



# **ENVIRONMENTAL PROTECTION SERVICE PLAN 2020 - 2023**

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## INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

[Link to Strategic Plan, Service Plans and Performance Indicators Folder](#)

## SECTION 1: INPUTS

### 1.1 Budgets

Budgets will be added by Finance and Performance and Projects Manager, after budgets are agreed at Council in February

	2020/21 Latest £	2021/22 Latest £	2022/23 Latest £
Net Cost of Service (Direct cost / Income Only)			

Further financial analysis can be found by using this link

**Business Continuity and Single Points of Failure****Job title of SPOF: Waste and Environment Manager**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
The Waste and Environment Manager is carrying out flexible retirement (over 2 years) from June 2020. The Environmental Strategy Manager is already learning certain aspects of this role. The Services Manager and Environmental Support Manager are also increasing their knowledge of some aspects of this role.	Ability to manage operational services, including risk, manage a large budget, understanding of waste strategy and balance priorities.	Broad knowledge of management and leadership principles, strategic thinking. Waste management operations knowledge required.	Extra support may be required in the short term – although the Waste and Environment Manager will be working retiring on a flexible basis so can offer advice and support for two years.	Appropriate training to reduce gap of knowledge and skills

**Job title of SPOF: Environmental Strategy Manager**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Look towards a member of the team or recruit externally	There is likely to be a knowledge and skills gap.  Ability to manage the enforcement team, a background in waste management, to be able to write reports, partnership work,	Knowledge of waste issues, strategy, policy, operations.  Ability to partnership work - Hertfordshire Waste Partnership, Hertfordshire Fly Tipping Group	Potential loss of drive and strategic direction and partnership working in the short term.	Build resilience within the team, although its likely recruitment of some sort would be required.  Look to the Senior Enforcement

	understanding of waste strategy.	Broad knowledge of management and leadership principles.		Environmental Officer to manage the other EEOs.
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**Job title of SPOF: Senior Environmental Enforcement Officer**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Look to one of team/ recruit externally	There is likely to be a knowledge and skills gap.	<p>Knowledge of the workings of Collective, GIS, Safety Net, mentors other members of staff, provides training.</p> <p>Requires authorisation for some functions.</p> <p>Knowledge of Environmental Protection Act and other Acts.</p>	<p>Specific enforcement duties that require an authorisation will not be able to be carried out until a new person is in post. Note; there are 3 enforcement officers so unlikely there would be no-one in post so work could be covered in the short term, However non-enforcement duties carried out by this post may be impacted dependent on work load.</p> <p>This post also focuses on trade waste so there would potentially be gap here.</p> <p>Extra tasks The person currently in post also updates Collective for EEOs and Animal control and manages the GIS for the department and provides training and mentoring support.</p>	<p>Appropriate training to reduce gap of knowledge and skills.</p> <p>Advertise/recruit although this requires time and costs.</p> <p>Trade waste could be covered by other EEOs in the short term and the Assistant Environmental Support Officer is aware of the process and deals with the invoicing side of things so can provide assistance.</p>

			Likely to be a knowledge gap.	
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**Job title of SPOF:** Environmental Enforcement Officer

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Recruit internally (and train up) or recruit externally.	There is likely to be a knowledge and skills gap.	Requires authorisation for some functions.  Knowledge of Environmental Protection Act and other Acts.	Specific enforcement duties that require an authorisation will not be able to be carried out until a new person is in post. Note; there are 3 enforcement officers so unlikely there would be no-one in post so work could be covered in the short term, However non-enforcement duties carried out by these posts may be impacted dependent on work load.	Train someone up, as we've done previously.  Appropriate training to reduce gap of knowledge and skills.  Advertise/recruit although this requires time and costs

**Job title of SPOF:** Environmental Support Manager

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Look to the Assistant Environmental Support Manager or others in the team.	Ability to coordinate work for the department and liaise cross department with wider projects. Ability to manage a team.	Awareness of finance systems, Collective, general overview of department functions, burial booking process	Minimal in the short term as work could be covered by the Assistant Environmental Support Manager.	Appropriate training to reduce gap of knowledge and skills.

**Job title of SPOF:** Assistant Environmental Support Manager

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Look to other members of the team.	Ability to coordinate work for the department and liaise cross department with wider projects. Ability to manage a team.	Awareness of finance systems, Invoicing, trade waste invoicing, management of Collective, awareness of clinical waste rounds, football pitch hire, broad awareness of the burial booking process.	Minimal in the short term as work could be covered by the Environmental Support Manager and other members of the team – although there is likely to be a knowledge gap.	Appropriate training to reduce gap of knowledge and skills.

**Job title of SPOF:** Cemetery and Support Officer

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Cemetery and Support Officer.	Ability to deal with sensitive situations.	Knowledge of the Rules & Regulations of the cemetery and ability to liaise with funeral directors and Battlers Wells foundation.	As there are currently two members of staff carrying out this function it is likely there would be little impact in the short term if one wasn't available. However working hours would need to be considered to ensure cover throughout the week (current post holders are part time).	Appropriate training to reduce gap of knowledge and skills.  Look to adjust work pattern to ensure cover.

**Job title of SPOF:** Waste and Recycling Officer

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Recruit externally.		Knowledge of waste issues and communications work	Minimal in the short term but wouldn't be able to	Appropriate training to reduce gap of

		Ability to partnership work - Hertfordshire Waste Partnership, Hertfordshire Fly Tipping Group.	offer out-reach and campaign work would suffer.	knowledge and skills to ensure rest of department have broad knowledge.  Recruit.
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**Job title of SPOF: Animal Welfare and Licensing Inspector**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Consider apprentice/trainee or recruit externally.	There would be knowledge and skills gap.	Statutory animal control Acts.	Statutory duties under animal welfare would not be fulfilled. Animal establishments, breeders, home boarders, pet shops etc. would not be able to be licensed or have licenses renewed. Animal welfare may suffer.	At the current time there is no provision for other officers to reduce the knowledge gap.  Consider an apprentice/trainee.  Recruit externally.

**Job title of SPOF: Services Manager / Assistant Services Manager**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Look to one of the other operational managers.	Ability to manage operational services, including risk, manage a large budget, and balance priorities, Health and Safety.	Background in waste operations, transport, manual handling, specialist plant and equipment, Health and Safety, Grounds Maintenance awareness and background in fine turf, Health and	Short term loss of expertise in this area, although other managers in the department can cover in the short term.	Start considering if there is a member/s of the workforce that are suitable to start training up to take over.  Recruit externally.

		Safety, grounds plant and equipment, pitch markings.		
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**Job title of SPOF: Contract Supervisor /Supervisor / Assistant Supervisor**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Look to one of the other work force to train up / recruit externally.	Ability to manage and operational team, Health and Safety, balance priorities.	Background in waste operations, transport, manual handling, specialist plant and equipment, Health and Safety.	Short term loss of expertise in this area, although other managers in the department can cover in the short term.	Start considering if there is a member/s of the workforce that are suitable to start training up to take over.  Recruit externally.

**Job title of SPOF: Grounds Maintenance Manager**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
Look to one of the work force to train up / recruit externally.	Ability to manage and operational team, Health and Safety, balance priorities.	Grounds Maintenance awareness and background in fine turf, Health and Safety, grounds plant and equipment, pitch markings.	Short term loss of expertise in this area, although other managers in the department can cover in the short term.	Start considering if there is a member/s of the workforce that are suitable to start training up to take over.  Recruit externally.

### 1.2.1 Summary of Team Skills/Qualifications

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.  
 For Example, many planners will have the RTPI qualification, or Project Managers will have the PRINCE2 qualification

Job Title	Qualification	Continuing Professional Development required?
Environmental Enforcement Officer	Police accreditation	Yes
Environmental Enforcement Officer	RIPA	Yes
Environmental Enforcement Officer	PACE Interview training	Yes
Environmental Enforcement Officer	Safeguarding (Child & Adult)	Yes
Environmental Enforcement Officer	SafetyNet	Yes
Environmental Enforcement Officer	Enforcement Academy	Yes
Environmental Enforcement Officer	How to handle aggression	Yes
Environmental Enforcement Officer	Authorisation under Anti-Social Behaviour, Crime & Policing Act 2014	Yes
Animal Welfare and Licensing Inspector	Police accreditation	Yes
Animal Welfare and Licensing Inspector	RIPA	Yes
Animal Welfare and Licensing Inspector	PACE Interview training	Yes
Animal Welfare and Licensing Inspector	Safeguarding (Child & Adult)	Yes
Animal Welfare and Licensing Inspector	SafetyNet	Yes
Animal Welfare and Licensing Inspector	How to handle aggression	Yes
Animal Welfare and Licensing Inspector	City & Guilds OFQUAL Level 3 in Animal Licensing Inspections	Yes
Animal Welfare and Licensing Inspector	Animal Management, Handling and Behaviour	Yes
Animal Welfare and Licensing Inspector	Animal First Aid	Yes
Animal Welfare and Licensing Inspector	Animal Nutrition	Yes
Animal Welfare and Licensing Inspector	Advanced knowledge of all animal welfare legislation	Yes
Animal Welfare and Licensing Inspector	Authorisation under Animal Welfare Act 2006	Yes
Animal Welfare and Licensing Inspector	Enforcement Academy	Yes
Animal Welfare and Licensing Inspector	Authorisation under Anti-Social Behaviour, Crime & Policing Act 2014	Yes
Environmental Strategy Manager	Degree or similar / experience in waste management	Yes
Environmental Strategy Manager	Chartered Waste Manager	Yes

Waste and Environment Manager & Services Manager	Competent Person – O Licence holder (Health & Safety, Transport, Driver Certificate of Professional Competence (CPC)) Waste operations.	Yes
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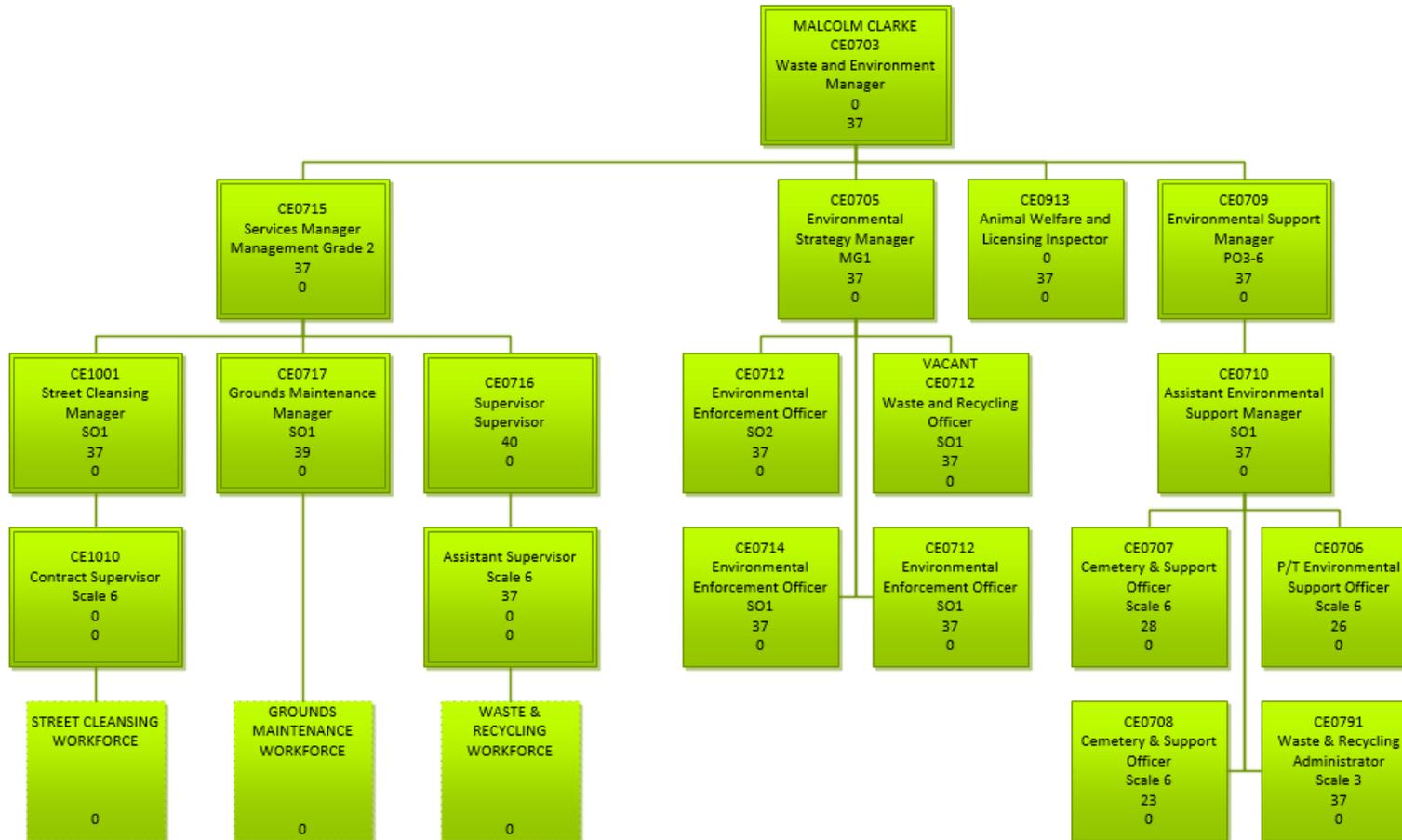
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1.3

Service, Organisational Chart

Note: October structure chart has been used. Elen Roberts is due to start (SC6/S01) on 14<sup>th</sup> October as the Waste and Recycling Officer.

## Environmental Services



## SECTION 2: OUTPUTS AND OUTCOMES

<b>2.1</b>	<b>Performance management</b>
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### 2.1.1 Contribution to the Councils' Strategic Aims and Objectives

As identified in the draft Strategic Plan 2020-2023 ('Lead Service'). Measures and targets should be developed further.

<b>Strategic Plan Priority theme</b>	<b>Strategic Plan objective (inc. ref)</b>	<b>Service contribution to the Strategic Priorities</b>
	The Objectives, as discussed in the Strategic Plan workshop, will be added in March	Heads of Service to complete this column only, please
<b>Housing and Thriving Communities</b>		<ul style="list-style-type: none"> <li>• Maintain Green Flag Accreditation</li> <li>• Satisfaction with Parks and Open Spaces</li> <li>• Increase percentage of waste that is reused, recycled and composted</li> <li>• Decrease tonnage of waste collected</li> </ul>
<b>Sustainable Environment</b>		<ul style="list-style-type: none"> <li>• Maintain Green Flag Accreditation</li> <li>• Satisfaction with Parks and Open Spaces</li> <li>• Increase percentage of waste that is reused, recycled and composted</li> <li>• Decrease tonnage of waste collected</li> <li>• Increase percentage of respondents who are satisfied with the waste and recycling collection service</li> <li>• Satisfaction with keeping public land clear of litter and waste</li> <li>• Garden waste to be cost neutral</li> </ul>
<b>Successful Economy</b>		<ul style="list-style-type: none"> <li>• Satisfaction with Parks and Open Spaces</li> </ul>

<b>High Performing, Financially Independent Council</b>		<ul style="list-style-type: none"><li>• Maintain Green Flag Accreditation</li><li>• Satisfaction with Parks and Open Spaces</li><li>• Increase percentage of all waste, reused, recycled and composted</li><li>• Decrease tonnage of waste collected</li><li>• Increase percentage of respondents who are satisfied with the waste and recycling collection service</li><li>• Increase the number of trade waste customers</li><li>• Satisfaction with keeping public land clear of litter and waste</li><li>• Percentage of waste and recycling collections made on the right day</li><li>• Garden waste to be cost neutral</li></ul>
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## 2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found in the Strategic Plan.

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
EH06	Respond to all requests for service within 14 (animal control)	97.25%	90%	90%	90%	90%
EH07	Respond to all requests for service within 10days (pest control)	99.27%	98%	98%	98%	98%
EP01	Percentage household waste recycled	30.27%	28%	28%	28%	28%
EP03	The kg of household waste collected per head per annum	350.96kgs	380kgs	380kgs	380kgs	380kgs
EP04	The Percentage change in Kg per head from the previous year	-0.03%	0%	0%	0%	0%
EP06	Tonnes of Household waste collected and sent to landfill	12,046.43 tonnes	14,000	14,000	14,000	14,000
EP08	Cost of Waste collection per household	£67	£60.00	Currently under review with Finance	Currently under review with Finance	Currently under review with Finance
EP 09 (NI 191)	Residual household waste per household	320kgs	370kgs	370kgs	370kgs	370kgs
EP 10 (NI 192)	Percentage of household waste sent for reuse, recycling and composting	63%	60%	60%	60%	60%
EP11	Percentage of collections made on the correct day	99.91%	97%	97%	97%	97%
EP12	Percentage of eligible properties signed up to the Garden Waste scheme	75.71%	72%	72%	72%	72%
EP13	Manage the behaviour of dogs in our parks and open spaces	140	141	137	133	129
CP01	Satisfaction with keeping public land clear of litter and refuse	71%	76%	74%	74%	74%

CP02	Satisfaction with quality/provision of parks and open spaces	91%	94%	92%	92%	92%
CP03	Satisfaction with refuse collection	82%	83%	83%	83%	83%
CP04	Satisfaction with doorstep recycling	88%	85%	85%	85%	85%
CP17	Reduce fly tipping across the district	620	620	620	620	620

The Environmental Support Officer is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve. The Environmental Strategy Manager checks and signs off the data.

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**2.2 Project Management**  
[See the Project Management Framework for further details](#)

Add the following information for Each of your projects

<b>Project details</b>				<b>Project Manager: Jennie Probert</b>	
				<b>Project Sponsor: Malcolm Clarke/Ray Figg</b>	
<b>Project title Waste Compositional Analysis</b>				<b>Proposed outcome</b>	
<b>Waste Compositional Analysis</b>				<b>A report that highlights the composition of the residual waste bins and recycling bins across the district, which will also feed into a county overview.</b>	
<b>2020/21 Milestones</b>				<b>2021/22 Milestones</b>	<b>2022/23 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Bins surveyed and report produced	Bins surveyed and report produced	Results used to form a communications plan	Implement communications plan		

<b>Project details</b>				<b>Project Manager: Tracy Langley</b>	
				<b>Project Sponsor: Adrian Smallwood</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Batchworth Depot Office and reconfiguration of depot</b>				<b>New energy efficient office for the Environmental Protection team, enhanced Health and Safety provision within the working areas</b>	
<b>2020/21 Milestones</b>				<b>2021/22 Milestones</b>	<b>2022/23 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
New building erected	Old building demolished, landscaping and groundworks to site including resurfacing and relining				

### 2.3 Contracts

[See the Contracts Register for your contracts.](#)

Information for this section can be taken from the Contracts Register, hyperlink above

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Vehicle Maintenance	Environmental Protection	Malcolm Clarke	Vehicle Maintenance	Plant Tec Municipal LTD	2,800,000	1/8/19	31/7/26		3 years

### 2.4 Risk Management

[Risk Management Registers](#)

As identified in the Risk Management Register for your Service. Simply add the information below

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
Insufficient staff	2	2	4
Total failure of ICT systems	2	2	4
Loss of accommodation	2	1	2
Fraudulent activity	2	1	2
Loss of one or more freighter (accident/fire/theft).	1	2	2
Long period of Extreme weather/snow	2	2	4
Fuel shortage	1	2	2
HEALTH AND SAFETY or DTP action	1	3	3

Increased fly tipping	3	2	6
TRDC compelled not to act in its own interests by majority of Partnership	2	1	2
Vehicle maintenance falls below required standard	2	2	4
AFM withdrawn by HCC	3	3	9
Costs rise for sale of recycling materials	3	3	9
Garden waste charging may be scrapped.	2	3	6
Glass and paper recycling may need separating	2	3	6
HCC changes tipping points (for garden and food waste)	2	3	6

<b>Very Likely</b> ----- <b>Likelihood</b> ----- <b>Remote</b>	<b>Low</b> 4	<b>High</b> 8	<b>Very High</b> 12	<b>Very High</b> 16
	<b>Low</b> 3	<b>Medium</b> 6	<b>High</b> 9	<b>Very High</b> 12
	<b>Low</b> 2	<b>Low</b> 4	<b>Medium</b> 6	<b>High</b> 8
	<b>Low</b> 1	<b>Low</b> 2	<b>Low</b> 3	<b>Low</b> 4
	<b>Impact</b> -----> <b>Unacceptable</b>			

Impact Score	Likelihood Score
4 (Catastrophic)	4 (Very Likely (≥80%))
3 (Critical)	3 (Likely (21-79%))
2 (Significant)	2 (Unlikely (6-20%))
1 (Marginal)	1 (Remote (≤5%))

**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
1.0	7.10.19	Draft Service Plan written	JP
2.0	11.10.19	Amendments to Plan	RF