Planning, Environment and Economy Portfolio Business Recovery Plan

Version 5 – 26.04.21

O1.07.20-30.09.21

1. SCOPE AND PURPOSE

- Definition of portfolio service range of services – both critical and non-critical

Portfolio Services and Functions
Development Management Planning Development Management provide pre-planning advice, planning applications, enforcement and compliance. The service seeks to play a major role in shaping and protecting the quality of our towns, villages and countryside through sustainable development. Highways Development Control provide regulatory control and advice as a statutory consultee as part of the planning process. Maintenance of highways records in relation to development control and associated land matters, manage the construction of new estate roads up to the final adoption process. Building Control provide building inspections throughout the life of a build and are also responsible for street naming and numbering, dangerous buildings and fire inspections of Council properties.
Regional Minerals and Waste Planning A specialised service for the North Wales authorities covering minerals and waste development, regulatory control, policy and strategic planning.
Business Support Business Support comprises of a specialist administration team that support the planning function; Land Charges responsible for the provision of search information; Geographic Information Services providing mapping services for the whole Council and Project team for the procurement and implementation of a new case management system.
Strategy Planning Policy develops the framework for the use of land, the production of statutory development plans and are currently developing the Local Development Plan. Town Centre regeneration and master planning, urban design and delivery of affordable housing. Built Conservation a specialised service responsible for the preservation of the historic built environment. Energy Services are responsible for the renewable energy delivery plan for the Council's estate and asset. Sustainable Urban Drainage/Flood and Coastal Risk Management responsible for the Flood Risk Management Plan and delivery of grant funded projects. Statutory function as a Sustainable Drainage Approval Body.

Portfolio Services and Functions
Access and Natural Environment The Countryside Sites team manage recreation, public access and designated wildlife habitats on Council owned land, including parks, commons and environmentally sensitive areas. The team fulfils statutory obligations in relation to designated sites and species under European and National Law. The Access team are responsible for the management, maintenance and review of the public rights of way network. The Natural Environment team consists of highly specialised officers whose skill sets cover Trees and Forestry, Biodiversity and Ecology and aim to sustain and where possible, enhance the natural environment of Flintshire.
Enterprise and Regeneration Economic growth and business development contributes to the implementation of the North Wales Growth Vision and provides a responsive support service to businesses. Social enterprise develop a strong social enterprise sector that contributes to the provision of sustainable community services. The Markets team maintain vibrant markets that provide business opportunities and contribute to town centre vitality and vibrancy which also underpins the aim of the Regeneration team. The Employability Programmes team provides support to individuals to help them to enter employment. The Housing Regeneration team supports some of the most vulnerable of our residents to reduce fuel poverty and adapt their homes for sustainable living. The Social Value officer aims to maximise the opportunity for the organisation to access social value through the procurement process and helps local businesses to secure the opportunities of public sector spending.
Community and Business Protection Community and Business Protection are responsible for ensuring that Flintshire continues to be a safe, healthy, prosperous, pleasant and sustainable environment for residents, business and visitors. The service aims to promote and protect health, safety and wellbeing through the provision of advice, assistance and regulation in accordance with national and local policy through service functions of Licensing, Pollution Control, Pest Control, Environmental Health and Housing, Contaminated Land, Food Safety and Standards, Trading Standards, Community Safety, Neighbourhood Wardens, and Corporate Health and Safety. The North Wales Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) Team also come under the auspices of the service area.

- Corporate i.e. whole-council aims and objectives for recovery planning and recovery phases
- Portfolio specific aims and objectives for the recovery phases

2. KEY PERSONNEL AND ROLES AND RESPONSIBILITIES

Senior Management Team

Name	Job Title	Roles and Responsibilities
Andrew Farrow	Chief Officer Planning, Environment and Economy	Chief Officer
Mandy Lewis	Development Management Service Manager	Planning, Highways Development Control, Building Control
Andy Roberts	Strategy Manager	Planning Policy, Built Conservation, Energy, Flood and Coastal Risk Management, Sustainable Advisory Body
Gary Nancarrow	Regional Waste and Minerals Planning Manager	Shared service minerals and waste development
Tom Woodall	Access and Natural Environment Manager	Countryside Sites and Access and Natural Environment
Sian Jones	Community and Business Protection Manager	Licensing, Pest Control, Trading Standards Compliance, Investigations and Animal Health, Community Safety, Neighbourhood Wardens, Corporate Health and Safety, Pollution Control, Contaminated land, Environmental Health and Housing Enforcement, Empty Homes, Food Safety and Food Standards. The North Wales Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) Team also come under the auspices of the service area.
Niall Waller	Enterprise and Regeneration Manager	Economic Growth and Business Development, Social Enterprise, Markets, Regeneration, Social Value, Domestic Energy, Home Loans and Employability
Lynne Fensome	Business Support and Performance Manager	Land Charges, Administration, GIS, Project Team

3. BUSINESS CONTINUITY PLAN (BCP) RECOVERY PLANNING

TABLE 1 – RECOVERY OBJECTIVES FOR SERVICE AREAS GIVEN BCP PANDEMIC MITIGATION OF REDUCED SERVICE DELIVERY

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Planning Applications	Reinstate site visits	Delays to determination of applications because site visit cannot be accurately carried out virtually	Where possible carry out virtual site visits Risk assess need for site visit to enable determination	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Mitigated to acceptable level Update :	Site Visits now reinstated following risk assessment adoption and prioritization New Lockdown restrictions prohibit all but essential site visits	Officers prioritising site visits that are required to determine applications	Risk assessment process agreed. Action diary line to capture need for site visit	Mitigation occurs in line with escalation risk	Compliance with national guidelines on physical distancing and local alert levels
Planning Committee	Move from remote planning committee arrangements to reinstate full planning committee	Challenge to process followed by new planning committee arrangements to determine applications Increase in planning appeals	Robust arrangements put in place to replace normal planning committee. Agreed prioritisation protocol Virtual Committee arrangements and appeal process through independent panel arrangements Remote committee now in place	Second planning committee cycle following lifting of all lockdown restrictions	Compliance with national guidelines on physical distancing and local alert levels

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Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
			Live streaming of Committee to commence in 2021 Public participation options being considered **UPDATE 26.04.2021** Live streaming of meetings commenced in March 2021 Public Participation due to start at May meeting Consideration being given to how Committee meetings will be held as lockdown restrictions are lifted.		
Update : Mitigated to acceptable level	Virtual planning committee now being held	No challenge been received so far	Process working well	Ongoing	Change in national regulations preventing virtual meetings continuing
Policy and Forward Work Programme	Reinstate Planning Strategy Group and other Planning, Environment and Economy (PEE) related decision making forums	Inability to approve forward work programme and endorse Flintshire County Council's approach to government consultations and requirements	Virtual meetings **Update 26.04.2021** Consideration being given to how Committee meetings will be held as lockdown restrictions are lifted.	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Update : Mitigated to acceptable level	PSG being held as a virtual meeting as are other decision making forums	Able to agree FWP	Virtual meetings being held		
Planning Enforcement	Reinstate site visits	Backlog of enforcement complaints Increase in unauthorised developments	Where possible carry out virtual site visits Highest priority site visits carried out observing physical distancing and essential travel guidance	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and alert levels
Update : Risk register reference PE20	Site Visits now reinstated following risk assessment adoption and prioritization New Lockdown restrictions prohibit all but essential site visits	Officers prioritizing site visits reflecting priority assigned using Enforcement Policy	Risk assessment process agreed. Action diary line to capture need for site visit	Mitigation occurs in line with escalation or relaxation of risk	Compliance with national guidelines on physical distancing and local alert levels
Building Regulations	Reinstate site visits	Increase in unauthorised developments	Where possible carry out virtual site visits Highest priority site visits carried out observing physical distancing and essential travel guidance	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Risk register reference PE20	Site Visits now reinstated following risk assessment adoption and prioritization	Officers undertaking visits to minimise loss of business	Site inspection notes set out detail of visit using RA	Mitigation occur in line with escalation or relaxation of risk	Compliance with national guidelines on physical distancing and local alert levels

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
	New Lockdown restrictions prohibit all but essential site visits				
Highways DC	Reinstate site visits	Delays to consultations on planning applications Delays to adoption of roads Non-compliance of developers with adoption procedures	Where possible carry out virtual site visits	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Risk Register PE20	Site Visits now reinstated following risk assessment adoption and prioritization New Lockdown restrictions prohibit all but essential site visits	Delays to consultations on planning applications Delays to adoption of roads Non-compliance of developers with adoption procedures	Where possible carry out virtual site visits Use risk assessment	Mitigation occur in line with escalation or relaxation of risk	Compliance with national guidelines on physical distancing and local alert levels
Regional Minerals and Waste Planning	Reinstate site visits	Delays to determination of applications Backlog of planned compliance visits Loss of income to Authority	Where possible carry out virtual site visits	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Risk Register PE05 and PE20	Site visits reinstated subject to covid risk appraisals	Chargeable site monitoring and compliance visits resumed. Applications are being determined. A backlog of compliance issues means that the service is working with the	Avoid multi person vehicle occupancy, especially on larger sites where normally the use of an on-site 4x4 off road vehicle would be used to access the various parts of larger or more	Mitigation occur in line with escalation or	Compliance with national guidelines on physical distancing and local alert levels

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
		site operators to address any outstanding matters. Income will	challenging sites. Site induction practices. Use virtual technology where possible for site surveillance and meetings. Face to face meetings only in approved premises or open air location where unavoidable at site. Risk assessment and adherence to national and local social distancing and health safety measures	relaxation of risk	
Land Charges	Reinstate expedited searches

Reinstate personal search procedure for attendance at offices for appointments | Challenge to search results | Continue to provide all search options other than expedited Use caveat on search results that cannot be completed fully

New procedure for dealing with personal search companies

UPDATE 26.04.2021

Discussions as part of return to work options for Portfolio on the level of access to the search companies to Council buildings

Continue to develop remote access system | Two weeks after lockdown restrictions are lifted | To comply with statutory duty

Compliance with national guidelines on physical distancing and local alert levels |
| Update : Mitigated to acceptable level | Expedited searches on exception and accept basis. | No challenges received | Search options available Caveat option has not needed to be used | | |

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
	Personal Searches reinstated		Personal searches reinstated 3 weeks in to lockdown System being built to allow remote access by Personal Search companies		
Service Support	Accept paper copies of planning applications	Planning applications submitted in paper form not able to be processed	Advise agents and applicants of submission by electronic means Advise of payment by website Return paper applications advising of electronic submission **UPDATE 26.04.2021** Decision to be taken as to default position on submission of applications	Review when lockdown restrictions lifted	To comply with statutory duty Compliance with national guidelines on physical distancing and local alert levels
Update : Mitigated to acceptable level	Paper applications unable to be processed but electronic methods of submission available				
Strategy	Comply with new LDP timeline agreed with Welsh Government	Slippage on agreed timetable on LDP development Unable to proceed with formal LDP procedure	Renegotiate LDP timetable with Welsh Government Explore alternative options for compliance with statutory procedure for LDP adoption **UPDATE 26.04.2021** New timetable agreed	Examination to start April 2021	To comply with statutory duty Compliance with national guidelines on physical distancing and alert levels.

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
			Virtual examination in public agreed and started in April 2021		
Update : Risk Register PE13 risk closed					
Built Conservation/ Energy Team / SABs FRCRM	Reinstate site visits	Delays in processing pf planning applications Unauthorised development of listed building estate Delays in delivery of grant funded schemes Non-compliance on developer sites with Sustainable Urban Drainage System (Suds)	Where possible carry out virtual site visits Progress schemes as far as possible	Two weeks after lockdown restrictions are lifted	To comply with statutory duty Compliance with national guidelines on physical distancing and alert levels
Update : Risk Register PE20 PE14					
PE10					
Access	Reinstate remaining non-essential work	Increase in unauthorised works or closures to footpaths, poor maintenance resulting in increased liability	Maintain homeworking and comply with RA for site work	Maintenance undertaken as lockdown restrictions are lifted	To comply with statutory duty Compliance with national guidelines on physical distancing and alert levels

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Update : Mitigated to acceptable level	Maintenance works have now commenced and site visits commenced in line with national guidelines				
Sites	Re-open Wepre Park and Greenfield Valley museum and provide on-site management presence	Non-compliance with social distancing and lockdown guidance Risk to staff Interaction with volunteer workforce Ability to make sites safe	Essential safety works carried out Wepre Park car park, visitor centre, toilets closed Volunteering suspended Staff working from home	Phased reopening during phased lifting of lockdown restrictions Full reopening following lifting of lockdown restrictions	Compliance with national guidelines on physical distancing and alert levels
Update : Mitigated to acceptable level	Sites re-opened in line with national guidelines				
Biodiversity/Trees/Ecology	Reinstate site visits. Reinstate grant funded project delivery Re-instate non-essential work	Delays in processing of planning applications Delays in delivery of grant funded schemes Non-compliance on developer sites	Ash Die back/tree surveying reinstated observing social distancing Maintain home working	Phased introduction priority surveys and then full service resumed two weeks after lockdown	Compliance with national guidelines on physical distancing and local alert levels

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Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
		Delays to ash die back and highway tree surveying Unauthorised tree works		restrictions are lifted	
Update : Mitigated to acceptable level	Site visits and works reinstated in line with national lockdowns				
Risk register PE12	Ash Die Back				
Business Development/ Regeneration/ Social Value	Reinstate face to face site visits/meetings	Businesses and projects unable to receive full support Social Value not included in contracts issued during lockdown	Staff working from home	One week after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Mitigated to acceptable level	Virtual site visit/ meetings				
Risk Register PE01 Social Value					
Markets	Return to full operation of market	Loss of stallholders Unable to observe physical distancing	Essential stalls only Strict physical distancing measures implemented	First market after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Mitigated to acceptable level	Re-opening of markets in line with National guidelines				

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Housing Regeneration	Reinstate site visits	Welsh Government (WG) performance targets not met Delays to works to properties Customers don't receive the detailed assessment and support they need	Applications processed by staff working from home	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Mitigated to an acceptable level	Risk assessment agreed for site visits				
Employability Programmes	Reinstate full mentoring programme	Loss of contact with mentorees	Use alternative means to support mentorees	Two weeks after lockdown restrictions are lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Risk register Employability Programmes	Gradual transition to take place back to face to face mentoring from virtual meetings. Risk assessment in place.				
Licensing/Pollution Control/Contaminated land/Env Control/Housing Enf/Empty homes/Health and	Reinstate full service	Non-compliance with statutory regulations Backlog of cases Backlog of planned site visits	Non-Essential site visits suspended Minimisation of face to face contact Screening questions before appointments	Two weeks after lockdown restrictions are lifted	To comply with statutory duty Compliance with national guidelines on physical distancing and local alert levels

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Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Safety/Food Safety and Standards/ Trading Standards					
Update : Risk register PE02	The main objective of Community and Business Protection is to reinstate full service delivery, however while there is a continued pressure to support COVID-19 'Response' work, the Service will not be at full 'Recovery' capacity.

The current situation has had a minimal impact on achieving income targets. | A further risk is the continued pressure on Environmental Health, Licensing and Trading Standards to support response work related to COVID-19, for example in the event of an outbreak or if enforcement related issues are identified. | Officers are able to undertake visits in accordance to the risk assessment for site visiting. | The Service continues to follow the advice provided by WG with respect to the alert levels.

However it will also be influenced by the pressure placed upon these service to respond to COVID-19 related incidents. | Lowering of COVID-19 incidence impacts the WG's 'Alert Level' and means that pressure is reduced on the Service to enable officers to return to some form of normality. |
| PE15 Closed | N/A | N/A | N/A | N/A | N/A |
| PE16 PE20 | The main objective of Community and Business Protection is to reinstate full service deliver, however while there is a | A further risk is the continued pressure on Environmental Health, Licensing and Trading Standards to support response work related to COVID-19, for | Officers are able to undertake visits in accordance to the risk assessment for site visiting. | The Service continues to follow the advice provided | Lowering of COVID-19 incidence impacts the WG's 'Alert Level' and means that pressure is reduced on the Service to enable officers to |

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
	continued pressure to support COVID-19 'Response' work, the Service will not be at full 'Recovery' capacity.	example in the event of an outbreak or if enforcement related issues are identified.		by WG with respect to the alert levels.

However it will also be influenced by the pressure placed upon these service to respond to COVID-19 related incidents. | return to some form of normality. |
| Pest Control | Reinstate full service | Increase in pest incidences | Observe physical distancing during visits

Screening questions before appointments | One week after lockdown restrictions lifted | Compliance with national guidelines on physical distancing and local alert levels |
| Update : Mitigated to acceptable level | Site visits carried out physically distanced and in line with current WG guidance. | No significant risks identified that haven't been mitigated through the risk assessment process. | Officers are able to undertake visits in accordance to the risk assessment for site visiting. | The Service continues to follow the advice provided by WG with respect to the alert levels. | Officers working towards full resumption of service |

Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline	Rationale for Change from the BCP
Neighbourhood Wardens	Reinstate full service	Vulnerable residents unable to be supported	Deliver critical functions to domestic violence victims	One week after lockdown restrictions lifted	Compliance with national guidelines on physical distancing and local alert levels
Update : Mitigated to acceptable level	Site Visits carried out physically distanced and in line with current lockdown restrictions	No significant risks identified that haven't been mitigated through the risk assessment process.	Officers are able to undertake visits in accordance to the risk assessment for site visiting.	The Service continues to follow the advice provided by WG with respect to the alert levels.	Officers working towards full resumption of service, although they are also supporting Covid response work.

- Key actions and timelines for recovery of services/functions for the recovery phases

TABLE 2 - Exception reporting for those services that will require significant actions to allow recovery objective to be met or may have significant recovery difficulties

Recovery				
Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline
Development Management	Planning Committee	Capacity to Administer committee cycle when returning to normal function given the three week cycle to support committee	Have a realistic timeline for first committee after lockdown	

Recovery				
Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline
		Physical distancing of members in Council Chamber or alternative venue Reluctance of Members to accept any changes to committee functions instigated during lockdown	Risk assessment of Council Chamber to observe physical distancing Source alternative location if physical distancing cannot be observed in Chamber **Update 26.04.2021** Consider all options for future Planning Committees including fully virtual, hybrid or full physical meetings	
Natural Environment - Trees PE12	Undertake Ash dieback survey, inspection and priority works to reduce risk to Highway	Missing the small survey window Lack of available staff to cover all priority routes due to competing priorities Lack of Landowner engagement.	Prelim work being undertaken Wider service support from relief rangers Private landowners contacted Safety felling for Trelawnyd and Hendre January 2021	Ongoing
Enterprise and Regeneration	Business support service meeting needs of Flintshire businesses	Demand on service exceeds capacity	Monitoring of demands versus capacity Prioritisation of tasks	At least 12 months
Enterprise and Regeneration	Markets operating as before crisis	Physical distancing requirements may require the market to operate very differently for a period which may limit the number of stalls that can be accommodated and impact on the future viability of the markets	Revised markets operating procedures. Agree priority ranking for traders – major impact for those that can't trade and potential challenges from them	In line with Government's social distancing restriction timeline
Enterprise and Regeneration	Incorporating social value into procurement	Mixed impact – reduced appetite / capacity in some businesses. Others will be anxious	Monitoring of demands vs capacity. Prioritisation of tasks	Q4 2021/22

Recovery				
Service / Function	Recovery Objective	Risks	Risk Mitigation	Recovery Timeline
PE01		to supply the public sector and Social Value will help them to compete		
Enterprise and Regeneration PE19	Sufficient employability support available to Flintshire residents	Expect greatly increased demand for service which is already at capacity	Extra resources to be sought	Q1 2021/22
Community and Business Protection functions PE07 PE16	To meet statutory duties and recovery objectives through setting realistic, incremental, goals	Significant demand on service due to expertise of staff in areas such as enforcement and contact tracing Unable to undertake full suite of statutory duties	Clarity on what and how services can be delivered if capacity is diverted to the recovery effort	Q4 2021/22
VAWDASV	To work with regional and local partners to support victims of VAWDASV	Impact of increased domestic violence reports and calls to helplines and capacity of team to respond to differing regional priorities Failure to meet National Training Framework targets for Flintshire County Council	Follow a consistent regional approach in terms of service demand	On-going monitoring

TABLE 3 - Statement of review of the 2020/21 portfolio business plan

Service / Function	Amendments made to Priority commitments Actions/Milestones	Current Objective Timeline	New Objective Timeline	Rationale for change from the Business Plan

Service / Function	Amendments made to Priority commitments Actions/Milestones	Current Objective Timeline	New Objective Timeline	Rationale for change from the Business Plan
Local Development Plan PE13 Risk Closed	Consideration of revision of Delivery Agreement timetable as unable to comply with Local Development Plan (LDP) regulations to publish deposit representations at deposit venues. Awaiting Welsh Government guidance on how to proceed and guidance from PINs on likely Examination date. Potential for a three month delay **Update 26.04.2021** Examination in Public commenced April 2021	Adoption of LDP 8 weeks after receipt of Inspectors report	Adoption of LDP 8 weeks after receipt of Inspectors report	Inability to meet Local Development Plan (LDP) regulations within published dates in Delivery Agreement Timetable. Requirement to request a revision to the Delivery Agreement Delivery agreement revised Virtual examination in public agreed
Climate Change PE11	Officer Working Group and Carbon Reduction Group have been unable to meet. Programme Manager appointment has been delayed **Update 26.04.2021** Programme Manager appointed	Q4 2021/22	Q4 2021/22	Inability to convene meetings and to appoint into the role Programme manager appointed
SABs PE14	A hold up with the job evaluation process has set back ability to deal with Sustainable Drainage Approval Body (SAB) applications and maintain Lead Local Flood Authority role (LLFA). The commencement of charging for SAB pre-application advice has also been put back – now July 2020 in CAMMs **Update 26.04.2021** Job Evaluation now completed Recruitment to posts commenced	June 2021	Q1 2021/22	Lack of resources and stalled job evaluation process Opportunity to review service delivery model
Ash Die Back PE12	Preliminary surveys undertaken to reduce time when actively surveying. Reduced staff support from other Service areas due to refocusing on other priorities. Use relief ranger support but will have to reduce the scope of surveys to high priority routes Surveys completed. Private landowners contacted. Education estate programme of works agreed. Pilot scheme in Trelawnyd and Hendre January 2021 completed	May to Sept for survey Works start October	Q3 2021/22	During lockdown planned surveys have not been completed. By carrying out preliminary surveys, service pressure will be eased when full surveying programme can be resumed.

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Service / Function	Amendments made to Priority commitments Actions/Milestones	Current Objective Timeline	New Objective Timeline	Rationale for change from the Business Plan
				Surveying resumed and been able to move to works programme
Natural Environment	Some changes required around public engagement and volunteering however, site management and project delivery will continue	Not set	No change	Focus of work to autumn and winter as the summer will be a reduced service and 'catchup'
Growth Deal Projects PE04 Closed PE24 New Risk	No change overall although some review of the detail and prioritisation of projects post-Covid may take place **Update 26.04.2021** Capital funding fully secured Delivery of projects to commence	Not Set	Sept to Oct 2021	Potential realignment of capital funding
Town Centre Strategy PE03	Impact of Covid on town centres still evolving. Closer monitoring required and a more ambitious programme of intervention to help them to achieve sustainability.	March 2021	Q4 2021/22	The pandemic may have had significant impacts on our Town Centres
Energy Efficiency – Domestic Properties PE06 Closed PE25 New Risk	Delivery of Energy Efficiency Measures to domestic properties	No change	No change	No change
Communities for Work mentoring services	Expect increased demand for employability support which will impact on the C4W+ team. No change to overall objective	March 2021	Q1 2021/22	No change

Service / Function	Amendments made to Priority commitments Actions/Milestones	Current Objective Timeline	New Objective Timeline	Rationale for change from the Business Plan
PE19				
Social Value PE01	Maximise the inclusion of community benefits in contracts with decreasing appetite **Update 26.04.2021** Inclusion of social value in contracts has been very successful even throughout lockdown options for support to the Social value officer now need to be explored	No change	Q4 2021/22	No change
Community Safety Partnership	Respond to evolving crime and disorder rates, and work in partnership with internal and external partners	N change	No change	No change
Food Safety/Food Standards PE07 PE16	Awaiting direction from the Food Standards Agency (FSA) regarding 2020/21. Local Authority Enforcement Monitoring System (LAEMS) return for 2019/20 will be completed however, activity for March 2020 will be curtailed due to pandemic Capacity will be significantly affected in 2020/21 due to national recovery demands such as Contact Tracing **Update 26.04.2021** Demand on team reduced slightly due to ability to divert Track and Trace work to upskilled Track and Trace team	No change	Q4 2021/22	Focus on recovery effort which will affect capacity for at least the next 12 months
Procurement of new case management system PE18 Closed PE21 New Risk	Decision by Project Board on when to reinstate procurement New project timeline to be developed Procurement now completed and contract awarded **Update 26.04.2021**	On line with project plan	September 2021	Allow standard contract to be amended Allow sufficient time for companies to engage with the process

Service / Function	Amendments made to Priority commitments Actions/Milestones	Current Objective Timeline	New Objective Timeline	Rationale for change from the Business Plan
	Procurement now successful and the focus of the project moves to integration ad assimilation to the new system			Deliver project in line with project plan as agreed with Project Board and Agile Applications

TABLE 4 - Inter-dependencies with other Business Continuity Recovery Plans

Service / Function	Description of inter-dependencies with other Business Recovery Plan and planned actions to co-ordinate
Streetscene	Ash Die-Back - Surveys of highways and public land. Surveying where stands of trees are now to focus surveys on risk areas in future months
Admin	Landowner contact and engagement for Ash dieback
Streetscene	Provision of input into SAB applications as Statutory Consultee and part of adoption/maintenance Re SuDs for highways
Social Services and North Wales Police	Capacity to input into County Lines intelligence and operations
Social Services	Protection of Vulnerable Adults and those at increased risk of Domestic Violence
Legal Services	Legal advice on planning matters (potential delays due to capacity and targeting more critical high risk areas)
Legal Services	Development of legal agreements for SAB adoption
Corporate Governance	Transition between "Exceptional" and "Normal" Corporate performance reporting
Property Services	Liaison with Energy Team and budgeting for loss of income from planned maintenance/sale of buildings with renewable energy installations
Human Resources	Resumption of job evaluation process to allow evaluation of outstanding posts and advertising for recruitment

4. RESOURCE MANAGEMENT

Recovery			
Recovery Objective	**Risks**	**Risk Mitigation**	**Recovery Timeline**
Ensuring Staff well-being and safety in resuming office based working to include Ty Dewi Sant (TDS), Greenfield, Wepre, LLwynegrin Hall, Shotton PE09	Inability of vulnerable staff to return to the office	Continue to work from home until medical/Government advice allows safe resumption of office based working. Reassurance role for Managers/Care First	Compliance with national guidelines on essential travel and social distancing, and vulnerable staff receiving vaccination
	Inability of staff with caring responsibilities to return to office	Continue to work from home until Government/Flintshire County Council advice allows safe resumption of office based working. Reassurance role for Managers/Care First	Compliance with national guidelines on essential travel and social distancing, basis for reopening of schools
	Ability of key/critical staff to return to Ty Dewi Sant	Assess those staff who need to be at Ty Dewi Sant to continue critical services/contact tracking, and full admin/support services to support resumption of full working capacity. Reassurance role for Managers/Care First	To comply with statutory duty. Compliance with national guidelines on essential travel and social distancing
	Ability of other staff to return to offices	Continue with extended working from home where possible and practical for Teams. Develop a phased/rotational attendance at Ty Dewi Sant. Reassurance role for Managers/Care First	Compliance with national guidelines on essential travel and social distancing
	Ensuring safety of the main office work areas	No hot desking for foreseeable future at Ty Dewi Sant. Evaluate capacity of all office spaces at Ty Dewi Sant to accommodate	Compliance with national guidelines on social distancing

Recovery			
Recovery Objective	**Risks**	**Risk Mitigation**	**Recovery Timeline**
		'permanent' based workstations for staff. Maintain social distancing by utilising every other chair/workstation (removal/storage of 'spare' chairs or mark 'not in use'). Allow eating at workstations **Update 26.04.2021** Although no hotdesking we do change desks at present – no one has an allocated space. TDS risk assessment requires you to clean desk first and after. Pro-forma filled in to show when staff last used desk to allow maximum choice in leaving 72 hours between desk use	
	Ensuring safety of communal areas – corridors, tea room, canteen, toilets, printers, entrances, door handles/swipe	Demarcate using tape 2m spacing in corridors, circulation areas, waiting distances for copier, toilets etc. Close tea room and canteen with staff bringing food/drink for the working day. Ensure all internal corridor doors are always open to allow sight lines to avoid passing too close. Only one staff member in toilets at any one time **Update 26.04.2021** Use of toilets explained by line managers when staff are ready to return to TDS	Compliance with national guidelines on social distancing

Recovery			
Recovery Objective	**Risks**	**Risk Mitigation**	**Recovery Timeline**
		Reconvene Building Group at TDS to manage communal areas and agree building etiquettes	
	Ensuring safety in resumption of public access to Ty Dewi Sant reception/officers	Identify essential visits only and establish an appointments system only for attendance. Suspend visitor pay and display **Update 26.04.2021** Public access still restricted	Compliance with national guidelines on essential travel and social distancing
	Ensuring safety of ventilation system	Ensure system is run utilising external fresh air only rather than recirculating internal air	On immediate resumption of use of offices by significant number of people
	Ensuring high standards of office hygiene – desks, surfaces, seats, workstations, communal areas, handles, printers	Cleaning/deep cleansing regime for offices. Ensure availability of sanitizer/wipes in communal areas, entrances/exits, toilets, end of each run of work stations. Use of PPE at workstations?	On immediate resumption of use of offices by significant number of people
Ensuring the staff's well-being and safety with prolonged periods of working from home PE07	Posture, adequate work stations, IT security, communications, anxiety (loneliness), stress from childcare/other care responsibilities	Active communications with/by work colleagues, and managers	Compliance with national guidelines on social distancing
Finance – Income targets PE02	The Portfolio is unable to meet income targets	Budget monitoring Early notification to Corporate Finance Realignment of income targets Claims to WG Covid fund	On-going

5. PERFORMANCE MANAGEMENT (narrative format and tables as needed)

Actions to follow the statements of review in section 3:-

- Assessment of timelines for a phased return to full productivity from 4 above
  Refer to Section 3
- Review and resetting of portfolio strategies and priorities for 2020/21
    - Please refer to APPENDIX 1
- Review and resetting of performance standards and targets for 2020/21
    - Please refer to APPENDIX 2

- Review and resetting of timelines for strategic programmes and projects e.g. capital
    - Town Centre Strategy – See Section 6
    - Carbon Reduction Strategy – See Section 6

- Review and resetting of portfolio-led work in the draft Council Plan 2021/22
    - Green Environment
    - Town Centre Strategy
    - Growth Deal
    - Digital connectivity
    - Strategy for Climate Change response
    - Improving the energy efficiency ratings of current housing in Flintshire
    - Empty Homes
    - Private Rented sector
    - Social Value
    - LDP
    - Renewable Energy
    - Achievement of targets for supporting individuals to enter employment, learning or support. Number of individuals that enter employment, training

- Resetting of targets and expectations with external regulators

- Impacts for external partnerships to review once they re-meet

- o

- Requests to Government and regulators for relaxations and flexibilities
  - o New delivery agreement for LDP

6. RISK MANAGEMENT – CONTRIBUTIONS TO A RECOVERY REGISTER

L:\FCC_Fileshare_Multipath\PEESMT Performance Reporting\Business Continuity\Business Recovery\Risk Assessments for recovery of services

- Strategic portfolio risks and mitigating actions

Risk Title	Mitigation
Failure To meet Welsh Government Carbon Reduction Target	Convene Project Board Agree the projects to be delivered Agree individual timelines for project delivery
Inability to deal with the implications of Ash Die back	Revise timetable for planned surveys Carry out preliminary surveys Prioritise surveys on Highway Routes Agree programme of works for education land Advise private landowners Pilot scheme of works in Trelawnyd and Hendre
Domestic energy service is self-funding so remains vulnerable to a shortfall in income levels.	Preparation of annual business plan to set out expected contracts and income streams and associated costs. Quarterly review through year.
Insufficient resources to implement Town Centre Strategy	Review the Town Centre Strategy to reflect the significant effect that Covid-19 will have had on the viability of Town Centres Build a robust evidence-based plan to support the strategy Identify a package of regeneration projects ready for future funding opportunities Identify property investment opportunities ready for future funding opportunities Maximise the use of available regeneration resources
Failure to deliver the Flintshire element of Regional Growth Deal projects	Establish oversight structure to review progress towards delivering growth deal projects Robust project management structures established for each work stream

Risk Title	Mitigation
Community Benefits not maximised through inclusion of social value in Contracts	Procure software to manage and monitor social value Share learning with third sector and public sector partners to encourage adoption Develop and implement an intensive communication plan to celebrate successes Work closely with neighbouring authorities to share learning and resources and actively learn from exemplar areas around the UK Training Plan for relevant officers
Financial risks arising from programme for private sector homes improvements	Internal Audit review underway of management controls. Existing: risk escalation process to control loan issuing to higher risk applicants. Monthly management reporting on programme risks and performance. Regular reconciliation of systems with finance. Monthly loans review meetings for all loan product managers.
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	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. Review Carbon Reduction Strategy Formalise working relationship with the Property Design Team Use the education projects as methodology testing Methodology testing showed that projects still going ahead with longer term implications not costed in. Report to COT
Essential Services are disrupted and/or stopped due to contract failure	Contract management Contract monitoring by SMT with escalation process agreed

- Operational portfolio risks and mitigating actions

Risk Title	Mitigation
Compliance with the Sustainable Urban Drainage Systems legislation	Work regionally with other North Wales Authorities to agree a regional template for the Sustainable Drainage Approval Body

Risk Title	Mitigation
	Identify funding required to deliver service Agree process with Development Management team to identify relevant developments that would require SUDs applications Work regionally to develop a legal agreement template for those schemes that would require adoption of the asset by the Local Authority Agree a robust funding formula for maintenance of adopted schemes Monitor capacity within the team to deal with the applications
Do not meet income targets for Development Management	Monitor income Budget realignment
Do not meet income targets for Minerals and Waste Shared Service	Monitor income Budget realignment Bid to Covid fund Income from monitoring is reinstated in April 2021. Successful bid for Covid fund for 2020. Any shortfall would be addressed via a revenue accrual held by the service, final end of year accounting closure awaited, anticipated close to balancing the budget.
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.	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.
Compliance with Welsh Language Standards	Produce an Action Plan for Welsh Language Commissioner Assess options for compliance Ensure technical specification for new case management system has customer account login
Unable to conduct minerals and waste site monitoring inspections	Phased re-introduction of monitoring inspections following prioritisation
Unsustainable demand on the Employment Mentoring service	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

Risk Title	Mitigation
	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
Integration and assimilation to new case management system	Contract awarded Project start date 9th February Project Plan agreed with 4 phases of implementation Weekly meetings established with Agile Key documents population Linked to Microsoft Office and Sharepoint project GIS testing Sub-project plan for extraction of data
Resilience of staff and succession planning	Support officers in their roles by providing training opportunities and career development Regularly review succession plan Develop mentoring plans for those staff members identified as requiring support Succession Plan reviewed
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	All service areas to consider how teams will work once lockdown measures increase. Establish some generic rules eg remote meetings to continue rather than travel to physical meetings

- Risks Closed 2020/21

Reference	Risk
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
PE13	Welsh Government call in the Local Development Plan due to our inability to meet the delivery agreement timetable

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
PE15	Decrease in Food Safety and Food Standards following exit from the European Union
PE22	Increased anxiety among officers required to attend their work base due to non-compliance with risk assessment and increasing numbers of officers testing positive for coronavirus
PE06	Decreasing availability of funding to deliver fuel poverty projects due to re-prioritisation of funding streams
PE04	Failure to prepare and deliver Growth Deal projects due to potential realigning of capital funding

- External Partnership Risks – None identified as yet

External Partnership	Risk	Mitigation

7. COMMUNICATIONS AND ENGAGEMENT (narrative format)

- Internal communications and engagement plan
  - ➤ Portfolio involvement with key strategic, tactical and operational working groups
  - ➤ Regular communication from Chief Officer for all Portfolios
  - ➤ Increase frequency of PEESMT
  - ➤ Extended Management Team meeting established
  - ➤ Team meetings are being held virtually
  - ➤ Encouragement of all communication routes with teams
  - ➤ Programme Boards re-established
  - ➤ Full recovery communication plan to be developed by SMT in line with the recovery objectives developed in Section 3
  - ➤ Full audit log of decisions taken

- External key stakeholder communication and engagement plan
  - ➤ Full engagement with national and regional working groups
  - ➤ Key messages communicated and full update of website

- Public communications plan
  - ➢ Service delivery changes communicated via website
  - ➢ Engagement with Contact Centre to deliver key messages

8. FORWARD PLANNING (narrative format)

- Contributions to/needs from Council strategies and plans 2021/22+ e.g. Council Plan
  - ➢ Refer to Section 3 above
  - ➢ Refer to Appendix 2
- Contributions to/needs from the MTFS 2021/22+
  - o Income targets
  - o Delivery of agreed savings targets
- Contributions to the People Strategy 2021/22+
  - o Succession planning
  - o Mental health action plan

APPENDIX 1

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
ENTERPRISE AND REGENERATION	Reduce fuel poverty and improve the condition of private sector homes	No Change	PE06
	Deliver the Social Enterprise support plan to grow the social enterprise sector and achieve Social Enterprise Places Accreditation	Deliver the Social Enterprise support plan to help the sector to recover from the Covid crisis and increase its role in supporting community resilience. Rationale : priority realigned to react to Covid-19	Support the development of new social enterprises and support existing social enterprises. Develop programme to support the growth of Corporate Social Responsibility in companies. Secure Social Enterprise Places accreditation. Deliver learning and networking opportunities for social enterprises.
	Deliver digital connectivity strategy in Flintshire	No Change	PE04
	Maintain the success of the street markets	No Change	PE03
	Deliver a business led programme of learning and networking opportunities for businesses in different sectors	Provide networking and learning opportunities to businesses with a focus on helping them to respond to Covid and Brexit. Rationale : priority realigned to react to Covid-19 and EU exit	PE07 – Resilience and capacity of service

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
	Provide a responsive point of contact to advise and support businesses and encourage growth and investment proposals	Provide direct support to businesses to help with recovery and grow local supply chains. Rationale : priority realigned to react to Covid-19 and EU exit	PE07 – Resilience and capacity of service
	Contribute to establishment of a regional hub to co-ordinate inward investment and respond to the demands of businesses	Will be included in the business programmes above	
	Support the recovery of the tourism sector.	New	PE07 – Resilience and capacity of service
	Support unemployed people to access learning and work opportunities	No Change	PE19
	Implement long term plan to regenerate Town Centres	Implement long term plan to regenerate Town Centres and help them to recover from Covid-19 crisis	PE03
	Maximise social value arising from Council activities	Maximise social value arising from Council activities to maximise economic impact and support Covid recovery measures	PE01
COMMUNITY AND BUSINESS PROTECTION	CBP1 Understand the ongoing (and changeable) impact of COVID-19 on the service and to	New	PE16 PE20

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
	communicate to partners and stakeholders how the demand will affect service delivery.		
	CBP2 Undertake review of key Service policies, as required	New	
	CBP3 Work with the Food Standards Agency (FSA) to develop and implement programmed inspections in relation to Food and Feed, whilst COVID-19 demands are still on-going	New	PE16 PE20
	CBP4 Review the resilience of the Service	New	PE16
	CBP5 Work with partners and Welsh Government to bring empty properties back into use.	New	
	CBP6 Improve conditions in the Private Rented Sector	No Change	Work with landlords and tenants to improve the quality of private rented sector in line with recognised quality standards
	CBP7 Manage the Domestic Homicide Review process	No Change	
	CBP8 Review the People are Safe Plan as directed by the Public Service Board	New	
	CBP9 Continued engagement with ADMs	No Change	
	CBP 10 Meet the requirements of the audit undertaken by the Drinking Water Inspectorate for Private Water Supplies	New	Additional short term funding provided to support this work

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
DEVELOPMENT	**DM1** Improve performance in determining major planning applications	**1) Operational capacity due to COVID-19 will have severe impact on current Major Planning application performance.** **Revised target: Q3 2021/20**	**PE07** **1)Risk: Delay to delivering service objectives of delivering development** **Mitigation: Current redeployment of staff to service to help re-distribution of work load**
	DM2 Reduce number of days to close enforcement complaints	**1) Operational capacity due to COVID-19 will have severe impact increasing the amount of days to close an enforcement complaint.** **Revised target: Q3 2021/22**	**PE07** **1)Risk: Delay to delivering service objectives of delivering effective enforcement. Increased complaint and reputational damage** **Mitigation: Current employment of consultants TO help deal with backlog of enforcement cases**

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
	DM3 Map enforcement processes and introduce standard templates	**Delayed due to revised contract commencement date 23/12/2020 of new software system.** **Original tender process put on hold while standard FCC contract redrafted.** **Longer lead in times for contract submission and scoring built into process due to pandemic** **(see BSP1)**	**Actions outcomes following the enforcement review are in place in the interim.** **PE18**
	DM4 Support implementation of new systems	**As above**	**PE21**
	DM5 Progress restructure of Building Regulations Service	**Delayed to allow business to operate as much as usual during the pandemic.** **Revised target: Q4 2021/22**	
	DM6 Consider further support and development of administration staff for the team within the context of wider changes	**See DM3 and DM4. The changes to the administration system are linked to the implementation of the new software system.** **Revised target: Q4 2021/22**	**PE21**

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
ACCESS AND NATURAL ENVIRONMENT	**ANE1** Progress the volunteer development programme, with the focus on Access	**Volunteering within the service ceased during lockdown. Known, existing volunteers have returned to support the service in recovery. Grant aid project to develop volunteer development in Access Team has been postponed until 2021/22**	**None identified**
	ANE2 Identify and maximise use of external funding and income generation to further the service aims and objectives above and beyond the core budget.	**No change and ongoing**	**None**
	ANE3 Work with Greenfield Valley Board of Trustees to deliver the new strategy to continuously improve and enhance the customer experience at the Heritage Park	**No change. The board have started virtual meetings. The progress of the new Strategy has been delayed but due to complete end 2021 Ongoing**	**None**
	ANE4 Progress the aims of the Tree and Woodland Strategy and the Biodiversity Plan. Complete education tree inspections and progress high risk tree works (as per SLA)	**No change - ongoing**	**None**
	ANE5 Progress Year 2 Ash Dieback Plan	**No change, ongoing**	**PE12**
	ANE6 Deliver Year 3 of the new Rights of Way Improvement Plan - An innovative approach to	**No change, ongoing and received funding from WG**	**None**

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
	network management and secure new Rights of Way Improvement Plan (ROWIP) funding.	**to deliver projects from the plan**	
	ANE7 Complete new 5 year Wepre Management Plan. Deliver additional car parking. Explore car park charging	**No change.**	**None**
	ANE8 Progress the Biodiversity duty plan and secure external funding to deliver projects	**Ongoing**	**None**
	ANE9 Support the Joint PSB with green recovery - environment theme, progressing Greenspace objectives	**Ongoing**	**None**
MINERALS AND WASTE PLANNING	**MW1** Review and agree new three year Service Level Agreement (SLA) and Business Plan and implement	**Ongoing**	**None**
	MW2 Review funding formula for service incorporated into Business Plan and implement	**Reviewed and increase proposed.** **Reviewed and increase accepted.**	**Reduced use of service if more expensive. Seek new Service Partners.**
	MW3 Retain service partners and market to new service users	**Ongoing. Discussions with Wrexham and other authorities in England.**	**Partners may not enter into the agreement. New service users could offset any risk.**
	MW5 Improve digital connectivity with service partners	**Ongoing. Changes to partner authority systems.** **Changes to FCC IT system to Office 365 and new back office system will assist commonality.**	**Potential IT licence costs for direct access to other LPA systems. Increasing use of cloud based systems and back office packages common to two or more**

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
			authorities reduces connectivity risks.
	MW6 Increase chargeable monitoring visits to all qualifying sites	2020/21 tax year. Covid has reduced the ability to carry out monitoring visits, and many sites remain closed with staff furloughed. 2021/22 tax year – chargeable site visits have resumed	Reduced Income and risk of non-compliance. Will return to pre- covid levels in next financial year. PE05
	MW7 Establish database of all minerals and waste sites and inspect all high risk sites (legacy legislation from Permitting Regulations)	Delayed, other priorities as a consequence of Covid and re-deployment of functions Re-visit this area, including abandoned mine waste tips, quarries and mines. Increased Welsh Government awareness has introduced new incentives to record the these sites.	Major sites have been visited within the previous 12 months Virtually no site visits carried out in since March 2020 and therefore all major site need to be visited
PLANNING STRATEGY	PS1 Adoption of LDP by 31.3.22	31.3.2022	

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
	PS2 Recruit to Team Leader and FCERM Officer (x2) roles and review need for further capacity	No Change	PE14
	PS3 Lead Corporate review of Flood Risk Management Strategy	New	PE14
	PS4 Take forward SuDs Design Guidance for adoption	New	PE14
	PS5 Facilitate full operation of Flint and Crumps Yard Solar Farms	Planning Permission achieved. Need to move to priority being to complete both projects	
	PS6 Support the corporate Carbon Reduction Strategy	**No Change**	**PE10/PE11**
	PS7 Implement charging for SAB pre-application advice	**No Change**	**PE14**
	PS8 Implement Charging for Conservation pre-application and pre-purchase advice	**To meet income target**	**Information on new scheme prepared and ready for website and suitable communications/press release drafted**
	PS9 Implement Historic Building Repair grant Scheme	**New** **Capital Budget of £100k for 21/22**	

SERVICE	PRIORITY	Change and rationale/ revised target dates	Risk and Mitigation
BUSINESS SUPPORT AND PERFORMANCE	BSP1 Assimilation and integration of new back-office system and accompanying restructure	**Project plan agreed with four phases of implementation** **June to September 2021**	PE21
	BSP2 Manage Her Majestys Land Registry (HMLR) project to transfer all Land Charges information to central database in 2022/23 financial year	**2022/23**	**Full financial assistance will not be released if project milestones are not delivered**
	BSP3 Continue to manage the Portfolio's occupation of Ty Dewi Sant	**Building management currently shifted to tactical bronze and silver group**	**Through tactical groups**
	BSP4 Ensure compliance with GDPR	**No Change**	
	BSP5 Embed performance culture across the Portfolio	**No Change**	
	BSP6 Enhance the customer experience through improved channels of access particularly through digital means	**No Change**	
	BSP7 Explore opportunities to increase online payment functions	**No Change**	
	BSP8 Ensure the Portfolio meets it Corporate obligations in terms of Health and Safety, Equalities, Welsh language, Information requests, Data Protection, Contract Management	**No Change**	

APPENDIX 2

Portfolio	Service	Team	Performance Indicator	National/Local	Indicator reference	Target
Planning, Environment and Economy	Community and Business Protection	Empty Homes	Percentage of empty private properties brought back into use	PAM	PAM/013	Measure is used for benchmarking – no target set
	Community and Business Protection	Food Safety and Food Standards	Percentage of Food Establishments that meet Food Hygiene standards	PAM/Council Plan	PAM/023	97%
	Community and Business Protection	Housing	Number of inspections of HMOs	Council Plan	N/A	40
	Policy and Strategy	Energy	Council Greenhouse Gas emissions	Council Plan	N/A	
	Policy and Strategy	Planning Policy	Adoption of the LDP following receipt of the Inspector's report	Council Plan	N/A	November 2021 (equates to 8 weeks from receipt of the Inspectors report if the timetable is not delayed by PINs)
	Access and Natural Environment	Trees	Number of trees planted	Council Plan	N/A	150 Standards 4000 Whips
	Enterprise and Regeneration	Housing Regeneration	Total number of households receiving energy efficiency support	Council Plan	N/A	1200

Portfolio	Service	Team	Performance Indicator	National/Local	Indicator reference	Target
	Enterprise and Regeneration	Employability programmes	Total number of individuals supported to access learning and work opportunities	Council Plan	N/A	260
	Enterprise and Regeneration	Economic Development	Number of small or micro businesses receiving support	Council Plan	N/A	300
	Enterprise and Regeneration	Economic Development	Number of local businesses supported to reduce their carbon footprint and become more resource efficient	Council Plan	N/A	30
	Enterprise and Regeneration	Economic Development	Number of social enterprises receiving support	Council Plan	N/A	30
	Enterprise and Regeneration	Social Value	The number of contracts delivering community benefits	Council Plan	N/A	New Measure
	Enterprise and regeneration	Social Value	The monetary value of community benefits as measured against the Flintshire TOMs framework	Council Plan	N/A	New Measure
	Enterprise and Regeneration	Digital Strategy	Number of households supported to improve connectivity	Council Plan	N/A	New Measure
	Enterprise and Regeneration	Communities for Work	Number of individuals entering employment, learning or volunteering	Council Plan	N/A	247
	Enterprise and Regeneration	Communities for Work	Number of individuals receiving support	Council Plan	N/A	600
	Development Management	Planning	Percentage of all planning applications determined in time	PAM	PAM/018	>80%
	Development Management	Planning	Percentage of all planning appeals dismissed	PAM	PAM/019	55.1%-65.9%

Portfolio	Service	Team	Performance Indicator	National/Local	Indicator reference	Target
	Development Management	Planning	Percentage of "major" applications determined within time periods required	WG quarterly DM survey	N/A	>60%
	Development Management	Planning	Average time taken to determine "major" applications in days	WG quarterly DM survey	N/A	Wales Average 18/19 232 Days
	Development Management	Planning	Number of applications received and determined during the quarter	WG quarterly DM survey		Collected to calculate PAM/018
	Development Management	Planning	Average time taken to determine planning applications	WG quarterly DM survey		67-111 Days
	Development Management	Planning	Number of applications received, carried forward, transferred and determined during the quarter	WG quarterly DM survey		Management Information
	Development Management	Planning	Decisions made contrary to officer recommendation	WG quarterly DM survey		<5%
	Development Management	Planning	Enforcement cases investigated within 84 days	WG quarterly DM survey		70.1% - 79.9%
	Development Management	Planning	Average time taken to pursue positive enforcement action where a breach had been identified	WG quarterly DM survey		< 100 days
	Development Management	Planning	Sustainable Development Indicators	WG Annual Return		Measured against Welsh Average