CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

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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

15 September 2020

Dear Sir/Madam

<u>**NOTICE OF REMOTE MEETING**</u>
<u>**ENVIRONMENT & ECONOMY OVERVIEW & SCRUTINY COMMITTEE**</u>
<u>**MONDAY, 21 SEPTEMBER, 2020**</u> at <u>**10.00 AM**</u>

Yours faithfully

Robert Robins
Democratic Services Manager

Please note: Due to the current restrictions on travel and the requirement for physical distancing, this meeting will not be held at its usual location. This will be a remote meeting and 'attendance' will be restricted to Committee Members. The meeting will be recorded.

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 APPOINTMENT OF CHAIR

Purpose: At the Annual Meeting, Council determined that the Independent Alliance Group will chair this Committee. The Committee is advised that Councillor Rosetta Dolphin is the Chair of the Committee for the municipal year.

2 APPOINTMENT OF VICE-CHAIR

Purpose: To appoint a Vice-Chair for the Committee.

3 APOLOGIES

Purpose: To receive any apologies.

4 DECLARATIONS OF INTEREST

Purpose: To receive any Declarations and advise Members accordingly.

5 MINUTES (Pages 5 - 8)

Purpose: To confirm as a correct record the minutes of the meeting held on 13 July 2020.

6 EMERGENCY SITUATION BRIEFING (VERBAL)

Purpose: To update on the latest position and the risks and implications for Flintshire and service and business continuity.

7 TERMS OF REFERENCE OF THE COMMITTEE (Pages 9 - 18)

Report of Head of Democratic Services

Purpose: To receive the terms of reference of the new Committee as agreed by Council.

8 RECOVERY STRATEGY (PLANNING, ENVIRONMENT & ECONOMY PORTFOLIO) (Pages 19 - 56)

Report of Chief Executive, Chief Officer (Planning, Environment and Economy) - Leader of the Council and Collective Cabinet

Purpose: To provide oversight on the recovery planning for the Committee's respective portfolio(s) and to rebuild the forward work programme for the remainder of the 2020/21 Council year with a specific focus on recovery planning.

9   **RECOVERY STRATEGY (STREETSCENE AND TRANSPORTATION PORTFOLIO)** (Pages 57 - 96)

Report of Chief Executive, Chief Officer (Streetscene and Transportation) - Leader of the Council and Collective Cabinet

Purpose: To provide oversight on the recovery planning for the Committee's respective portfolio(s) and to rebuild the forward work programme for the remainder of the 2020/21 Council year with a specific focus on recovery planning.

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<u>**ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE**</u>
<u>**13 JULY 2020**</u>

Minutes of the meeting of the Environment Overview & Scrutiny Committee of Flintshire County Council held remotely on Monday, 13 July 2020

<u>**PRESENT:**</u> **Councillor Patrick Heesom (Chairman)**
Councillors: Mike Allport, Sean Bibby, Chris Dolphin, Andy Dunbobbin, David Evans, Veronica Gay, George Hardcastle, Cindy Hinds, Ray Hughes, Dennis Hutchinson, Joe Johnson, Vicky Perfect, Paul Shotton and Owen Thomas

<u>**CONTRIBUTORS:**</u> Councillor Carolyn Thomas, Deputy Leader and Cabinet Member for Streetscene & Countryside; Chief Officer (Planning, Environment & Economy); Chief Officer (Streetscene & Transportation); Councillor Derek Butler, Cabinet Member for Economic Development; Councillor Chris Bithell, Cabinet Member for Planning & Public Protection; Regulatory Service Manager; Trading Standards Team Leader and Chief Inspector for Flintshire.

<u>**IN ATTENDANCE:**</u> Overview & Scrutiny Facilitators and Democratic Services Officer.

75.   <u>**DECLARATIONS OF INTEREST (INCLUDING WHIPPING)**</u>

      None were received.

76.   <u>**MINUTES**</u>

      The minutes of the meeting held on 10 March 2020 were submitted.

      Councillor Paul Shotton moved that the minute be approved as a correct record and this was seconded by Councillor Andy Dunbobbin.

      <u>**RESOLVED**</u>:

That the minutes be approved as a correct record and signed by the Chair.

77.   <u>**RENEWAL OF PUBLIC SPACE PROTECTION ORDERS**</u>

      Brief overviews were given by the Chief Officer (Streetscene and Transportation) and Chief Officer (Planning, Economy and Environment) on the Public Space Protection Orders (PSPO's) on Dog Control and Alcohol Control stressing that if the Orders were not put in place would it mean that no enforcement could be carried out. Presentations on the report were then given by the Trading Standards Team Manager and the Regulatory Service Manager.

      The Trading Standards Team Manager explained that the Anti-Social Behaviour, Crime and Policing Act 2014 introduced PSPO's which were designed to stop individuals or groups committing anti-social behaviour in public places. They were first introduced in Flintshire in October 2017 and required renewal after 3 years through the same consultation process.

The current Dog Control PSPO is for dog owners to:

1. Remove their dogs' waste from all public places within Flintshire
2. Have a means on their person to pick up dog waste
3. Place their dog on a lead when asked by an authorised officer if the dog was causing a nuisance
4. Prohibit dogs from entering the playing areas of public marked sports pitches, former recreation areas including but not exclusively bowling greens and tennis courts, fenced equipped children's play areas and all areas within school grounds.
5. Keep their dog on a lead in cemeteries

In 2009 Flintshire County Council introduced a Designated Public Place Order for Alcohol Control which in 2017 automatically transitioned over to the Alcohol Control PSPO which is why it is needed to be renewed. The current PSPO on Alcohol Control was not a total ban on drinking Alcohol but an offence was caused when not complying to a request by North Wales Police to cease drinking or surrender alcohol in a public place. It does not apply to licenced premises areas e.g. beer gardens etc.

The Regulatory Services Manager then explained the enforcement behind the PSPO's since the engagement with Kingdom ended nearly 2 years ago
- In-house enforcement team
- Emphasis on engagement with residents
- Patrols are intelligence lead

The Trading Standards Team Manager gave an overview of the Consultation which was due to run for a slightly longer period due to the current crisis and the holiday period taking place from beginning of August to the end of the first week in September.

- Legal requirements with statutory partners
- Residents online Survey
- Proposed to report the outcomes from the consultation process back to Environment, Overview and Scrutiny in September 2020 to agree a recommendation to Cabinet for approval.

Along with other Members Councillor Shotton endorsed extending the two current PSPO's within Flintshire and was glad that Officers were now back out patrolling after doing other duties due to Covid. He thanked backyard volunteers for the patrolling work they had done in parks in Connah's Quay and asked if Rosie Fishing Park in Wepre Park could also be included in the Dog Control PSPO list as dogs not on leads had wrecked fishing equipment and also killed ducks. Councillor Dunbobbin also asked if Armed Forces could be consulted as part of the consultation having the highest number of veterans in North Wales.

Councillor Dunbobbin wanted to encourage members of the public to share experiences which would increase intelligence and highlight hotspots.

Councillor Hutchinson referred to an incident in his area where the person was too scared to report it in fear of the possible consequences. He commented on people abusing rules giving the example of some, not all, people fishing well into and sometimes overnight on Buckley common breaking the 8.00 pm deadline rule. Evidence of drinking and drug taking had also been found in bushes. Councillor Hutchinson urged the Committee to back the consultation.

Councillor Owen Thomas made the point that areas on playing fields were not always marked which allowed people to walk their dogs anywhere. He suggested that no dog should be allowed on the playing fields unless they were on a lead as they would be easier to control. Councillor Hughes added that metal signs should be put on posts and not on fences as these go missing. In response the Regulatory Service Manager advised that 3 years ago when the initial consultation was undertaken the RSPCA and Dogs Trust advised that open spaces had to be provided for dogs to take exercise especially larger dogs that need to run. She explained that at every entrance to parks there should be a map showing the different zones. Ponds were not within exclusion zones but Authorised Officers had the power to instruct owners to put their dog on a lead if they are causing a nuisance. Residents need to be educated to pick up waste after their dog.

Chief Inspector for Flintshire thanked Chief Officer (Planning, Environment & Economy) and Trading Standards Team Leader for inviting her to this meeting and stressed that North Wales Police were fully supportive of the Alcohol Control PSPO and said that it was unfortunate that it had to be reviewed every 3 years under legislation. This is something that needed to be taken into consideration as it has shown a reduction in alcohol related crime, mainly assaults and public order offences and the policing of it was fully supported by Police Staff.

Councillor Dolphin questioned as to why the PSPO's only lasted for a maximum of 3 years when the Council term of Office was 5 years. He asked how it could be extended to 5 years. In response Chief Inspector for Flintshire said that it was a decision by the House of Lords and not at a local level. The Chief Officer (Streetscene & Transportation) suggested that he would discuss at next Cabinet meeting and report to Government which the Committee were in agreement with.

In response to a question from Councillor Hardcastle the Regulatory Services Manager confirmed that the Enforcement Team was made up of 7 Officers and 1 Supervisor and as of 2 weeks ago the team were back out on foot patrol. She agreed to provide Members with the number of complaints that had been received since the virus had begun.

Councillor Hinds questioned why the Alcohol Control PSPO didn't include the word drug as over lockdown she had been contacted by the Police concerning the use of drugs on numerous occasions in her area. She emphasised the importance for this to be taken to next Cabinet meeting. Chief Inspector For Flintshire responded by saying that even though it does not include the word drug Trading Standards Team Leader was doing a lot of work with Paul Firth and his team to support any issues in Local Communities.

Police Inspector for Flintshire responded to a comment made by Councillor Hutchinson about out of town gangs targeting the youth. She explained that this was a priority that came under County Lines and that they were working with Merseyside Police on this. Meetings were due to take place over the coming weeks with various organisations one being the Area Planning Board to see what support can be put into problem areas. She agreed that this could not be solved overnight but assured the Committee that this was something that they took seriously, were constantly working on and was not being ignored.

Councillor Carolyn Thomas listed the items that she and Councillor Bithell would report to the next Cabinet meeting which were supported by the Committee.

The recommendations in the report were moved by Councillor Paul Shotton and seconded by Councillor Veronica Gay.

RESOLVED:

(a)   That the Committee notes the need to consult with the required consultees and members of the public with the purpose of gaining views to extend the two current PSPO's in Flintshire for a period of three years;

(b)   That the Committee recommends Cabinet approves the consultation methods proposed in the report to gain views on extending the two current PSPO's in Flintshire for a period of three years; and

(c)   That the Committee recommends to Cabinet that representations are made to Government regarding extending the renewal interval for PSPO's to 5 years.

78.   **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 11.15 am)

....
Chairman

ENVIRONMENT & ECONOMY OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday, 21st September, 2020
Report Subject	Terms of Reference of the Committee
Report Author	Head of Democratic Services
Type of Report	Operational

EXECUTIVE SUMMARY

The Council carried out a Committee review during 2019/20 which resulted in amendments to the Overview & Scrutiny Committee Structure. At the Annual Meeting of Council, these changes were confirmed and Chairs appointed. There are now five committees, each comprising 12 elected Members. These are:

- Community, Housing & Assets;
- Corporate Resources;
- Education, Youth & Culture;
- Environment & Economy;
- Social & Healthcare.

Until the end of the calendar year, all of our formal meetings will be held as 'remote attendance'. All Committee Chairs will be provided with updated guidance and continued support on conducting an effective remote attendance committee meeting.

RECOMMENDATIONS

1	That the Committee receives its terms of reference as agreed by Council and as set out in Appendix 1.

REPORT DETAILS

1.00	THE COMMITTEE'S TERMS OF REFERENCE.
1.01	The new Overview & Scrutiny Committee Structure was approved by Council on 27th February. At the Annual Meeting on 9th September, Chairs were appointed to the five committees within the new structure. This report is being submitted to each of the Overview & Scrutiny Committees during the September cycle of meetings.
1.02	The five Overview & Scrutiny committees are now: • Community, Housing & Assets; • Corporate Resources; • Education, Youth & Culture; • Environment & Economy; • Social & Healthcare. The respective terms of reference of each of the committees and the main contributors to them are identified in Appendix 1.
1.03	Until the end of the calendar year, all of our formal meetings will be held as 'remote attendance'. All Committee Chairs will be provided with updated guidance and continued support on conducting an effective remote attendance committee meeting.

2.00	RESOURCE IMPLICATIONS
2.01	A reduction in the number of committees may result in the reduction of senior salaries paid.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Not applicable.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None required.

5.00	APPENDICES
5.01	Appendix 1 – Overview & Scrutiny Committee Terms of Reference.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of the Annual Meeting of Council, 7th May 2019

	Report to the Meeting of the Constitution & Democratic Services Committee, 22nd January 2020 and resultant minute. Report to Council 27th February 2020 and resultant minute.

7.00	**CONTACT OFFICER DETAILS**
7.01	**Contact Officer:** Robert Robins, Head of Democratic Services. **Telephone:** 01352 702320 **E-mail:** Robert.robins@flintshire.gov.uk

8.00	**GLOSSARY OF TERMS**
	No technical terms have been used.

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Appendix 1: Overview & Scrutiny Committee Terms of Reference 2020/21

Red text indicates a function previously within the remit of the former Organisational Change Overview & Scrutiny Committee.

Green text indicates functions transferred to the new Environment & Economy Overview & Scrutiny Committee from the former Community & Enterprise Overview & Scrutiny Committee. Some functions were previously the joint responsibilities of two committees.

O&S Committee	Scope: To fulfil all of the functions of an Overview & Scrutiny committee, including Performance, Improvement and Policy Development as they relate to the following:	Main Contributors
Corporate Resources 12 Elected Members Designated ' crime & disorder scrutiny' committee	**Corporate Management and Governance** Council strategic and improvement planning (Council Plan) Council performance and performance systems Customer Services and contact **Finance Strategy** Revenue and capital strategic planning Revenue and capital budget monitoring **Clwyd Pension Fund** **ICT and Digital Strategies** **People Strategy** Organisational Design & Change Programme **Corporate Services** Corporate Communications Financial services ICT Services Information and Business Services Procurement HR Business Partnering Occupational Health and Wellbeing Employment Services Legal Services Democratic Services Revenues **Strategic and Partnership Working** Partnership and collaborative working frameworks Public Service Board Civil Contingencies Emergency Planning	Leader of the Council; Corporate Management & Assets; Finance. Chief Executive; CO (Governance) Corporate Finance Manager Senior Manager (HR & OD)

	Crime and Disorder Community Safety Partnership North Wales Fire & Rescue Authority & Service North Wales Police & Crime Commissioner North Wales Police Service North Wales Probation Service	
Education, Youth & Culture 12 Elected Members and five co-opted members representing parent governors and diocesan authorities.	School organisation and management School Improvement and modernisation School Access, planning and provision Primary and Early years Secondary and 14-19 education Schools Performance Monitoring **Continuing Education** Adult and community learning **Special Education** Inclusion service **Support to Families and Young People** Families First Youth Services Youth Justice Service Libraries, Culture and Heritage including archives and museums Leisure Services, including leisure and sports centres, swimming pools and recreational facilities/activities **Strategic and Partnership Working** Theatr Clwyd Aura Holywell Leisure Centre Cambrian Aquatics Children and Young People's Partnership (shared responsibility with the Social & Health Care Overview & Scrutiny Committee) Coleg Cambria Glyndwr University GwE Welsh Government Department for Education Estyn	Leader /Education & Youth Chief Executive CO (Education & Youth)

Social & Health Care 12 Elected Members	**Adult Services** First contact and localities Adult safeguarding Adult Independence and support services **Children's Services** Fieldwork Resources Safeguarding Early Years and Family support **Disability, Progression and Recovery Services** **Strategic, Commissioning & Partnership Working** Children and Young People's Partnership (jointly with the Education & Youth Overview & Scrutiny Committee) Social & Health Care Strategy Development Health Social Care and Well-being partnership and the Good Health Good Care Strategy Dementia Commissioning Plan Mental Health Commissioning Plan Learning Disability Commissioning Plan Double Click Home Farm Trust (HFT) Hwb Cyfle Betsi Cadwaladr University Health Board (BCUHB) Ambulance Trust Community Health Council.	Cabinet Member for Social Services. CO (Social Services)
Environment & Economy 12 Elected Members	**Planning** Planning and environmental strategy, Development management and control, Conservation, Minerals and waste planning, Countryside and the environment Greenfield Valley Heritage Park Public rights of way Drainage advisory/Flood Water Management Act Energy Services **Public Protection** Community protection Health protection Environmental protection	Cabinet Members for Planning & Public Protection and Streetscene & Countryside Chief Executive CO (Planning, Environment and Economy) CO (Streetscene & Transportation)

	Bereavement services **Streetscene Services** Environmental and Waste Management Neighbourhood services Maintenance of the public realm Environmental enforcement Vehicle fleet **Transportation** Highway Strategy and Development Control Traffic Services Transport Services Road Safety Education, Training and Publicity Performance and Improvement Plan Monitoring and Policy and Performance development within the Streetscene and Transportation and Planning, Environment and Economy portfolios **Strategic and Partnership Working** Local Development Plan Flood Management Strategy North Wales Residual Waste Treatment Partnership Natural Resources Wales Planning Inspectorate Wales **Regeneration** Communities First, Economic Development and Tourism Enterprise Regeneration Partnership Rural Development Plan Visit Wales	
Community, Housing & Assets 12 Elected Members	**Community Liaison** The County Forum and the Joint Community Charter with Town and Community Councils Flintshire Local Voluntary Council **Community services** Community support services Welfare reform **Public Housing** Housing Strategy Neighbourhood Housing Housing Asset management **Private Housing** renewal	Cabinet Members for Corporate Management & Assets and Housing. Chief executive CO (Housing & Assets)

	Benefits Property and Design Consultancy Valuation and Estates Facilities Services Community Assets **Strategic and Partnership Working** Community Asset Transfer Programme Housing Strategy Housing Asset Management Strategy NEWYDD NEW Homes Limited Housing Revenue Account Business Plan Registered Social Landlords	

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ENVIRONMENT & ECONOMY OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 21st September, 2020
Report Subject	Recovery Strategy (Planning, Environment and Economy Portfolio)
Cabinet Member	Leader of the Council and Collective Cabinet
Report Author	Chief Executive and Chief Officer (Planning, Environment and Economy)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council is developing 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 is due to endorse the Recovery Strategy at a special meeting on 15th September. Cabinet will be inviting 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.

Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.

	RECOMMENDATIONS
1	That the Committee gives oversight to the recovery planning for the Planning, Environment and Economy portfolio.
2	That the Committee rebuilds a forward work programme for the remainder of the 2020/21 Council year with recovery planning at its core.

REPORT DETAILS

1.00	EMERGENCY RECOVERY
1.01	The Council is developing 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 is due to endorse the Recovery Strategy at a special meeting on 15 September.
1.03	Cabinet will be inviting 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. The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy is attached, as are the full set of revised performance indicator targets for 2020/21.

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
	2. Re-opening of destination sites – Wepre Park, Greenfield Valley, Waun y Llyn
	3. Re-instatement of maintenance regimes for sites and paths
	4. Compliance with new Local Development Plan timeline
	5. Provision of business support service meeting needs of Flintshire businesses
	6. Support for our local markets and town centres
	7. Incorporation of social value into our procurement frameworks and contracts
	8. Provision of employability support available to local residents
	9. Meeting our Community and Business Protection statutory and enforcement duties in relation to Covid 19
	10. Work with our regional and local partners to support victims of (Violence against women, domestic abuse and sexual violence) VAWDASV
	11. Reinstatement of officer site visits where appropriate
	12. Recommencement of all grant funded capital projects
	13. Undertaking of Ash Dieback surveys
	14. Restoration of the Development Management function
1.06	Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.

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	Appendix 1 – The full latest version of the risk register for the Planning, Environment and Economy portfolio within the terms of reference of this Committee.

Appendix 2 – The full latest version of the risk mitigation actions for the Planning, Environment and Economy portfolio within the terms of reference of this Committee.

Appendix 3 – The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy.

Appendix 4 – The full set of revised performance indicator targets for 2020/21. |

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None.

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Planning, Environment and Economy Portfolio Risk Register

Version 4

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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	Loss of Community Benefits by not maximising the inclusion of social value in Contracts	Strategic	Niall Waller	Olivia Hughes	A	Y	G Q4 2020/21	G ↓	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	R	Y Q4 2021/22	A ↔	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	R ↑	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	G ↓	Open
*PE05	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	Operational	Gary Nancarrow	Robin Williams	R	R	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	A ↔	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	Impact on service delivery due to the resilience of staff and succession planning	Operational	Andrew Farrow	PEESMT	R	A	A Q3 2020/21	G ↓	Open
*PE08	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	Operational	Andrew Farrow	PEESMT	R	A	A Q3 2020/21	R ↑	Open
*PE09	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	Operational	Andrew Farrow	PEESMT	R	Y	G Q3 2020/21	A ↔	Open

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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	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	Strategic	Andy Roberts	Energy Team	R	A	G Q3 2020/21	G ↓	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	A ↔	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	R ↑	Open
*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	Y	G Q3 2020/21	G ↓	Open
*PE14	Non-compliance with Sustainable Urban Drainage System legislation due to capacity of the team	Operational	Andy Roberts	Ruairi Barry	R	A	A Q3 2020/21	G ↓	Open
PE15	Decrease in Food Safety and Food Standards following exit from the European Union	Operational	Sian Jones	Helen O'Loughlin	R	A	Y Q4 2021/22	A ↔	Open
*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	R	A	Y Q4 2021/22	G ↓	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	G ↓	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
*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 O4 2021/22	G ↓	Closed

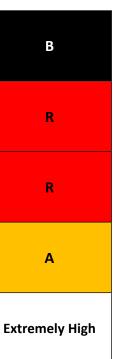| *PE21	Procurement, integration and assimilation to new case management system is not achieved	Project	Lynne Fensome	Sue Davies	R	A	G Q4 2021/22	A ↔	Open

Risk Register - Part 2 (Portfolio Service & Performance)

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	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	Operational	Niall Waller	Sharon Jones	R	R	A Q4 2020/21	A ↔	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	Increase in non-compliant sites due to inability to conduct enforcement and site monitoring inspections	Operational	Andrew Farrow	Mandy Lewis/Gary Nancarrow/Sian Jones/Andy Roberts/Tom Woodall	R	Y	G Q4 2020/21	A ↔	Open

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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

Planning, Environment & Economy Portfolio Risk Register

Version 4

Republished: 14.09.20

Risk Register - Part 1 (Portfolio Management)

Finance

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 Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*PE01	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.
*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.
*PE03	Unable to regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the compound economic	↑	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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	consequences of the emergency situation			
*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.
*PE05	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.
*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.

Workforce

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*PE07	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.
*PE08	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	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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*PE09	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.

Property & Assets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
PE10	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.

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.
*PE13	Welsh Government call in the Local Development Plan due to our inability to meet the delivery agreement timetable	↓	ST	We have engaged with WG on a New Delivery Agreement to ensure that a timetable can be agreed that is realistic and approved by both WG and FCC. Cabinet agreed changes to timetable on 16th June and revised delivery agreement to be submitted to WG w/b 29th June. LDP team are already working to revised timetable. Timetable revision has already been informally discussed and agreed with WG officers as reasonable as well as with the Planning Inspectorate from the perspective of a new date for Examination in January 2021, which they are comfortable with and have an Inspector available for this. The work of the Planning Strategy Group has continued in terms of considering responses to representations, and this group will be in a position to recommend this on to Cabinet by the end of July, in readiness for formal Cabinet and Full Council consideration of responses on dates already scheduled in the Council diary in September 2021.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*PE14	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.
PE15	Decrease in Food Safety and Food Standards following exit from European Union	↔	MT	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.
*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	↔	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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	regulatory activity and supporting the TTP work.			
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
*PE18 Closed	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	Closed risk. We have engaged with all companies that bid on the first procurement exercise to raise awareness that we will return to the market and to highlight areas that we have reconsidered through changes to the standard contract. The tender was published om 17.06.20 with longer lead-in times to maximise number of companies that could bid and allow for those affected by the emergency – both Council officers and the companies to fully engage with the procurement process. Supplier response period closes 29.07.20 and we are currently answering any clarification questions on the tender submitted by companies.

Part 2 (Portfolio Service & Performance)

Enterprise and Regeneration

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*PE19	Unsustainable demand on the Employment Mentoring service due to the economic implications of lockdown and the increase in referrals	↔	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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	from Job Centres of those seeking employment			

Development Management, Public Protection and Minerals and Waste

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*PE20	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.

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Priorities to be included in FCC Recovery Strategy

Portfolio – Streetscene & Transportation

Priority - Sustainable Development and Environmental Management

Actions:

- Improve Waste Recycling
- Following the consultation process on the current waste service, a number of changes to operating practices to maintain our recycling level and achieve future targets. Areas of improvement include:
    - o Develop Standard Recycling Centre
    - o Improvements Greenfield Composting Facility and Transfer Station yard
- Parc Adfer
    - o a successful first full year of operation meeting waste and cost and income targets
    - o the launch of the Interim Community Recovery Fund with local grants for the assigned area available from September

Priority - Safe and sustainable Travel Services

Actions:

- The number of Local Travel Arrangements introduced via a process of continual review.
- Development of Demand Responsive Transport (DRT) linking into the Core Bus Network.

Portfolio – Social Services

Priority – Direct Provision and supporting exiting market

Actions:

- Adults:
    - o Continuation of the new Ty Trefynnon Residential Home for 2021/22 to enhance local provision for independence and rehabilitation
    - o Progress of expansion of Marleyfield Residential Care Home
    - o Plans for an expansion of Croes Atti Residential Care Home
    - o Expansion of direct provision Domiciliary Care to 35/40% of the provider market
- Children:
    - o Expand provision at Arosfa to provide two additional registered beds for long term support
    - o Introduce the short-term assessment model for children residential care
    - o Improved housing and accommodation offer for care leavers
    - o Increase fostering capacity by ten new foster carers
- Adults & Children
    - o Sustaining providers through joint support work and appropriate fee levels

Priority - Safeguarding Children, Adults and Families

Actions:

-
    - o A multiagency review to strengthen our approach to safeguarding children at risk of going missing, being exploited, being trafficked or at risk of exploitation through County Lines
- Implement the national Liberty Protection Safeguards
- Deal with the anticipated increase in activity and reporting following the Covid-19 response phase

Priority – Mental Health

Actions:

- Promotion of the recently established Mind line
- Analyse data from Mind to develop action plans
- Preventative mental health services for people at risk of deterioration

Portfolio – Housing & Assets

Priority – Homelessness Strategy and Local Action Strategy

Actions:

- Leading a multi-agency response to homelessness prevention
- Progressing a collaborative response to the street homelessness agenda
- Implementing the Housing First model
- Establishing a Young Persons Positive Pathway and hub

Priority – Housing needs of vulnerable groups

Actions:

- Provision of a mix of accommodation to reflect young people's aspirations and requirements
- Flexible spaces and equipment to meet people's physical needs – the 'Forever Home' modelReview the current housing model and develop a strategy for a mixed economy of social and affordable housing at scale and pace

Priority – Food Poverty

Actions:

- Expansion of the new social enterprise Well-fed to provide healthy, nutritious and affordable local food solutions
- Improve and increase access to Healthy food
- Introduction and growth of local community Good Food Hubs
- A targeted food solutions plan to meet gaps in local provision

Priority – Future of County Hall Campus / Civic Estate

Actions:

- Develop a visionary plan for the County Hall campus site

Portfolio – Planning, Environment and Economy

Priority – Fuel Poverty

Actions:

- Improving the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores

Priority – Growth Deal & Infrastructure

Actions:

- Develop the local priority projects which have been included in the Growth Deal
- Progression of the Councils Integrated Transport Strategy through the delivery of key interventions

Priority – Future of Town Centres

Actions:

- Implement a revised and enhanced Town Centre Strategy in partnership with local stakeholders and Welsh Government for the long term sustainability of towns

Priority – Carbon Reduction

Actions:

- Set our Carbon Reduction Strategy with priority projects and resources with a view to achieving carbon neutrality by 2030

Priority – Natural Environment

Actions:

- Making the natural environment more accessible to local people as part of community life and well-being

Priority – Community Safety

Actions:

- A collaborative partnership approach to dealing with social tensions from the pandemic including anti-social behaviour, environmental crime and domestic violence

Priority – Businesses and Community

Actions:

- Advice services to businesses and the community for operating and living safety

Portfolio – Governance

Priority – Corporate Contact Centre

Actions:

- Increase the number of Council services delivered by the Contact Centre
- Introduction of technologies to support the Digital Strategy

Priority – Complaints Handling

Actions:

- Introduction of an updated complaints policy
- Introduction of a policy to effectively manage customer behaviour
- Meeting response targets for complaints handling

Priority – Digital Strategy

Actions:

- Increased accessibility to services through digital

Portfolio – Human Resources & Organisational Development

Priority – Health & Wellbeing Strategy

Actions:

- Monitor workforce attendance rates
- Monitor the number of referrals to Occupational Health on the grounds of mental health
- Achieve the aims and objectives from action plan agreed in support of the 'Time to Change' pledge

Portfolio – Education & Youth

Priority – Homelessness Strategy – Links to H&A - Homelessness Strategy and Local Action Strategy

Actions:

- To address Youth Homelessness by embedding a Young Persons Positive Pathway

Priority – Child Poverty

Actions:

- Introduction of a Young Persons Positive Pathway to address youth homelessness
- Reduction of impact of poverty on children:
    - Review of FSM payment levels
    - Co-ordinated uniform exchange schemes
    - Adoption of 'Ask Ceri' resource (Children's Commissioner)

Flintshire County Council Reporting Measures 2020/21

The purpose of this document is to inform the organisation of the agreed measures that will be reported on during the recovery period 2020/21, other measures of importance and measures that will not be carried forward. This is broken down into Portfolio level below.

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Corporate Finance

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of planned efficiencies achieved	95%	95%	No change
Percentage of Income target achieved	100%	Under Review	Under Review
Percentage variance between the revenue budget outturn and the budget set	+/- 0.5%	+/- 0.5%	No change

Human Resources and Organisational Development

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of working days lost per full time equivalent (FTE) local authority employees lost due to sickness absence	8	8	No change
Number of accredited Mental Health First Aiders across the organisation	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance at 'Coaching Skills for Managers'	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance of managers and employee Stress Management training	50	50	No change
The number of apprentices that complete the programme with a positive outcome	95	95	No change. Target for cohort has been stretched to March and no new apprentices taken on

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of full time equivalent (FTE) lost to sickness (non-COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent lost to (FTE) sickness (COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to isolation	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to shielding	N/a	Baseline year	Developed to offer clarity to attendance reporting

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
To ensure completion of appraisals for eligible employees	The full programme of appraisals has not been able to proceed as scheduled due to the emergency situation. Appraisals are being rescheduled, some have been completed. Emphasis is currently on employee well-being, supervision and returning to new forms of working. We are taking this opportunity to introduce the new appraisals model from January 2021

Measure Title	Rationale for not being carried forward
Percentage of permanent employees who have left within first year of employment	Not adding value to the business
Percentage of employee turnover (excluding early retirement and voluntary redundancy)	Not adding value to the business
Percentage of all direct employees achieving Foundation Living Wage	Not adding value to the business as it is always 100%
The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	We have not recruited a cohort of apprentices for 2020/21. This will remain under review

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Education and Youth

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
All schools adopt 'Ask Ceri' resource	100%	100%	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of year 11 leavers not in education, training, or employment.	1%	2%	We anticipate an increase in Yr. 11 NEET as a result of potential negative impacts of COVID
The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	65%	65%	No change
The number of pupils who receive fixed term exclusions from school	1150	750	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
The number of pupils who are permanently excluded from school	22	18	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
Number of children who access the Childcare Offer	1050	1050	No change
Number of childcare providers	330	330	No change
All schools maintain progress against key milestones in implementation of the new curriculum	100%	100%	No change
All schools maintain progress against key milestones in the ALN reforms	100%	100%	No change
First time entrants into Youth Justice Service	35	35	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of Immersion Youth Workers in secondary schools	2	2	No change
Access to sanitary products in schools (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in youth clubs (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in Foodbanks	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)	Suggested to be removed as part of the PAM consultation
Percentage of year 11 pupils studying Welsh (first language)	Suggested to be removed as part of the PAM consultation
Capped 9 Score for pupils entitled to Free School meals	WG have determined that pupil performance data should not be reported below the national level
Percentage of pupil attendance in primary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupil attendance in secondary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupils aged 16 achieving 5A* - A grades at GCSE	WG have determined that pupil performance data should not be reported below the national level
Educational Attainment at Key Stage 4- average capped 9 score for pupils in Year 11	WG have determined that pupil performance data should not be reported below the national level
All schools delivered statutory professional learning day	Schools were closed from March 20th due to the pandemic and were unable therefore to take this during the summer term as previously legislated

Governance

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Council Tax 'in-year' collection levels	98.90%	98.30%	Cessation of debt recovery for 3 - 4 months
NDR 'in-year' collection levels	99.10%	98.00%	Cessation of debt recovery for 3 - 4 months
Rent Income/Arrears – Arrears as a % of Rent Yield	4.00%	4.50%	Cessation of debt recovery for 3 - 4 months
Call abandonment rate for a combined Housing and Streetscene contact centre	15	15	No change
Call answering rate for a combined Housing and Streetscene contact centre	No target set	80%	No target previously set. The performance from last year was reviewed and an appropriate target has been established
My Account sign up	10943	13131	Based on current subscriptions and what is achievable this year
Increased digital self-service by customers across multiple services	No target set	60,000	60,000 based on previous volumes
Percentage of chargeable services available to pay online	16	16	No change

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Reduced telephone contact where services are available digitally	Data not held

Planning, Environment and Economy

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of Food Establishments that meet Food Hygiene standards	97%	97%	We await Welsh Government advice on whether this target will be changed
Total number of energy efficiency measures delivered to reduce fuel poverty	1000	600	The team has been stood down for 4 months so will not hit original target
Total number of individuals supported to access learning and work opportunities	260	260	No change
Percentage of all planning applications determined in time	>80%	>80%	No change
Percentage of "major" applications determined within time periods required	>60%	>60%	No change
Average time taken to determine "major" applications in days	Just a calculation not a target	Wales Average 18/19 232 Days	No change
Average time taken to determine planning applications	67-111 Days	67-111 Days	No change
Enforcement cases investigated within 84 days	70.1% - 79.9%	70.1% - 79.9%	No change
Average time taken to pursue positive enforcement action where a breach had been identified	< 100 days	< 100 days	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of all planning appeals dismissed	55.1%-65.9%	55.1%-65.9%	No change
Decisions made contrary to officer recommendation	<5%	<5%	No change
Sustainable Development Indicators	Measured against Welsh Average	Measured against Welsh Average	No change

APPENDIX 4

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Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of empty private properties brought back into use	No target set	TBC	SMT and Cabinet Members agreed that this should not be carried forward for the Council Plan but that the work of the team be given higher profile among Members
Number of applications received and determined during the quarter	N/A	Collected to calculate PAM/018	No change
Number of applications received, carried forward, transferred and determined during the quarter	N/A	Collected to calculate PAM/018	No change

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Number of social enterprises receiving support	SMT and Cabinet members agreed that this should become business as usual
Delivery of energy efficiency measures to domestic properties in Flintshire	Included in measure above
Number of vulnerable households supported through the Healthy Homes Healthy People programme	Programme ending this year so delete measure
Number of individuals supported through the mentoring service that enter employment, learning or volunteering	Delete indicator - included within target above
Number of businesses supported through the regional hub	Regional hub still doesn't exist so delete indicator
New jobs created through the support of the regional hub	Regional hub still doesn't exist so delete indicator
Calculated monetary value* of total investment in Flintshire by contractors and suppliers	Delete indicator - need a different measurement system
Calculated monetary value* of investment by social policy priority area	Delete indicator - need a different measurement system
Calculated monetary value* of investment by geographic area across Flintshire	Delete indicator - need a different measurement system

Streetscene and Transportation

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of waste reused, recycled or composted	70%	60%	Reduced input of recyclable materials from HRCs while closed during travel restrictions
Average recycling rate across all HRC sites	80%	70%	Reduced due to increased residual waste produced during stay at home guidance. Uncertainty in market leading to inability to dispose of recyclable materials
Developing the number of bus quality partnerships on the core network	2	1	Reduced public transport requirements during travel restrictions and inability to hold stakeholder meetings to progress
Provide Local Travel Arrangements (LTAs)in geographical areas of the County	6	6	Target not revised however, intention is to implement Demand Responsive Transport in place of LTAs
Undertake post completion inspections of utility works	90%	90%	No change
Achieve minimum level of agreed Streetscene standards	85%	85%	No change
Number of targeted environmental educational campaigns	5	3	Reduced to 3 campaigns due to the inability to meet customers. Targeted campaigns will only be undertaken via virtual means (website/social media/press)

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of A roads in overall poor condition	2%	2%	No change
Percentage of B roads in overall poor condition	3%	3%	No change
Percentage of C roads in overall poor condition	7%	7%	No change

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward

Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	Being dropped as it is business as usual

Social Services

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of Holywell Extra Care (Plas yr Yrwn) units created	50	50	No change
The number of Extra Care units provided across Flintshire	239	239	No change
Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	98	98	No change
Percentage of requests for equipment that meet or exceed the national 7 Day standard	80	80	No change
Number of new foster carer approvals in the year	10	10	No change
Number of referrals to the Family Group Meeting Service	280	280	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	290	290	No change
The number of admissions to step up / step down beds.	Targets not set by BCuHB	TBC	Target to be reviewed and set by Betsi Caldwaladr University Health Board (BCuHB)

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of equipment that is re-used	70	70	No change
The percentage of adult safeguarding enquiries that met the 7 day timescale	94	94	Measure replaces previous in line with National Performance Framework
The percentage pre-birth assessments completed within timescales.	90	90	No change
The percentage of children who were reported as having run away or gone missing from home who had a return interview	Baseline Year	Baseline Year	No change
The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	98	98	No change
The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	95	95	No change
Number of Special Guardianship Orders made	2	2	No change
People with a learning disability accessing Project Search to improve their employability skills	No target set	No target set	This is an activity measure, no target set
Number of children who accessed the Childcare offer	625	625	No change
Number of childcare providers	No target set	No target set	This is an activity measure, no target set

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	Business as Usual
The percentage of adult safeguarding reports which proceeded to an enquiry	Replaced by alternative measure in line with National Performance Framework

Percentage of the relevant workforce having refreshed their dementia awareness training.	Business as Usual
Number of people transitioning into Hwb Cyfle	Priority completed
The percentage of grant claim achieved for the Flexible Funding Programme	Priority completed
Number of partner services accessed by residents via the new Holway Hub	Unable to collect data
Resident involvement in community activities as a measure of vibrancy	Unable to collect data

Housing and Assets

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Average number of calendar days taken to deliver a DFG (medium adaptations)	N/a	88	Adjusted to comply with Welsh Government standards for adaptations
Average number of calendar days taken to deliver a DFG (Large Adaptations)	N/a	330	Adjusted to comply with Welsh Government standards for adaptations
Number of applicants on the Common Housing Register	Baseline year	Baseline year	
Number of referrals to the Housing Support Gateway	Baseline year	Baseline year	
Number of homelessness presentations	Baseline year	Baseline year	
Number of households in homeless accommodation	Baseline year	Baseline year	
Percentage of households successfully prevented from becoming homeless	85	85	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of affordable homes owned and managed by NEW Homes	156	152	New Homes will not be developing four properties, instead purchasing five S106 properties (something to the local community that will enhance and aid the local area)
The number of affordable homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	91	91	No change
The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	182	182	No change
Average number of days to process new claims for housing benefit and council tax reduction	20	20	No change
Average number of days to process change in circumstances for housing benefit and council tax reduction	8	8	No change
Increase supply and variety of affordable homes	228	228	No change
The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	100	Under Review	Welsh Government extending December 2020 deadline, this has not yet been confirmed
Tenant satisfaction level	95	95	No change

Measures Not Carried Forward

Description	Rationale for change
Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	This has not been carried forward due to it not being a clear or meaningful indicator
Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	This has not been carried forward due to it not being a clear or meaningful indicator

Average number of calendar days taken to deliver a DFG (overall)	KPI amendments – KPI has been split into medium and large adaptations as per compliance with Welsh Government standards
Waiting times for adapted council housing (SARTH)	A review of our approach to specialist housing will be undertaken this year to refresh the approach of the Specialist Housing Register. An outcome of this review will likely be to identify more meaningful measures for monitoring specialist housing supply and demand within Flintshire

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ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 21st September 2020
Report Subject	Recovery Strategy (Streetscene and Transportation Portfolio)
Cabinet Member	Leader of the Council and Collective Cabinet
Report Author	Chief Executive and Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council is developing 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 is an advisory sub-committee of Cabinet, has completed its work and has stood down. Cabinet is due to endorse the Recovery Strategy at a special meeting on 15 September. Cabinet will be inviting 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.

Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.

RECOMMENDATIONS	
1	That the Committee gives oversight to the recovery planning for its respective portfolio(s).
2	That the Committee rebuilds a forward work programme for the remainder of the 2020/21 Council year with recovery planning at its core.

REPORT DETAILS

1.00	EMERGENCY RECOVERY
1.01	The Council is developing 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 is due to endorse the Recovery Strategy at a special meeting on 15 September.
1.03	Cabinet will be inviting 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 full latest version of the risk register and set of risk mitigation actions for the service portfolio(s) within the terms of reference of this Committee is attached. The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy is attached, as are the full set of revised performance indicator targets for 2020/21.

1.05	The recovery objectives for the service portfolio(s) for this Committee are:-
	Streetscene and Transportation
	• Consolidate the Streetscene working standards at pre-COVID levels • Return workforce to standardised hours to ensure effective use of available resource. • Manage the recovery of the local bus network across the County while developing sustainable transport methods (Local travel Arrangements; Demand Responsive Services). • Enable the recovery of waste and recycling performance through education, behavioural change campaigns and enhanced enforcement. • Develop Household Recycling Centres, working in partnership with charities the develop site "Adoption". • Progress the development of waste infrastructure to support increased recycling potential. • Deliver the in-year Welsh Government funded transport schemes. • Develop initiatives to increase active travel (walking; cycling) for localised journeys linking to town centre to support recovery. • Maintain the highway network during the winter period.
1.06	Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.

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	Appendix 1 – The full latest version of the risk register for the service portfolio(s) within the terms of reference of this Committee. Appendix 2 – The full latest version of the risk mitigation actions for the

	service portfolio(s) within the terms of reference of this Committee.
	Appendix 3 – The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy.
	Appendix 4 – The full set of revised performance indicator targets for 2020/21.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. **Contact Officer:** Colin Everett **Telephone:** 01352 702101 **E-mail:** chief.executive@flintshire.gov.uk

Streetscene and Transportation Portfolio Risk Register

Version 4

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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'		
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	Public bus services (commercial and subsidised) are financially unsustainable due to reduced passenger numbers	Operational	Anthony Stanford	Ceri Hansom	R	R	G Q4 2020/21	A ↔	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	A ↔	Open
*ST03	Increasing cost of undertaking Public Health Funerals due to inability of families to fund funerals	Operational	Anthony Stanford	Richard Blake	A	Y	G Q4 2020/21	A ↔	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	A ↔	Open
*ST05	National targets not being met for Road Safety and Active Travel due to an inability to complete essential schemes	Strategic	Anthony Stanford	Richard Flood	R	Y	G Q4 2020/21	A ↔	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	A ↔	Open
ST07	Unable to respond to Ash Die Back due to insufficient resource or funding	Strategic	B Wilkinson	Area Managers	Y	A	Y Open	A ↔	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	A ↔	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	R ↑	Open
*ST10	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	A	A Q4 2020/21	A ↔	Open
*ST10a	Increased expenditure on the disposal of residual waste due to increased tonnage collected from residential properties	Strategic	Ruth Cartwright	G Povey	A	R	Y Q4 2020/21	R ↑	Open
*ST11	Significant loss of income from the suspension of services due to COVID-19 response	Strategic	Ruth Cartwright	Vicky Plant	R	R	G Q4 2020/21	A ↔	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	Reduced numbers of frontline workers and contractors to deliver services safely due to increased sickness levels	Operational	Katie Wilby	Gareth Thomas / Kevin Edwards / Jamie Bennett	A	Y	G Q3 2020/21	A ↔	Open
*ST13	Limited Personal Protective Equipment for workforce to conduct operations safely due to lack of availability in supply chain	Operational	Gareth Thomas	Steve O'Shaughnessy	A	G	G Q2 2020/21	A ↔	Open
ST14	An increase in staff absence due to physical and verbal abuse while undertaking duties	Operational	Operational Managers	Supervisors	A	Y	G Open	A ↔	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	A ↔	Open
ST16	Inability to provide staff with key training due to social distancing measures	Operational	Ruth Cartwright	Gemma Boniface	Y	G	G Q3 2020/21	A ↔	Open
*ST17	Increased referrals to occupational health for mental health issues due to the impacts of remote working or continuing to work in frontline services	Strategic	Katie Wilby	Gareth Thomas, Kevin Edwards, Jamie Bennet	A	A	G Q3 2020/21	A ↔	Open
*ST17a	Increased risk of ill health due to mental health and well-being, personal and/or family issues	Strategic	Stephen O Jones	Ruth cartwright, Katie Wilby, Barry Wilkinson, Anthony Stanford	R	A	G Q4 2020/21	R ↑	Open
*ST18	Backlog of administrative work due to home working (permit processing, payment refunds, tag printing)	Operational	Ruth Cartwright	Vicky Plant	A	G	G Q2 2020/21	A ↔	Open
*ST19	Unable to build resilience and provide generic work functions due to remote working	Operational	Ruth Cartwright	Vicky Plant	Y	G	G Q2 2020/21	A ↔	Open
*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	A ↔	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	Loss of depot facilities will impact our ability to deliver operational services	Operational	Katie Wilby	Gareth Thomas, Kevin Edwards, Jamie Bennet	G	G	G Q3 2020/21	A ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*ST22	Lack of available burial capacity due to increased demand	Operational	Anthony Stanford	Richard Blake	R	Y	G Q4 2020/21	A ↔	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	A ↔	Open
*ST24	Unable to progress with key infrastructure improvement projects due to prolonged pandemic impacts due to reduced grant funding	Strategic	Anthony Stanford	Richard Flood	G	G	G Q4 2020/21	A ↔	Open
*ST25	Inadequate vehicle capacity to transport pupils and passengers whilst adhering to social distancing	Operational	Anthony Stanford	Ceri Hansom	R	Y	Y Q2 2020/21	G ↓	Open
*ST26	Lack of available space at the Alltami depot facility to be able to provide full service due to social distancing measure	Operational	Katie Wilby	Gareth Thomas	R	G	Y Q4 2020/21	G ↓	Open

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	Breach of legislation / Non-compliance with legislation (Environmental Permits, Health & Safety, Vehicle Operators' license, TROs) due to the inability to provide work services	Strategic	Katie Wilby	Gareth Thomas	A	Y	G Q3 2020/21	A ↔	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	A ↔	Open
*ST30	Expiry of statutory training certifications due to the inability to undertake testing / training	Strategic	Ruth Cartwright	Gemma Boniface	G	G	G Q3 2020/21	A ↔	Open
*ST32	Backlog in vehicle MOTs due to the closure of test centres	Operational	B Wilkinson	Fleet Manager	Y	Y	Y Q4 2020/21	G ↓	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	Unable to deliver key operational services due to the failure of telecommunications, ITC, mobile phone networks	Strategic	Katie Wilby	Gareth Thomas, Kevin Edwards, Jamie Bennet	G	G	G Q4 2020/21	A ↔	Open

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	Lack of available materials (tarmac, stone) to undertake planned works due to product availability	Strategic	Katie Wilby	Gareth Thomas, Kevin Edwards, Jamie Bennet	A	G	G Q3 2020/21	A ↔	Open
*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	A	G Q4 2020/21	A ↔	Open
*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	A ↔	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	Unable to undertake pedestrian/cycle safety training due to schools not operating and reduced funding	Operational	Anthony Stanford	Richard Flood	A	Y	G Q4 2020/21	A ↔	Open
*ST39	Unable to undertake traffic surveys to support financial bids for transport schemes or justify implementing new safety measures	Strategic	Anthony Stanford	Richard Flood	R	Y	G Q4 2020/21	G ↓	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	Interruption of available fuel to sufficiently operate fleet vehicles	Strategic	B Wilkinson	Fleet Manager	G	G	G Q4 2020/21	A ↔	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	Unable to dispose of waste and recycling products due to end producer availability	Operational	R Cartwright	G Povey	R	A	G Q4 2020/21	A ↔	Open

Parking and Enforcement

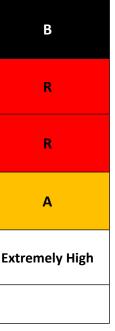| Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*ST42	An increase in dangerous and obstructive parking due to the suspension of parking enforcement	Operational	Ruth Cartwright	Vicky Plant	A	G	G Q2 2020/21	A ↔	Open
*ST43	An increase in environmental crime (littering, dog fouling, side waste) due to the suspension of monitoring patrols	Operational	Ruth Cartwright	Vicky Plant	A	G	G Q2 2020/21	A ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*ST44	Increase in large scale fly tipping due to the closure of Household Recycling Centres and illegal waste collection companies operating	Operational	Ruth Cartwright	Vicky plant	A	G	G Q2 2020/21	A ↔	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	A ↔	Closed
*ST31	Expiry of calibrated equipment due to the inability to undertake testing	Operational	Ruth Cartwright	Gemma Boniface	G	G	G Q3 2020/21	A ↔	Closed

Risk Matrix

Impact Severity		Unlikely	Very Low	Low	High	Very High	Extremely High
	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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Streetscene and Transportation Portfolio Risk Register

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Risk Register - Part 1 (Portfolio Management)

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'	

Finance

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*ST01	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.
*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	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.
*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	National targets not being met for Road Safety and Active Travel due to an	↔	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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	inability to complete essential schemes			essential services), an individual assessment as to whether works should continue have been made.
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	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 and keeping as many of the workforce apart to prevent viral transition amongst crews. As measures become relaxed or alternative methods identified to deliver service, procedures are adapted and contractors are being utilised to supplement Council staff if required. With the exception of the waste collection crews, all operatives are now working to substantive rotas and the number of employed agency staff is at pre-COVID levels.
*ST10a	Increased expenditure on the disposal of residual waste due to increased tonnage	↑	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

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	collected from residential properties			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.
*ST11	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. Services will be resumes as soon as it is safe to do so, 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 is being collated and monitored within the Medium Term Financial Strategy

Workforce

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*ST12	Reduced numbers of frontline workers and contractors to deliver services safely due to increased sickness levels	↔	MT	Sickness levels have improved are now at pre-COVID levels. The number of agency staff employed is also at pre-COVID levels.
*ST13	Limited Personal Protective Equipment for workforce to conduct operations safely due to lack of availability in supply chain	↔	ST	The Streetscene stores department are continually reviewing the availability of Personal Protective Equipment (PPE) that is required in line with service risk assessments. The existing supply chain is being monitored whilst officers are also identifying other companies that can provide the required equipment. There are currently no issues with the supply chain for PPE and all staff/workforce have the required equipment as risk assessed.
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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
ST16	Inability to provide staff with key training due to social distancing measures	↔	MT	Continual reviews are being undertaken on workforce training needs and when current training is due to expire. Sessions for mandatory training are now being held. Alternative training methods are being identified (such as digital) to provide more flexibility.
*ST17	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.
*ST17a	Increased risk of ill health due to mental health and well-being, personal and/or family issues	↑	MT	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 needed.
*ST18	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.
*ST19	Unable to build resilience and provide generic work functions due to remote working	↔	MT	Streetscene prides itself on the use of generic teams to deliver a variety of functions thus providing resilience in service and supporting officer development. Due to remote working, cross working and training was prevented. In order to adapt, officers are now using technology to link to each other, utilising video calling and document sharing. Where required officers can meet in the office environment now that the physical distancing measures have been put in place, this further supports generic officer training and development.
*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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
				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	Loss of depot facilities will impact our ability to deliver operational services	↔	IM	Required on-going maintenance at Alltami depot been facilitated throughout the pandemic period, and reviews of risks have taken place to foresee any change to working arrangements. Both Service delivery (operational teams) and office based staff have returned to the office environment and all depot locations are functioning as required.
*ST22	Lack of available burial capacity due to increased demand	↔	MT	Ongoing work is taking place to identify additional burial provision in proximity to current cemeteries. New legislation introduced in response to COVID-19 allows for Local authorities to compulsory purchase land to introduce additional burial capacity if required. These options are being explored
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.
*ST24	Unable to progress with key infrastructure improvement projects due to prolonged pandemic impacts due to reduced grant funding	↔	MT	During the initial stages of the lockdown, progress on infrastructure improvements was put on hold. However, since the improvement of connectivity in a remote nature, the planning of these schemes has commenced again, and while behind initial schedule progress is being made through design phase. Some highway infrastructure improvement schemes are being progressed and are underway as the service has made use of the quieter highway network. Discussions have resumed with Welsh Government on possible grant funding for further schemes.
*ST25	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. The guidance is achievable and a full return to service was achieved in September. Transport colleagues continue to have ongoing dialogue with colleagues in education to monitor the situation.
*ST26	Lack of available space at the Alltami depot facility to be able to provide full service due to social distancing measure	↓	MT	The service delivery team have sufficient space at the depot to provide all services, having made use of the staff car park for operational vehicles. The office facility has been reconfigured to ensure physical distancing and staff who require to attend the depot to provide key functions are now able to do this.

Governance/Legal

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*ST27	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 and there are no ongoing potential risks to environmental breaches however this will continue to be monitored.

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.
*ST30	Expiry of statutory training certifications due to the inability to undertake testing / training	↔	ST	Training has taking place with social distancing measure in place. Training and Compliance officers are reviewing all certification that has, or is about to, expire and communicating with internal and external training providers on the best way forward in the short term. Within the generic workforce there is currently sufficiently trained staff to deliver key services. The service is also exploring my technological solutions to delivering training packages.
*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	Unable to deliver key operational services due to the failure of telecommunications, ITC, mobile phone networks	↔	IM	Staff have amended lines of communication and adapted to the challenges brought about by the pandemic to ensure business continuity throughout. Managers have worked closely with IT colleagues to ensure that access to systems, or any issues that have occurred, have been dealt with and resolved.

Risk Register - Part 2 (Portfolio Service & Performance)

Service Delivery

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*ST34	Lack of available materials (tarmac, stone) to undertake planned works due to product availability	↔	ST	Streetscene stores department are continually monitoring product availability to identify any forthcoming problems. Alternative suppliers have been sourced which have product availability should it be needed. There are currently no issues within the supply chain and all planned works are commencing
*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
*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.

Highway Policy

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*ST38	Unable to undertake pedestrian/cycle safety training due to schools not operating and reduced funding	↔	ST	Liaison with schools is underway in order restart essential training for pupils. It may be possible to continue to train larger gatherings of pupils due to the outdoor environment for which the training is often conducted.
*ST39	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

Fleet

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
ST40	Interruption of available fuel to sufficiently operate fleet vehicles	↔	IM	Officers have maintained regular contact with supplier throughout the pandemic to stay informed about issues such as demand, delivery lead times, and any supply interruptions. Officers have gained assurances that should any interruption to fuel supply occur, then under The Civil Contingencies Act, Alltami depot would be consider a key site.

Waste Strategy

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*ST41	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.

Parking and Enforcement

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions

*ST42	An increase in dangerous and obstructive parking due to the suspension of parking enforcement	↔	ST	Enforcement teams are back work and operating normally.
*ST43	An increase in environmental crime (littering, dog fouling, side waste) due to the suspension of monitoring patrols	↔	ST	Enforcement teams are back work and operating normally.
*ST44	Increase in large scale fly tipping due to the closure of Household Recycling Centres and illegal waste collection companies operating	↔	ST	The enforcement team are now investigating all fly tip cases. A number of press releases have been made notifying residents of their duty of care towards waste disposal and not to use unregistered waste carriers. The re-opening of the Household Recycling centers has assisted with the reduction of fly tipped waste occurrences.

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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Priorities to be included in FCC Recovery Strategy

Portfolio – Streetscene & Transportation

<mark>Priority - Sustainable Development and Environmental Management</mark>

Actions:

- Improve Waste Recycling
- Following the consultation process on the current waste service, a number of changes to operating practices to maintain our recycling level and achieve future targets. Areas of improvement include:
    - Develop Standard Recycling Centre
    - Improvements Greenfield Composting Facility and Transfer Station yard
- Parc Adfer
    - a successful first full year of operation meeting waste and cost and income targets
    - the launch of the Interim Community Recovery Fund with local grants for the assigned area available from September

<mark>Priority - Safe and sustainable Travel Services</mark>

Actions:

- The number of Local Travel Arrangements introduced via a process of continual review.
- Development of Demand Responsive Transport (DRT) linking into the Core Bus Network.

Portfolio – Social Services

<mark>Priority – Direct Provision and supporting exiting market</mark>

Actions:

- Adults:
    - Continuation of the new Ty Trefynnon Residential Home for 2021/22 to enhance local provision for independence and rehabilitation
    - Progress of expansion of Marleyfield Residential Care Home
    - Plans for an expansion of Croes Atti Residential Care Home
    - Expansion of direct provision Domiciliary Care to 35/40% of the provider market
- Children:
    - Expand provision at Arosfa to provide two additional registered beds for long term support
    - Introduce the short-term assessment model for children residential care
    - Improved housing and accommodation offer for care leavers
    - Increase fostering capacity by ten new foster carers
- Adults & Children
    - Sustaining providers through joint support work and appropriate fee levels

<mark>Priority - Safeguarding Children, Adults and Families</mark>

Actions:

- A multiagency review to strengthen our approach to safeguarding children at risk of going missing, being exploited, being trafficked or at risk of exploitation through County Lines
- Implement the national Liberty Protection Safeguards
- Deal with the anticipated increase in activity and reporting following the Covid-19 response phase

Priority – Mental Health

Actions:

- Promotion of the recently established Mind line
- Analyse data from Mind to develop action plans
- Preventative mental health services for people at risk of deterioration

Portfolio – Housing & Assets

Priority – Homelessness Strategy and Local Action Strategy

Actions:

- Leading a multi-agency response to homelessness prevention
- Progressing a collaborative response to the street homelessness agenda
- Implementing the Housing First model
- Establishing a Young Persons Positive Pathway and hub

Priority – Housing needs of vulnerable groups

Actions:

- Provision of a mix of accommodation to reflect young people's aspirations and requirements
- Flexible spaces and equipment to meet people's physical needs – the 'Forever Home' modelReview the current housing model and develop a strategy for a mixed economy of social and affordable housing at scale and pace

Priority – Food Poverty

Actions:

- Expansion of the new social enterprise Well-fed to provide healthy, nutritious and affordable local food solutions
- Improve and increase access to Healthy food
- Introduction and growth of local community Good Food Hubs
- A targeted food solutions plan to meet gaps in local provision

Priority – Future of County Hall Campus / Civic Estate

Actions:

- Develop a visionary plan for the County Hall campus site

Portfolio – Planning, Environment and Economy

Priority – Fuel Poverty

Actions:

- Improving the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores

Priority – Growth Deal & Infrastructure

Actions:

- Develop the local priority projects which have been included in the Growth Deal
- Progression of the Councils Integrated Transport Strategy through the delivery of key interventions

Priority – Future of Town Centres

Actions:

- Implement a revised and enhanced Town Centre Strategy in partnership with local stakeholders and Welsh Government for the long term sustainability of towns

Priority – Carbon Reduction

Actions:

- Set our Carbon Reduction Strategy with priority projects and resources with a view to achieving carbon neutrality by 2030

Priority – Natural Environment

Actions:

- Making the natural environment more accessible to local people as part of community life and well-being

Priority – Community Safety

Actions:

- A collaborative partnership approach to dealing with social tensions from the pandemic including anti-social behaviour, environmental crime and domestic violence

Priority – Businesses and Community

Actions:

- Advice services to businesses and the community for operating and living safety

Portfolio – Governance

Priority – Corporate Contact Centre

Actions:

- Increase the number of Council services delivered by the Contact Centre
- Introduction of technologies to support the Digital Strategy

Priority – Complaints Handling

Actions:

- Introduction of an updated complaints policy
- Introduction of a policy to effectively manage customer behaviour
- Meeting response targets for complaints handling

Priority – Digital Strategy

Actions:

- Increased accessibility to services through digital

Portfolio – Human Resources & Organisational Development

Priority – Health & Wellbeing Strategy

Actions:

- Monitor workforce attendance rates
- Monitor the number of referrals to Occupational Health on the grounds of mental health
- Achieve the aims and objectives from action plan agreed in support of the 'Time to Change' pledge

Portfolio – Education & Youth

Priority – Homelessness Strategy – Links to H&A - Homelessness Strategy and Local Action Strategy

Actions:

- To address Youth Homelessness by embedding a Young Persons Positive Pathway

Priority – Child Poverty

Actions:

- Introduction of a Young Persons Positive Pathway to address youth homelessness
- Reduction of impact of poverty on children:
  - Review of FSM payment levels
  - Co-ordinated uniform exchange schemes
  - Adoption of 'Ask Ceri' resource (Children's Commissioner)

Flintshire County Council Reporting Measures 2020/21

The purpose of this document is to inform the organisation of the agreed measures that will be reported on during the recovery period 2020/21, other measures of importance and measures that will not be carried forward. This is broken down into Portfolio level below.

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Corporate Finance

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of planned efficiencies achieved	95%	95%	No change
Percentage of Income target achieved	100%	Under Review	Under Review
Percentage variance between the revenue budget outturn and the budget set	+/- 0.5%	+/- 0.5%	No change

Human Resources and Organisational Development

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of working days lost per full time equivalent (FTE) local authority employees lost due to sickness absence	8	8	No change
Number of accredited Mental Health First Aiders across the organisation	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance at 'Coaching Skills for Managers'	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance of managers and employee Stress Management training	50	50	No change
The number of apprentices that complete the programme with a positive outcome	95	95	No change. Target for cohort has been stretched to March and no new apprentices taken on

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of full time equivalent (FTE) lost to sickness (non-COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent lost to (FTE) sickness (COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to isolation	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to shielding	N/a	Baseline year	Developed to offer clarity to attendance reporting

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
To ensure completion of appraisals for eligible employees	The full programme of appraisals has not been able to proceed as scheduled due to the emergency situation. Appraisals are being rescheduled, some have been completed. Emphasis is currently on employee well-being, supervision and returning to new forms of working. We are taking this opportunity to introduce the new appraisals model from January 2021

Measure Title	Rationale for not being carried forward
Percentage of permanent employees who have left within first year of employment	Not adding value to the business
Percentage of employee turnover (excluding early retirement and voluntary redundancy)	Not adding value to the business
Percentage of all direct employees achieving Foundation Living Wage	Not adding value to the business as it is always 100%
The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	We have not recruited a cohort of apprentices for 2020/21. This will remain under review

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Education and Youth

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
All schools adopt 'Ask Ceri' resource	100%	100%	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of year 11 leavers not in education, training, or employment.	1%	2%	We anticipate an increase in Yr. 11 NEET as a result of potential negative impacts of COVID
The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	65%	65%	No change
The number of pupils who receive fixed term exclusions from school	1150	750	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
The number of pupils who are permanently excluded from school	22	18	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
Number of children who access the Childcare Offer	1050	1050	No change
Number of childcare providers	330	330	No change
All schools maintain progress against key milestones in implementation of the new curriculum	100%	100%	No change
All schools maintain progress against key milestones in the ALN reforms	100%	100%	No change
First time entrants into Youth Justice Service	35	35	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of Immersion Youth Workers in secondary schools	2	2	No change
Access to sanitary products in schools (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in youth clubs (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in Foodbanks	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)	Suggested to be removed as part of the PAM consultation
Percentage of year 11 pupils studying Welsh (first language)	Suggested to be removed as part of the PAM consultation
Capped 9 Score for pupils entitled to Free School meals	WG have determined that pupil performance data should not be reported below the national level
Percentage of pupil attendance in primary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupil attendance in secondary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupils aged 16 achieving 5A* - A grades at GCSE	WG have determined that pupil performance data should not be reported below the national level
Educational Attainment at Key Stage 4- average capped 9 score for pupils in Year 11	WG have determined that pupil performance data should not be reported below the national level
All schools delivered statutory professional learning day	Schools were closed from March 20th due to the pandemic and were unable therefore to take this during the summer term as previously legislated

Governance

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Council Tax 'in-year' collection levels	98.90%	98.30%	Cessation of debt recovery for 3 - 4 months
NDR 'in-year' collection levels	99.10%	98.00%	Cessation of debt recovery for 3 - 4 months
Rent Income/Arrears – Arrears as a % of Rent Yield	4.00%	4.50%	Cessation of debt recovery for 3 - 4 months
Call abandonment rate for a combined Housing and Streetscene contact centre	15	15	No change
Call answering rate for a combined Housing and Streetscene contact centre	No target set	80%	No target previously set. The performance from last year was reviewed and an appropriate target has been established
My Account sign up	10943	13131	Based on current subscriptions and what is achievable this year
Increased digital self-service by customers across multiple services	No target set	60,000	60,000 based on previous volumes
Percentage of chargeable services available to pay online	16	16	No change

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Reduced telephone contact where services are available digitally	Data not held

Planning, Environment and Economy

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of Food Establishments that meet Food Hygiene standards	97%	97%	We await Welsh Government advice on whether this target will be changed
Total number of energy efficiency measures delivered to reduce fuel poverty	1000	600	The team has been stood down for 4 months so will not hit original target
Total number of individuals supported to access learning and work opportunities	260	260	No change
Percentage of all planning applications determined in time	>80%	>80%	No change
Percentage of "major" applications determined within time periods required	>60%	>60%	No change
Average time taken to determine "major" applications in days	Just a calculation not a target	Wales Average 18/19 232 Days	No change
Average time taken to determine planning applications	67-111 Days	67-111 Days	No change
Enforcement cases investigated within 84 days	70.1% - 79.9%	70.1% - 79.9%	No change
Average time taken to pursue positive enforcement action where a breach had been identified	< 100 days	< 100 days	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of all planning appeals dismissed	55.1%-65.9%	55.1%-65.9%	No change
Decisions made contrary to officer recommendation	<5%	<5%	No change
Sustainable Development Indicators	Measured against Welsh Average	Measured against Welsh Average	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of empty private properties brought back into use	No target set	TBC	SMT and Cabinet Members agreed that this should not be carried forward for the Council Plan but that the work of the team be given higher profile among Members
Number of applications received and determined during the quarter	N/A	Collected to calculate PAM/018	No change
Number of applications received, carried forward, transferred and determined during the quarter	N/A	Collected to calculate PAM/018	No change

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Number of social enterprises receiving support	SMT and Cabinet members agreed that this should become business as usual
Delivery of energy efficiency measures to domestic properties in Flintshire	Included in measure above
Number of vulnerable households supported through the Healthy Homes Healthy People programme	Programme ending this year so delete measure
Number of individuals supported through the mentoring service that enter employment, learning or volunteering	Delete indicator - included within target above
Number of businesses supported through the regional hub	Regional hub still doesn't exist so delete indicator
New jobs created through the support of the regional hub	Regional hub still doesn't exist so delete indicator
Calculated monetary value* of total investment in Flintshire by contractors and suppliers	Delete indicator - need a different measurement system
Calculated monetary value* of investment by social policy priority area	Delete indicator - need a different measurement system
Calculated monetary value* of investment by geographic area across Flintshire	Delete indicator - need a different measurement system

Streetscene and Transportation

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of waste reused, recycled or composted	70%	60%	Reduced input of recyclable materials from HRCs while closed during travel restrictions
Average recycling rate across all HRC sites	80%	70%	Reduced due to increased residual waste produced during stay at home guidance. Uncertainty in market leading to inability to dispose of recyclable materials
Developing the number of bus quality partnerships on the core network	2	1	Reduced public transport requirements during travel restrictions and inability to hold stakeholder meetings to progress
Provide Local Travel Arrangements (LTAs)in geographical areas of the County	6	6	Target not revised however, intention is to implement Demand Responsive Transport in place of LTAs
Undertake post completion inspections of utility works	90%	90%	No change
Achieve minimum level of agreed Streetscene standards	85%	85%	No change
Number of targeted environmental educational campaigns	5	3	Reduced to 3 campaigns due to the inability to meet customers. Targeted campaigns will only be undertaken via virtual means (website/social media/press)

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of A roads in overall poor condition	2%	2%	No change
Percentage of B roads in overall poor condition	3%	3%	No change
Percentage of C roads in overall poor condition	7%	7%	No change

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward

Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	Being dropped as it is business as usual

Social Services

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of Holywell Extra Care (Plas yr Yrwn) units created	50	50	No change
The number of Extra Care units provided across Flintshire	239	239	No change
Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	98	98	No change
Percentage of requests for equipment that meet or exceed the national 7 Day standard	80	80	No change
Number of new foster carer approvals in the year	10	10	No change
Number of referrals to the Family Group Meeting Service	280	280	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	290	290	No change
The number of admissions to step up / step down beds.	Targets not set by BCuHB	TBC	Target to be reviewed and set by Betsi Caldwaladr University Health Board (BCuHB)

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of equipment that is re-used	70	70	No change
The percentage of adult safeguarding enquiries that met the 7 day timescale	94	94	Measure replaces previous in line with National Performance Framework
The percentage pre-birth assessments completed within timescales.	90	90	No change
The percentage of children who were reported as having run away or gone missing from home who had a return interview	Baseline Year	Baseline Year	No change
The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	98	98	No change
The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	95	95	No change
Number of Special Guardianship Orders made	2	2	No change
People with a learning disability accessing Project Search to improve their employability skills	No target set	No target set	This is an activity measure, no target set
Number of children who accessed the Childcare offer	625	625	No change
Number of childcare providers	No target set	No target set	This is an activity measure, no target set

Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	Business as Usual
The percentage of adult safeguarding reports which proceeded to an enquiry	Replaced by alternative measure in line with National Performance Framework

Percentage of the relevant workforce having refreshed their dementia awareness training.	Business as Usual
Number of people transitioning into Hwb Cyfle	Priority completed
The percentage of grant claim achieved for the Flexible Funding Programme	Priority completed
Number of partner services accessed by residents via the new Holway Hub	Unable to collect data
Resident involvement in community activities as a measure of vibrancy	Unable to collect data

Housing and Assets

Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Average number of calendar days taken to deliver a DFG (medium adaptations)	N/a	88	Adjusted to comply with Welsh Government standards for adaptations
Average number of calendar days taken to deliver a DFG (Large Adaptations)	N/a	330	Adjusted to comply with Welsh Government standards for adaptations
Number of applicants on the Common Housing Register	Baseline year	Baseline year	
Number of referrals to the Housing Support Gateway	Baseline year	Baseline year	
Number of homelessness presentations	Baseline year	Baseline year	
Number of households in homeless accommodation	Baseline year	Baseline year	
Percentage of households successfully prevented from becoming homeless	85	85	No change

Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of affordable homes owned and managed by NEW Homes	156	152	New Homes will not be developing four properties, instead purchasing five S106 properties (something to the local community that will enhance and aid the local area)
The number of affordable homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	91	91	No change
The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	182	182	No change
Average number of days to process new claims for housing benefit and council tax reduction	20	20	No change
Average number of days to process change in circumstances for housing benefit and council tax reduction	8	8	No change
Increase supply and variety of affordable homes	228	228	No change
The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	100	Under Review	Welsh Government extending December 2020 deadline, this has not yet been confirmed
Tenant satisfaction level	95	95	No change

Measures Not Carried Forward

Description	Rationale for change
Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	This has not been carried forward due to it not being a clear or meaningful indicator
Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	This has not been carried forward due to it not being a clear or meaningful indicator

Average number of calendar days taken to deliver a DFG (overall)	KPI amendments – KPI has been split into medium and large adaptations as per compliance with Welsh Government standards
Waiting times for adapted council housing (SARTH)	A review of our approach to specialist housing will be undertaken this year to refresh the approach of the Specialist Housing Register. An outcome of this review will likely be to identify more meaningful measures for monitoring specialist housing supply and demand within Flintshire

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