c) That the Committee notes the progress made in completing the outstanding actions.

40. COUNCIL PLAN 2021/22

The Chair introduced a report on the proposed Council Plan for 2020/21 with specific focus on the Committee's respective portfolios. She invited the Strategic Performance Advisor to present the Plan.

The Strategic Performance Advisor provided background information and reported that the Plan had a refreshed structure of six themes and supporting priorities, as detailed in the report, which set ambition with measured realism. He explained that the work on the priorities had progressed well and the draft Plan (Part 1) was appended to the report. He advised that Cabinet had agreed to the content and all Scrutiny Committees were to be consulted over the next cycle. Following this consultation the Plan would be presented to Cabinet in the second stage prior to adoption by County Council in April/May.

The Chief Officer (Streetscene & Transportation) reported on the main areas where Streetscene and Transportation supported the Council Plan. He referred to the Green Society and Environment, Active and Sustainable travel growth, development of the County's electric vehicle charging points, achieving safety targets, developing waste transfer stations as standard, composting facility at Greenfield, supporting the Re-use and Repair Café under construction and supporting the Authority's need to abolish some of its plastic use. He also reported on work to develop a transport infrastructure to sustain economic growth.

The Chief Officer (Planning, Economy & Environment) reported on Town Centre Regeneration, Business support, Local Development Plan targets, reducing worklessness, and spending money for the benefit of Flintshire.

The Chair referred to the priority Child Poverty and commented that there was a need to raise awareness on parental entitlement to claim free school meals. She also referred to Housing Needs and asked if residents in rent arrears were prevented from swapping to a smaller property to meet their needs. The

Strategic Performance Advisor agreed to pursue the matters raised and respond to Councillor Dolphin following the meeting.

The Strategic Performance Advisor explained the process for reviewing progress of the Plan once adopted and said a performance report on the whole Plan would be presented to each Overview & Scrutiny Committee with the relevant areas highlighted for consideration.

The recommendation in the report was moved by Councillor Chris Bithell and seconded by Councillor Owen Thomas.

RESOLVED:

That the Committee notes the further developed themes of the Council Plan 2021/22 prior to sharing with Cabinet in March 2021.

41. FLEET ELECTRIFICATION

The Chief Officer (Streetscene & Transportation) introduced a report to consider the proposals for fleet electrification. He provided background information and advised that the report sets out the ambition of the service and identified the various projects being progressed to introduce low emission vehicles within the fleet and the development of infrastructure to support that uptake.

Referring to the development of electric vehicle (EV) charging points across the County the Chief Officer reported that the Council was working closely with the Welsh Government to explore the benefits of adopting a regional and national approach to ensure consistency for users of the EV charging network in Wales. He advised that an initial 17 sites for installation of fast charging points had been identified across the County which could be used by the general public.

Councillors Owen Thomas and Dennis Hutchinson asked questions around how electric vehicles would be charged, the arrangements for charging electric vehicles if kept at an employee's home address, and off-street parking restrictions. The Chief Officer explained that it was intended that charging points would be available in depots and said when employees were on duty out-of-hours charging points would be provided around the County. He advised that discussions would be held with Trade Union representatives regarding how to facilitate charging points at an employee's home address. The Chief Officer invited the Transport Manager to present the report.

The Transport Manager reported that the domestic and commercial demand for EV was increasing and commented on the significant developments in technology. The opportunities for front-line services was being explored and cited buses, refuse collection vehicles, and road sweepers, as examples and the infrastructure to support this was being investigated. He reported that the Council had also engaged with its Fleet contractor to review the usage and journeys of its own vehicle fleet to identify optimum locations for 'charging hubs'

to support service delivery. The contractor was reviewing the tracking data to identify vehicles and journeys that are best suited to electric vehicles and the charging infrastructure required to support vehicle movements in daily use by individual services. He also commented on the need to consider the capacity of the local grid to support such growth (specifically at certain times of the day).

The Transport Manager advised that the Council was in discussion with its current Fleet supplier concerning the expiry of the existing contract in 2023. The aspirations of the Council and the supplier were being discussed to ensure that every aspect of new technologies was considered and built into an extension to the contract to meet the change in procurement that a move to an EV fleet would entail.

The Transport Manager reported that following a successful bid WG funding had been secured to introduce a limited number of EV charging points at the Standard Yard site, Buckley. He explained that future expansion of the site would offer an opportunity for the Council to develop a 'Sustainable Transport Hub' on site which would support the move to an all-electric fleet powered by a 'home grown' source of renewable energy. The Transport Manager reported on developments around operating electric buses on the County bus network, the suitability of electrical powered waste vehicles, and opportunities to work with the Council's existing forecourt fuel provider to look at innovative new costing models.

The Chief Officer reported on progress on the Council's Hydrogen Fuel aspirations and explained that with Welsh Government support the Council had commissioned consultants to develop a Strategic Outline Business Case for a potential Hydrogen Hub on Deeside Industrial Park. The commission would consider hydrogen production and storage at the facility with capacity to provide fuel to both the Council, Deeside Industrial Park, other North Wales Councils, private vehicles and LGVs using the North Wales coast road. He suggested that this may be an item that the Committee would wish to add to the FWP

Councillor Chris Dolphin read out a message of support from Councillor Tudor Jones for the Council's ambitions regarding hydrogen which were detailed in the report.

Councillor Vicky Perfect asked if consideration had been given to providing charging points for EV for people who wished to visit Flint Castle and the coastal path. The Chief Officer responded that the areas referred to by Councillor Perfect would be included in the next phase for introducing charging points in the County.

Councillor Owen Thomas expressed concerns around how charging points would be monitored to prevent people parking vehicles for longer than necessary. The Chief Officer explained that one of the options to be considered was to make the spaces dedicated to charging vehicles short-stay spaces (2 hours maximum).

Councillor Carolyn Thomas spoke in support of the initiatives and schemes being progressed as detailed in the report and thanked the Chief Officer and his team for their work and commitment.

The recommendation in the report was moved by Councillor Sean Bibby and seconded by Councillor Chris Dolphin.

RESOLVED

That the Committee notes the content of the report and supports the ambition of the Council to introduce low emission vehicles across the Council's operational vehicle fleet.

42. PLANNING ENFORCEMENT

The Chief Officer (Planning, Environment and Economy) introduced the report. He provided background information and explained that the report sets out the structure of the Planning Enforcement team and where it sits within the Development Management service and the Planning, Environment and Economy portfolio. The adopted Planning Enforcement Policy was appended to the report and advised how it had been implemented and the Council's performance against the Welsh Government Planning Enforcement indicators.

The Chief Officer commented on recent priorities for service delivery within the Planning, Environment and Economy portfolio in response to the Covid-19 pandemic. He also referred to the need to progress the Local Development Plan to meet the Delivery Agreement deadlines and advised that Development Management, which included the Planning Enforcement service, was not identified as a Council priority nor was it referenced within the Council Plan. The report outlined the implications of the Covid-19 pandemic on service delivery, the mitigating actions taken and further actions proposed.

Councillor Paul Shotton commented on the need for better communication in response to the queries raised by Members. In acknowledging the need for some improvement, the Chief Officer said action had been taken to address this and the need for Cabinet Members and Group Leaders to escalate matters on Members' behalf if a response had not been received within the timescales in place. The Development Manager referred to the mitigation measures and future service improvements during 2021 as detailed in the report.

Councillor Chris Dolphin asked if the Planning Enforcement team was fully staffed. He also expressed concern around the number of cases lodged with Legal Services awaiting prosecution and asked for an explanation of the back-log of work. The Development Manager explained that the Development Management Team has 14 permanent officers split into two teams, one managing the North and the other the South of the County and reported on workload arrangements for the service. Referring to the cases awaiting

prosecution with Legal Services, the Chief Officer explained that Legal Services worked in conjunction with other Services provided either within the Council, other local authorities, or external statutory bodies which impacted on progress of prosecutions. He also commented on the greater demand on Legal Services due to more active enforcement which has subsequently produced more work for Legal Services.

Councillor Derek Butler drew attention to section 1.21 of the report and commented on the time spent addressing unnecessary enquiries and complaints when no planning breach had been committed.

Councillor Chris Bithell commented on the additional pressures on services as a result of the pandemic and emphasised that, unlike some other local authorities, service delivery had continued despite the impact of reduced staffing due to illness or bereavement. Councillor Bithell referred to a new back-office system to be provided in the near future which would enable Members and residents to be better informed of enforcement matters and the actions taken to address them. Councillor Bithell commented on the time and resources required to investigate enforcement breaches. He paid tribute to the Chief Officer and his team for maintaining a high level of services in very difficult circumstances.

The Chair referred to the employment of Eden Consultants to progress outstanding enforcement cases. The Development Manager explained that 40 cases had been initially transferred to Eden Consultants on a trial basis and robust systems and engagement was in place around each case. She advised that the system was working successfully and a further number of cases had been transferred to Eden Consultants. The Chief Officer commented that the Council had been successful in making claims to the WG for excessive costs and some of that funding would be used to pay for Eden Consultants.

The recommendations in the report were moved by Councillor Paul Shotton and seconded by Councillor Chris Dolphin

RESOLVED:

(a) That the Committee notes the report and supports the further mitigating actions which are proposed; and

(b) That a further update report be brought to the Committee in nine months

43. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 10.00 am and ended at 11.31 am)

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Chair

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ENVIRONMENT & ECONOMY OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Tuesday 9 March 2021
Report Subject	Forward Work Programme and Action Tracking
Report Author	Environment & Economy Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment & Economy Overview & Scrutiny Committee.

The report also shows actions arising from previous meetings of the Environment & Economy Overview & Scrutiny Committee and the progress made in completing them. Any outstanding actions will be continued to be reported to the Committee as shown in Appendix 2.

RECOMMENDATION	
1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.
3	That the Committee notes the progress made in completing the outstanding actions.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME AND ACTION TRACKING
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows: 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit? 6. Is the issue of public or Member concern?
1.03	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following a meeting of the Corporate Resources Overview & Scrutiny Committee in July 2018, it was recognised that there was a need to formalise such reporting back to Overview & Scrutiny Committees, as 'Matters Arising' was not an item which can feature on an agenda.
1.04	It was suggested that the 'Action tracking' approach be trialled for the Corporate Resources Overview & Scrutiny Committee. Following a successful trial, it was agreed to extend the approach to all Overview & Scrutiny Committees.
1.05	The Action Tracking details including an update on progress is attached at Appendix 2.

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	In some cases, action owners have been contacted to provide an update on their actions.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme Appendix 2 – Action Tracking for the Environment & Economy OSC.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of previous meetings of the Committee as identified in Appendix 2. **Contact Officer:** Margaret Parry-Jones Overview & Scrutiny Facilitator **Telephone:** 01352 702427 **E-mail:** Margaret.parry-jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Improvement Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

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Environment & Economy Overview & Scrutiny Forward Work Programme 2020/21

Date of Meeting	Subject	Purpose of Report/Presentation	Scrutiny Focus	Responsible/Contact Officer	Submission Deadline
12 May **10.00 am**	Highway Asset Management Plan	To receive an update on how Flintshire County Council manages the maintenance of its highways to fulfil its statutory obligations.	Assurance	Chief Officer Streetscene & Transportation	
	Ash Dieback surveys update (PE12)	To receive a progress report	Assurance	Chief Officer Planning, Environment & Economy	
	Town Centre Regeneration	To update members on the current challenges facing town centres and to set out regional and local responses being put in place.	Assurance	Chief Officer, Planning, Environment & Economy	
8 June **10.00 am**	Year-end Council Plan and Monitoring Report 2020	To enable Members to fulfil their scrutiny role in relation to Performance Monitoring.	Performance Monitoring	Facilitator	
	Litter and fly tipping	To receive an update as requested by the Committee on 9 February 2021.	Assurance	Chief Officer Streetscene and Transportation	
	Floods and Assisted help – to include Sandbag Policy	To receive an update as requested by the Committee on 9 February 2021.	Assurance	Chief Officer Streetscene and Transportation	

Date of Meeting	Subject	Purpose of Report/Presentation	Scrutiny Focus	Responsible/Contact Officer	Submission Deadline
6 July **10.00 am**	Public Rights of Way	To receive a report as requested at Committee on 9th February 2021	Assurance	Chief Officer – Planning, Environment & Economy	
	Hydrogen Fuel Aspirations	To receive a report as requested at Committee on 9th February 2021		Chief Officer – Streetscene and Transportait	

Items to be added:

Integrated Transport Plan & Climate Change updates as appropriate

Review of Winter Maintenance Policy – September 2021

Planning Enforcement - progress report to be provided to the Committee in November 2021

Site Visit to Parc Adfer (deferred due to COVID-19) – virtual meeting to be held in the 2021

ACTION TRACKING FOR THE ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	Agenda Item	Action Required	Action Officer(s)	Action taken	Timescale
17.09.19	Forward work programme/action tracking	Steve Jones to provide feedback to Committee when pothole trial is completed.	Steve Jones		Ongoing
10.03.20	Minutes	Re: Demand Response Transport roll-out. Cllr Owen Thomas referred to changes to bus services leaving areas without public transport, e.g. Llys Alyn, Rhydymwyn. Steve Jones agreed to arrange for Sarah Blake to meet with Rhydymwyn residents regarding demand responsive transport.	Steve Jones	Sarah Blake to meet with residents once Covid Crisis is over	Ongoing
09.02.21	Forward Work Programme	Items to be added:- • Public footpaths and rights of way • Review of Winter Maintenance Policy in September 2021 • Tackling litter and fly tipping • Floods and Assisted help – to include Sandbag Policy	Facilitator	Added to Forward Work Programme	Completed
		Sandbags Policy to be circulated Update on Potholes to be provided. Welsh Government consultation on litter and fly tipping to be circulated	Steve Jones Steve Jones Steve Jones	Circulated Circulated	Completed Ongoing Completed

09.02.21		Relevant officer to contact Cllr Owen Thomas regarding Ash Dieback programme on A541.	Andy Farrow		Ongoing
09.02.21	Fleet Electrification	Hydrogen Fuel Aspirations – to be included on Forward Work Programme	Facilitator	Added to Forward Work Programme	Completed

TRAFNIDIAETH CYMRU
TRANSPORT FOR WALES

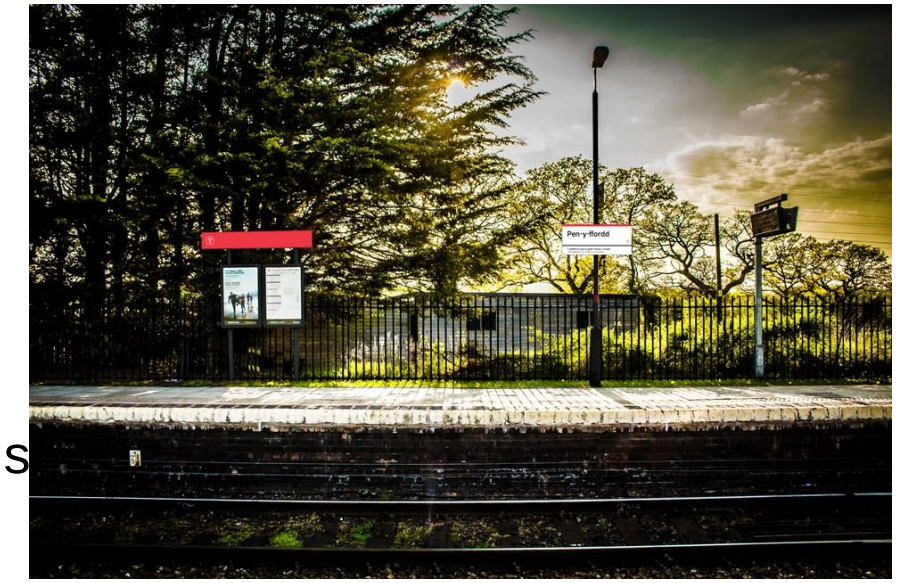
Wrexham – Liverpool Study

Mae Trafnidiaeth Cymru yn eiddo i
Lywodraeth Cymru
Transport for Wales is owned by the
Welsh Government

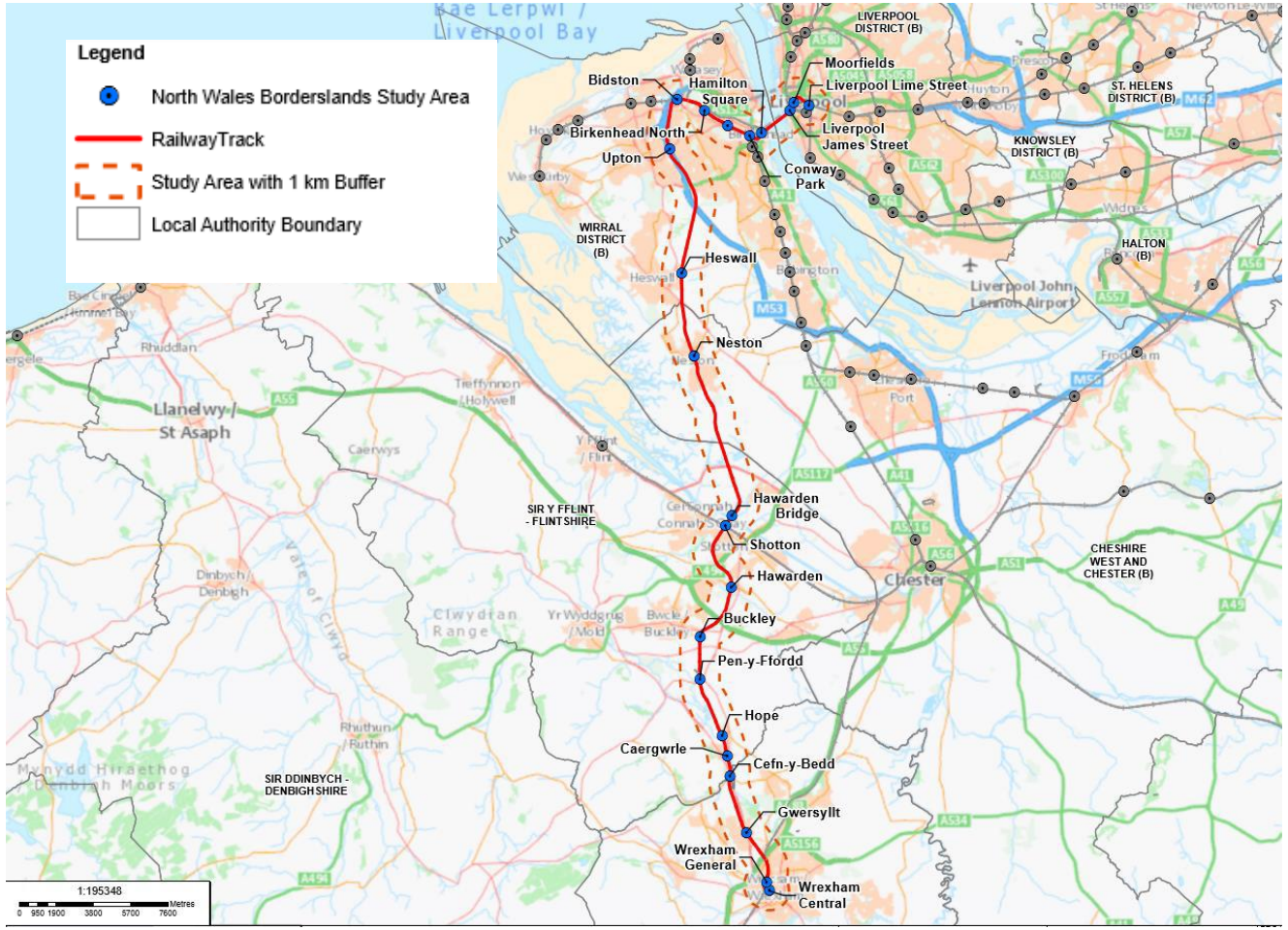
- **North Wales Metro**
- A **transformation of bus and rail services** in North East Wales.
- Making it **easier and faster** to travel between the North Wales Coast, Wrexham, Deeside, and Merseyside.
- **Improved interchange** at Shotton for the North Wales Coast Line.
- **New station** at Deeside Parkway.

Infrastructure

- 27 miles of track
- 15 stations (generally poor facilities/accessibility)
- 1 proposed station – Deeside Parkway.
- Low line speeds (50mph max, average is lower)
- Dated Signalling System with long absolute blocks sections
- 20 Level crossings
- Existing railway assets (bridges, embankments, culverts)
- Reliability issues



- Aim to revitalise an underused route
- Plan for 2 tph from December 2021
- Aspiration for 4 tph into the centre of Liverpool
- Study to look at what's needed to achieve this aspiration



Stations & Usage

Station Name	1920 Entries & exits	1819 Entries & Exits	Difference
Wrexham Central	73,484	81,792	-8,308
Wrexham General	501,800	529,622	-27,822
Gwersyllt	22,468	24,464	-1,996
Cefn-Y-Bedd	6,954	7,240	-286
Caergwrle	15,914	19,140	-3,226
Hope (Flintshire)	20,366	21,820	-1,454
Penyffordd	22,778	22,428	350
Buckley	41,874	40,636	1,238
Hawarden	32,204	33,424	-1,220
Shotton	200,402	223,578	-23,176
Hawarden Bridge	2,674	3,664	-990

New trains

Borderlands

- Existing stock is class 150s
- Replacement by Class 230s rolling stock
- Better running times, faster acceleration.
- Capable of 60mph top speed.

North Wales

- Current fleet replaced by Welsh assembled Class 197s

Pictures from Andrew Gainsbury and TfW

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE

Date of Meeting	Tuesday 9 March 2021
Report Subject	Recyclable Materials and the Impact of the Pandemic on Volumes and Resale Values.
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer - Streetscene & Transportation.
Type of Report	Operational

EXECUTIVE SUMMARY

The waste and recycling sector has undergone significant changes over the past 10 years with many improvements being made to the efficiency of collections and increased scrutiny of the end destinations for the materials collected, in line with legislative requirements. This has resulted in the Council exceeding Welsh Government (WG) targets and puts us in a strong position to achieve the next statutory target of 70% in 2024/25

However, as a direct result of the current pandemic, the Council has recorded unpredictable volumes of both waste and recycling collected at the kerbside, and Household Recycling Centres (HRC's), primarily due to the changes in resident's behaviours as a result of working from home, furlough, changes in buying habits and increased DIY activities.

In addition to the increasing tonnages, there has been negative market value fluctuations in the recyclable materials area. The volatility of the market makes it difficult to predict the future value of the material however, with Brexit completed and the Council investing in infrastructure improvements at Standard depot (which will improve the quality of materials sold), this income fluctuation is predicted to be a short to medium term risk to the Council.

This report provides Scrutiny with an updated position on the volume of waste and recycling being collected over the period of the pandemic and the financial impact that the short term change in rebate value is having on service budgets.

RECOMMENDATIONS	
1	That Scrutiny notes the current volatility relating to both waste and recycling collection levels and rebate values for the recycling material collected in the County.

REPORT DETAILS

1.00	Recyclable materials- increased expenditure on disposal of residual waste and recycling.
1.01	The waste and recycling sector has undergone significant changes over the past 10 years with improvements made to the efficiency of collections and increased scrutiny of end destinations, in line with legislative requirements. This has resulted in the Council exceeding WG targets and puts us in a strong position to achieve the next statutory target of 70% in 2024/25
1.02	The waste and recycling service has been significantly impacted during the pandemic, through the temporary closure of Household Recycling Centres (HRCs) and particularly the availability of waste merchants due to furlough, business continuity, workforce availability and the reduced availability of European markets. There is a shortage in domestic treatment capacity for various recycled waste types and the limitation on material outlets has impacted on the prices received for our recycled materials. There is however, investment from both Welsh and UK Governments available, including for the private sector, which will aid market recovery in the longer term.
1.03	It is worthy of note that there are strategic changes that could impact future recycling performance such as the introduction of the deposit return scheme (DRS) and proposals to extend the use of extended producer responsibility (EPR) schemes which puts a responsibility on the producers of recycled products to provide a sustainable use for the product, once it has been used. These are potential negative impacts of the 'Circular Economy', where the wide impacts will be felt by industry and in turn affect the Council expenditure and income of levels.
1.04	As a direct result of the pandemic, the Council is noting unpredictable volumes of both waste and recycling collected at the kerbside, and Household Recycling Centres (HRC's). This is primarily due to the changes in resident's behaviours as a result of working from home, furlough, changes in buying habits and increased DIY activities. Overall recycling tonnages for materials such as paper, cardboard, glass, steel/aluminium cans and glass bottles (which are collected at the kerbside) has seen an increase of approximately 26% during 2020/21 in comparison to the same period during 2019/20. This equates to an additional 3,260 tonnes of materials collected. The amount of food waste collected has also increased by almost 10%, which is a rise of approximately 420 tonnes.

	While increased recycling volumes are to be celebrated, the pandemic has also had an impact on the amount of residual (black bin) waste that is collected. 2020/21 has seen an average increase of approximately 7% in the amount of this non-recyclable waste being collected and disposed of, equating to a rise of 2,423 tonnes over the current reporting period. Due to the national lockdown and closure of the HRCs for pronged periods of time, tonnages of other recycled waste streams, such as soil, rubble and wood have decreased significantly over the period. The high density of this material (which is normally classed as recycled or reused) has disproportionately impacted on the overall recycling rate for 2020/21. The overall impact these changes have had on the annual recycling performance for the Council is yet to be calculated however, the final outturn figure is expected to be similar to that achieved in 2019/20 of 66%. This figure was in turn down approximately 2% on the 2018/19 reported figure of 68%. Officers are currently working to identify long term strategic changes which will aid performance recovery and futureproof the service, in order to achieve the ambitious target of 70% recycling in 2024/25. The proposals will be presented to Scrutiny for comment in July under the banner ‘’Target 70%’’
1.05	Throughout the pandemic, the overall rebate value for recycling materials sold by the Council has reduced significantly. This leaves a financial pressure on the Council as the income received from the sale of recyclable materials forms part of the service budget. The expected and actual income is detailed below: Annual budget for recycling income 2020/21 **£0.886M** Expected Income 2020/21 **£0.616M** Loss of income 2020/21 **£0.269M** The Council has made a claim to the Welsh Government hardship fund to cover this shortfall of income.
1.06	The increased cost of disposing of the additional residual waste collected has also had a significant financial impact, with the budget and outturn detailed: Annual disposal Budget 2020/21 **£3.121M** Expected Disposal cost 2020/21 **£3.268M** Increased expenditure 2020/21 **£0.147M** The Council has made a claim to the WG hardship fund to cover this increased expenditure, which has been funded for the first 2 quarters of 2020/21.

1.07	To monitor the ongoing changes, officers regularly attend WG led regional meetings at which intelligence is provided on the national recyclable market and recycling volume changes. Notification of any potential issues are raised during these meetings, and industry standard advice is shared between key stakeholders.
1.08	For disposal outlets, the Council works to the proximity principal of keeping all waste for disposal as close to source as possible. As a result our waste and recyclable materials are currently all being processed and disposed of in the United Kingdom.

2.00	**RESOURCE IMPLICATIONS**
2.01	**Revenue:** The identified pressure has been reported in budget monitoring and Covid-19 support has been applied for the current financial year from WG, monitoring will be in place for future financial years. **Capital:** there are no implications for the approved capital programme for either the current financial year or for future financial years **Human Resources:** there are no implications for additional capacity or for any change to current workforce structures or roles.

3.00	**IMPACT ASSESSMENT AND RISK MANAGEMENT**
3.01	N/A

4.00	**CONSULTATIONS REQUIRED/CARRIED OUT**
4.01	With Cabinet Member

5.00	**APPENDICES**
5.01	N/A

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	https://wrap.org.uk/resources/report/gate-fees-report-2019-comparing-costs-waste-treatment-options-uk https://wrap.org.uk/resources/report/gate-fees-report-2020

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Steve Jones Chief Officer **Telephone:** **E-mail:** stephen.o.jones@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	(1) **HRC: Household Recycling** (2) **EPR: Extended Producer Responsibility**- restructure of the UK's Packaging Waste Regulations- will see the cost of collecting household waste switch from the taxpayer to producers, therefore making producers responsible and providing them with the incentive to produce less waste and demonstrate a deeper commitment to reducing their environmental impact (3) **DRS**: **Deposit Return Scheme** – returning packaging materials to a central location for an incentive – digital option being trailed. (4) **CE**: **Circular Economy**- is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems. (ellenmacarthurfoundation.org) (5) **Rebate:** a term used to describe income of material sales.

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Environment & Economy Overview & Scrutiny Committee

Date of Meeting	Tuesday, 9 March 2021
Report Subject	Economic Recovery
Cabinet Member	Cabinet Member for Economic Development
Report Author	Chief Officer (Planning, Environment and Economy)
Type of Report	Strategic

EXECUTIVE SUMMARY

The UK economy is undergoing a major transition as a result of two unprecedented events, the Covid-19 pandemic and the UK departure from the European Union. There are a number of studies and reports that attempt to project the potential impacts of these events upon the economy but while all model a negative impact the scale and detail of the impact remains uncertain.

This report summarises some of the work produced to date on this topic and, wherever possible, highlights areas of particular risk for Flintshire. Future economic actions will need to take account of these potential risks and monitor and respond effectively to them. In particular, the report draws upon analysis produced by Hatch on behalf of the North Wales Economic Ambition Board and by Grant Thornton on behalf of the Welsh Local Government Association.

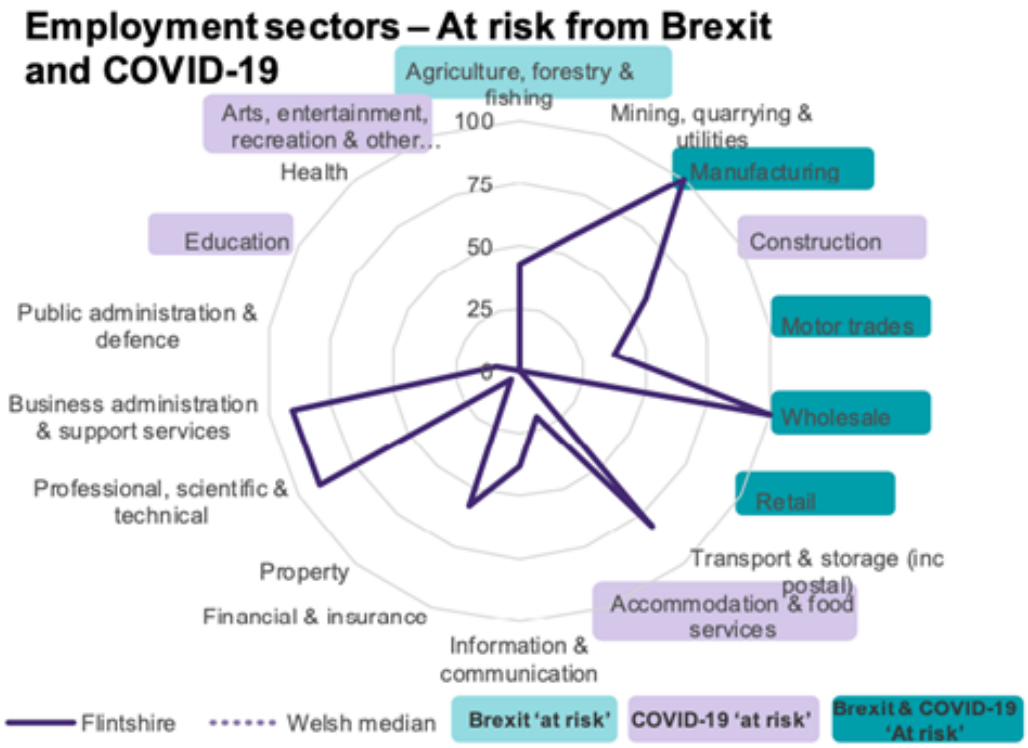
The report also sets out the governance structure that has emerged at both the regional and county level to support economic recovery and what programmes of work are emerging in response.

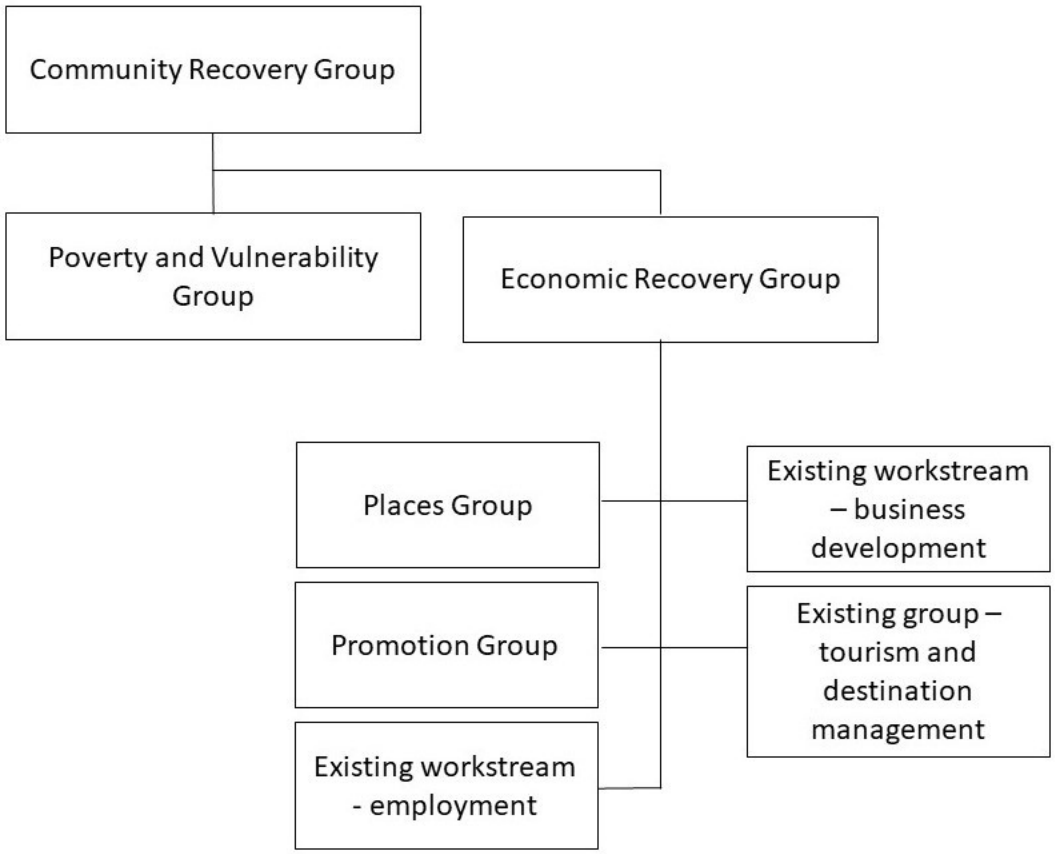
RECOMMENDATIONS	
1	That Members note the potential economic outlook projections and review the recovery structures established to steer future actions.
2	That Members note the current and proposed work programmes established to support economic recovery in Flintshire.

REPORT DETAILS

1.00	**Explaining the economic recovery**
	Brexit
1.01	On 31 December 2020 the transition period for the departure of the UK from the European Union came to an end. The UK Government negotiated the EU UK Trade and Co-operation Agreement with the European Commission which provides a framework for the future relations between the EU and the UK. It should be stressed, though, that the Agreement is not a completed process and there are many areas where negotiations will continue over future years to resolve outstanding matters.
1.02	This is an unprecedented situation as no major economy has ever left a closely integrated trading bloc previously; in general economies seek greater integration not less. Due to the uniqueness of the situation, predicting the likely impacts with any degree of certainty is not possible. With virtually no exceptions, all modelling produced prior to the end of the transition period projected reduced economic growth for the UK in future years compared to what would have been the case had it not left the EU.
1.03	The Trade and Co-operation Agreement with the EU does not apply tariff barriers to trade that would add extra costs to UK products being sold in Europe. However, the decision by the UK Government to allow the UK to diverge from EU standards and regulation will create additional regulatory burdens for UK businesses wishing to export goods which have the potential to reduce their competitiveness.
1.04	It is important to separate the short term disruption arising from the UK leaving the EU with a limited period for businesses to adjust from the longer term impacts which may take several years to appear, if at all. The information presented in this report focusses primarily upon the latter.
1.05	In December 2020 Grant Thornton produced a report on behalf of the Welsh Local Government Association on the potential trade impacts of the UK leaving the EU. The Grant Thornton report highlights that “the European Union (EU) is Wales’ largest trading partner, accounting for 61% of all goods exports in 2019. It is a dependency that is notably greater than the United Kingdom (UK) as a whole where the EU only accounted for 48% of all exports.” The Bank of England estimate a 10.5% reduction in trade across the UK under the new Trade and Collaboration Agreement and a reduction in Gross Domestic Product of 3.25%. Grant Thornton estimate that the Trade and Cooperation Agreement could reduce exports by 6% each year compared to what would have been expected otherwise. This equates to an annual loss of £1.1bn to the Welsh economy.

1.06	There are a number of risks arising in a Flintshire context: • Due to its economic profile Flintshire is particularly vulnerable to the trade impacts highlighted above. Grant Thornton estimate that the Flintshire and Wrexham economic area could lose £300m annually in trade. This excludes consequential effects upon supply chain companies as the impact of lost trade income "ripples" through them. • A disproportionate proportion on Flintshire businesses are not owned locally, making them more vulnerable to disinvestment decisions made elsewhere. • There are a higher proportion of Flintshire residents with low skill levels compared to the Wales average. Typically, those with the lowest skills are most at risk of redundancy and longer term unemployment.
	<u>Covid-19</u>
1.07	The Covid-19 pandemic has had severe economic impacts due to the restrictions needed to control the spread of the virus. The full impact of the pandemic on the economy cannot yet be fully predicted not least because the restrictions are still in place and evolving. It is expected that the economy make take several years to bounce back to its pre-pandemic levels.
1.08	Current economic impacts of the pandemic include: • All sectors have suffered adverse impacts from Covid with the majority of businesses reporting negative impacts. • The tourism and hospitality sector has been disproportionately affected and businesses in the sector are less likely to have the cash reserves needed to survive. In Flintshire, it is estimated that the sector had generated £179m less in revenue by October 2020 than it had by the same point in the previous year (STEAM 2020). • Critical sectors such as aerospace, automotive and advanced manufacturing have made considerable use of the furlough scheme which is masking the impact of Covid upon those sectors. • There has been a major reduction in job opportunities posted especially in the retail and tourism sectors. • Unemployed claimants have doubled compared to pre-Covid levels. Young people have been disproportionately impacted.
1.09	The diagram below from the Grant Thornton report shows where potential impacts from Brexit and Covid may be most likely to be felt within Flintshire.

	
1.10	The Hatch study identified that businesses are responding to the Covid-19 pandemic and rethinking their long term intentions. These include: • rethinking premises and physical footprints; • reducing overheads and building resilience; • diversification; and • shifting to greater online activity.
	<u>Economic recovery</u>
1.11	The public sector and its partners have taken action at every spatial scale to respond to the economic impacts of the Covid-19 pandemic. Both UK and Welsh Governments have released a wide range of financial support packages for businesses which continue to be vital to helping businesses to survive the disruption to their operations.
1.12	Regionally, a new governance structure has been established, building upon existing regional working relationships. This is led by the regional Economic Recovery Group which brings together Welsh Government, the North Wales Economic Ambition Board, local government and other public sector bodies and the private sector. The Group is leading the development of a regional recovery strategy as well as developing a package of short term support measures for the region. The Group has established sub groups to lead on: response to redundancies; town centres; and business support. There are existing work streams in place for skills and employment.
1.13	Following the signing of the North Wales Growth Deal in December 2020, detailed development of the individual projects in the package is underway. This will include a review to ensure that projects take account of the changing economic picture.

1.14	Also at the regional level, the Mersey Dee Alliance is working with UK and Welsh Governments to identify a package of support for the cross-border area to complement the work in on each side of the border. This package will include work streams on town centres, digital infrastructure, the energy sector and sustainable transport.
1.15	Within Flintshire a governance structure has been established to lead the approach to economic recovery. The structure of this is set out below. 
1.16	The roles of the new groups are: Economic Recovery Group • Representation from the Council, Department for Work and Pensions, Coleg Cambria, Federation for Small Business, Welsh Government and the tourism sector. • The role of the group is to oversee all economic recovery programmes and to ensure that they are co-ordinated effectively. It is also tasked with bringing together the regional thematic programmes of work so that they integrate effectively locally. Places Group • Internal Council officer group comprising planning, regeneration, property, street scene, transport and housing teams. • The group is tasked with developing and delivering interventions relating to the built environment in town centres including redeveloping or improving properties, public realm improvements, green infrastructure and active travel initiatives.

	Promotion Group • Internal Council officer group comprising corporate communications, regeneration, business development and tourism teams. • The group is tasked with effectively promoting town centres and the tourism and hospitality sectors to assist their recovery.
1.17	The main strands of activity that have taken place to respond to the economic crisis have included: • Providing a help line service to business community and keeping them up to date on Covid and Brexit developments. • Refocussing the Flintshire in Business support programme towards online delivery with a series of “how to” videos produced and 43 virtual events held. • Delivering a promotional programme from September 2020 to January 2021 for town centre, tourism and hospitality businesses. • Delivering the Welsh Government funded grants to local small businesses (£2m total, 1,443 applications received, 1,014 successful applications). • Continuing to deliver employability mentoring support to individuals who are out of work but with increased emphasis on helping them to find wider support including financial advice, benefits, and well-being. • Supporting households to access acceptable broadband levels and continuing the delivery of digital infrastructure investment programmes.
1.18	The economic recovery work streams are still evolving as the situation on the ground is still subject to change with the EU exit having only recently taken place and the Covid pandemic still underway. The priorities set out below are therefore likely to change to meet local needs. 1. Contribute to regional work streams for economic recovery and, in particular, ensure that regional investment packages adequately meet the needs of Flintshire. 2. Ensure that development work is undertaken so that Flintshire is able to take advantage of regional programme funding as it becomes available. 3. Reshape business development programmes a. Increase emphasis in 1-1 and group support on helping business to adapt, diversify and build their resilience. b. Increase emphasis on online channels of support. c. Increase engagement with, and support for, High Street businesses. d. Continue to promote the town centre, tourism and hospitality sectors to assist with their recovery. e. Increase engagement with, and monitoring of, sectors at highest risk. 4. Maximise the local economic and social benefits from Council expenditure a. Increase the number of Council contracts that include social value clauses and increase the scale of benefits realised. b. Provide targeted support to help local companies to supply the public sector.

	5. Increase the scale and ambition of the town centre regeneration programmes to include a. Improvements to the appearance of the towns including properties, green infrastructure and the street environment. b. Targeted redevelopment of sites and properties for a more diverse range of uses to reduce retail reliance. c. Encourage new enterprises into town centres including social businesses and circular economy businesses. d. Develop digital infrastructure in towns to enable better monitoring of their vitality as well as business. e. Improve access to the towns through sustainable and active travel. 6. Improve the digital infrastructure of the County to support business adoption and access by household. 7. Respond collaboratively to redundancy announcements to support companies and staff. 8. Provide a flexible mentoring service to unemployed individuals to help them to re-engage with the labour market.
1.19	In recognition of the importance of these programmes in supporting economic recovery the following actions have been included within the Council Plan for 2021/22: • Affordable and Accessible Housing - Explore opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street. • Economy o Town centre regeneration ▪ Monitor the health and vitality of town centres to support effective management and business investment decisions. ▪ Promote town centre, hospitality and tourism businesses to help with their post-Covid recovery. ▪ Encourage and support investment in town centre properties especially to facilitate more sustainable uses. Link ▪ Improve the environment in town centres. ▪ Support the growth of community enterprises in town centre locations. o Business ▪ Engage small businesses and improve support packages available to them. ▪ Support the post-Covid recovery of Flintshire's street and indoor markets. ▪ Support the growth of the local and regional food and drink business sector through marketing and collaborative projects. ▪ Support the recovery of the tourism and hospitality sectors and rebuild confidence in the industry. ▪ Increase the scale and impact of the social business sector. ▪ Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient. o Transport and digital infrastructure

	▪ Complete the connection of all eligible public buildings through the Local Full Fibre Network Project. ▪ Start the delivery of the Flintshire elements of the North Wales Growth Deal investment in digital infrastructure. ▪ Connect further rural communities to improved digital infrastructure. ▪ Develop and deliver transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy. Link ▪ Ensure Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development. o Local Development Plan ▪ Ensure timely adoption of the LDP once Inspector's Report received. ▪ Monitor overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government. ▪ Maintain and update the LDP housing Trajectory in line with planning decisions made. ▪ Make decisions at Planning Committee in line with the adopted LDP. ▪ Reference the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP). o Spending money for the benefit of Flintshire ▪ Encourage and support commissioners and suppliers to generate additional well being outcomes. ▪ Increase the ability and confidence of local businesses to supply the public sector. ▪ Collate and celebrate the achievement of strategic well being outcomes. o Reducing worklessness ▪ Co-ordinate a multi-agency approach to support businesses to recruit staff from disadvantaged groups ▪ Deliver mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market.
1.20	It has been highlighted above that the economic impacts of these transitions will create a rapidly evolving situation and the response will need to be flexible as a result. Progress on delivering the priorities in the Council Plan and the associated work streams will be reported to Cabinet and the Environment and Economy Overview and Scrutiny Committee on a regular basis and discussion with members in these committees will allow the programmes to adapt to change on the ground.

2.00	**RESOURCE IMPLICATIONS**
2.01	None arising directly from this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT

3.01 **Ways of Working (Sustainable Development) Principles Impact**

Long-term	The report highlights that the economic impacts may take several years to materialise and may not be predictable. The programmes will be underpinned by increased monitoring and will evolve as circumstances change.
Prevention	The economic circumstances highlighted in the report cannot be prevented. The programmes will help to prevent the economic impacts from being longer-lasting and more deep-rooted than they might otherwise have been.
Integration	The governance structures highlighted in the report combine both thematic work on particular specialisms with regional and local groups to integrate the work streams back together.
Collaboration	All of the programmes of work identified are delivered through collaboration. The report highlights the range of collaboration at all spatial scale, already underway.
Involvement	A broad range of stakeholders, at all spatial scales, will be involved in the development and delivery of all programmes of work.

Well-being Goals Impact

Prosperous Wales	Positive – the programmes of work identified will help to mitigate the negative economic impacts expected.
Resilient Wales	Neutral
Healthier Wales	Neutral
More equal Wales	Neutral
Cohesive Wales	Neutral
Vibrant Wales	Neutral
Globally responsible Wales	Neutral

Risks

- Corporate risk PE01 Loss of Community Benefits by not maximising the inclusion of social value in Contracts
- Corporate risk PE03 Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient

	resources and the compound economic consequences of the emergency situation • Corporate risk PE04 Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding • Corporate risk PE19 - Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding

4.00	**CONSULTATIONS REQUIRED/CARRIED OUT**
4.01	All actions identified in the plan for economic recovery are developed and delivered in partnership with relevant stakeholders including local communities where relevant.

5.00	**APPENDICES**
5.01	None

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	Grant Thornton Brexit Exposure Dashboard Grant Thornton Trade Impacts report Hatch report Impacts of Covid on North Wales

7.00	**CONTACT OFFICER DETAILS**
7.01	**Contact Officer:** Niall Waller (Enterprise and Regeneration Manager) **Telephone:** 01352 702137 **E-mail:** niall.waller@flintshire.gov.uk

8.00	**GLOSSARY OF TERMS**
	Circular economy – A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life. (WRAP 2021) Green infrastructure - Green infrastructure is a network of multi-functional green space and other green features, urban and rural, which can deliver quality of life and environmental benefits for communities. (Town and Country Planning Association 2021) Non-tariff barriers – These involve rules and regulations which make trade more difficult. (www.economicshelp.org) North Wales Economic Ambition Board – a joint committee comprising the six local authorities for North Wales together with representation from the business community and higher education.

	Social business - A social enterprise or social business is defined as a business that has specific social objectives that serve its primary purpose. Social enterprises seek to maximize profits while maximizing benefits to society and the environment. Their profits are principally used to fund social programs. (wwww.investopedia.com) Tariff barriers - These are taxes on certain imports. They raise the price of imported goods making imports less competitive. (www.economicshelp.org)

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ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Tuesday 9 March 2021
Report Subject	Recovery Strategy (Streetscene and Transportation Portfolio)
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene and Transportation
Report Author	Chief Executive and Chief Officer (Streetscene and Transportation)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council has developed a corporate Recovery Strategy for the pandemic emergency situation which was endorsed at a special Cabinet meeting on 15 September.

Cabinet requested each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-

1. The portfolio risk register(s) and the risk mitigation actions, both live and planned;
2. The objectives for recovery for the portfolio(s);
3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and
4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.

This report provides the Committee with the latest update on the above recovery documents.

Recommendations	
1	That the Committee considers and supports the progress made to support Recovery Strategy by the Streetscene and Transportation portfolio.

REPORT DETAILS

1.00	**EMERGENCY RECOVERY**
1.01	The Council has developed a corporate Recovery Strategy for the pandemic emergency situation. The Strategy covers:- 1. The chronology of the emergency response phase and transition to recovery 2. The handover arrangements or recovery 3. Organisational recovery of the corporate organisation 4. Community recovery of the communities we serve 5. Strategic priorities and performance for the remainder of 2020/21 6. The roles the Council will play in regional recovery 7. The democratic governance of recovery
1.02	The development of the Recovery Strategy been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which was an advisory sub-committee of Cabinet, has completed its work and has stood down. Cabinet endorsed the Recovery Strategy at a special meeting on 15 September.
1.03	Cabinet invited each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:- 1. The portfolio risk register(s) and the risk mitigation actions both live and planned; 2. The objectives for recovery for the portfolio(s); 3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and 4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.
1.04	The latest version of the risk register (Appendix 1) and table of risk mitigations (Appendix 2) for the Streetscene and Transportation portfolio are attached.
1.05	An update on the recovery objectives for the Streetscene and Transportation portfolio is shown below: **Streetscene and Transportation** 1. Consolidate the Streetscene working standards at pre-COVID levels **Update March 2021**. Despite higher than normal absence levels due to sickness, shielding and isolation, the service continues to work towards achievement of all the previously member approved Streetscene Standards. Preparations are in place to commence the summer grounds maintenance operations which start in March. The flooding and snow in January has delayed some operations and the work to clear gullys and drainage systems on the network, that were silted up as a result of the flooding, are still on-going.

2. Return workforce to standardised hours to ensure effective use of available resource.

Update March 2021. The waste staff returned to a 3 day working pattern (12.33 hours per shift) in January. This was due to the increased volume of waste and recycling (residual waste up by 7% and recycling by 25%) and to reduce the cross contamination across workforce bubbles. The arrangement will be viewed on 22 March with the crews returning their normal shift patterns on Monday 12 April, if COVID levels have fallen to an acceptable level.

3. Manage the recovery of the local bus network across the County while developing sustainable transport methods (Local travel Arrangements; Demand Responsive Services).

Update March 2021. The service is supporting the delivery of local transport arrangements across the County however, it is set against a backdrop of low utilisation levels and reducing commercial services on some routes.

4. Enable the recovery of waste and recycling performance through education, behavioural change campaigns and enhanced enforcement.

Update March 2021. Recycling quantities, in common with all other waste streams, have significantly increased since the start of the pandemic as more people work from home. Overall recycling percentages have however fallen due to the closure of Household Recycling Centres (HRCs) during the early stages of the emergency. The suspension of side-waste enforcement has again been extended however, we continue to monitor excessive quantities and advisory letters are being sent to the residents in such properties. The Council achieved the latest WG recycling target of 64% in 2019/20 - we achieved 66% which was 2% below the previous year's figure.

5. Develop Household Recycling Centres, working in partnership with charitable organisations to develop site "adoption" principles, to encourage re-use and recycling.

Update March 2021. Discussions with interested charities have been put on hold due to the difficulties in allowing volunteers to attend the sites, due to the current travel restrictions. No change

6. Progress the development of waste infrastructure to support increased recycling potential.

Update March 2021. The project to develop Standard Industrial Estate Waste Transfer Station is progressing, with funding approved for 2020/21 with the balance required in 2021/22. Construction work is expected to commence in March 2021, however, to speed up the construction period, the Standard site ceased to operate during early December to allow the demolition and contract preparation work to commence. A plan to improve the facilities at the waste treatment plant in Greenfield has also received Capital funding and work is on-going at the site, with a completion date of August 2021.

7. Deliver the in-year Welsh Government (WG) funded transport schemes

	Update March 2021. All of the WG funded projects are on-track to complete within the Welsh Government funding window. No change 8. Develop initiatives to increase active travel (walking; cycling) for localised journeys linking to town centre to support recovery. **Update March 2021.** The Council has been successful in the bid for significant WG stimulus funding to support town centre regeneration. All of the schemes include Active Travel infrastructure at their core. No change 9. Maintain the highway network during the winter period **Update March 2021.** The network suffered significant damage as a result of the flooding and snowfall in January. A number of landslips and road collapses occurred across the County which are being repaired or contracts are being put in place for the necessary repair works, which will take place during the early summer. Contracts to repair the potholes have been also been put in place with the work now on-going. The winter maintenance arrangements which dealt with adverse weather conditions, operated satisfactorily and ensured the Council delivered its statutory responsibilities in this respect.

2.00	**RESOURCE IMPLICATIONS**
2.01	There are no specific resource implications from this report. The service is experiencing additional costs across a number of service areas, which are being claimed through WG funding bids.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	None specific as this report is based on documented response and recovery work.

4.00	**RISK MANAGEMENT**
4.01	This report specifically covers emergency situation risk management.

5.00	**APPENDICES**
5.01	Appendix 1 - The latest version of the risk register Appendix 2 - Risk mitigation actions

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	**Contact Officer:** Stephen Jones **Telephone:** 01352 704700 **E-mail:** stephen.o.jones@flintshire.gov.uk

Streetscene and Transportation Portfolio Risk Register

Version 09

Published: 25.02.2021

Key		
Underlying Risk Rating	The risk rating before any mitigating actions	
Current Risk Rating	This risk rating following the planned mitigation actions	
Target Risk Rating	The risk rating which is realistically achievable and by when	
Risk Trend	The trend of the risk since the last review date	
NC ↔	Risk has not changed since the last review	
Risk Status	Open denotes a live risk	Closed denotes a closed risk
*Denotes the risk is specific to the 'Recovery'		
ST	Streetscene and Transportation	

Risk Register - Part 1 (Portfolio Management)

Finance

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***ST01** Updated	Public bus services (commercial and subsidised) are financially unsustainable due to reduced passenger numbers Note: target risk date updated to open due ongoing uncertainty within the bus industry	**Operational**	**Anthony Stanford**	**Ceri Hansom**	**R**	**R**	**G** **Open**	**NC** ↔	**Open**
***ST02**	Increased transport operating costs due to reducing number of available transport operators to provide services	**Operational**	**Anthony Stanford**	**Ceri Hansom**	**R**	**R**	**G** **Open**	**NC** ↔	**Open**
***ST03** Updated	Increasing cost of undertaking Public Health Funerals due to inability of families to fund funerals Note: risk trend is reducing and current risk rating reduced to green due to reducing impact of public health burials	**Operational**	**Anthony Stanford**	**Richard Blake**	**A**	**G**	**G** **Q4 2020/21**	**G** ↓	**Open**
***ST04**	Increased operational costs (resource, workforce) for Bereavement Services due to increased number of deaths	**Operational**	**Anthony Stanford**	**Richard Blake**	**A**	**Y**	**G** **Open**	**NC** ↔	**Open**
***ST05** Updated	National targets not being met for Road Safety and Active Travel due to an inability to complete essential schemes Note: risk trend is reducing and current risk rating reduced to green due decreased number of road accident and the progression of schemes	**Strategic**	**Anthony Stanford**	**Richard Flood**	**R**	**G**	**G** **Q4 2020/21**	**G** ↓	**Open**
ST06	Unable to ensure highways infrastructure remains safe and capable of supporting economic growth due to reduced funding	**Strategic**	**B Wilkinson**	**Area Managers**	**Y**	**Y**	**Y** **Open**	**NC** ↔	**Open**
ST07	Unable to respond to Ash Die Back due to insufficient resource or funding	**Strategic**	**B Wilkinson**	**Area Managers**	**Y**	**A**	**Y** **Open**	**NC** ↔	**Open**
***ST08**	Increase in third party claims due to changes in Highway Inspection process	**Strategic**	**B Wilkinson**	**Area Managers**	**Y**	**G**	**G** **Q4 2020/21**	**NC** ↔	**Open**
***ST09**	Loss of income from the sale of recyclable materials due to reduced market demand	**Operational**	**R Cartwright**	**G Povey**	**A**	**R**	**Y** **Open**	**NC** ↔	**Open**
***ST10** Updated	Increased expenditure on contract, labour, plant, vehicles and materials due to changing work patterns in response to pandemic	**Strategic**	**Katie Wilby**	**Gareth Thomas, Kevin Edwards, Jamie Bennet**	**A**	**R**	**A** **Open**	**NC** ↔	**Open**

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
	Note: target risk date updated to open due to ongoing uncertainty around COVID response								
***ST10a** Updated	Increased expenditure on the disposal of residual waste due to increased tonnage collected from residential properties Note: risk trend is reducing and current risk rating reduced to amber due to Funding provided by Welsh Government to cover increased costs. Target risk date updated to open due to uncertainty when residual waste volumes will return to pre COVID levels.	**Strategic**	**Ruth Cartwright**	**G Povey**	**A**	**A**	**Y Open**	**G ↓**	**Open**
***ST11** Updated	Significant loss of income from the suspension of services due to COVID-19 response Note: target risk date updated to open due to uncertainty on when income will return to pre COVID levels.	**Strategic**	**Ruth Cartwright**	**Vicky Plant**	**R**	**A**	**G Open**	**NC ↔**	**Open**

Workforce

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***ST12** Updated	Reduced numbers of frontline workers and contractors to deliver services safely due to increased sickness levels Note: risk trend is reducing and current risk rating decreased to red following changes to operative shift patterns	**Operational**	**Katie Wilby**	**Gareth Thomas / Kevin Edwards / Jamie Bennett**	**A**	**R**	**G Q4 2020/21**	**G ↓**	**Open**
***ST13** Updated	Limited Personal Protective Equipment (PPE) for workforce to conduct operations safely due to lack of availability in supply chain Note: risk to be closed due to no anticipated issues with PPE supply	**Operational**	**Gareth Thomas**	**Steve O'Shaughnessy**	**A**	**G**	**G Q2 2020/21**	**NC ↔**	**Closed**
ST14	An increase in staff absence due to physical and verbal abuse while undertaking duties	**Operational**	**Operational Managers**	**Supervisors**	**A**	**Y**	**G Open**	**NC ↔**	**Open**
ST15	Workforce industrial action will impact on our ability to deliver key operational services	**Strategic**	**Katie Wilby**	**Gareth Thomas, Kevin Edwards, Jamie Bennet**	**G**	**G**	**G Open**	**NC ↔**	**Open**
ST16 Updated	Inability to provide staff with key training due to social distancing measures Note: target risk date updated to Q2 2021/22 due to timescale for development of new training suite	**Operational**	**Ruth Cartwright**	**Gemma Boniface**	**Y**	**A**	**G Q2 2021/22**	**NC ↔**	**Open**
***ST17** Updated	Increased referrals to occupational health for mental health issues due to the impacts of remote working or continuing to work in frontline services Note: target risk date updated to open due to ongoing referral demand and uncertainty of when COVID impact will come to an end.	**Strategic**	**Katie Wilby**	**Gareth Thomas, Kevin Edwards, Jamie Bennet**	**A**	**A**	**G Open**	**NC ↔**	**Open**
***ST17a Updated**	Increased risk of ill health due to mental health and well-being, personal and/or family issues Note: target risk date updated to open due to ongoing personal / family issues being experience by staff and workforce	**Strategic**	**Stephen O Jones**	**Ruth Cartwright, Katie Wilby, Barry Wilkinson, Anthony Stanford**	**R**	**R**	**G Open**	**NC ↔**	**Open**

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***ST18** Updated	Backlog of administrative work due to home working (permit processing, payment refunds, tag printing) Note: target risk date updated to Q4 2020/21 due to temporary increase in workload due to service demand throughout the winter	**Operational**	**Ruth Cartwright**	**Vicky Plant**	**A**	**G**	**G Q4 2020/21**	**NC ↔**	**Open**
***ST19** Updated	Unable to build resilience and provide generic work functions due to remote working Note: risk to be closed due to no anticipated issues providing generic work functions	**Operational**	**Ruth Cartwright**	**Vicky Plant**	**Y**	**G**	**G Q2 2020/21**	**NC ↔**	**Closed**
***ST20**	Missing key changes in employees' health and wellbeing due to Face to Face Occupational Health Surveillance appointments being placed on hold	**Operational**	**Ruth Cartwright**	**Gemma Boniface**	**Y**	**Y**	**G Q3 2020/21**	**NC ↔**	**Open**

Property & Assets

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
ST21 Updated	Loss of depot facilities will impact our ability to deliver operational services Note: risk to be closed due to no anticipated issues with depot facilities	**Operational**	**Katie Wilby**	**Gareth Thomas, Kevin Edwards, Jamie Bennet**	**G**	**G**	**G Q3 2020/21**	**NC ↔**	**Closed**
***ST22** Updated	Lack of available burial capacity due to increased demand Note: risk trend is reducing and current risk rating reduced to green due to decreasing national trend in deaths and the availability of additional burial space at Hope cemetery	**Operational**	**Anthony Stanford**	**Richard Blake**	**R**	**G**	**G Q4 2020/21**	**G ↓**	**Open**
ST23	Impact of adverse weather conditions on the highway network resulting in damage to infrastructure	**Strategic**	**B Wilkinson**	**Area Managers**	**A**	**A**	**A Open**	**NC ↔**	**Open**
***ST24** Updated	Unable to progress with key infrastructure improvement projects due to prolonged pandemic impacts due to reduced grant funding Note: risk to be closed due to continued opportunity to receive grant funding for projects	**Strategic**	**Anthony Stanford**	**Richard Flood**	**G**	**G**	**G Q4 2020/21**	**NC ↔**	**Closed**
ST24a New	Unable to progress with key infrastructure improvement projects due to resilience in staff, contractors and supply chain	**Strategic**	**Anthony Stanford**	**Richard Flood**	**A**	**A**	**G Q4 2021/22**	**NC ↔**	**Open**
***ST25** Updated	Inadequate vehicle capacity to transport pupils and passengers whilst adhering to social distancing Note: target risk date updated to open due to uncertainty when home to school transport will return to normal provision	**Operational**	**Anthony Stanford**	**Ceri Hansom**	**R**	**Y**	**Y Open**	**NC ↔**	**Open**
***ST26** Updated	Lack of available space at the Alltami depot facility to be able to provide full service due to social distancing measure Note: risk to be closed due to no anticipated issues with space to provide full service	**Operational**	**Katie Wilby**	**Gareth Thomas**	**R**	**G**	**Y Q4 2020/21**	**NC ↔**	**Closed**

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Governance/Legal

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***ST27** Updated	Breach of legislation / Non-compliance with legislation (Environmental Permits, Health & Safety, Vehicle Operators' license, TROs) due to the inability to provide work services Note: target risk date updated to open due to uncertainty of COVID impact on regulatory services.	**Strategic**	**Katie Wilby**	**Gareth Thomas**	**A**	**A**	**G Open**	**NC ↔**	**Open**

External Regulation

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
ST28	Unable to accept and process waste and recycling due to the loss of Environmental Permit	**Strategic**	**R Cartwright**	**G Povey**	**A**	**G**	**G Q4 2020/21**	**NC ↔**	**Open**
***ST28a** New	Unable to gain regulatory approval (planning; Drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications.	**Operational**	**Katie Wilby**	**Steven Parry, Gaby Povey**	**A**	**R**	**G Q4 2021/22**	**NC ↔**	**Open**
***ST30** Updated	Expiry of statutory training certifications due to the inability to undertake testing / training Note: target risk date updated to Q2 2021/22 due to timescale for development of new training suite	**Strategic**	**Ruth Cartwright**	**Gemma Boniface**	**G**	**A**	**G Q2 2021/22**	**NC ↔**	**Open**
***ST32**	Backlog in vehicle MOTs due to the closure of test centres	**Operational**	**B Wilkinson**	**Fleet Manager**	**Y**	**Y**	**Y Q4 2020/21**	**NC ↔**	**Open**

ICT & Systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
ST33 Updated	Unable to deliver key operational services due to the failure of telecommunications, ITC, mobile phone networks Note: risk to be closed due to no anticipated disruption to telecommunications, ITC, mobile phone networks provision	**Strategic**	**Katie Wilby**	**Gareth Thomas, Kevin Edwards, Jamie Bennet**	**G**	**G**	**G Q4 2020/21**	**NC ↔**	**Closed**

Risk Register - Part 2 (Portfolio Service & Performance Risks)

Service Delivery

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***ST34** Updated	Lack of available materials (tarmac, stone) to undertake planned works due to product availability Note: risk to be closed due to no anticipated disruption to availability of materials to undertake works	**Strategic**	**Katie Wilby**	**Gareth Thomas, Kevin Edwards, Jamie Bennet**	**A**	**G**	**G Q3 2020/21**	**NC ↔**	**Closed**
***ST35**	Lack of preparedness to respond to multiple emergencies or major incidents during the pandemic (severe weather event, fire, major transport accident) due to resource being focused on delivering key services	**Strategic**	**Katie Wilby**	**Gareth Thomas, Kevin Edwards, Jamie Bennet**	**A**	**R**	**G Q4 2020/21**	**NC ↔**	**Open**

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***ST36**	Loss of key suppliers or partner organisations to deliver key operational services due to company insolvencies	**Strategic**	**Katie Wilby**	**Gareth Thomas, Kevin Edwards, Jamie Bennet**	**A**	**A**	**G Open**	**NC ↔**	**Open**
***ST36a** New	Loss of key suppliers or partner organisations to deliver key operational services due break in operations (fire, loss of permit, sickness)	**Operational**	**Ruth Cartwright**	**Katie Wilby, Barry Wilkinson, Anthony Stanford**	**A**	**A**	**G Open**	**NC ↔**	**Open**

Highway Policy

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***ST38** Updated	Unable to undertake pedestrian/cycle safety training due to schools not operating and reduced funding Note: target risk date updated to open due to ongoing uncertainty of schools being open to provide the training	**Operational**	**Anthony Stanford**	**Richard Flood**	**A**	**A**	**G Open**	**NC ↔**	**Open**
***ST39** Updated	Unable to undertake traffic surveys to support financial bids for transport schemes or justify implementing new safety measures Note: target risk date updated to open due to ongoing uncertainty of when traffic levels will return to sufficient levels to gain meaningful data	**Strategic**	**Anthony Stanford**	**Richard Flood**	**R**	**Y**	**G Open**	**NC ↔**	**Open**

Fleet

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
ST40 Updated	Interruption of available fuel to sufficiently operate fleet vehicles Note: Current risk rating increased to yellow due to uncertainty with Brexit implications on fuel supply Note: risk trend is reducing and current risk rating reduced to green due to no disruption to fuel supply.	**Strategic**	**B Wilkinson**	**Fleet Manager**	**G**	**G**	**G Q4 2020/21**	**G ↓**	**Open**

Waste Strategy

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***ST41** Updated	Unable to dispose of waste and recycling products due to end producer availability Note: target risk date updated to open due to ongoing uncertainty in recycling markets	**Operational**	**R Cartwright**	**G Povey**	**R**	**A**	**G Open**	**NC ↔**	**Open**

Parking and Enforcement

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***ST42** Updated	An increase in dangerous and obstructive parking due to the suspension of parking enforcement Note: risk to be closed due to parking enforcement recommencing	**Operational**	**Ruth Cartwright**	**Vicky Plant**	**A**	**G**	**G Open**	**NC ↔**	**Closed**
***ST42a** New	An increase in dangerous and obstructive parking in residential areas preventing operational service delivery (waste and recycling	**Operational**	**Katie Wilby**	**Kevin Edwards**	**Y**	**A**	**G Open**	**NC ↔**	**Open**

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
	collections; gritting; highway maintenance) due to increased working from home.								
***ST43** Updated	An increase in environmental crime (littering, dog fouling, side waste) due to the suspension of monitoring patrols Note: target risk date updated to open due to ongoing changes to enforcement response during periods of lockdown	**Operational**	**Ruth Cartwright**	**Vicky Plant**	**A**	**G**	**G Open**	**NC ↔**	**Open**
***ST44** Updated	Increase in large scale fly tipping due to the closure of Household Recycling Centres and illegal waste collection companies operating Note: target risk date updated to open due to ongoing changes to enforcement response during periods of lockdown	**Operational**	**Ruth Cartwright**	**Vicky plant**	**A**	**G**	**G Open**	**NC ↔**	**Open**

Closed Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***ST29**	Loss of Industry Standard accreditations due to the inability to undertake external audits	**Operational**	**R Cartwright**	**G Povey / P Murphy**	**G**	**G**	**G Q3 2020/21**	**NC ↔**	**Closed**
***ST31**	Expiry of calibrated equipment due to the inability to undertake testing	**Operational**	**Ruth Cartwright**	**Gemma Boniface**	**G**	**G**	**G Q3 2020/21**	**NC ↔**	**Closed**

Risk Matrix

Impact Severity	**Catastrophic**	**Y**	**A**	**R**	**R**	**B**	**B**
	Critical	**Y**	**A**	**A**	**R**	**R**	**R**
	Significant	**G**	**G**	**Y**	**A**	**A**	**R**
	Marginal	**G**	**G**	**G**	**Y**	**Y**	**A**
		Unlikely	**Very Low**	**Low**	**High**	**Very High**	**Extremely High**
		Likelihood of risk happening					

Streetscene and Transportation Portfolio Risk Register

Version 9

Published: 25.02.2021

Mitigation Urgency Key	
IM – Immediate	Now
ST – Short Term	Within 1 month
MT – Medium Term	1 month plus
Upward arrow	Risk increasing
Downward arrow	Risk decreasing
Sideways arrow	No change in risk
*Denotes the risk is specific to 'Recovery'	

Risk Register - Part 1 (Portfolio Management)

Finance

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST01** Updated	Public bus services (commercial and subsidised) are financially unsustainable due to reduced passenger numbers	↔	MT	Subsidised bus services are monitored on a cost per passenger basis, fewer passengers result in the services becoming financially unsustainable. To prevent ongoing decline of passenger journeys, transportation officers are working with the Economic Regeneration team on the regeneration of town centres, thus encouraging people to return via public transport. Officers are working with bus operators to promote a safe environment ensuring social distancing on vehicles. This has include more frequent services to reduce passenger numbers per trip or promoting and developing the demand responsive service. Target risk date updated to open due ongoing uncertainty within the bus industry
***ST02**	Increased transport operating costs due to reducing number of available transport operators to provide services	↔	MT	Regular discussions are being held with transport operators to foresee any potential operating problems. Officers are working with the bus operators to develop and promote transport in the community encouraging passengers to utilise services. Additional transport service continue to be procured to respond to the crisis giving opportunity for operators to obtain further work to support sustainability
***ST03** Updated	Increasing cost of undertaking Public Health Funerals due to inability of families to fund funerals	↓	MT	A Fixed Price Funeral Service has been established in partnership with local Funeral Director. Officers are ensuring that funds are recovered from the deceased personal estates, where possible, to support the financial cost of burial. There has been no significant increase in the demand for public health burials.
***ST04**	Increased operational costs (resource, workforce) for Bereavement Services due to increased number of deaths	↔	ST	Resource will be deployed from the Streetscene generic workforce to support additional demand in workload if required.
***ST05** Updated	National targets not being met for Road Safety and Active Travel due to an inability to complete essential schemes	↓	ST	All essential grant funded schemes have now recommenced. All such contracts are operating with revised risk assessments and safe methods of work in line with UK Government social distancing requirements. For those schemes that are located on strategic corridors (for which enable essential access to healthcare facilities and/or essential services), an individual assessment as to whether works should continue have been made. There have been decreased reports of road traffic collisions (RTCs) since the lockdown period and schemes are now progressing well.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
ST06	Unable to ensure highways infrastructure remains safe and capable of supporting economic growth due to reduced funding	↔	ST	Highway Inspectors continue to inspect the network for defects with potential to cause serious injury or accident, and these are responded to immediately by our in-house road repair teams. Major resurfacing schemes have re-commenced and officers are working closely with contractors to ensure best value is achieve under the circumstances. Risk remains due to uncertainty of future funding.
ST07	Unable to respond to Ash Die Back due to insufficient resource or funding	↔	ST	Plans to train Streetscene staff to inspect and assess the risk of Ash Die Back affecting the highway network have been interrupted, and assistance from Planning, Environment & Economy tree service team has been sought to support this exercise going forward whilst Ash trees are in full leaf, when it is most obvious to spot the disease.
***ST08**	Increase in third party claims due to changes in Highway Inspection process	↔	MT	Streetscene Area Coordinators continue to monitor roads in their area and report, on a risk-based methodology, any defect that could be deemed a significant danger. Designated teams within the service delivery team are available to provide emergency repair to identified defects.
***ST09**	Loss of income from the sale of recyclable materials due to reduced market demand	↔	MT	Officers are undertaking regular participation in Welsh Government lead officer meetings in which information is provided on the recyclable market. Early notification of a decrease in potential values is being received and monitored. Expected loss of income is being included into the Medium Term Financial Strategy as prior to COVID-19, markets were already on the decline due to the changes in material use (e.g. reduced demand for high quality paper). Income levels have fallen considerably over the past several months, particularly for metal, plastics and textiles
***ST10** Updated	Increased expenditure on contract, labour, plant, vehicles and materials due to changing work patterns in response to pandemic	↔	MT	Continual review is being undertaken at weekly Portfolio Senior Management Team meetings on the most appropriate methods of delivering services in an effective and cost-effective manner while abiding by Government guidance on social distancing. As alternative methods are identified to deliver service, procedures are adapted and contractors are being utilised to supplement Council staff if required. All operatives are now working to substantive rotas and the number of employed agency staff is at pre-COVID levels. Increasing operational costs have been identified at waste transfer stations where increasing volumes of waste and recycling have been recorded. The plants are subject to continued breakdown of aged machinery which results in waste being sent to third parties for processing. Target risk date updated to open due to ongoing uncertainty around COVID response

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST10a** Updated	Increased expenditure on the disposal of residual waste due to increased tonnage collected from residential properties	↓	MT	Since the commencement of lockdown the tonnage of residual waste collected from residential properties has been increasing. On review of annual trends the increase is between 12-20% per month based on the same time last year. Officers will be promoting the national behavioral change campaign developed by Welsh Government to reinstate the message to residents that they must recycle all waste. Also, a relaunch of the side waste enforcement process will take place from early October to ensure that only the allocated amount of residual waste is placed out for collection each fortnight. This financial impact of increased residual waste is significant although a successful claim to Welsh Government to cover the additional cost has been made.
***ST11** Updated	Significant loss of income from the suspension of services due to COVID-19 response	↔	MT	Continual reviews are being undertaken at weekly Portfolio Senior Management Team meetings on the appropriate times to re-introduce chargeable services. All factors are being considered when making these decisions, including the available resources to deliver services and the Safety and Health of employees and public. While some services such as brown bin collections have already been reintroduced. Loss of income as a result of service changes in the emergency response phase has been collated and formed part of the COVID claim to Welsh government. Monies have been awarded as part of this claim to cover lost income for Q1. Target risk date updated to open due to uncertainty on when income will return to pre COVID levels.

Workforce

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST12** Updated	Reduced numbers of frontline workers and contractors to deliver services safely due to increased sickness levels	↓	MT	Sickness levels have started to increase within the service delivery team, this coupled with the need for those employees who are required to self-isolate can have significant impact on the ability to provide frontline services. The demand on service throughout the winter months is significant due to winter maintenance activity and increased demand on waste and recycling collections. Trained and qualified agency staff have been put in place to assist where there is a need and the generic workforce are available to be deployed to assist with delivering key services where needed. The logistics of introducing new operatives to the deliver key services provides additional difficulties in maintaining COVID safe working bubbles which have been put in place to minimis risk of infection. A return to a three-day (12 hour) working pattern has further reduced the risk of transmission as crew members will remain static within the working bubble throughout the week.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST13** Updated	Limited Personal Protective Equipment for workforce to conduct operations safely due to lack of availability in supply chain	↔	ST	Risk to be closed. No anticipated issues with Personal Protective equipment supply
ST14	An increase in staff absence due to physical and verbal abuse while undertaking duties	↔	IM	Support and advice has been provided to the workforce with information about revised services being published to the public through our websites, social media and signage. All reports of abuse are passed to North Wales Police. Since new measures have been introduced there has been limited numbers of reported cases of abuse as members of the public are compliant with new measures.
ST15	Workforce industrial action will impact on our ability to deliver key operational services	↔	IM	There has been consultation with unions throughout the pandemic in relation to changes in working practice and measures put in place to protect staff and workforce welfare. From the 5 October, shift working patterns have been amended. All new shift patterns are now embedded and accepted by the workforce.
ST16 Updated	Inability to provide staff with key training due to social distancing measures	↔	MT	Due to the changes to the workforce shift patterns and the implementation of 'bubble' working, non-essential training has been suspended so that workforce is available to deliver frontline services. Only essential training will take place should staff certifications become expired. Target risk date updated to Q2 2021/22 due to timescale for development of new training suite
***ST17** Updated	Increased referrals to occupational health for mental health issues due to the impacts of remote working or continuing to work in frontline services continuing to work in frontline services	↔	MT	Continued workforce updates and welfare assessments are being undertaken to support those working remotely and on frontline services. Information is distributed on a service basis, and also corporately, with advice on ways of working to prevent worry or stress. All staff are offered Occupational Health referrals (on request) and access to Care First for independent support. Where possible meetings are held through the medium of video call to promote improved interaction. The service has representation on the workforce tactical group to raise any address ongoing HR issues. Target risk date updated to open due to ongoing referral demand and uncertainty of when COVID impact will come to an end.
***ST17a** Updated	Increased risk of ill health due to mental health and well-being, personal and/or family issues	↔	MT	It has been identified that a significant number of employees within the service, managers, staff and workforce, are dealing with complex personal issues. All while continuing to provide key frontline services with work pressures and member and public expectations continually rising. Streetscene staff have worked continually throughout the COVID response and continued negative scrutiny, especially by social media, compounds poor mental health. All Managers/supervisors maintain contact with staff members whom are on sick leave or have identified themselves are suffering from personal issues (bereavement; relationship separations; isolation) to ensure support and reassurance is given. Managers must allow staff the opportunity to work in an office environment to promote personal wellbeing and personal contact and engagement. Occupational Health support is provided should it be

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
				needed. Target risk date updated to open due to ongoing personal / family issues being experience by staff and workforce
***ST18** Updated	Backlog of administrative work due to home working (permit processing, payment refunds, tag printing)	↔	MT	Where administration functions can be undertaken in a remote manner then they have continued as normal. Some procedures have been adapted so that they can now be done from a remote location. For work tasks that require a physical presence in the office, a rota has been put in to place so that a set number of officers can return to Alltami depot and undertake these functions. Target risk date updated to Q4 2020/21 due to temporary increase in workload due to service demand throughout the winter
***ST19** Updated	Unable to build resilience and provide generic work functions due to remote working	↔	MT	Risk to be closed. No anticipated issues with providing generic work functions through remote means.
***ST20**	Missing key changes in employees' health and wellbeing due to Face to Face Occupational Health Surveillance appointments being placed on hold	↔	MT	Alternative methods of reviewing staff welfare and health have been introduced to ensure that key changes are not overlooked. Instead of face to face meetings an employee questionnaire has been developed to gain an understanding of those staff under surveillance. Service supervisors are in contact with operational staff during their shift to identify any possible issues or be available should they have concerns than need escalating. Should any health issue require escalation, then Occupational Health are holding telephone consultations.

Property & Assets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
ST21 Updated	Loss of depot facilities will impact our ability to deliver operational services	↔	IM	Risk to be closed. No anticipated issues with depot facilities
***ST22** Updated	Lack of available burial capacity due to increased demand	↔	MT	The national trend on deaths is decreasing and the availability of additional burial capacity at Hope cemetery has reduced the rick.
ST23	Impact of adverse weather conditions on the highway network resulting in damage to infrastructure	↔	MT	Preventative maintenance schemes have recommenced and officers are working closely with contractors to ensure best value is achieve. Gully Emptying, Sweeping and defect repair teams have continued to maintain the network in efforts to mitigate against loss of infrastructure.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST24** Updated	Unable to progress with key infrastructure improvement projects due to prolonged pandemic impacts due to reduced grant funding	↔	MT	Risk to be closed. Due to continued opportunity to receive grant funding
***ST24a** New	Unable to progress with key infrastructure improvement projects due to resilience in staff, contractors and supply chain	↔	MT	New risk identified due to the continued award of grant funded schemes increasing the workload demand on members of staff, contractors and the supply chain while remaining COVID compliant. Each grant funded project is given a project team to control delivery within specified timescales. Additional partners (consultants; WRAP) have been engaged in projects to support staff with delivery.
***ST25** Updated	Inadequate vehicle capacity to transport pupils and passengers whilst adhering to social distancing	↔	MT	Guidance on the provision of school transport has now been issued by National Government but with the uncertainty surrounding lockdown restrictions and the attendance of pupils in the school environment ongoing review of vehicle availability and suitability is being monitored. Transport colleagues continue to have ongoing dialogue with colleagues in education to monitor the situation. Target risk date updated to open due to uncertainty when home to school transport will return to normal provision
***ST26** Updated	Lack of available space at the Alltami depot facility to be able to provide full service due to social distancing measure	↔	MT	Risk to be closed. No anticipated issues with space at the depot to provide full service

Governance/Legal

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST27** Updated	Breach of legislation / Non-compliance with legislation (Environmental Permits, Health & Safety, Vehicle Operators' license, TROs) due to the inability to provide work services	↔	MT	All services have now resumed to pre-COVID standards however it has come to light that there are some areas, especially within waste services, were only one potential outlet is available to dispose of recycling materials. Should this be unavailable for any reason then waste volumes on permitted sites may exceed legislative allowance. Council staff are working closely with end processors to ensure market places for materials remain available. Target risk date updated to open due to uncertainty of COVID impact on regulatory services.

External Regulation

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
ST28	Unable to accept and process waste and recycling due to the loss of Environmental Permit	↔	MT	Officers are working with Natural Resources Wales to monitor temporary changes to permit conditions. Natural Resources Wales position statement of working with permit holders and easing some restriction on the permit has helped to reduce likelihood of loss of permit. Officers have been closely monitoring tonnage data weekly and monthly and will continue to do so, to ensure that waste is dealt with as effectively as possible. In addition, officers are working closely with operational teams to identify and manage any issues for collection and transfer/bulking. Contingency plans are ready to be enabled if any issues arise from contractors being unable to collect waste for correct and safe disposal. At present there are no issues with operating waste facilities and all end processors are accepting waste.
***ST28a** New	Unable to gain regulatory approval (planning; Drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications.	↔	MT	New risk. Following the award of grant funding a number of large infrastructure improvement projects are taking place. The development of these projects do rely on regulatory approval to move forward, such as planning consent, drainage (SUDs), waste permitting. Any undue delay in the approval process could delay the projects and impact on available grant funding. Also, the impact of having to redirect services to alternative locations (e.g. recycling collections) will be costly. The project teams are working with regulatory bodies to ensure that all aspects are progressed within a timely manner. External partners (WRAP) have been providing industry related expertise to assist with progress.
***ST30** Updated	Expiry of statutory training certifications due to the inability to undertake testing / training	↔	ST	Due to the changes to the workforce shift patterns and the implementation of 'bubble' working, non-essential training has been suspended so that workforce is available to deliver frontline services. Only essential training will take place should staff certifications become expired. Where training has expired and service demand remains, qualified sub-contractors will be engaged to undertake the work until the bubble arrangement is lifted and training can recommence. Target risk date updated to Q2 2021/22 due to timescale for development of new training suite
***ST32**	Backlog in vehicle MOTs due to the closure of test centres	↔	MT	Vehicles will be maintained at MOT standard, even though the official test will not take place. Management team will closely monitor the industry situation in anticipation of any further service disruption at MOT facilities, although a 12-month extension period has been granted and should allow for the delivery of MOTs to now run normally.

ICT & Systems

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
ST33 Updated	Unable to deliver key operational services due to the failure of telecommunications, ITC, mobile phone networks	↔	IM	Risk to be closed. No anticipated issues with the delivery of ITC services

Risk Register - Part 2 (Portfolio Service & Performance)

Service Delivery

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST34** Updated	Lack of available materials (tarmac, stone) to undertake planned works due to product availability	↔	ST	Risk to be closed. No anticipated disruption to materials supply
***ST35**	Lack of preparedness to respond to multiple emergencies or major incidents during the pandemic (severe weather event, fire, major transport accident) due to resource being focused on delivering key services	↔	MT	Quarterly Emergency Planning meetings are arranged with members of Streetscene, housing, emergency planning and North Wales Council-Regional Emergency service (NEC-REPS) to discuss and review procedures for emergencies. Combined resource and support could be compromised should another emergency issue arise during this time and resilience is being identified. Partnership working will allow for additional resource to respond to incidents. Accountable managers to support with additional emergencies have been identified. Mitigations are in place but the risk trend has increased due to the uncertainty of weather during winter months and the probability of multiple emergencies taking place at once is escalated.
***ST36**	Loss of key suppliers or partner organisations to deliver key operational services due to company insolvencies	↔	MT	All service areas have been in contact with key suppliers and contractors to review company Business Continuity Plans to ensure adequate response to the crisis. Discussions have included the sustainability of companies due to pressures of closure or reduced service. Where there has been concern, alternative suppliers/providers have been identified to continue service. In isolated cases there has been no alternative provider available (e.g. Textile disposal) therefore this service has stopped in the short term.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST36a** New	Loss of key suppliers or partner organisations to deliver key operational services due break in operations (fire, loss of permit, sickness)	↔	MT	New risk Where the Portfolio does not have direct operational control over a part of the operation, such as processing of kerbside collected waste, it is reliant on contracted operators to deliver that service. Where there are a limited number of companies available to deliver a service the risk to the Council is increased as without them operational activities will have to cease. Officers liaise with contracted operators on a regular basis and undertake Health and Safety and compliance audits on site operations. At Council owned premises, contingency plans are in place to deal with waste should the need arise.

Highway Policy

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST38** Updated	Unable to undertake pedestrian/cycle safety training due to schools not operating and reduced funding	↔	ST	There is continued difficulty in providing training to school pupils due to the uncertainty of attendance and restriction put in place by each school. Liaison with schools is underway in order restart essential training for pupils. As the dark nights are here and more people are taking to the public highway in the dark the risk to road users, especially pedestrians and cyclist is increased. Target risk date updated to open due to ongoing uncertainty of schools being open to provide the training
***ST39** Updated	Unable to undertake traffic surveys to support financial bids for transport schemes or justify implementing new safety measures	↔	ST	Traffic surveys, including volumetric traffic counts, parking surveys, speed surveys, origin and destination surveys and public transport patronage surveys were suspended due to average commuting levels not being met. Since the lifting of lockdown restrictions, vehicle volumes on the public highway have increased and traffic counts are now possible with data gleaned reliable enough to make decisions on future transport schemes. Target risk date updated to open due to ongoing uncertainty of when traffic levels will return to sufficient levels to gain meaningful data

Fleet

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
ST40 Updated	Interruption of available fuel to sufficiently operate fleet vehicles	↓	IM	There has been no impact to fuel supply due to Brexit. Officers are still reviewing national trends but there are no anticipated issues arising.

Waste Strategy

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST41** Updated	Unable to dispose of waste and recycling products due to end producer availability	↔	ST	Officers are working with Welsh Government and partners organisations to identify changes in the recycling market. An all Wales approach has been adopted to share knowledge of problems arising within the supply chain. Officers are discussing joint working with neighboring authorities to establish consistent recycling disposal companies. Contingency plans are being developed in response to known problems with recycling disposal streams and alternative methods of disposal are being explored. Target risk date updated to open due to ongoing uncertainty in recycling markets

Parking and Enforcement

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST42** Updated	An increase in dangerous and obstructive parking due to the suspension of parking enforcement	↔	ST	Risk to be closed. Parking enforcement recommencing in full.
***ST42a** New	An increase in dangerous and obstructive parking in residential areas preventing operational service delivery (waste and recycling collections; gritting; highway maintenance) due to increased working from home.	↔	ST	New Risk Since the commencement of the first lockdown period, more and more people have been working from home. This has resulted in a higher number of parked vehicles outside of residential properties. When domestic vehicles are parked on narrow roads, or near junctions, the ability of our larger operational vehicles (waste vehicles, glitters) to pass by is compromised. There are ongoing areas where waste collections cannot take place. Where possible operational teams do return to attempt collection but the problem persists every day of the week Waste services are working with the civil parking enforcement team to educate those living in problem areas of the issue and advising them to not obstruct the highway or junctions. North wales Police have also been informed.
***ST43** Updated	An increase in environmental crime (littering, dog fouling, side waste) due to the suspension of monitoring patrols	↔	ST	Foot patrols have been reestablished following the firebreak period. Target risk date updated to open due to ongoing changes to enforcement response during periods of lockdown
***ST44** Updated	Increase in large scale fly tipping due to the closure of Household Recycling Centres and illegal waste collection companies operating	↔	ST	The enforcement team continue to investigate all fly tip cases. The Household Recycling centres have now reopened following the firebreak period thus reducing the potential for fly tipping. Target risk date updated to open due to ongoing changes to enforcement response during periods of lockdown

Previously Closed Risk

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***ST29**	Loss of Industry Standard accreditations due to the inability to undertake external audits	↓	ST	-
***ST31**	Expiry of calibrated equipment due to the inability to undertake testing	↓	ST	-

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Environment Overview and Scrutiny Committee

Date of Meeting	9th March 2021
Report Subject	Portfolio Recovery Strategy and Risk Register
Cabinet Member	Cabinet Member for Planning and Public Protection Cabinet Member for Streetscene and Countryside Cabinet Member for Economy
Report Author	Chief Executive and Chief Officer (Planning, Environment and Economy)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council has developed a corporate Recovery Strategy for the pandemic emergency situation.

This work has been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which was an advisory sub-committee of Cabinet, has completed its work and has stood down. Cabinet endorsed the Recovery Strategy at a special meeting on 15th September 2020. Cabinet has invited each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-

1. The portfolio risk register and the risk mitigation actions both live and planned;
2. The objectives for recovery for the portfolio;

This report represents the second update on the above documents since its initial meeting on 21st September 2020.

Recommendations	
1	That the Committee gives oversight to the progress made with respect to recovery planning for the Planning, Environment and Economy portfolio.
2	That the Committee notes the content of the updated portfolio risk register and mitigation actions.

REPORT DETAILS

1.00	**EMERGENCY RECOVERY**
1.01	The Council has developed a corporate Recovery Strategy for the pandemic emergency situation. The Strategy covers:- 1. The chronology of the emergency response phase and transition to recovery 2. The handover arrangements or recovery 3. Organisational recovery of the corporate organisation 4. Community recovery of the communities we serve 5. Strategic priorities and performance for the remainder of 2020/21 6. The roles the Council will play in regional recovery 7. The democratic governance of recovery
1.02	The development of the Recovery Strategy been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which is an advisory sub-committee of Cabinet, has completed its work and has stood down. The Board has met seven times in quick succession and has received multiple reports and presentations. Cabinet endorsed the Recovery Strategy at a special meeting on 15 September.
1.03	Cabinet has invited each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:- 1. The portfolio risk register and the risk mitigation actions both live and planned; 2. The objectives for recovery for the portfolio; 3. The immediate strategic priorities for recovery for the portfolio extracted from the draft Council Plan for 2020/21; and 4. The set of revised performance indicator targets for the portfolio for 2020/21.
1.04	The full latest version of the risk register and set of risk mitigation actions for the Planning, Environment and Economy portfolio within the terms of reference of this Committee is attached. In addition an update is provided below of progress against each of the portfolio's recovery objectives. Should further information on any of the recovery objectives be sought by the Committee that can be provide at a future meeting.
1.05	The recovery objectives for the Planning, Environment and Economy portfolio as established in July 2020 and relevant to this Committee are:- 1. Re-instatement of Planning Strategy Group and Planning Committee Planning Strategy Group continues to operate successfully as scheduled via virtual meetings. Planning Committee continues to run successfully in a virtual format. With proposed changes to IT infrastructure, the PE&E portfolio has been advised by Committee Services that the ability of third parties to parties to join meetings is under review and

	is likely to be introduced in parallel with new video-conference software. The April Planning Committee will be live-streamed. PE&E staff will be required to prepare procedural and administration processes to support such a change. 2. Re-opening of destination sites – Wepre Park, Greenfield Valley, Waun y Llyn Sites remain open for local exercise only, however the car parks at Wepre, Talacre and Wau-y-Llyn have been closed to deter people from travelling to access the sites. Greenfield museum and Wepre visitor centres remain closed. Work is under way to pressure for their re-opening when the lifting of restrictions allow it. 3. Re-instatement of maintenance regimes for sites and paths Maintenance regimes remain in place for sites and paths. A report on staffing structures and maintenance schedules is being scheduled for a future Environment and Economy Overview and Scrutiny. 4. Compliance with new Local Development Plan timeline The examination is scheduled to begin on 13th April 2021 and will comprise a seven week programme with 20 separate sessions to examine matters and issues identified by the Inspector. Information about the programme and matters and issues questions is available on the examination website. 5. Provision of business support service meeting needs of Flintshire businesses Delivery of WG funded grants remains the largest part of the direct support to businesses by the Council. In addition, day to day service delivery in supporting individual businesses, responding to investment interest and organising learning and networking activities continues. 6. Support for our local markets and town centres The Council has run a promotional campaign for town centre and food and drink businesses which has been very successful although it has had to flex considerably around changing Covid-19 restrictions. The Council has continued the rent-free period for street market traders who have been considerably disrupted by the pandemic. In addition, the Council continues to work with potential investors to help them to bring their projects to fruition. 7. Incorporation of social value into our procurement frameworks and contracts A software package has been procured to build social value into Council contracts. Work is on-going with procurement and contract management colleagues to build social value into current and future procurement exercises. A briefing session for

Members is planned for March.

8. Provision of employability support available to local residents

Support for residents is being provided via our employability team and is a workstream within the Council's Community Recovery Strategy. The team has received extra funding from Welsh Government in readiness for the increased numbers of individuals needing support.

9. Meeting our Community and Business Protection statutory and enforcement duties in relation to Covid 19

This is an area of significant and sustained demand for the Portfolio with teams from within the Community and Business Protection Service playing a key role in supporting the local response to COVID-19.

Particular pressure has been placed on Environmental Health to support schools, care homes, specific community outbreaks, and workplaces, where clusters of COVID-19 cases are identified, with the aim of preventing further transmission. Work programmes have had to be re-prioritised to meet current pressures and demands.

Licensing and Trading Standards continue to enforce the Health Protection Regulations. As lockdown is further eased the demands around compliance and enforcement are likely to increase. The challenge for the Service is to continue to support these additional pressures, whilst at the same time planning ahead for a resumption of their core duties. Managing the expectations of the public will be important.

10. Work with our regional and local partners to support victims of (Violence against women, domestic abuse and sexual violence) VAWDASV

Flintshire is fully engaged with regional partners to address this important area of work. The regional VAWDASV Board has recently transitioned into the North Wales Vulnerability and Exploitation Board where FCC is represented by the Chief Officer, Social Services. We are the host of the regional VAWDASV team and work closely with the office of the Police and Crime commissioner to ensure that the regional strategy is aligned to the budget received from Welsh Government.

11. Reinstatement of officer site visits where appropriate

A risk assessment for officer site visits has been produced and is being applied in all cases. Greater reliance is being placed on information that may be available from other sources e.g. Google Maps, Streetview etc

For the regional minerals and waste service only outdoor site visits to monitor key quarrying sites which are giving rise to complaints are taking place from publically accessible land or land in the control of the quarry company. Covid risk assessments apply. No visits are taking place within residential curtilages.

Officer site visits were re-established for the Development Service but have been scaled back since December 2020 since the second lock-down. Officers are relying

	on digital information, submitted plans and where required a safe, site inspections from a public distance. The Building Control Service is avoiding internal inspections where possible and maintaining all external inspections. 12. Recommencement of all grant funded capital projects Works have re-commenced at Bailey Hill, Mold, Wepre Park and the Greenfield reservoirs. 13. Undertaking of Ash Dieback surveys Taking advantage of quieter roads in lockdown, dashcam surveys of ash trees adjacent to the highway were completed. This enabled a high level overview of the disease so more detailed inspections can be prioritised. The detailed inspections of the priority areas are due to be completed this month to enable a winter work programme to be established. An initial report is scheduled to be delivered to this Overview and Scrutiny Committee. Following the completion of the survey and inspection of priority roads, a costed winter work programme has been developed to deal with Flintshire owned infected trees of the highest risk. A process has been developed to engage with landowners who own infected trees adjacent to the highway. Works to remove infected ash trees which pose a risk to the highway have started, also the Countryside Rangers have been removing ash adjacent to paths in popular countryside sites. Landowners with infected ash trees adjacent to the highway which pose a risk have started to be contacted highlight the risk and their responsibilities. 14. Restoration of the Development Management function The services of the Development Management function are in great demand and our ability to deliver those services was compromised by the direct and indirect impacts of Covid 19. A similar situation is reflected across all North Wales authorities. From the period of September to December data shows the service was recovering and output from the first week of September met and exceeded normal levels. As the schools shut and Wales went into lock-down again the service has again experienced some capacity issues, but a full planning, enforcement and appeals service remains operational. The service is experiencing delays from responses from internal and external consultees which has an impact on delivering the service as the planning process can only travel at the speed of its slowest contributor.

2.00	**RESOURCE IMPLICATIONS**
2.01	There are no specific resource implications from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None specific as this report is based on documented response and recovery work.

4.00	RISK MANAGEMENT
4.01	This report specifically covers emergency situation risk management.

5.00	APPENDICES
5.01	The full latest version of the risk register and set of risk mitigation actions for the Planning, Environment and Economy portfolio within the terms of reference of this Committee

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Contact Officer:** Andrew Farrow **Telephone:** 01352 703201 **E-mail:** andrew.farrow@flintshire.gov.uk

Planning, Environment and Economy Portfolio Risk Register

Version 09

Published: 26.02.2021

Key		
Underlying Risk Rating	The risk rating before any mitigating actions	
Current Risk Rating	This risk rating following the planned mitigation actions	
Target Risk Rating	The risk rating which is realistically achievable and by when	
Risk Trend	The trend of the risk since the last review date	
Risk Status	Open denotes a live risk	Closed denotes a closed risk
*Denotes the risk is specific to the 'Recovery'		
PE	Planning, Environment and Economy	

Risk Register - Part 1 (Portfolio Management)

Finance

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***PE01** Updated	Loss of Community Benefits by not maximising the inclusion of social value in Contracts Note: target risk rating has been moved to Q1 2021/22 due to capacity of the Social Value Officer	**Strategic**	**Niall Waller**	**Olivia Hughes**	**A**	**Y**	**G Q1 2021/22**	**NC ↔**	**Open**
***PE02**	Failure to meet income targets for Portfolio due to downturn in submission of planning applications, building regulations applications, Highways DC applications and licensing applications	**Operational**	**Andrew Farrow**	**Mandy Lewis/Sian Jones**	**R**	**A**	**Y Q4 2021/22**	**NC ↔**	**Open**
***PE03**	Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the compound economic consequences of the emergency situation	**Strategic**	**Niall Waller**	**Rachael Byrne**	**R**	**R**	**A Q4 2021/22**	**NC ↔**	**Open**
***PE04**	Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding	**Strategic**	**Niall Waller**	**Rachael Byrne**	**A**	**Y**	**G Q4 2021/22**	**NC ↔**	**Open**
***PE05** Updated	Failure to meet income targets for Minerals and Waste Shared Service due to downturn in submission of planning applications and reduced compliance visits during lockdown and a subsequent potential economic downturn Note: current risk rating has reduced to amber as the service received monies from the Welsh Government Covid Fund to compensate for loss of income	**Operational**	**Gary Nancarrow**	**Robin Williams**	**R**	**A**	**Y Q4 2021/22**	**G ↓**	**Open**
***PE06**	Decreasing availability of funding to deliver fuel poverty projects due to re-prioritisation of funding streams	**Operational**	**Niall Waller**	**Joseph Muxlow**	**R**	**A**	**G Q4 2021/22**	**NC ↔**	**Open**
PE23 New	Financial risks arising from programme for private sector homes improvements	**Operational**	**Niall Waller**	**Joseph Muxlow**	**Y**	**G**	**G Q4 2021/22**	**New**	**Open**

Workforce

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***PE07** Updated	Impact on service delivery due to the resilience of staff and succession planning Note : target risk rating has been moved to Q2 2021/22 due to current lockdown restrictions	**Operational**	**Andrew Farrow**	**PEESMT**	**R**	R	**A Q2 2021/22**	**NC ↔**	**Open**

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
PE08 Updated	Increased incidences of stress and mental health episodes due to the long-term implications of working from home and anxiety over the Covid-19 pandemic Note: risk to be closed as analysis of absences shows that there has been no increase in incidences due to stress and anxiety.	**Operational**	**Andrew Farrow**	**PEESMT**	**B**	**G**	**G** **Q3 2020/21**	**G** **↓**	**Closed**
***PE09** Updated	Reluctance of staff to return to their work base and "normal "working patterns on lifting of lockdown restrictions due to anxiety levels linked to increased exposure and personal circumstances Note: target risk rating has been moved to Q2 2021/22 to reflect the current lockdown restrictions that will delay officers returning to their work base	**Operational**	**Andrew Farrow**	**PEESMT**	**R**	**A**	**G** **Q2 2021/22**	**NC** **↔**	**Open**
PE22 New	Increased anxiety among officers required to attend their work base due to non-compliance with risk assessment and increasing numbers of officers testing positive for coronavirus	**Operational**	**Andrew Farrow**	**PEESMT**	**R**	**A**	**G** **Q2 2021/22**	**New**	**Open**

Property & Assets

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
PE10 Updated	Energy Saving initiatives not included in Capital Projects due to non-involvement of Energy Team with Property and Assets team on design of projects which may result in those projects accruing higher long-term costs Note: analysis has shown that energy team are still not being included at early planning stages of projects and design of projects are not supporting the longer term ambition of carbon reduction through sustainable schemes and reduced energy costs. Target risk rating has been revised to yellow in Q4 2020/21 to reflect further work needed to reduce the risk.	**Strategic**	**Andy Roberts**	**Energy Team**	**R**	**A**	**Y** **Q4 2020/21**	**NC** **↔**	**Open**

External Regulation

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
PE11	Non-compliance with Welsh Government Carbon Reduction Target due to external factors such as willingness of the wider public to support initiatives, access to funding to develop projects and the delayed appointment of project manager	**Strategic**	**Andrew Farrow**	**(Project manager on appointment)**	**R**	**A**	**Y** **Q4 2021/22**	**NC** **↔**	**Open**
PE12	The implications of Ash Die back on finances and reputation of the Council due to the scale of the problem and the ability to make safe Highways and Council amenity land	**Strategic**	**Tom Woodall**	**John Purchase**	**B**	**R**	**A** **Q3 2021/22**	**NC** **↔**	**Open**
***PE14** Updated	Non-compliance with Sustainable Urban Drainage System legislation due to capacity of the team Note: target risk rating has been moved to Q1 2021/22 to reflect the timetable for service review and recruitment	**Operational**	**Andy Roberts**	**Ruairi Barry**	**R**	**A**	**A** **Q1 2021/22**	**NC** **↔**	**Open**

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
PE15 Updated	Decrease in Food Safety and Food Standards following exit from the European Union Note: risk to be closed as the exit from the European Union has not impacted on Food Safety and Standards. A new risk will be considered when the service understands the impacts of any new UK wide legislation that could impact in this area.	**Operational**	**Sian Jones**	**Helen O'Loughlin**	**B**	**G**	**G** **Q4 2021/22**	**NC** ↔	**Closed**
***PE16**	Capacity within the Community and Business Protection teams to resume planned and reactionary programmes of inspections whilst also enforcing national and local Covid-19 restrictions, Covid-19 regulatory activity and supporting the TTP work.	**Operational**	**Sian Jones**	**Helen O'Loughlin/Jenny Prendergast**	**R**	**R**	**Y** **Q4 2021/22**	**NC** ↔	**Open**
PE17	Non-compliance with Welsh Language Standards due to the Welsh Language Commissioner's instruction to Flintshire County Council for translation of planning applications and consultation responses	**Operational**	**Lynne Fensome**	**Sue Davies**	**R**	**A**	**Y** **Q4 2021/22**	**NC** ↔	**Open**

ICT & Systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***PE21**	Integration and assimilation to new case management system is not achieved	**Project**	**Lynne Fensome**	**Sue Davies**	**R**	**A**	**G** **Q4 2021/22**	**NC** ↔	**Open**

Enterprise and Regeneration

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***PE19** Updated	Unsustainable demand on the Employment Mentoring service due to the economic implications of lockdown and the increase in referrals from Job Centres of those seeking employment Note: target risk rating has been moved to Q1 2021/22 as referrals will continue to increase during current lockdown and the end of the furlough scheme	**Operational**	**Niall Waller**	**Sharon Jones**	**R**	**R**	**A** **Q1 2021/22**	**NC** ↔	**Open**

Development Management, Public Protection and Minerals and Waste

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
***PE20** Updated	Increase in non-compliant sites due to inability to conduct enforcement and site monitoring inspections Note: target risk rating moved to Q2 2021/22. Risk trend increasing and current risk rating increasing to amber to reflect the decrease in site visits during current lockdown	**Operational**	**Andrew Farrow**	**Mandy Lewis/Gary Nancarrow/Sian Jones/Andy Roberts/Tom Woodall**	**R**	**A**	**G** **Q2 2021/22**	**R** ↑	**Open**

Closed Risks

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*PE18	Procurement, integration and assimilation to new case management system is not achieved due to market forces and compliance with Flintshire County Council terms of contract	Project	Lynne Fensome	Sue Davies	R	G	G Q4 2021/22	G ↓	Closed
*PE13	Welsh Government call in the Local Development Plan due to our inability to meet the delivery agreement timetable	Strategic	Andy Roberts	Adrian Walters	B	G	G Q3 2020/21	NC ↔	Closed

Risk Matrix

Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Significant	G	G	Y	A	A	R
	Marginal	G	G	G	Y	Y	A
		Unlikely	Very Low	Low	High	Very High	Extremely High
		Likelihood of risk happening					

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Planning, Environment & Economy Portfolio Risk Register

Version 09

Review Date: 26.02.2021

8Mitigation Urgency Key	
IM – Immediate	Now
ST – Short Term	Within 1 month
MT – Medium Term	1 month plus
Upward arrow	Risk increasing
Downward arrow	Risk decreasing
Sideways arrow	No change in risk
*Denotes the risk is specific to 'Recovery'	

Risk Register - Part 1 (Portfolio Management)

Finance

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
PE01 Updated	Loss of Community Benefits by not maximising inclusion of social value in Contracts	↔	IM	We have procured software that will enable the Authority to manage and monitor social value clauses and financial benefits of contracts. We have plans in place to share learning with third sector and public sector partners to encourage adoption. We are working closely with neighbouring authorities to share learning and resources and actively learn from exemplar areas around UK to assist officers in drafting social value clauses to maximise Community benefits. We have developed and will deliver a Training Plan for relevant officers, those that are involved in procurement, which started with all Chief Officers and Service Managers receiving briefings from the Social Value officer and during lockdown the training is being delivered by webinar. Timescale of six months has been set for training delivery. We have developed and are in the implementation stage of an intensive communication plan to celebrate successes and show the benefits of social value inclusion in contracts. Social Value officer attended COT with update report, involved in supporting 32 live contracts however there are many more that have not had any social value element included. Officer presented to the Portfolio wider management team to raise awareness of Social Value Target risk rating moved to Q1 2021/22 as social value officer has been off with Covid and also has childcare responsibilities Other officers to be trained in the use of the Software package to track social value
***PE02**	Failure to meet income targets for Portfolio due to downturn in submission of planning applications, building regulations applications, Highways DC applications and licensing applications	↔	IM	We are continuing to monitor income for planning, building regulations, highway related works and licensing applications to understand the impact of reduced income and will realign budgets where necessary. We have plans in place to focus the marketing of the Building Control function to try to increase income opportunities as the service returns to normal. Received 50% of claim to WG Covid fund. The remainder of the claim held in abeyance to be reviewed at end of year to analyse any recovery in income.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***PE03**	Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the compound economic consequences of the emergency situation	↔	IM	We are planning to review Town Centre Strategy to reflect the significant effect that COVID-19 will have had on the viability of Town Centres. As part of the review we will build a robust evidence-based plan to support the Town Centre Strategy. We will identify a package of regeneration projects ready for future funding opportunities, along with identifying property investment opportunities. Through the revised Strategy we will maximise the use of available regeneration resources. A new governance structure has been in place for economic recovery in Flintshire with town centres at the heart. Work streams have been in place to promote town centres and to help them to recover and reinvent themselves in the longer term. The service is currently recruiting additional short term staff to help deliver these work streams.
***PE04**	Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding	↔	IM	We have established an oversight structure to review progress towards delivering growth deal projects that will enable monitoring and early identification of slippage against the projects timetable. Robust project management structures will be put in place for each work stream to deliver the projects in line with agreed timescales and highlight issues to the Project Board. This is in place currently for the first programme requiring this approach; Digital Connectivity. The Growth Deal funding process is on track with UK and Welsh Government approvals expected at the end of 2020.
***PE05** Updated	Failure to meet income targets for Minerals and Waste Shared Service due to downturn in submission of planning applications and reduced compliance visits during lockdown and a subsequent potential economic downturn	↓	MT	The service will resume and re-negotiate with quarry and waste site operators the programme of chargeable inspections as companies resume operations and come out of 'Furlough' to reduce the number of non-compliant sites. Inspections will be arranged as early as is possible during the quarter two and three of the current financial year. We will work with the operators to ensure risk assessments are in place and liaise with site operators to carry out safe site inspections. We will monitor the workloads of all officers in the team to explore the potential availability to assist with any backlog visits that may be required if the monitoring officer is unable to programme all site visits in. This will reduce the number of non-compliant sites. We are currently monitoring the submission of planning applications and will realign budget where necessary. The team are prepared to support operators with the possible upturn in demand on the sites as the UK construction industry recovers. Officer from the team who has been supporting the Development Management team has now been brought back to start compliance visits Current risk rating improved to amber as the service received monies from the WG Covid fund to compensate for the loss of income
***PE06**	Decreasing availability of funding to deliver fuel poverty projects due to re-prioritisation of funding streams	↔	IM	The risk is being managed by diversifying income streams as broadly as possible. We will maximise the delivery of projects within current funding streams to deliver as many adaptations to homeowners as possible. We will develop proposals to de-carbonise the social housing stock, and innovative funding models that may draw on funding opportunities that have not been accessed previously to sustain project delivery

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
PE23 New	Financial risks from programme of private sector home improvements	New Risk	IM	Internal Audit review underway of management controls. Existing: risk escalation process to control loan issuing to higher risk applicants. Monthly management reporting on programme risks and performance. Regular reconciliation of systems with finance. Monthly loans review meetings for all loan product managers. Implement any additional controls identified as part of Infernal Audit review.

Workforce

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
PE07 Updated	Impact on service delivery due to the resilience of staff and succession planning in particular with the Portfolio response to the Covid-19 pandemic and increasing pressures on teams to adapt to changing work practices, new duties, unsustainable working hours, sickness levels and decreased capacity within teams due to personal caring responsibilities	↔	IM	We have implemented a robust communication plan that delivers timely and consistent messages .Through our ongoing business continuity plan we have had early identification of the most impacted areas to allow robust monitoring and early intervention to minimise staff impact through various actions including the re-prioritisation of work streams to enable officers to concentrate on key tasks that are in hand and redeployment within the Portfolio to support those services most under pressure. Alongside this we have been proactively managing absences and leave to support our officers in maintaining a health working relationship and understanding the importance that leave plays in this. Of utmost importance has been providing protection and support for key officers to enable them to carry out their duties effectively and efficiently and minimise stress and unplanned absences. We have sought external support from sources (agency staff) when required and will continue to monitor areas that will benefit from intervention. Throughout lockdown, and for future resilience, managing our customers' expectations has been identified as key priority so that they fully understand any changes to service delivery. We have also been continually reviewing our succession plan in line with lessons learnt from the pandemic to identify key areas for the Portfolio to target in providing a more robust line of succession The Target risk rating has been moved to Q1 2021/22 to reflect the ongoing nature of this risk and the designation of Flintshire as a Health protection Zone and the national fire break. The target risk rating has been moved to Q2 2021/22 due to the current lockdown restrictions

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***PE08** Updated	Increased incidences of stress and mental health episodes due to the long term implications of working from home and anxiety over the Covid-19 pandemic	↓	IM	Risk to be closed. We have implemented a robust portfolio communication plan to deliver timely and consistent messages and provide support from Senior Management to our officers and have encouraged the continuation of team meetings and 1 to 1 to allow open forums where issues can be identified or raised. The Plan has been widened to utilise all methods of communication where appropriate (e.g. Whats App groups) to enable officers to communicate via their chosen method. This open and honest communication throughout the Portfolio fosters a positive attitude so that officers feel able to raise sensitive issues and receive appropriate support and Team Leaders and Managers feel able to support officers. We have been proactively monitoring absence to identify trends in both services and absence reasons to allow early identification and intervention to support officers and to signpost to support being led by the needs of officers and their preferences. We recognise the importance of picking up on small changes that could indicate a problem such as not taking break out times during working day and unusual working patterns that may indicate an officer struggling to adjust to working from home. Officers are then encouraged to take breaks and adjust working hours to support personal circumstances and to take leave and not allowing officers to not take any leave when working from home. Officers have been encouraged to take a quarter of their leave allowance each calendar quarter when able. New short form appraisal with wellbeing questions being used throughout the Portfolio. Across the portfolio absence levels due to stress and mental health are slightly lower than the same period last year. Analysis of absence reports shows that there has not been increased incidences of absence due to stress and mental health episodes therefore the risk is recommended to be closed with monitoring to continue outside of the risk management process
***PE09** Updated	Reluctance of staff to return to their work base and “normal “working patterns on lifting of lockdown restrictions due to anxiety levels linked to increased exposure and personal circumstances	↔	ST	We are engaging with officers on business recovery so that they fully understand that their safety and wellbeing is uppermost in any recovery plans and that they are informed of the changes to office accommodation and working practices and stressed the importance of risk assessments to enable mitigation measures to be actioned before officers return to office accommodation and to understand any changes to normal working patterns. We have developed clear instructions for the return to the workplace to ensure the safety of our officers and these are currently being reviewed alongside the risk assessments. We have fostered honest and open communication that allows officers to feel fully supported and have a forum to raise concerns and have them dealt with accordingly. The approach we have taken is to prioritise job roles to begin phased return to ensure that return to offices is managed alongside national and corporate guidelines. We remain sensitive to personal circumstances and manage accordingly to enable officers to work in the most appropriate manner that allows continuation of service delivery. We are also fully engaged with the development of videos to show how work bases will look to reassure officers that all necessary precautions have been taken and so that they are familiar with how the workplace will look on return

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
				As schools reopened in September the number of officers able to return to normal working patterns has increased. Continue monitoring of officers given the return to local lockdown and school children being asked to self-isolate As the fire break ends the opportunity for officers to begin to return to their work base will follow the risk assessments that have been completed. Monitoring of officers compliance with the measures put in place continues and this is particularly important in behavior in communal areas. Target risk rating has been moved to Q2 2021/22 to reflect the current lockdown restrictions that will delay officers returning to their work base
PE22 New	Increased anxiety among officers required to attend their work base due to non-compliance with risk assessment and increasing numbers of officers testing positive for coronavirus	New Risk	IM	Issue communication to all staff required to attend offices to reassure and reiterate the office risk assessments and procedure. AF to write to other Chief Officers about reinforcing the procedures to be followed in TDS and to review that only key workers are accessing the offices Any new staff that are allowed access to the offices are given induction. Ensure wipes, sanitizer etc are available. Review numbers accessing the offices in line with current lockdown restrictions

Property & Assets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
PE10 Updated	Energy Saving initiatives not included in Capital Projects due to non-involvement of Energy Team with Property and Assets team on design of projects which may result in those projects accruing higher long term costs	↔	IM	We have promoted the early involvement of the Energy Team at project concept stage through engagement with the Capital Projects teams and procurement officers and are planning to review the Carbon Reduction Strategy to identify corporate requirements for incorporating energy efficiency and carbon reduction in all relevant aspects of our business. We are formalising the working relationship between Property, Design Team, and Energy Team so that all relevant officers notify the energy team of projects at the concept stage. The Target Risk Rating has been moved to Q4 2020/21 to allow for the testing of two Capital Projects for inclusion and impact of energy team. Review of current involvement of the energy team in Capital Programmes has identified that there still seems to be an issue with taking a whole life approach to costing design. Paper to COT .

External Regulation

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
PE11	Non-compliance with Welsh Government Carbon Reduction Target due to external factors such as willingness of the wider public to support initiatives, access to funding to develop projects and the delayed appointment of project manager	↔	MT	We have agreed terms of reference for the appointment of a project manager to oversee and deliver all aspects of the project and to report on a monthly basis to the project board on the delivery of the project plan. We have agreed the governance and terms of reference for the project board to ensure that all relevant parties to the project are represented and agree on key decisions to be made which will include agreeing the projects to be delivered that in the view of the board will deliver the maximum opportunities, given the external factors identified by the risk, for carbon reduction and confirming the individual timelines for project delivery to ensure projects can be monitored by the board and there is early identification of issues that may impact on the project timeline. The Board will also ratify a marketing/promotion strategy to increase awareness of projects with the public and garner support
PE12	The implications of Ash Die back on finances and reputation of the Council due to the scale of the problem and the ability to make safe Highways and Council amenity land	↔	IM	We have revised the timetable for planned surveys that could not be carried out whilst in lockdown to make best use of the limited survey window between July and September and to enable planned remedial works to be carried out October to February to make safe those areas identified in the survey. During the survey period we have established sites that will require further investigation and this will be built into future work programmes. We have prioritised surveys on Highway Routes and other FCC land with public access and school grounds as areas that have the highest risk rating for injury or damage. We have engaged with external Legal Counsel to advise on Ash Die Back plan, Risk Assessments and inspection regime, to test for appropriateness and reasonableness. Survey results are being assessed to understand the full impact of the disease in Flintshire. Process agreed with education to deal with trees on school grounds Counsels advice has been received and positively endorses the authorities approach to ADB. Results from surveys over lockdown have identified priority areas which have now been inspected, this work has indicated fewer higher risk (class 3 and 4) trees on FCC owned land and that the rate of decline of ash this year is slower than expected. Survey work now stopped over the Winter period firstly because the lack of leaves makes identification of the disease much harder and also to give officers time to carry out remedial works identified. Work on development of engagement programme with private landowners and in particular educating on their role and responsibilities and the legal implications has started. Works have started in Trelawnyd

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***PE14** Updated	Non-compliance with Sustainable Urban Drainage System legislation due to capacity of the team	↔	ST	We are working to evaluate the proposed posts within the SAB function to increase the capacity of the local Flood Risk and Coastal Management Team. FCC are leading on the production of a comprehensive SuDS Design Guide which will help the more efficient delivery of the SAB role in advising developers on the design of appropriate SuDs drainage schemes, as well as supporting Streetscene to more fully fulfill their role as statutory consultee to the SAB, and responsibilities in terms of design and maintenance of SuDS for highways. This is also being produced collaboratively with other North Wales Authorities. Longer term there is scope to work regionally with other North Wales Authorities to agree a regional template for a shared Sustainable Drainage Approval Body SAB service that will provide clear and consistent process for developers across all six Authorities. This may be led by Gwynedd who have the greatest existing staffing resource, but where with suitable staff in place, Flintshire could act as a North East Wales hub for the shared service. We are working to clarify the position between the SAB function and Development Management to ensure that the regulation of the SUDs legislation can be met. Draft Job Descriptions now agreed and will now be evaluated by JEQ panel. The Target Risk Rating amended to Q4 2020/21 to align with panel timetable. Job roles have been approved by JE Panel and the team review will be implemented and move to advertise posts Target Risk Rating has been moved to Q1 2021/22 to reflect the timetable for service review and recruitment
PE15 Updated	Decrease in Food Safety and Food Standards following exit from the European Union	↔	IM	Risk to be closed. We have developed and will continue to review advice for Small, Medium and Large enterprises to assist with planning for food supply. We are acting upon the guidance provided by the Food Standards Agency as the central competent authority for the UK to ensure that all relevant legislation and regulations are adhered to. We have provided consultation responses to any proposed changes to Food Standards and Food Hygiene legislation to highlight any areas of concern. We have reviewed succession planning for the Food Safety and Food Standards team in ability to deliver the statutory functions of the Council. This will need to be reviewed on a regular basis given the teams involvement in the response and recovery to COVID-19. We are preparing draft authorisations for officers undertaking food and feed enforcement and have the necessary scheme of delegation in place to fully undertake their duties. We have developed a training programme to train staff on Imported Food Controls to increase officer knowledge and competence in this area of enforcement Food Safety and Food standards have not decreased due to exit from the European Union Consideration of drafting of new risk as required when new legislation is forthcoming

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*PE16	Capacity within the Community and Business Protection teams to resume planned and reactionary programmes of inspections whilst also enforcing national and local Covid-19 restrictions, Covid-19 regulatory activity and supporting the TTP work.	↔	MT	We are awaiting national guidance that may change the inspection regime in light of the continuing role of Community and Business Protection Officers in the response and recovery to COVID-19 and will continue to monitor the local guidance. We are recruiting two Environmental Health Officers to increase the capacity within the teams and monitor changing demands on the teams to consider redeployment and movement of officers. In response to local lockdown and increasing numbers of confirmed infections redeployment of officers to response teams. Full review of duties of the teams that could be stood down. Where officers are able to increase of hours from part time to full time. 3 Team Leaders meet on daily basis with Police to review licensed premises compliance with regulations. Daily meeting with Education to review current situations in schools. Recruitment continues to increase capacity within the service whilst recognising that there is a very small pool of officers with the relevant qualifications that not only regionally but nationally are being recruited from. Internal review of officers has also taken place and where able officers have moved to support the Covid response and two dedicated administration officers are supporting officers. Occupational Health sessions have also been held to support officers. TTP team now are first point of contact for schools supported by officers where necessary. Capacity continues to be monitored as we move out of the firebreak and infection rates rise again. Demand on the teams continues to be exceptionally high as lockdown restrictions continue.
PE17	Non-compliance with Welsh Language Standards due to the Welsh Language Commissioner's instruction to Flintshire County Council for translation of planning applications and consultation responses	↔	MT	We have produced an Action Plan for Welsh Language Commissioner (WLC) that sets out how we aim to address the concerns raised on non-translation of website content. We have carried out all actions that address options for compliance as agreed by WLC that seek to address the concerns raised. We have ensured that the technical specification for new case management system has asked for translation capabilities that will be assessed when scoring the bids

ICT & Systems

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***PE21**	Integration and assimilation to new case management system is not achieved	↔	IM	We have allowed a longer time for officers to score the tender responses with support offered by the Project Board to those involved in scoring particularly those areas heavily involved in COVID-19 activities The Project Manager is identifying teams that require early engagement with the companies to gain more details of areas of the system that require clarification and has a planned programme of demonstrations from the companies with particular emphasis on areas of the system that were not able to be demonstrated at the pre-tender stage IT colleagues reporting to the Board on the wider implications of any of the specifications of the systems for the Digital Strategy and in clarifying full system cost identification due to any internal costs that may be required to support the move to a new system Award letters sent w/c 23rd November Contract sealed and signed 25th January Project commences following February 9th after all legalities have been completed

Part 2 (Portfolio Service & Performance)

Enterprise and Regeneration

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***PE19** Updated	Unsustainable demand on the Employment Mentoring service due to the economic implications of lockdown and the increase in referrals from Job Centres of those seeking employment	↔	IM	We are monitoring demand on a weekly basis and gather intelligence from DWP as to the likely numbers requiring access to the service to allow for workforce planning and prioritisation. We are maintaining communications with WG regarding demand management to allow for early discussions on future funding of the service. We are continuing partnership arrangements to share resources in order to maximise the help available to those seeking work opportunities Target Risk Rating has been moved to Q1 2021/22 as referrals will continue to increase during current lockdown and the end of the furlough scheme

Development Management, Public Protection and Minerals and Waste

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***PE20** Updated	Increase in non-compliant sites due to inability to conduct enforcement and site monitoring inspections	↑	IM	We have implemented a robust risk assessment process for re-introduction of site visits to assess firstly if a site visit is required and that site visits are carried out safely, in line with lockdown restrictions and appropriate PPE is available to ensure the safety of our officers and customers. Training programme for officers before undertaking risk assessment and site visit to ensure consistency of approach. We have developed a Prioritisation model of site visits to ensure that all high-risk sites are given high priority and visited as soon as able. Phased reintroduction of visits in line with prioritisation to enable the backlog of site visits to be worked through in a logical manner and that officer's work can be planned accordingly. We have procured external support into the enforcement team as they have been short staffed during lockdown and enforcement sites will be some of the first sites to need visits Risk assessed external site visits are now happening but internal visits are still affected. Target Risk rating moved to Q2 2021/22 and Current Risk Rating increased to Amber to reflect the decrease in site visits during current lockdown

Closed Risks

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
***PE18**	Procurement, integration and assimilation to new case management system is not achieved due to market forces and compliance with Flintshire County Council terms of contract	↓	IM	-
***PE13**	Welsh Government call in the Local Development Plan due to our inability to meet the delivery agreement timetable	↔	ST	-