

# Streetscene and Transportation Portfolio Risk Register

Version 9

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

## Risk Register - Part 1 (Portfolio Management)

### Finance

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

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

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

#### Workforce

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

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

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

#### Property & Assets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
ST21 Updated	Loss of depot facilities will impact our ability to deliver operational services	↔	IM	Risk to be closed. No anticipated issues with depot facilities
*ST22 Updated	Lack of available burial capacity due to increased demand	↔	MT	The national trend on deaths is decreasing and the availability of additional burial capacity at Hope cemetery has reduced the risk.
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 achieved. Gully Emptying, Sweeping and defect repair teams have continued to maintain the network in efforts to mitigate against loss of infrastructure.

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

#### Governance/Legal

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

## External Regulation

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

## ICT & Systems

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

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

### Service Delivery

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

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

#### Highway Policy

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

#### Fleet

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

## Waste Strategy

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

## Parking and Enforcement

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

## Previously Closed Risk

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