



**ENVIRONMENTAL PROTECTION SERVICE PLAN  
2021 - 2024**

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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

	2021/22 Latest £	2022/23 Latest £	2023/24 Latest £
Net Cost of Service (Direct cost / Income Only)	3,018,455	3,021,885	3,031,135

Further financial analysis can be found [by using this link](#)

## 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. As of July 2020 the Environmental Strategy Manager is now covering 16 hours per week of the Waste and Environment Manager role and the Services Manager is also increasing 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, understanding of waste strategy.	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.

		Broad knowledge of management and leadership principles.		
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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:** Climate Change, Sustainability 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 and sustainability 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.  This is now a shared post with Community Partnerships.	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 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**

<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.

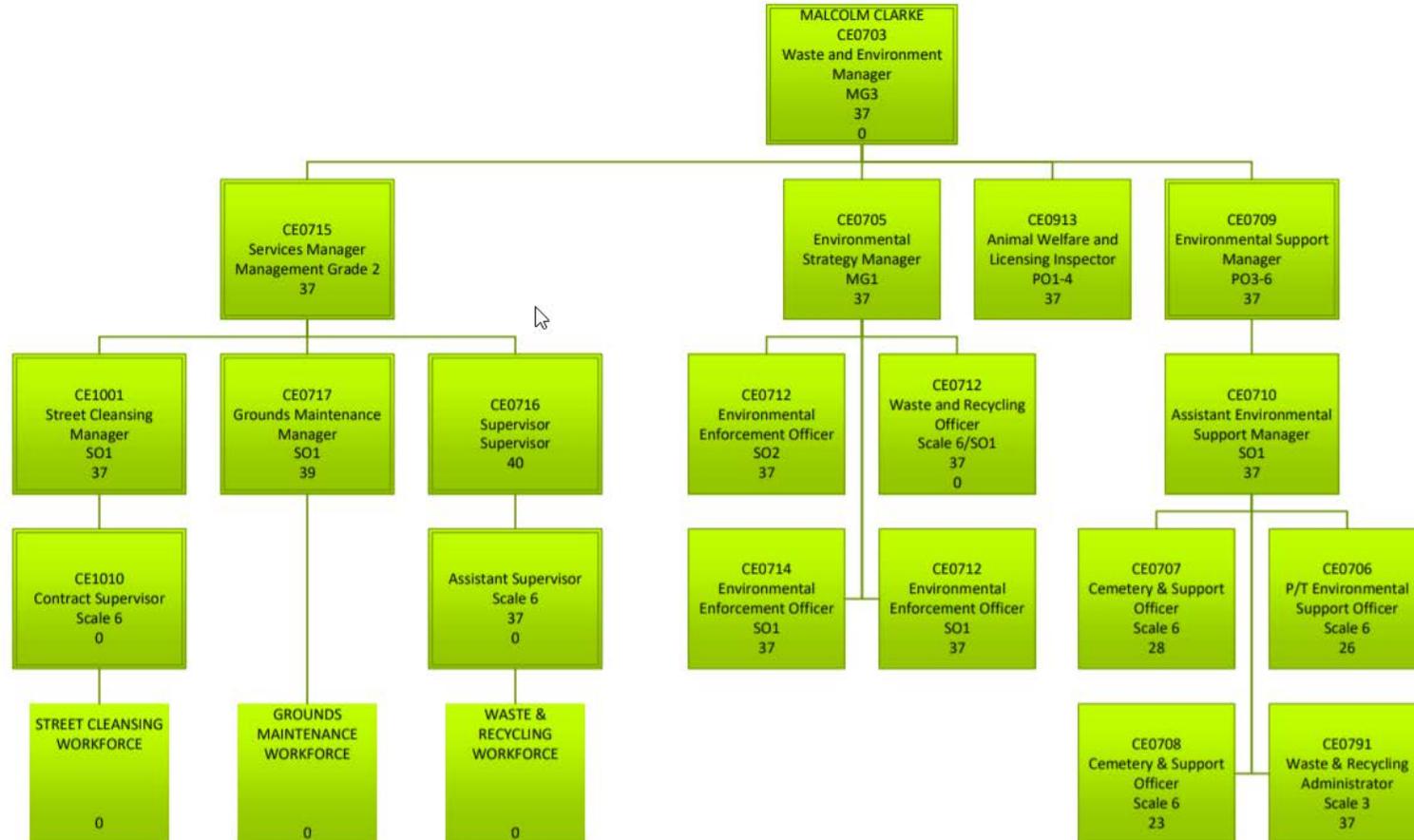
## 1.2.1 Summary of Team Skills/Qualifications

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

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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## 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

<b>Corporate Framework Priority theme</b>	<b>Corporate Objectives</b>	<b>Service contribution to the Corporate Themes</b>
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2023</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> </ul>	<ul style="list-style-type: none"> <li>• To increase Green Flag Accreditation</li> <li>• Develop a generic Management Plan for all parks and open spaces not covered by a full Management Plan</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>

	<ul style="list-style-type: none"> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	
<b>Sustainable Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy <ul style="list-style-type: none"> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• To increase Green Flag Accreditation</li> <li>• Develop a generic Management Plan for all parks and open spaces not covered by a full Management Plan</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>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy</li> <li>• Three Rivers will be recognised as a great place to do business</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfaction with Parks and Open Spaces</li> </ul>

	<ul style="list-style-type: none"> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.</li> </ul>	
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• 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</li> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• To increase 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>

## 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	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
EP01	Percentage household waste recycled	30.57%	28%	28%	28%	28%
EP 10	Percentage of household waste sent for reuse, recycling and composting	64.1%	60%	60%	60%	60%
EP17	Satisfaction with refuse collection	84%	82%	82%	82%	82%
EP18	Satisfaction with doorstep recycling	85%	85%	85%	85%	85%

### Service Performance Indicators (PIs)

Ref	Description	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
EP15	Satisfaction with keeping public land clear of litter and refuse	74%	76%	71%	72%	73%
New PI	Delivery of schemes to promote and raise awareness of recycling	New PI	TBC	100%	100%	100%
EP03	The kg of household waste collected per head per annum	350.57kgs	380kgs	380kgs	380kgs	380kgs
EH06	Respond to all requests for service within 14 (animal control)	95.25%	90%	90%	90%	90%
EH07	Respond to all requests for service within 10days (pest control)	98.25%	98%	98%	98%	98%
EP04	The Percentage change in Kg per head from the	0%	0%	0%	0%	0%

	previous year					
EP06	Tonnes of Household waste collected and sent to landfill	11,717	14,000	14,000	14,000	14,000
EP08	Cost of Waste collection per household	Not available at the current time	£60.00	£60	£60	£60
EP 09 (NI 191)	Residual household waste per household	309.49kgs	370kgs	370kgs	370kgs	370kgs
EP11	Percentage of collections made on the correct day	99.95%	97%	97%	97%	97%
EP12	Percentage of eligible properties signed up to the Garden Waste scheme	77.84%	72%	72%	72%	72%
EP13	Manage the behaviour of dogs in our parks and open spaces	79	137	133	129	125
EP14	Reduce fly tipping across the district	535	600	600	600	600
CP02 (EP16)	Satisfaction with quality/provision of parks and open spaces	89%	90%	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**  
**See the Project Management Framework for further details**

<b>Project details</b>				<b>Project Manager: Facilities Manager</b> <b>Project Sponsor: Head of Property</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
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	
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Grounds work phase	Erection of new building	Demolish new building and groundworks. Project complete	TBC		

<b>Project details</b>				<b>Project Manager: Waste &amp; Environment Manager</b> <b>Project Sponsor: Head of Community Services</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
Vehicle procurements – grounds and street cleansing				Replacement of vehicles/equipment	
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Look to tender to mini-sweeper, purchase gang mower and pick up truck –this will be done sometime during 2021/22.					

<b>Project details</b>				<b>Project Manager: Waste &amp; Environment Manager</b> <b>Project Sponsor: Head of Community Services</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
Vehicle procurements – refuse, recycling etc				Replacement of vehicles	

2021/22 Milestones				2022/23 Milestones	2023/24 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Look to tender for two rural RCVs, seven RCVs with pods for recycling during 2021/22					

2021/22 Milestones				2022/23 Milestones	2023/24 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Review the results of the Waste Compositional Analysis that was done in 2020/21 (results pending Q4 2020/21). There will be results to review for TRDC and as part of the Herts Waste Partnership. Once results are reviewed this an action/communications plan will be formed and it will also link to the climate change work. Start implementing comms/action plan.	On-going comms/action plan work.	On-going comms/action plan work.	On-going comms/action plan work.		

Project details		Project Manager: Services Manager Project Sponsor: Head of Community Services	
Project title		Proposed outcome	
Waste Compositional Analysis – review of findings and action plan created			

## 2.3 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	Waste & Environment Manager	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
(Office) Staff shortage due to the impact of coronavirus	4	2	8
(Operational) Staff shortage due to the impact of coronavirus	4	3	12
Impact of COVID affects income and expenditure	4	4	16

<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	13.10.2020	Draft Service Plan written	JP
2.0	10.2.2021	Update to projects, PIs etc	JP
3.0	12.2.2021	Update PIs & Moved to final folder	JP &GG