

RECOVERY COMMITTEE

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| Date of Meeting | Thursday 5 th August, 2021 |
| Report Subject | Streetscene and Transportation Portfolio Recovery Business Plan |
| Cabinet Member | Collective Cabinet |
| Report Author | Chief Executive and Chief Officer (Streetscene and Transportation) |
| Type of Report | Strategic |

EXECUTIVE SUMMARY

Portfolio Recovery Business Plans were developed for exiting the first response phase to the pandemic in 2020.

This Committee will oversee the Recovery Business Plans for all five service portfolios in sequence. Presented today is the Streetscene and Transportation Portfolio Recovery Business Plan.

Each plan covers the following:

- Scope and Purpose
- Key Personnel and Roles and Responsibilities
- Business Continuity Plan – Recovery Planning
- Resource Management
- Performance Management
- Risk Management
- Communications and Engagement
- Forward Planning

Highlighted Risk Areas

- **Reduced numbers of frontline workers** and contractors to deliver services safely due to the requirement for **self-isolation**
- **Unable to progress** with key infrastructure improvement **projects** due to **lack of resilience** in staff, contractors and supply chain
- **Unable to gain regulatory approval** (planning; drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to **delays in processing applications**

RECOMMENDATIONS

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| 1 | To review the Streetscene and Transportation Portfolio Recovery Business Plan summary for assurance, and to refer any further and specific risk management work to the respective Overview and Scrutiny Committees as is necessary. |
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REPORT DETAILS

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| 1.00 | EXPLAINING THE PORTFOLIO RECOVERY BUSINESS PLAN |
| 1.01 | <p>Service portfolios have been working to Portfolio Recovery Business Plans following the response phase to the pandemic emergency situation. Recovery is a natural transition from the response phase which lasted from mid-March until the end of July 2020, and again from the end of December until April 2021.</p> <p>The plans are built upon risk management actions and performance management objectives.</p> |
| 1.02 | <p>The recovery objectives, performance targets, risks and issues have been reviewed and updated. The following sections are being shared with the Recovery Committee for assurance.</p> |
| 1.03 | <p><u>Recovery Objectives</u></p> <p><u>Service Delivery</u></p> <ul style="list-style-type: none">• Return minimal staff to the office environment to re-establish work that could not be undertaken from home Since August 2020, control measures have been in place in the office environment to maintain physical distancing and reduce personal contact, which has enabled minimal staff to return on a rotational basis to carry out work that could not reasonably be completed from home (e.g. issuing of permits, payment refunds, printing). Sickness levels have remained low throughout this period. A number of office based staff continue to work from home and maintain service delivery.• Return the workforce to recognised working shift patterns All operatives returned to their substantive shift patterns from 24th May 2021 (either on a 4-day working week or on a 5-day working week), whilst still maintaining the principle of “bubble” working groups in order to retain separation and reduce the risk of virus transition. Prior to this, concerns had been expressed about the increased amount of waste and recycling being presented at the kerbside and, as a result, the majority of the collection rounds were taking longer to complete and missed collections were increasing, which was putting pressure on crews to complete the rounds and required staff to stay on longer beyond their contracted finishing times. Consequently, the workforce were temporarily moved to a 3-day working week operating a longer working day either as a Monday to Wednesday shift or as a Thursday to Saturday shift. This also enabled us to provide consistent crews and minimise close interactions between crews. A convoy |

vehicle working system is still in place to reduce the number of people travelling together in vehicles, which has meant introducing additional vehicles on waste and recycling collection services, grass cutting operations and highways maintenance. In response to national advice received through the WLGA, it is proposed that the convoy vehicle will be removed following consultation with the trade unions and workforce in August 2021.

- **Open all Household Recycling Centres (HRCs) in line with national guidance**

HRC sites were closed between 23 March 2020 and 25 May 2020 in order to comply with national guidelines on essential travel and social distancing. All sites re-opened on 26 May 2020 and have remained open since this date with enhanced traffic management and site specific control measures, although some restrictions continue to be in place such as no assistance being offered to carry items and bag-splitting operations continue to be suspended.

- **Re-introduce the garden waste collection service**

Garden waste collections were suspended from 23 March 2020 until 8 June 2020 due to high levels of sickness absence within the workforce and to ensure that resources were redeployed to essential kerbside waste and recycling collection services during this time. The 2021 collection season recommenced on 1 March 2021 without disruption.

- **Re-introduce bulky waste collections**

Bulky waste were suspended from 23 March 2020 until 7 June 2020 due to the risks posed around physical contact and handling of items that may have been contaminated. The service was reintroduced by the contractor from 8 June 2020 following suitable risk assessment and with control measures in place, and collections have continued without disruption since this date.

- **Open all public conveniences to a safe and hygienic standard**

All Council owned and operated public conveniences were closed on 23rd March 2020 due to the risk of transmission at that time, and were reopened on 29 June 2020 with an increased cleaning regime in place following the introduction of hand sanitising supplies. Officers continue to work with colleagues in economic regeneration to support the opening and regeneration of town centres, with public conveniences playing a pivotal role.

- **Re-introduce all enforcement patrols and procedures for civil parking and environmental enforcement**

All enforcement activity was suspended from 23 March 2020 due to the difficulty of maintaining social distancing when dealing with potential offenders by officers. Civil parking enforcement and environmental enforcement for fly tipping, littering and dog fouling was re-introduced from 29 June 2020 in response to national guidance that was issued for industry standard organisations and also following an increase in fly tipping, littering and dog fouling. Following Cabinet approval in early July 2021, side waste enforcement will be resumed from 1 September 2021 and preparations are underway for publicity and communication with residents, collection crews and enforcement teams.

- **Re-introduce Local Travel Arrangements (LTAs) and develop Demand Responsive Transport (DRT) services with revised timetables and service pick-up points**

Due to the strict travel restrictions in place during the pandemic, the need for public transport reduced significantly and a DRT was introduced for key workers and vulnerable residents from 22 June 2020, who required transport to access essential shopping and services. A review of services was undertaken in line to support with town centre specific recovery and regeneration plans and, following the easing of restrictions, Local Transport Arrangements are now operating as normal (pre-COVID levels).

- **Reinstate the previous levels of highway and infrastructure scheme developments for the identification and progression of forthcoming annual grant submissions**

Due to the inability to obtain required traffic survey data and limitations associated with the advertisement and consultation of proposals for highway and infrastructure schemes, a number of projects were put on hold during the pandemic. From July 2020, the objective was to progress schemes where possible with the use of existing data and find alternative methods of conducting public consultation on Traffic Regulation Orders (TROs). Subsequently, we have revised the policy for public consultation through the introduction of 'online' consultation events, which negated the need to physically interact with large groups of people. The identification and progression of annual grant schemes are continuing as normal (pre-COVID levels).

- **Resume essential highway construction works (including the Council's Resurfacing Programme)**

Some schemes for 2020 were postponed due to the availability of contractors to mobilise and supply chain limitations, as well as the inability of contractors to adhere to social distancing requirements at the time. Some proposed schemes were also located on key strategic or arterial routes, which provided access to the rainbow hospitals or food outlets and therefore were suspended in line with Department for Transport (DfT) and government guidelines. As restrictions were eased, some essential highway schemes were taken forward and approved for progression by EMRT. Since 4 May 2020, construction works commenced where feasible and, by now, all works are being progressed as normal (pre-COVID levels).

- **Return to full service provision for grass cutting, grounds maintenance and street cleansing operations**

Due to the lack of available workforce due to sickness absence levels and deployment to other key services, grass cutting, grounds maintenance and street cleansing operations were reduced or scaled back. As a result of increased growth in vegetation to unmanageable lengths, a decrease in environmental cleanliness and increased customer complaints, grass cutting and grounds maintenance was reintroduced in most areas of the County and street cleansing was maintained in highly populated areas during the summer of 2020. Subsequently, the 2021 season recommenced on 1 March 2021 with all areas of the County receiving the full service provision, albeit with convoy vehicle working in place and crews working as "bubble" groups.

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| | <ul style="list-style-type: none"> • Return to full service provision for school transport and social care transport on the opening of schools and social care centres Due to the difficulty in maintaining social distancing on public and private transport vehicles, passenger transport services were suspended at the start of the pandemic. From September 2020, revised government guidelines were issued, which deemed that social distancing was no longer a requirement for school and social care transport and services could be resumed to normal levels from that date onwards. Arrangements are underway to ensure that the transport provision is in place for the September 2021 cohort of pupils. |
| 1.04 | <p><u>Performance Targets</u></p> <ul style="list-style-type: none"> • Sufficient workforce availability to deliver revised operations to enable social distancing Business continuity plans (BCPs) were reviewed and revised on a daily basis during the height of the pandemic in order to monitor workforce availability and deploy resources to key service areas. • Sufficient Personal Protective Equipment (PPE) available to deliver frontline services Risk assessments were reviewed, revised and re-issued in line with government guidelines and PPE requirements identified to ensure that the workforce were protected. • Staff well-being and safety in resuming office based working Regular communication maintained with all office based staff working from home and consultation undertaken with staff and trade unions for staff who returned to the offices. Risk assessments were reviewed to ensure that staff could return in a safe and managed manner at the appropriate time. • Sufficient provision of plant and vehicles to provide frontline services Additional plant and vehicles identified as part of the risk assessments for some frontline services e.g. convoy vehicle working. Extra vehicles and plant hired in through the fleet contractor and funded from the WG hardship grant to enable frontline services to resume. • Return service delivery to pre-pandemic status regarding rota/shift patterns Risk assessments reviewed following the easing of restrictions on 24 May 2021, which has allowed for the majority of service delivery to return to pre-pandemic rotas and shift patterns. |
| 1.05 | <p><u>Risk Management</u></p> <p><u>The following recovery risks have been closed:</u></p> <ul style="list-style-type: none"> • Loss of Industry Standard accreditations due to the inability to undertake external audits External audits have resumed and are being undertaken remotely or with social distancing in place. • Expiry of calibrated equipment due to the inability to undertake testing All equipment continues to be tested, calibrated and certificated as required. |

- **Limited Personal Protective Equipment (PPE) for workforce to conduct operations safely due to lack of availability in supply chain**
PPE continues to be supplied as and when required. No impact on frontline operations.
- **Unable to build resilience and provide generic work functions due to remote working**
Bubble working groups have enabled all work functions to continue and workforce continue to support the service in generic roles during emergency situations or at peak times of the year.
- **Unable to progress with key infrastructure improvement projects due to prolonged pandemic impacts due to reduced grant funding** Projects are continuing with remote working in place.
- **Lack of available space at the Alltami depot facility to be able to provide full service due to social distancing measures**
All control measures have been implemented and accommodated within the available space.
- **Lack of available materials (tarmac, stone) to undertake planned works due to product availability:**
No existing delays being experienced by supply chain.
- **An increase in dangerous and obstructive parking due to the suspension of parking enforcement**
Some initial issues with access to housing estates for waste collection vehicles, which have now been resolved and no further reports or requests for enforcement received.
- **Increasing cost of undertaking Public Health Funerals due to inability of families to fund funeral**
No issues reported.
- **National targets not being met for Road Safety and Active Travel due to an inability to complete essential schemes**
All schemes resumed and targets being met.
- **Backlog of administrative work due to home working (permit processing, payment refunds, tag printing)**
Some initial delays experienced.
- **Lack of available burial capacity due to increased demand**
No additional requirement for burial capacity.
- **Backlog in vehicle MOTs due to the closure of test centres**
Vehicle MOTs resumed and no ongoing issues
- **Increase in large scale fly tipping due to the closure of Household Recycling Centres and illegal waste collection companies operating**
HRC sites reopened May 2020.

The following risks are still open and are being actively managed:

- **Public bus services (commercial and subsidised) are financially unsustainable due to reduced passenger numbers**
Current Risk Rating: RED, Risk Trend: No Change
Passenger numbers remain low; however, TfW and WG are currently looking at options for future bus services as part of the Llwybr Newydd: the Wales Transport Strategy 2021.
- **Increased transport operating costs due to reducing number of available transport operators to provide services**
Current Risk Rating: RED, Risk Trend: No Change
Due to social distancing requirements, more capacity required from a limited market supply, particularly with more specialist vehicles.
- **Increased operational costs (resource, workforce) for Bereavement Services due to increased number of deaths**
Current Risk Rating: GREEN, Risk Trend: No Change
Still a risk due to increasing number of cases, but no increase in number of burials at the present time.
- **Increase in third party claims due to changes in Highway Inspection process:**
Current Risk Rating: GREEN, Risk Trend: No Change
Risk still exists, but no change to the number of third party claims despite changes to the Highway Inspection process.
- **Loss of income from the sale of recyclable materials due to reduced market demand:**
Current Risk Rating: AMBER, Risk Trend: No Change
Recycling market still showing signs of volatility with prices fluctuating frequently and unpredictably. Pressure already reported in MTFs for 2021-2022, which is reflected by the current risk rating.
- **Increased expenditure on contract, labour, plant, vehicles and materials due to changing work patterns in response to pandemic**
Current Risk Rating: AMBER, Risk Trend: No Change
Expenditure still high due to the changes to working practices and work patterns. We anticipate that this may reduce in the future, as restrictions are lifted and normal working practices can be resumed.
- **Increased expenditure on the disposal of residual waste due to increase in tonnages collected from residential properties**
Current Risk Rating: AMBER, Risk Trend: No Change
Residual waste tonnages are still high (12% increase compared to 2019-2020); however, it is hoped that, with the reintroduction of side waste enforcement from 1 September 2021 and increased educational campaigns for recycling, this will reduce over the coming months.
- **Significant loss of income from the suspension of services due to COVID-19 response**
Current Risk Rating: AMBER, Risk Trend: No Change
Income levels continue to be impacted following the suspension of services due to the pandemic e.g. car parking, garden waste.

- **Reduced numbers of frontline workers and contractors to deliver services safely due to increased sickness levels**

Current Risk Rating: AMBER, Risk Trend: No Change

General sickness absence levels remain static, but we are seeing a significant increase in the numbers of workers and contractors having to self-isolate, which is beginning to impact on available resources to deliver frontline services and key project work. Risk trend is likely to increase over the coming weeks and months.

- **Reduced numbers of frontline workers and contractors to deliver services safely due to the requirement for self-isolation**

Current Risk Rating: AMBER, Risk Trend: Increasing

New risk introduced, due to increasing numbers of frontline workers and contractors having to self-isolate, which is beginning to impact on available resources to deliver frontline services and key project work. Risk trend is likely to increase over the coming weeks and months.

- **Inability to provide staff with key training due to social distancing measures**

Current Risk Rating: AMBER, Risk Trend: No Change

Statutory training has continued throughout the pandemic, albeit via distance learning or outdoors with social distancing. All other training is due to be resumed from August 2021 once the new COVID-safe training facility is ready to be used.

- **Increased referrals to occupational health for mental health issues due to the impacts of remote working or continuing to work in frontline services**

Current Risk Rating: YELLOW, Risk Trend: No Change

The initial spike in referrals being made to Occupational Health for mental health issues has now levelled off and individuals are receiving appropriate support where identified.

- **Increased risk of ill-health due to mental health and well-being, personal and/or family issues**

Current Risk Rating: YELLOW, Risk Trend: Reducing

The longer-term impact of the last 18 months is still unknown and a number of members of staff have experienced family bereavements during this time, although this risk trend is now reducing to the improving situation due to the vaccination programme.

- **Missing key changes in employees' health and wellbeing due to face-to-face Occupational Health Surveillance appointments being placed on hold**

Current Risk Rating: GREEN, Risk Trend: Reducing

All health surveillance appointments are continuing as normal.

- **Inadequate vehicle capacity to transport pupils and passengers whilst adhering to social distancing**

Current Risk Rating: GREEN, Risk Trend: Reducing

WG removed the requirement to socially distance for pupils on school transport in September 2020.

- **Breach of legislation / Non-compliance with legislation (Environmental Permits, Health & Safety, Vehicle Operators' licence, TROs) due to the inability to provide work services.**
 Current Risk Rating: GREEN, Risk Trend: No Change
 All audits and compliance checks are continuing, and changes to permitting or TROs continue to be provided.
- **Unable to gain regulatory approval (planning; drainage; environmental permitting) to progress key infrastructure projects in a timely manner due to delays in processing applications.**
 Current Risk Rating: RED, Risk Trend: No Change
 Delays experienced with some key project schemes due to delays in applications being processed.
- **Expiry of statutory training certifications due to the inability to undertake testing / training**
 Current Risk Rating: AMBER, Risk Trend: No Change
 All statutory training is now being provided either via distance learning or on site outdoors with social distancing. Delays experienced with certification of some testing initially, due to not being able to meet in person to test equipment or plant/machinery, but this is now improving.
- **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**
 Current Risk Rating: AMBER, Risk Trend: No Change
 Risk of a major incident or multiple emergencies still exists; however, we have continued to plan for such events and provide a response and prioritise resources throughout the pandemic.
- **Loss of key suppliers or partner organisations to deliver key operational services due to company insolvencies**
 Current Risk Rating: AMBER, Risk Trend: No Change
 Still a live risk, due to the economic climate currently and contingency arrangements are in place should this risk trend increase.
- **Loss of key suppliers or partner organisations to deliver key operational services due break in operations (fire, loss of permit, sickness)**
 Current Risk Rating: AMBER, Risk Trend: No Change
 Risk trend remains the same as in pre-COVID times and contingency arrangements are in place should the situation change.
- **Unable to undertake pedestrian/cycle safety training due to schools not operating and reduced funding**
 Current Risk Rating: GREEN, Risk Trend: No Change
- **Unable to undertake traffic surveys to support financial bids for transport schemes or justify implementing new safety measures**
 Current Risk Rating: GREEN, Risk Trend: No Change
 Surveys being undertaken where feasible.

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| | <ul style="list-style-type: none"> Unable to dispose of waste and recycling products due to end producer availability Current Risk Rating: AMBER, Risk Trend: No Change Issues experienced with some end destinations (e.g. textiles / mattresses), due to suppliers having COVID outbreaks or staff on furlough or in self-isolation. Current risk trend remains unchanged. 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. Current Risk Rating: AMBER, Risk Trend: No Change Issues experienced in some areas of the County, mainly as a result of more people at home due to home working or furlough, which has impacted waste and recycling collections, gulley emptying, road sweeping and grass cutting, but issues dealt with locally via local Members. An increase in environmental crime (littering, dog fouling, side waste) due to the suspension of monitoring patrols Current Risk Rating: YELLOW, Risk Trend: No Change All enforcement activity was suspended from 23 March 2020 due to the difficulty of maintaining social distancing when dealing with potential offenders by officers. Civil parking enforcement and environmental enforcement for fly tipping, littering and dog fouling was re-introduced from 29 June 2020 in response to national guidance that was issued for industry standard organisations and also following an increase in fly tipping, littering and dog fouling. Following Cabinet approval in early July 2021, side waste enforcement will be resumed from 1 September 2021 and preparations are underway for publicity and communication with residents, collection crews and enforcement teams. |
| 1.06 | <p><u>Issue Management</u></p> <ul style="list-style-type: none"> Rising COVID case numbers and shortage of HGV drivers The rising COVID case numbers across the region are leading to increased numbers of the workforce having to self-isolate, which is further compounded by the shortage of HGV drivers post-Brexit and fact that the numbers of staff taking annual leave over the summer holidays. Some waste and recycling collection rounds have had to be reconfigured to ensure that collections continue and some grass cutting and gulley emptying operations have experienced disruption due to HGV drivers being deployed to waste and recycling collections. |

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| 2.00 | RESOURCE IMPLICATIONS |
| 2.01 | None specifically. |

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| 3.00 | IMPACT ASSESSMENT AND RISK MANAGEMENT |
| 3.01 | This report specifically covers recovery from the pandemic emergency situation and is based upon a framework of risk management. |

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| Ways of Working (Sustainable Development) Principles Impact | | | | | | | | |
| <table border="1"> <tr><td>Long-term</td></tr> <tr><td>Prevention</td></tr> <tr><td>Integration</td></tr> <tr><td>Collaboration</td></tr> <tr><td>Involvement</td></tr> </table> | Long-term | Prevention | Integration | Collaboration | Involvement | Throughout all Portfolio Recovery Business Plans there are demonstrable actions and activities which relate to all of the Sustainable Development Principles. | | |
| Long-term | | | | | | | | |
| Prevention | | | | | | | | |
| Integration | | | | | | | | |
| Collaboration | | | | | | | | |
| Involvement | | | | | | | | |
| Well-being Goals Impact | | | | | | | | |
| <table border="1"> <tr><td>Prosperous Wales</td></tr> <tr><td>Resilient Wales</td></tr> <tr><td>Healthier Wales</td></tr> <tr><td>More equal Wales</td></tr> <tr><td>Cohesive Wales</td></tr> <tr><td>Vibrant Wales</td></tr> <tr><td>Globally responsible Wales</td></tr> </table> | Prosperous Wales | Resilient Wales | Healthier Wales | More equal Wales | Cohesive Wales | Vibrant Wales | Globally responsible Wales | Throughout all Portfolio Recovery Business Plans there are demonstrable actions and activities which relate to all of the Well-being Goal. |
| Prosperous Wales | | | | | | | | |
| Resilient Wales | | | | | | | | |
| Healthier Wales | | | | | | | | |
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| Vibrant Wales | | | | | | | | |
| Globally responsible Wales | | | | | | | | |

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| 4.00 | CONSULTATIONS REQUIRED/CARRIED OUT |
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| 4.01 | The plans have been developed with wide consultation with officers within and across portfolios. |
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| 5.00 | APPENDICES |
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| 5.01 | None. |
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| 6.00 | LIST OF ACCESSIBLE BACKGROUND DOCUMENTS |
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| 6.01 | None. |
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| 7.00 | CONTACT OFFICER DETAILS |
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| 7.01 | Contact Officer: Jay Davies Telephone: 01352 702744 E-mail: jay.davies@flintshire.gov.uk |
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| 8.00 | GLOSSARY OF TERMS |
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| | Risk Management: the process of identifying risks, evaluating their potential consequences (impact) and managing them. The aim is to reduce the frequency (likelihood) of risk events occurring (wherever this is possible) and minimise the severity of their consequences (impact) if they occur. Threats are managed by a process of controlling, transferring or retaining the risk. Opportunities are managed by identifying strategies to maximise the opportunity or reward for the organisation. |
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