

Divisional Delivery Plan 2023-2024

Waste & Environmental



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Carmarthenshire
County Council



INTRODUCTION

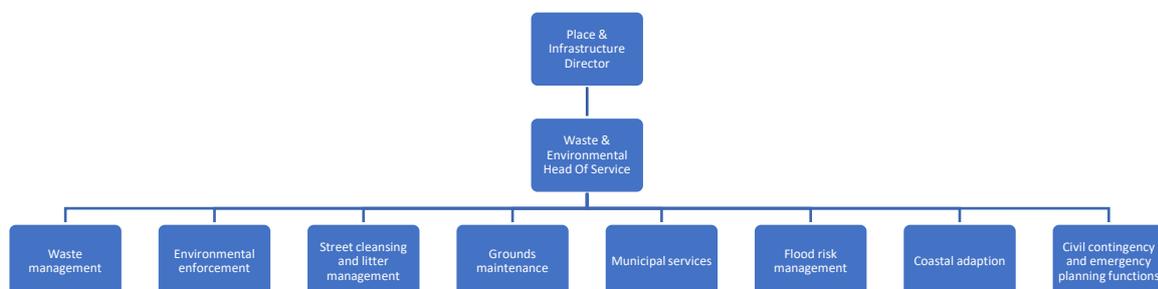
Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Divisional Overview



Waste & Environment Division has 271 members of staff, working within the following teams:

- Civil contingency and emergency planning functions.
- Coastal adaption.
- Environmental enforcement.
- Flood risk management.
- Grounds maintenance.
- Municipal services.
- Street cleansing and litter management.
- Waste management.

The Division's core functions are of delivering key infrastructure services and infrastructure asset provision and management, adopting the ethos of maintaining, enhancing, and protecting the local environment and its quality for Carmarthenshire residents, businesses, and visitors to the County.

The Division delivers operational and strategic functions to achieve the overarching objectives of the Council both departmentally and corporately.

Cllr. Edward Thomas is the Cabinet Member for Transport, Waste & Infrastructure Services which includes the following within the Portfolio:

- Coastal Defence
- Emergency Planning
- Flooding and Shoreline Management
- Grass Cutting Services
- Grounds Maintenance
- Household Waste Recycling Centres
- Litter and Community Cleansing
- Litter Environmental Quality Strategy
- Parks Maintenance
- Recycling Services
- Refuse
- Street Cleansing
- Waste Management

Cllr. Aled Vaughan Owen is the Cabinet Member for Climate Change, Decarbonisation and Sustainability which will touch on all services across the directorate. In addition to the following within his portfolio:

- Environmental Enforcement
- Fly Tipping
- Unlicensed Waste

Budget:

Budget pending full council approval.

There are a significant number of Legislative Acts that are pertinent to this Division and wider Department in addition to the broader legislation applicable to the whole Authority. A comprehensive list can be found on [our dedicated Intranet page](#).

We are responsible for strategies and policies within this Division and wider Department. A comprehensive list can be found on [our dedicated Intranet page](#).

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	N/A			
b	Service Priority - Early years			
	N/A			
c	Service Priority - Education			
	N/A			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	N/A			
b	Service Priority - Housing			
	N/A			
c	Service Priority – Social Care			
	N/A			

3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			
	N/A			
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	The development of strategic regional Eco-Park on a phased basis with focus on renewable energy production, waste management, and resource efficiency, Ultra Low Emission Vehicle charging facilities, coupled with industrial space for the manufacturing, processing and service industry base.			
	Evaluate and develop renewable energy production opportunity to allow for power generation on site.	Mar 2025	Dan John	
	Redevelop new waste sorting infrastructure	Apr 2024	Dan John	
	Local Environmental Quality			
	Continue bi-monthly meetings of the strategic Local Environmental Quality Strategy and Action Group to develop solutions to prevent and address environmental blight and fly-tipping.	Mar 2024	Dan John	
	Deliver the recommendations of the fly tipping task and finish group	Mar 2024	Dan John	
	Deliver 4 town centre / high footfall enforcement activity days	Mar 2024	Steve Raymond	
	Develop a communication plan for Local Environmental Quality	Mar 2024	Geinor Lewis	
	Engage with fast food hot spots areas to develop specific localised action plan to reduce vehicle dropped litter	Mar 2024	Michael Roberts	
	Develop CCTV action plan to support enforcement activities	Mar 2024	Steve Raymond	
M	<i>PAM/010 Percentage of streets that are clean</i> 2021/22 Results (94.1%), 2022/23 – Q3 Result (94.0%)	94.5%	Gary Baxter	
M	<i>STS/005a The Cleanliness Indicator</i> 2021/22 Results (76.8%), 2022/23 – Q3 Result (72.2%)	77%	Gary Baxter	
M	<i>PAM/035 Average number of working days taken to clear fly-tipping incidents</i> 2021/22 Results (2.4 days), 2022/23 – Q3 Result (2.7 Days)	4 days	Gary Baxter	
	Maximise the utilisation of Ultra Low Emission Vehicles for waste collection fleet to support our wider Net Zero Carbon actions by utilising up to 33 Ultra Low Emission Vehicles within the fleet.	Sep 2025	Yana Thomas	
	Improve the way we manage waste in Carmarthenshire, increasing the waste reused, recycled or composted. Delivering against national beyond recycling strategy.			

	Utilise a phased approach for the implementation of a new kerbside waste collection system in 2024/25, that is compliant with Welsh Governments' Blueprint collection methodology. This will mean that households will receive a weekly recycling, food and glass collection services from 24/25	Mar 2025	Yana Thomas	Visi on 48
	Develop a Circular Economy Strategy and Rural Infrastructure proposal linking in with wider corporate services	Mar 2024	Geinor Lewis	
	Create 6 additional jobs for staff to be employed to support the aims and objectives of the waste strategy	Jun 2023	Yana Thomas	
	Annual review of the kerbside garden waste collection service to ensure continued operational efficiency.	Dec 2023	Shaun Lynch	
	Deliver a community programme of recycling participation surveys to 5% of households	Mar 2024	Geinor Lewis	
	Deliver 25 community engagement activities with residents, staff and community stakeholders. This will be an important step to a streamline transition to future changes in the waste collections service.	Mar 2024	Geinor Lewis	
	Develop and deliver a robust communications and engagement plan for Waste Strategy	Mar 2024	Geinor Lewis/Deina Hockenull	
	Deliver 8 staff drop-in sessions on further development of the Waste Strategy.	Mar 2024	Geinor Lewis	
	Deliver 5 staff drop-in sessions and councillor briefings and workshops for Local Environment Quality and cleansing review.	Mar 2024	Geinor Lewis/ Gary Baxter	
M	<i>Delivering recycling performance of 67.5% by 23/24 70% by 24/25 (PAM/30)</i>	67.5% Mar 24	Geinor Lewis	
M	<i>Expand nappy collection service to 8,000 customers to decrease our black bag waste and increase recycling</i>	8,000	Geinor Lewis	
M	<i>Recycling contamination less than 25%</i>	25%	Geinor Lewis	
M	<i>95% retention of garden waste of 12,500 customers</i>	95%	Shaun Lynch	
M	<i>Target of 1250 'new' garden waste customers</i>	1250	Shaun Lynch	
M	<i>PAM/30 The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregation bio-waste that are composted or treated biologically in another way 2021/22 Result (61.68%), 2022/23 -Q3 Result (64.44%)</i>	67%	Geinor Lewis	
M	<i>PAM/043 Amount of waste generated that is not recycled, per person 2021/22 Result (154Kg), 2022/23 – Q3 Result (110Kg)</i>	162.5 kg	Geinor Lewis	
M	<i>WMT/010i the percentage of local authority collected municipal waste prepared for reuse 2021/22 Result(0.37%), 2022/23 – Q3 Result (0.37%)</i>	1%	Geinor Lewis	
M	<i>WMT/010ii the percentage of local authority municipal waste recycled 2021/22 Result (42.64), 2022/23 – Q3 Result (43.83)</i>	44.5%	Geinor Lewis	

M	WMT/010iii the percentage of municipal waste collected as source segregated biowaste and composted or treated biologically in another way 2021/22 Result(18.68%), 2022/23 – Q3 Result (20.24%)	22%	Geinor Lewis	
M	WMT/004 Percentage of waste send to landfill 2021/22 Result (11.98%), 2022/23 – Q3 Result (6.32%)	10%	Geinor Lewis	
	Support and develop local volunteer activity with Keep Wales Tidy to help empower communities across Wales to tackle poor local environment quality issues in their area			
	Develop a new assisted lift and collection point risk and condition assessment	Mar 2024	Shaun Lynch	
	Develop strategic action plan for 'Bulky Waste' service	Mar 2024	Geinor Lewis	
	Develop purchase strategy for garden waste collection fleet	Mar 2024	Shaun Lynch	
	Develop and implement operational service standards handbook	Mar 2024	Shaun Lynch	
	Develop performance management indicators for operational service	Mar 2024	Shaun Lynch	
	Co-ordinate 25 Pride in Your Patch litter pick events	Mar 2024	Geinor Lewis	
	Increase local environment quality local custodians from 15 to 20	Mar 2024	Geinor Lewis	
	Establish and develop 5 new groups to adopt their local environment and undertake practical improvement projects.	Mar 2024	Michael Roberts	
	Empower residents to take responsibility for their local environment by maintaining 20 volunteer groups per annum.	Mar 2024	Michael Roberts	
	Implement 6 ward/area-based action plans as a result of specific information gathered in relation to specific waste related problems.	Mar 2024	Steve Raymond	
	Develop assessment of need and rationalise bring sites by 50%	Mar 2024	Gruff Rees	
M	Delivery of recycling containers within 10 working days of approved application	95%	Shaun Lynch	
M	Undertake assessment of communal collection points	80%	Gruff Rees	
M	Resolve 95% of recorded Kerbside Infringements at Stage 1 via the kerbside education process	80%	Geinor Lewis	
M	New subscription service applications processed & equipment delivered within 10 working days	100%	Shaun Lynch	
M	Eligible Assisted lift inspections completed within 10 working days	100%	Gruff Rees	
M	Number of 'Upheld' Missed Collections across all kerbside collections [We carry out in excess of 8.5 million collections per annum]	0.1%	Shaun Lynch	

	Manage and mitigate flood risk within our communities			
	Develop and implement the new Flood Risk Management Plan (FRMP2)	Mar 2024	Ben Kathrens	
	Where flooding affects more than 20 properties, undertake a S.19 Flood and Water Management Act within 6 months	Mar 2024	Ben Kathrens	
	We will oversee the completion of all outstanding Kidwelly S19 flood incident investigation actions	Oct 2024	Ben Kathrens	
	Coastal Management			
	Lead the delivery of the Shoreline Management Plan and submit annual review to Corporate Management Team and Welsh Government	Mar 2024	Ben Kathrens	
	Continue to work with the Welsh Coastal Monitoring Centre to deliver coastal surveys bi-annually.	Mar 2024	Ben Kathrens	
	Develop a coastal adaption framework	Mar 2024	Ben Kathrens	
	Inspect all of our coastal protection assets annually (100%)	Mar 2024	Ben Kathrens	
	Inspect all Category 4 (poor) and 5 (very poor) private coastal assets and seek to work with their owners to repair and maintain accordingly, on a risk-based basis.	Mar 2024	Ben Kathrens	
	Flood & Coastal Asset Management			
	Establish Service Level Agreements with Grounds Maintenance to ensure that vegetation and invasive species are being managed at the necessary frequency.	Mar 2024	Ben Kathrens	
	Establish a Service Level Agreement to ensure that adopted surface water drainage is managed as per maintenance plan	Mar 2024	Gary Baxter/Ben Kathrens	
	Implement a CCTV works programme, in partnership with Highways, to ensure that high risk areas are surveyed, and the drainage systems documented.	Mar 2024	Ben Kathrens	
	We will undertake a Public Safety Risk Assessment at 4 flood defence assets in urban areas to ensure that the risk to the public is managed accordingly (this is risk from the structure, not the flood risk)	Mar 2024	Ben Kathrens	
M	<i>We will undertake formal T98 inspections of all CCC above ground Flood and Coastal Erosion Risk Management (FCERM) assets annually.</i>	100%	Ben Kathrens	
M	<i>We will repair all notified Health & Safety flood asset defects within 2 months</i>	100%	Ben Kathrens	
M	<i>Undertake annual CCTV Surveys all Cat 5 culverts (worst condition)</i>	100%	Ben Kathrens	
	Flood & Coastal Capital Works			
	Deliver the Flood Defence and Coastal Protection capital works programme	Mar 2024	Ben Kathrens	
	Deliver a minimum of two projects to upgrade and or renew CCC owned Flood and Coastal Erosion Risk Management assets (subject to funding) from the Welsh Government Flood	Mar 2024	Ben Kathrens	

	and Coastal Erosion Risk Management Small Scale Capital Scheme Grant			
	Sustainable Drainage Approval Body			
	Deliver annual programme of site inspections to ensure compliance with SAB (Sustainable Drainage Approval Body) regulations (non-consented development)	Mar 2024	Ben Kathrens	
	Develop action plan to make the SAB (Sustainable Drainage Approval Body) service cost neutral	Mar 2024	Ben Kathrens	
M	Deliver annual programme of site inspections to ensure compliance with SAB (Sustainable Drainage Approval Body) regulations (consented development), within 3 months of notification of completion	100%	Ben Kathrens	
M	<i>We will determine 100% of Sustainable Drainage Approval body (SAB - Sustainable Drainage Approval Body) applications within the statutory 7- or 12-week deadline or agree an extension with the applicant</i>	100%	Ben Kathrens	
M	Determine all Flood Defence Consent (FDC) applications within the 2-calendar month deadline	100%	Ben Kathrens	
a(iii)	Theme: Welsh Language & Culture			
	N/A			
a(iv)	Theme: Community Safety and Cohesion			
	N/A			
b	Service Priority – Leisure & Tourism			
	N/A			
c	Service Priority - Waste			
	Implement new public space protection order (PSPO) to encourage responsible dog ownership and to ensure that shared spaces are usable and accessible for all			
	Develop community tool kit for evidence gathering	Mar 2024	Michael Roberts	
	Explore a strategy to increase the number of authorised officers to issue fixed penalty tickets for dog fouling and litter.	Mar 2024	Steve Raymond	
M	<i>Undertake robust enforcement of litter infractions [Fixed Penalty Notices]</i>	120	Steve Raymond	
M	<i>Undertake robust enforcement activities for Fly-tipping [Enforcement Action]</i>	75	Steve Raymond	
	Dyffryn Road (Ammanford) Cemetery			
M	Number of memorials at Cemetery requiring ongoing phased programme of re-testing of memorial stability (over rolling 5-year period).	20%	Chris Evans	
M	Attend to urgent remedial work on memorials identified within 2 days	100%	Chris Evans	
M	Attend to non-urgent remedial work within 60 days	100%	Chris Evans	

	Public Conveniences			
	Renew the Local Toilet Strategy	May 23	Chris Evans	
	Procure the new public convenience operation and management contract.	Dec 2023	Chris Evans	
	Increase the number of Community Toilet Scheme in operation by 5	Mar 2024	Chris Evans	
	Pilot 'Contactless' Card Payments at our sites for Public Conveniences	Mar 2024	Chris Evans	
M	Complete cleanliness inspections on all Public Conveniences per quarter	100%	Chris Evans	
M	% Of our Public Conveniences assets achieving a good cleanliness score [over 80%]	75%	Chris Evans	
	Evaluate existing service of Grounds Maintenance & Cleansing by identifying areas for improvement and develop and implement strategic improvement plan to improve service delivery standards and efficiencies			
	Digitise 100% of existing routes and compare against highway network	Mar 2024	Gary Baxter	
	Investigate alternative route cleansing strategy and develop network hierarchy to allow cleansing to align with needs and demand and not zonal cleansing	Mar 2024	Gary Baxter	
	Trial the use of 30 x sensors in litter bins to maximise efficiency of litter collections	Mar 2024	Gary Baxter	
	Develop Ultra Low Emission Vehicle fleet replacement plan aligning cleansing review with Net Zero Carbon strategy	Mar 2024	Gary Baxter	
	Develop Litter bin inventory and rationalise provision.	Mar 2024	Gary Baxter	
	Develop action plan to manage and resource seasonal hot spots and manage operational pressures.	Mar 2024	Gary Baxter	
	Undertake Profile Spend [Aggregated spends] analysis for procurement and review procurement procedures	Mar 2024	Gary Baxter	
	Review and develop Policies and Procedures, aligning the cleansing review with the Local Environment Quality strategy (Litter Bin Policy, Graffiti Management Policy, Fly Tipping and CCTV Strategy, Litter Prevention Plan, Voluntary Code of Practice)	Mar 2024	Gary Baxter/ Geinor Lewis	
	Develop Cleansing Maintenance Manual	Mar 2025	Gary Baxter	
	Pilot smart bin technology on 37 sites	Mar 2024	Gary Baxter	
	Complete internal audit of all fleet and plant on a quarterly basis	Mar 2024	Gary Baxter	
M	Ensure that our Employment rate within Grounds Maintenance & Cleansing does not fall below 75% for permanent employed staff	75%	Gary Baxter	

	Ensure Council contingency activity to discharge duties under the Civil Contingencies Act (2004), ensuring our corporate preparedness to deal with emergencies.			
	To work with partner agencies in the Dyfed Powys Local Resilience Forum (LRF) to assess the risk of emergencies, by delivery of a revised Local Resilience Forum Risk Register and train up to 5 staff to deal with the consequences of emergencies	Mar 2024	Alan Howells	
	Implement the outstanding actions within the Emergency Planning Work Plan	Mar 2024	Alan Howells	
	Continue to raise awareness of emergency process and procedures and training within the Council by delivering our internal programme of emergency planning training and debriefing, as well as the role played by the Contingency Planning Working Group, which will also continue to raise awareness.	Mar 2024	Alan Howells	
	Reservoirs			
	Ensure all 3 reservoirs are inspected annually by supervising engineer	Mar 2024	Ben Kathrens	
	Ensure all actions from the annual supervising engineer inspection reports are delivered within the allocated time frame	Mar 2024	Ben Kathrens	
	Ensure monthly inspections at the 3 reservoirs and additional inspections following heavy rainfall and storms.	Mar 2024	Ben Kathrens	
d	Service Priority – Highways & Transport			
	N/A			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
	Support the implementation of the new job management system 'Alloy' across the Waste & Environmental Division	Mar 2024	Carly Thomas	
	Implementation of digital transformation plan for mobile working for operational staff utilising tablets	Mar 2024	Gary Baxter	

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT			
W A1	Modernise and improve core service delivery by implementing new and innovative technology to underpin our services and our interaction with customers	Mar 2024	Dan John	
W A2	Support the implementation of the new job management system 'Alloy' across the Waste & Environmental Division	Mar 2024	Lucy Pugh	
b	Marketing & Media including Customer Services			
W B1	Implement communication plan (including community engagement) for the Waste Strategy	Mar 2024	Yana Thomas / Deina Hockenhull	
W B2	Increased community engagement with regards to flood risk and the potential impacts and climate change, sea level rise and coastal adaption, in line with the Welsh Government National Flood Risk Strategy	Mar 2024	Ben Kathrens	
W B3	Deliver a communications and engagement plan to support the Local Environment Quality and Cleansing targets	Mar 2024	Geinor Lewis / Deina Hockenhull	
W B4	Undertake review of identified processes to improve Waste & Environmental customer service delivered	Mar 2024	Carly Thomas / Eifion Davies	
c	Legal			
	Legal to support to the development of new fly tipping enforcement approach	Mar 2024	Steve Raymond / Lead?	
	Legal to support the Sustainable Drainage Approval Body in a more efficient drainage adoption process.	Mar 2024	Ben Kathrens / Lead?	
d	Planning			
W D1	Identify a process for engagement on waste provision on new developments	Mar 2024	Dan John / Rhodri Griffiths	
W D2	Identify training programme for all relevant officers pertaining to the new TAN15 Planning Policy; Development and Flood Risk. Post this there needs to be a communication strategy and events to promote the changes and communicate CCC's position and any local policies	Mar 2024	Rhodri Griffiths / Ben Kathrens	
e	Finance			
W E1	Coordination of internal and grant capital finance allocation for waste strategy development and Ultra Low Emission Vehicle compliant fleet	Mar 2024	Yana Thomas / Adrian Armstrong/ Rhian James	
W E2	Develop funding mechanism for capital flood and coastal programmes	Mar 2024	Ben Kathrens	
F	Procurement			

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
W F1	Procure new waste fleet vehicles for the 2025 Kerbside sort roll out linked to the Waste Strategy	Mar 2024	Yana Thomas	
W F2	Develop links to the Circular Economy through our procurement strategy	Mar 2024	Geinor Lewis	
W F3	Procure new Kerbside sort containers	Jun 2024	Yana Thomas	
W F4	Landscape Management Tender	Mar 2025	Gary Baxter	
W F5	Herbicide Application Tender	Mar 2024	Gary Baxter	
W F6	Small Plant Maintenance Tender	Mar 2024	Gary Baxter	
W F7	Procure the new public convenience operation and management contract.	Dec 2023	Chris Evans	
g	Internal Audit			
	N/A			
h	People Management (HR, L&D, Occ Health)			
W H1	Implement new appraisal guidance for Waste & Environmental operational workforce together with Behavioural Standards as a pilot	Mar 2024	Dan John / Georgia Reynolds	
W H2	Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different or improved services	Mar 2024	Dan John / Linsey Evans	
W H3	Implement new 'Value' based recruitment process for Waste & Environmental operational workforce	Mar 2024	Dan John / Georgia Reynolds	
W H4	Review job profiles for Cleansing Service.	Mar 2024	Gary Baxter / Georgia Reynolds	
i	Democratic Services			
WI 1	Triaging and monitoring councillor enquiries for the WES division	Mar 2024	Gaynor Morgan	
WI 2	Support to deliver a programme of training and briefing for councillors on Waste & Environmental topics	Mar 2024	Dan John / Gaynor Morgan	
j	Policy & Performance			
WJ 1	Engage with Public Service Board on strengthening our approach to the local and national Circular Economy	Mar 2024	Dan John / Gwyneth Ayres	
k	Business Support			
W K1	Support the implementation of the new job management system 'Alloy' across the Waste & Environmental Division	Mar 2024	Carly Thomas	
W K2	Review all scripts and data received via service requests with the aim to reduce duplication of repeat service requests	Mar 2024	Carly Thomas	
W K3	Review the customer database capture methods for assisted lift service and review the method utilised to check the	Mar 2024	Carly Thomas /	

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	customer database annually to ensure they still require the service		Tracey Gough	
W K4	Monitoring and managing councillor enquiries, complaints, well driven and FOIA requests providing live data analysis via a Departmental dashboard (Power Bi) and also identifying trends to drive service improvement	Mar 2024	Kelly Thomas	
W K5	Lead on Performance Management for the division by developing data sets, ensuring performance updates are provided quarterly to DMT and Corporately, delivering performance workshops, producing the business plan annually & formulating the divisions extract for the annual report.	Mar 2024	Kelly Thomas	
W K6	Improve service efficiency through leading and supporting departmental service improvement projects, providing effective support and challenge.	Mar 2024	Carly Thomas	
W K7	Quarterly reconciliation on Fixed Penalty Notices issued to ensure payments are received and to ensure appropriate action is taken for prosecution when payment is not received	Mar 2024	Carly Thomas	
W K8	Implementation of electronic timesheets for the operational workforce once 'Alloy' has been installed within the division	Mar 2024	Carly Thomas	
W K9	Identify and implement Hwb based approach for SAB and wider FDCP team.	Mar 2024	Kelly Thomas	
I	Estates			
W L1	New analysis of future depot provision and needs	Mar 2024	Dan John / Stephan Morgan	
W L2	Evaluate existing assignment of assets for public open spaces currently allocated to the Grounds Division	Mar 2024	Dan John / Stephan Morgan	
m	Elections and Civil Registration			
	N/A			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below ↓

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
Corporate Risks			
CRR190033	Significant 20	WES - Flood Operational Risk The physical effects of more frequent and intense storm conditions that compromise and stretch our operational ability to respond to widespread and prolonged emergencies both in the immediate response phase and recovery phase of a flood event, whilst also maintaining normal services. This will also include the risk of managing the public's expectation as the Council cannot respond to all requests for help during storm conditions. Response is curtailed by the resources available and the priorities at the time.	
CRR190032	Significant 16	WES - Flood Strategic Risk The physical effects of more frequent and intense storm conditions that compromise homes, businesses, essential infrastructure and services. This will also include the risk of managing the public's expectation that the Council can completely address, control and mitigate all flood risks regardless of source or asset owner.	
CRR190016	Significant 16	WES - Delivery of the Authority's Waste Management and Recycling Strategy to ensure that we meet our statutory recycling targets and wider obligations including improvements to the quality of recyclable materials to support circular economy principles and reduce carbon outputs in accordance with Welsh Governments Beyond Recycling national strategy	
CRR190073	High 15	WES - Ensure effective Business Continuity Plans across the Authority.	
Divisional Risks			
TS50A0001	High 10	Waste Services - Reduction in the Sustainable Waste Management grant (and other smaller grants) that supports our suite of recycling services.	

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
		The reduction in this Grant will impact on the delivery of front line services.	
TS50A0002	Low 4	Waste Services - Waste Recycling and Treatment provision - It is critical that the Authority ensures that resources are in place to develop, procure and implement facilities and arrangements for the treatment and disposal of our municipal waste, including the provision of appropriate infrastructure.	
TS50A0003	Low 4	Waste Services - Not maintain and increase customer base of kerbside green waste collection service, thereby exposing the service to greater financial pressures.	
TS50A0004	High 12	Waste Services - Requirement to implement a new method of collection and segregation resulting in greater costs and potentially a reduction in participation in our recycling schemes.	
TS50A0005	Medium 8	Waste Services - Increase in demand for waste service – it is anticipated that that over the next 5 years a further 5000-6000 additional homes could be built which in practical terms equates to additional vehicles and crews.	
TS50A0006	Significant 16	Waste Services - Reliability of refuse collection fleet in the future due to the need to extend the current working life of the vehicles for up to 8 years.	
TS50A0007	Significant 16	Waste Services - HGV Driver shortage and market rates more attractive.	
TS50A0008	Significant 16	Waste Services - Waste Management (collection and disposal) - there are significant risks associated with a failure to meet Welsh Government and European Landfill Directive targets in terms of financial penalties against the Authority (potentially totalling £400/tonne variance from the set targets) and of course reputational risk. This equates to around a total of £320k per percentage point if both targets are missed.	
TS50B0001	Medium 9	Env Enforcement - Not meeting service expectation and the delivery of effective enforcement activity on litter, fly-tipping and dog fouling, with increasing demand and limited resources within the service.	
TS50B0002	High 12	Env Enforcement - Age profile of the team with respect to potential retirements in the next few years.	
TS50C0001	Medium 9	Flood Defence & Coastal Protection - The most at risk customers and assets are not being prioritised during flooding events. There is still a disconnect between incident management operational activities, undertaken predominantly by Highways	

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
		operation staff, and the investigation, analysis and evaluation undertaken by the FD&CP business unit. Operational teams are focused tactically on managing and triaging individual calls with less focus on the cause and information gathering.	
TS50C0002	Medium 6	<p>Flood Defence & Coastal Protection - There is an increased flood risk in Carmarthenshire as flood asset management is not at a sufficient standard (mobile technology).</p> <p>In 2021 an operational team that previous had mobile devices were back to using paper as a standard upgrade could not be actioned.</p> <p>The time taken to procure and then set up basic mobile hardware is limiting progress, frustrating officers and resulting is a loss of data with regards to our asset inspection work.</p> <p>As we discovered post the October 2021 floods, good information on our inspection and maintenance regimes is critical to defend our position and reputation.</p>	
TS50C0003	Medium 9	<p>Flood Defence & Coastal Protection - There is an increased flood risk in Carmarthenshire as flood risk and drainage asset management is fragmented.</p> <p>Flood defences and drainage infrastructure across Carmarthenshire, even across the Environment Department, is fragmented with the FD&CP business unit, Highways Area teams and Highways Bridges and Structures all having different approaches and priorities with regards to drainage asset management.</p>	
TS50C0004	High 10	<p>Flood Defence & Coastal Protection - There is an increased flood risk in Carmarthenshire as flood risk and drainage asset numbers grow each year.</p> <p>This is quickly becoming the largest single element of the business unit. With more surveys and investigations comes more information and assets to record, monitor and sometimes maintain.</p>	
TS50C0005	Medium 6	<p>Flood Defence & Coastal Protection - Development in Carmarthenshire will be delayed or not receive the necessary SAB permissions in a timely manner (back-office support).</p> <p>Insufficient back-office support has resulted in SAB engineers becoming embroiled in administrative duties which prevents higher level work and development.</p>	
TS50C0007	Medium 6	<p>Flood Defence & Coastal Protection - Development in Carmarthenshire will be delayed or refused planning (TAN15 policy).</p>	

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
		New TAN15 policy will place additional duties on the FDCP business unit. This can include the need to develop local policies with regards to flood risk and planning, evaluate technical flood assessments, submitted in support of planning applications and develop capital schemes to manage strategic growth and development areas.	
TS50C0008	Significant 20	Flood Defence & Coastal Protection - Increased flood and erosion risk in Carmarthenshire's coastal communities. This element of the portfolio is continuing to grow. Increased awareness of climate change and sea level rise combined with some high-profile coastal erosion issues at Bynea, Burry Port and Cefn Sidan is adding to the routine work flow.	
TS50C0009	Very Low 2	Flood Defence & Coastal Protection - Flood Defence and Coastal Erosion Risk Management Grant funding is not being maximised to evaluate flood risk and protect Carmarthenshire's residents and businesses. There is a risk that we have insufficient resources to maximise the current grant funding that is available from Welsh Government and develop a robust capital works programme.	
TS50C0010	Medium 8	Flood Defence & Coastal Protection - Carmarthenshire County Council is not able to deliver its flood defence and coastal protection functions. Across the majority of Local Authorities and NRW there are vacancies in the Flood Defence and Coastal Protection business units; many Authorities are failing or finding it difficult to recruit staff and it has been acknowledged in Regional and National meeting that there is a skilled staff shortage in this area	
TS50C0011	Medium 9	Flood Defence & Coastal Protection - Flood - Strategic Risk: Manage the expectation of customers and the Authority with respect to our duties as Lead Local Flood Authority with particular emphasis on the resource required.	
TS50D0010	Medium 6	Civil Contingency - Staffing resilience of the unit to sustain incident and out of hours support due to the size of the unit and increase in incidents.	
TS50D0011	Medium 6	Civil Contingency - Long term sustainability of funding from all Local Authorities for the LRF Co-ordinator post.	
TS50D0012	Medium 6	Civil Contingency - Climate change is causing increased issues and emergency situations. This places an additional demand upon the service to prepare, respond and recover from these incidents.	
TS50D0013	Medium 6	Civil Contingency - Capacity of the team to deliver Business Continuity Management arrangements of the Council whilst delivering the requirements of the Civil Contingency Act.	

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
TS50E0001	Medium 9	Grounds & Cleansing - Ageing Profile of existing workforce within the Grounds Maintenance Service meaning a loss of key personnel resulting in a skills gap.	
TS50E0002	Medium 9	Grounds & Cleansing - Reduced Income through Asset Transfer and the School's Formula Funding leading to a budgetary pressure on the service.	
TS50E0003	Medium 9	Grounds & Cleansing - Lack of financial investment in Parks facilities that remain under the control of the Council. Deterioration in the infrastructure resulting in excessive costs to repair and could lead to an increase in insurance claims.	
TS50E0004	Medium 6	Grounds & Cleansing - The majority of parks and playgrounds have been transferred under Community Asset Transfer. Whilst the financial incentives have been provided by the Council in order to assist in the Asset Transfer process there will always be a potential risk of an organisation folding or being no longer able to maintain a facility. Should this happen then how will future maintenance work be funded as the budget for the facility no longer exists.	
TS50F0001	Medium 6	Municipal Services - Reduced ability to undertake substantial remedial works to dangerous memorials could impact on safety to the general public at the premises.	