



**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.

SECTION 1: INPUTS

| | |
|------------|----------------|
| 1.1 | Budgets |
|------------|----------------|

| | 2020/21 | 2021/22 | 2022/23 |
|---|------------------|------------------|------------------|
| | Latest | Latest | Latest |
| | £ | £ | £ |
| Net Cost of Service (Direct cost / Income Only) | 2,821,718 | 2,931,418 | 3,041,888 |

1.2

Human Resource Management

Business Continuity and Single Points of Failure

Job title of SPOF: Waste and Environment Manager

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|--|--|--|--|
| 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

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|---|---|--|--|---|
| 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 Environmental Officer to manage the other EEOs. |

| | | | | |
|--|----------------------------------|--|--|--|
| | understanding of waste strategy. | Broad knowledge of management and leadership principles. | | |
|--|----------------------------------|--|--|--|

Job title of SPOF: Senior Environmental Enforcement Officer

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|---|--|--|---|
| 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. | |
|--|--|--|-------------------------------|--|

Job title of SPOF: Environmental Enforcement Officer

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|---|---|--|---|
| 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

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|--|--|--|---|
| 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

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|--|---|---|---|
| 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

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|--|--|---|---|
| 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

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|--------------------------------|---|---|--|
| Recruit externally. | | Knowledge of waste issues and communications work | Minimal in the short term but wouldn't be able to offer out-reach and | Appropriate training to reduce gap of knowledge and skills to ensure rest of |

| | | | | |
|--|--|---|-----------------------------|--|
| | | Ability to partnership work - Hertfordshire Waste Partnership, Hertfordshire Fly Tipping Group. | campaign work would suffer. | department have broad knowledge. Recruit. |
|--|--|---|-----------------------------|--|

Job title of SPOF: Animal Welfare and Licensing Inspector

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|--|--------------------------------|--|---|
| 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

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|---|---|---|---|
| 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 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. |

Job title of SPOF: Contract Supervisor /Supervisor / Assistant Supervisor

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|---|--|--|---|---|
| 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

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|---|--|--|---|---|
| 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.

| 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 |
|--|---|-----|

1.3

Service, Organisational Chart

SECTION 2: OUTPUTS AND OUTCOMES

2.1

Performance management

2.1.1 Contribution to the Councils' Strategic Aims and Objectives

| Corporate Framework Priority theme | Corporate Objectives | Service contribution to the Corporate Themes |
|---|---|---|
| Housing and Thriving Communities | <ul style="list-style-type: none">• We will work on a local plan to deliver sufficient housing and adopt that plan by 2021• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district• We will complete the delivery of the main and learner pools and | <ul style="list-style-type: none">• Maintain Green Flag Accreditation• Satisfaction with Parks and Open Spaces• Increase percentage of waste that is reused, recycled and composted• Decrease tonnage of waste collected |

| | | |
|--------------------------------|---|--|
| | <p>refurbishment to the leisure venue at South Oxhey</p> <ul style="list-style-type: none"> • We will seek to increase the number of Green Flag accredited parks and open spaces • We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles • We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions. | |
| Sustainable Environment | <ul style="list-style-type: none"> • We will produce and deliver a Climate Change Strategy and action plan • We will continue to improve the energy efficiency of the Council's buildings • We will deliver and implement a Cycling and Walking Strategy <ul style="list-style-type: none"> • We will seek to maintain our position as the highest recycling authority in Hertfordshire. | <ul style="list-style-type: none"> • Maintain Green Flag Accreditation • Satisfaction with Parks and Open Spaces • Increase percentage of waste that is reused, recycled and composted • Decrease tonnage of waste collected • Increase percentage of respondents who are satisfied with the waste and recycling collection service • Satisfaction with keeping public land clear of litter and waste • Garden waste to be cost neutral |
| Successful Economy | <ul style="list-style-type: none"> • We will undertake a review of the Council's role in relation to the economy and agree an economic strategy • We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the | <ul style="list-style-type: none"> • Satisfaction with Parks and Open Spaces |

| | | |
|--|--|--|
| | <p>Hertfordshire Local Enterprise Partnership to support the economy</p> <ul style="list-style-type: none"> • Three Rivers will be recognised as a great place to do business • We will continue to improve our relationship with the local business community • We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios. | |
| <p>High Performing, Financially Independent Council</p> | <ul style="list-style-type: none"> • We will generate enough income to continue to provide services for the district • We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy • We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated • We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives. | <ul style="list-style-type: none"> • Maintain Green Flag Accreditation • Satisfaction with Parks and Open Spaces • Increase percentage of all waste, reused, recycled and composted • Decrease tonnage of waste collected • Increase percentage of respondents who are satisfied with the waste and recycling collection service • Increase the number of trade waste customers • Satisfaction with keeping public land clear of litter and waste • Percentage of waste and recycling collections made on the right day • Garden waste to be cost neutral |

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 via the link above.

Key Performance Indicators (KPIs) supporting the Corporate Framework

| Ref | Description | 2018/19 Actual | 2019/20 Target (Current year) | 2020/21 Target (Next year) | 2021/22 Target | 2022/23 Target |
|-------|--|----------------|-------------------------------|----------------------------|----------------|----------------|
| EP01 | Percentage household waste recycled | 30.27% | 28% | 28% | 28% | 28% |
| EP 10 | Percentage of household waste sent for reuse, recycling and composting | 63% | 60% | 60% | 60% | 60% |
| EP17 | Satisfaction with refuse collection | 82% | 83% | 82% | 82% | 82% |
| EP18 | Satisfaction with doorstep recycling | 88% | 85% | 85% | 85% | 85% |
| | | | | | | |
| | | | | | | |

Service Performance Indicators (PIs)

| Ref | Description | 2018/19 Actual | 2019/20 Target (Current year) | 2020/21 Target (Next year) | 2021/22 Target | 2022/23 Target |
|--------|--|----------------|-------------------------------|----------------------------|----------------|----------------|
| EP15 | Satisfaction with keeping public land clear of litter and refuse | 71% | 76% | 71% | 72% | 73% |
| New PI | Delivery of schemes to promote and raise awareness of recycling | | New PI | TBA | | |
| EP03 | The kg of household waste collected per head per annum | 350.96kgs | 380kgs | 380kgs | 380kgs | 380kgs |
| 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% |
| 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 | £60 | £60 | £60 |
| EP 09 (NI 191) | Residual household waste per household | 320kgs | 370kgs | 370kgs | 370kgs | 370kgs |
| 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 |
| EP14 | Reduce fly tipping across the district | 620 | 620 | 600 | 600 | 600 |
| EP16 | Satisfaction with quality/provision of parks and open spaces | 91% | 94% | 90% | 90% | 90% |

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.

| | |
|------------|---------------------------|
| 2.2 | Project Management |
|------------|---------------------------|

| | | | | | |
|---|-----------------------------------|--|-------------------------------|---|---------------------------|
| Project details | | | | Project Manager: | |
| | | | | Project Sponsor: Ray Figg | |
| Project title Waste Compositional Analysis | | | | Proposed outcome | |
| Waste Compositional Analysis | | | | 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. | |
| 2020/21 Milestones | | | | 2021/22 Milestones | 2022/23 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Bins surveyed and report produced | Bins surveyed and report produced | Results used to form a communications plan | Implement communications plan | | |

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

| | | | | | |
|-------------------------------|------------------|------------------|------------------|---|---------------------------|
| Project details | | | | Project Manager: Project Sponsor: Ray Figg | |
| Project title | | | | Proposed outcome | |
| Vehicle replacement programme | | | | New collection freighters purchased | |
| 2020/21 Milestones | | | | 2021/22 Milestones | 2022/23 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| | | | | | |

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 | | Vehicle Maintenance | Plant Tec Municipal LTD | 2,800,000 | 1/8/19 | 31/7/26 | | 3 years |

2.4 Risk Management

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 |
| Level of charges affects update on services | 2 | 2 | 4 |
| Animal control; due to the increase in charges a number of people will operate unlicensed | 2 | 2 | 4 |

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

| 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 |
| 3.0 | 2.1.20 | Amendment to Risk Register | JP |
| 4.0 | 6.1.20 | Update to PIs and projects | JP |
| 5.0 | 25/02/2020 | Corporate Objectives, Performance indicators and Budgets added | GG |
| 6.0 | 27.2.2020 | Structure chart updated, contents page update | JP |
| | | | |
| | | | |
| | | | |