Streetscene and Transportation Portfolio Risk Register

Version 6

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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 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

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				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 Updated Oct 2020	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.

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*ST10a	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.
*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 Updated Oct 2020	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.

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ST16 Updated Oct 2020	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.
*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. 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 Updated Oct 2020	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
*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 on matters of illegal parking.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*ST43 Updated Oct 2020	An increase in environmental crime (littering, dog fouling, side waste) due to the suspension of monitoring patrols	↑	ST	Side waste and litter / dog fouling foot patrols have been suspended throughout the lockdown period. The enforcement team have been utilized to concentrate on school parking enforcement and fly tip investigations. They are also undertaking a sign review of all dog control areas.
*ST44 Updated Oct 2020	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. However, with Government instruction to close all Household Recycling Centers (HRCs), fly tip events are increasing. All residents are reminded of their duty of care to only use registered waste disposal companies and to store waste until such time the HRCs are open.

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	-