

Service Plan 2019-2022

Head of Service:	Richard Homewood
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Andrew Bolton, Cllr Kevin Deanus, Cllr Jenny Else

Service:	Environment
-----------------	--------------------

Service Profile

The Environment Service is comprised of a number of teams:

Environmental Health - Food Safety and Health & Safety Team

Their priorities are to ensure that food produced and sold in Waverley and workplaces and leisure facilities in Waverley are as safe as can be. Through a programme of planned inspections, sampling programmes, complaint investigation and education, we ensure businesses are operating safely and those affected by the work activities are protected. We also investigate infectious diseases.

Environmental Health - Environmental Protection Team

This team is responsible for investigation and regulation of various forms of pollution. Their priorities are to minimise pollution of the environment and harm to the population as a result of pollution and minimise nuisance caused by unreasonable and anti-social behaviour. They operate an extensive air quality monitoring regime and undertake detailed work on particular hot spots, help manage the legacy of contaminated land across the Borough, monitor the management of industrial emissions and deal with a wide range of nuisance complaints from the community including residential and commercial noise or odours and bonfire and smoke nuisance.

The Environmental Protection Team also licence establishments under animal welfare legislation and manage the pest and stray dog services provided by private contractors.

Environmental Services

The Environmental Services Team are responsible for the Council's 'Waste Management Contract' with Veolia Environmental Services, which covers: Waste, recycling, street cleaning and other street scene services. Their priorities are to reduce waste, increase recycling and maintain a clean environment. A new contractor (BIFFA) will take over the service from 1 November 2019.

The Operational officers manage the day-to-day provision of the services and monitor the performance of the contractor. The Customer Services team are responsible for managing a large number of customer queries received every day, and the Project Officers are responsible for providing an educational / advocacy role, promoting recycling and sustainability to Waverley residents.

Other services managed by this team include: clinical waste, garden waste, food waste, bulky waste collections, abandoned vehicle removal, graffiti removal, and the provision of public conveniences.

Parking Services Team

The Parking Services Team is responsible for the provision and maintenance of off-street car parks in Waverley. Their priorities are to provide a high quality, value for money service which maximises opportunities to park where people want to visit. The operational officers are responsible for ensuring all car parks are maintained in a safe condition, identifying and managing improvement projects as required, and proactively managing demand for parking space throughout the borough through the Council's Off-Street Parking Order. In addition the administration officers manage the Council's 'Parking Services' contract with NSL and the Pay-by Phone Contractor, deal with routine enquiries and monitor income and process objections and adjudicate on formal appeals against penalty charge notices.

Emergency Planning - Dealing with emergencies

The priorities are to ensure we are as prepared as possible to deal with any eventuality which could impact on the community or on our business.

There are a number of specific responsibilities that rest with Waverley, as "Category 1" responders for emergencies which affect the Borough. These include the preparation of emergency plans, sharing information, warning and informing the public of emergency situations, coordinating the response to emergencies with other agencies, and providing assistance and advice to the community.

In addition to these outward facing services the Emergency Planning and Resilience Services develops and supports the business continuity of the Council to ensure we are able to continue to provide essential services in the event of an incident affecting our own business operations.

Corporate Health and Safety

As an employer, the Council has duties under the Health and Safety Act 1974 to ensure the health, safety and welfare of its staff, premises, visitors, contractors and others who use its services. Our priorities are to refine our corporate health and safety policies and procedures to ensure so far as is reasonably practicable nobody is put at risk as a result of our business activities. We routinely monitor and review risk-based assessments of our activities and provide training and support where necessary.

Licensing Team

The Licensing Team's primary role is to ensure public safety and contribute to the reduction in anti-social behaviour and crime by regulating the sale of alcohol and licensing of taxi and private hire vehicles and drivers. They work closely with the Police and other agencies to help make Waverley a safe place for people to live, work and enjoy their leisure time.

Environmental Enforcement Team

Working alongside the Licensing and Environmental Services Teams and with other enforcement services within and outside of the council, this team works to protect the environment and the community by tackling anti-social behaviour such as littering, fly tipping, dog fouling, dog control etc. They are key to the Joint Enforcement Initiative and encouraging a cultural change across the organisation in respect of the council's approach to enforcement.

Sustainability & Projects

Priorities are to reduce carbon emissions from Waverley's own operations and residents homes. The Sustainability Manager and projects officers support the council in the reducing carbon and greenhouse gas emissions across the Borough, whether caused by energy use in buildings, street lighting, landfill waste or vehicle fleets.

They are responsible for the development and delivery of the council's Energy Efficiency Plan and initiatives, monitoring and reporting of greenhouse gas emissions as required by statute, and the engagement of Waverley residents to improve the energy performance of their homes through partnership working.

Service Team: Environmental Health

Team Leader: Victoria Buckroyd - Environmental Health Manager

Business As Usual

Outcome 1.	Enhanced protection of the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

ES 1.1	<p>Food Safety Regulation (including the Food Hygiene Rating Scheme) . To deliver the requirements of the Food Standards Agency Framework Agreement and the FSA Brand Standard, whilst providing appropriate business support and regulation to meet the local need. The Environmental Health Food Service Plan 2019/20 describes the service.</p> <ul style="list-style-type: none"> • Advice and compliance inspections / investigations for statutory food service carried out in accordance with the inspection programme. • Undertake planned Category A & B inspections within 28 days of the specified date. Category A, are inspected at least every 6 months. Category B, are inspected at least every 12 months. • Submit a quarterly report to the Environment Overview & Scrutiny (O&S) Committee. Target is 100%. 	Existing Resources	01/04/19	31/03/2020	Environmental Health Manager (VB)	Statutory requirement to meet - Food Safety Agency would Audit and require action to be taken. Poor media coverage
ES 1.2	<p>Statutory duty to control and investigate outbreaks of communicable and food related infectious diseases, having regard to the Food Standard's Agency's guidelines on the management of outbreaks of foodborne illness and Public Health England's operation guidance on communicable disease outbreak management.</p>	Existing Resources	01/04/19	31/03/20	Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage
ES 1.3	<p>Health & Safety Regulation and Business Support. To deliver the requirements of the Health and Safety Executive HSE National Code whilst providing appropriate business support and regulation to meet local need. The Environmental Health, Health & Safety Service Plan 2019/20 describes the service.</p> <ul style="list-style-type: none"> • Advice and compliance inspections / investigations for statutory health & safety service carried out in accordance with the National Code. 	Existing Resources	01/04/19	31/03/20	Environmental Health Manager (VB)	Statutory requirement to meet - HSE would Audit and require action to be taken. Poor media coverage
ES 1.4	<p>Meet Statutory Duty to investigate accidents, to determine whether offences have been committed and to prevent reoccurrence. Prescribed accidents, dangerous occurrences and occupational diseases are reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. Accidents would include fatalities and accidents involving visits to hospital or currently more than 7 days off work. Certain accidents involving employees, the self-employed and members of the public are also reportable.</p>	Existing Resources	01/04/19	31/03/20	Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage
ES 1.5	<p>Respond to service requests for advice/ investigations for statutory environmental protection being carried out in response to complaints and enquiries.</p>	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage

ES 1.5	Respond to planning consultations to proactively try and make sure developments minimise their impacts on neighbours, future occupants and the environment	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Inappropriate development. Poor media coverage
ES 1.6	Respond to licensing consultations in our capacity as the Responsible Authority for the prevention of public nuisance for Premises Licenses	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage.
ES 1.7	Collection of stray dogs	Maintain current staff/contractor arrangement	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage.
ES 1.7	Pest control and facilitating owners/occupiers to control pests which could impact on public health	Maintain current staff/contractor arrangement	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Complaints about lack of service. Poor media coverage. Loss of income
ES 1.8	Animal welfare activity licences, scrap metal dealer licences and street trading consents issued and monitored	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage.
ES 1.9	Prescribed process permits issued and monitored to control their emissions to air	Maintain current staff/contractor arrangement	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Poor emissions to air. Statutory requirement. Legal action against WBC.
ES 1.10	The identification and remediation of land contamination working with others, specifically encouraging the voluntary remediation of sites identified as potentially contaminated through the development control process	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Land not suitable for use. Statutory requirement. Legal action against WBC.

ES 1.11	Private Water Supplies sampled and risk assessed, and appropriate action taken to protect public health	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement - possible legal action against WBC by Drinking Water Inspectorate.
ES 1.12	A monthly satisfaction survey of business customers of Environmental Health is undertaken. The figure is the percentage of business customers who respond that they have been treated fairly and/or the contact has been helpful. A quarterly report is shared with the Environment O&S Committee. Target is 85%	Existing Resources	01/04/19	31/03/20	Environmental Health Manager (VB)	Reduction of satisfaction with our services.
ES 1.13	Work with Economic Development Team to create a business friendly culture, build more effective links with Chambers of Commerce and businesses to provide advice and support on Food Safety, Health and Safety and Environmental compliance.	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Increase in businesses failing to understand their legal responsibilities and further enforcement action needed.
ES 1.14	Work jointly with Public Health colleagues to support the health and well-being strategy by protecting the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health & safety and environmental protection legislation.	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Lack of effective joined up working. Opportunities to protect public health missed.

Outcome 2. Improvement in Air Quality in Waverley						
Corporate Priority: People & Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 2.1	Monitor air quality, completion of diffusion tube survey and management of automatic analysers.	Existing Resources/contract or arrangements	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement to identify Air Quality Management Areas (AQMA). Poor media coverage
ES 2.2	Encourage and facilitate actions, along with stakeholders, to reduce emissions to air and improve air quality	Not known at this time, see ES 3.4. Staff time and funding of initiatives	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement for Air Quality Action Plans in AQMS. Impacts on public health. Poor media coverage

ES 2.3	2019 Annual Status Report published, including updates for 2017 and 2018	Maintain current staff/contractor arrangement	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC by DEFRA. Poor media coverage
--------	--	---	----------	----------	--	---

Team Projects

Outcome 3.						
Corporate Priority: <i>People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 3.1	Implement the review, and enhanced arrangements, for air quality monitoring sites across Waverley completed in 2018/19. Review progress at stakeholder meetings	Existing Resources/contract or arrangements	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement to identify AQMAs. Poor media coverage
ES 3.2	Contribute and monitor progress on the Surrey Air Alliance Schools Air Quality Programme in respect of participating schools in Waverley. Review progress at stakeholder meetings	Existing Resources/project working with Surrey Air Alliance	01/04/19	31/12/19	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement for Air Quality Action Plans in AQMAs. Impacts on public health. Poor media coverage
ES 3.3	Complete modelling project on air quality concentrations, impacts on public health and source apportionment of air pollution across Waverley. Review progress at stakeholder meetings	Existing Resources/project working with Surrey Air Alliance	01/04/19	01/06/19	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement for Air Quality Action Plans in AQMS. Impacts on public health. Poor media coverage
ES 3.4	Once the modelling project is complete (ES 3.3) develop a revised Air Quality Action Plan with stakeholders to reduce emissions to air and improve air quality. Review progress at stakeholder meetings	Staff Time	01/04/19	31/12/19	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement for Air Quality Action Plans in AQMS. Impacts on public health. Poor media coverage

ES 3.5	Implement the new licensing arrangements for animal welfare activities	Existing Resources	01/04/19	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement. Legal action against WBC or Ombudsman complaint. Poor media coverage.
--------	--	--------------------	----------	----------	--	--

Service Team: Environmental Services **Team Leader: Colin Mee - Environmental & Parking Services Manager**

Business As Usual

Outcome 4. The standard of performance of the current waste, recycling and street cleaning contractor during the final year of the contract is maintained.						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 4.1	Maintain close working relationship with the contractor and hold regular performance review meetings to ensure the existing high level of performance is maintained for the remainder of the contract.	Existing resources	01/04/19	31/10/19	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Decline in performance of contractor and lack of trust and confidence. Damage to public reputation of Waverley BC.

Outcome 5. Improved customer satisfaction with waste, recycling and street cleaning services.						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 5.1	Work with contractors to improve the current street cleaning schedules, and continue to deliver improved performance relating to street cleaning, particularly through the leafing season. Feedback from comment cards = 80% 'good' or 'excellent' rating.	Existing Resources	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP)	Service standards not met.
ES 5.2	Monitor street cleaning performance to ensure 100% of scheduled street cleans take place on time. When inspected, at least 90% of street cleans carried out to be graded as grade A (immaculate) or B (small levels of detritus).	Existing Resources	01/04/19	31/10/19	Environmental & Parking Services Manager (CM/JCP)	Service standards not met
ES 5.3	Work with contractors to ensure missed collections per week do not exceed 40 per 104,000 collections.	Existing Resources	01/04/19	31/10/19	Environmental & Parking Services Manager (CM/JCP)	Service standards not met

ES 5.4	Continue to work with Surrey Waste Partnership (SWP) on waste and recycling initiatives to maintain a recycling contamination rate below 5%.	Existing Resources	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP)	Failure to meet recycling Targets
ES 5.5	Maximise use of the recycling service by continuing to promote waste reduction, improve recycling rate to 60% and reduce residual waste per household to 85kg	Existing Resources	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP)	Revenue funding and SWP funding
ES 5.6	Maximise potential of garden waste scheme and promote to encourage new subscribers to achieve an increase in garden waste subscriptions to 15,000.	Additional resources during renewals	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP)	Reduced Income

Outcome 6. Effective management of off-street car parking provision in the Borough						
Corporate Priority: Prosperity, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES .6.1	To ensure the seamless transition of the extension to the parking enforcement contract and the relocation of the contractor to new accommodation provided by the council.	Officer Time	01/04/19	31/03/2020 ongoing	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Lack of contract and enforcement loss of revenue
ES 6.2	To ensure Waverley provides safe and well maintained car parks by implementing car park improvements identified in year 4 of the new Waverley Borough Council 10-year Car Park Maintenance and Improvement Programme by delivering projects on time and within budget.	Officer Time	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP)	Poorly maintained car parks, potential insurance claims, poor quality offer for visitors

Team Projects						
Outcome 7. Effective mobilisation of the new Waste Recycling and Street Cleaning contract from 1 November 2019						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 7.1	Create a contract mobilisation team and conduct a series of mobilisation planning meetings with the contractor to ensure a seamless transition from the incumbent contractor to the new contractor, maintaining the current high standard of contract performance during and after the process.	Officer Time	01/11/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Loss of income reduced usage

ES 7.2	Work with the new contractor to plan the smooth implementation of subsequent changes to service provision, collection days, range of materials collected etc.	Officer Time	01/11/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Loss of potential income
ES 7.3	Review the provision of Household Recycling Centres across the borough following the introduction of the increased range of recyclable materials collected at kerbside	Officer Time	01/11/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Increased costs and rejection rates
Outcome 8. Develop a strategic approach to off street parking provision which maximises capacity to meet demand and supports the local economy whilst						
Corporate Priority: Prosperity, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 8.1	Conduct a strategic review of off-street parking provision and a feasibility study to identify opportunities for increasing capacity to meet demand, improving standards of provision and maximising the yield from the Council's assets.	Officer Time	01/04/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Loss of income reduced usage
ES 8.2	Review the parking charging strategy in consultation with Town and Parish Councils & Chambers of Commerce to manage differing and possibly conflicting parking demands more effectively and maximise use of parking spaces in support of the local economy.	Officer Time	01/04/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Loss of potential income
ES 8.3	Working with the Environmental Protection Team, Sustainability Manager and Waverley Air Quality Steering Group (WAQSG), investigate the potential for use of electric vehicle charging points in off-street parking places, and build business case for implementation.	Officer Time	01/04/19	31/03/20	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Loss of reputation
ES 8.4	To generate new income streams by continuing to progress projects that improve and enhances car parks in Haslemere and Farnham.	Officer Time	01/04/19	31/03/2021 ongoing	Head of Environmental Services (RH)/Environmental & Parking Services Manager (CM/JCP)	Capital Funding for improvements New Income streams

Outcome 9. Improved customer satisfaction and service delivery.						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 9.1	Develop link with new appointed contractor and develop their CRM systems linked to Waverley; develop and train staff as necessary.	Officer Time	01/04/19	31/03/20	Environmental & Parking Services Manager (CM/JCP) / Customer Services Team Leader (JS)	Lack of training leading to poor customer service

Service Team: Emergency Planning **Team Leader: Recruiting to the post**

Business As Usual

Outcome 10. Improve local arrangements to support the Councils legal responsibility under the Civil Contingencies Act (CCA) 2004 to provide Emergency						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 10.1	Work with Surrey Local Resilience Forum for the combined development of recovery and response planning within the Borough of Waverley.	Officer time and Partnership working	01/04/19	01/10/19	TBC	To provide a robust response and recovery to members of the public during
ES 10.2	Review/update and deliver appropriate contingency plans on time.	Officer time	01/04/19	01/12/19	TBC	Waverley Emergency Preparedness

Outcome 11. Continue to build and grow Waverley's Business Continuity Management Planning.						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 11.1	Embed into the organisation Business Continuity Management - regular training and exercising	Officer Time and Heads of Service.	01/04/19	01/12/18	TBC	Outside of the CCA 2004 and in breach of legal requirements
ES 11.2	Strategic Business Continuity Management	Officer Time and Heads of Service.	01/04/19	01/12/22	TBC	Failure to provide critical services to public we serve

Outcome 12. Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 12.1	Embed a Health and Safety culture within the council. Ensure all policies and procedures are effectively implemented and complied with by staff.	Officer Time and Heads of Service. Commitment and support from Mgt Board / HoST	01/04/19	31/03/20	TBC	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regs 1999
ES 12.2	Monitoring and investigating accidents and near misses. Identifying trends and implementing control measures to reduce direct and indirect costs to the Organisation.	Officer Time. Senior Management and CEO ownership	01/04/19	31/03/20	TBC	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regs 2000

Team Projects

Outcome 13. Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 13.1	Complete the programme of reviews of corporate health and safety policies and procedures due during the period	Officer Time and HoS.	01/04/19	31/03/20	TBC	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regs 1999

Service Team: Licensing - under the remit of Community O&S

Team Leader: Paul Hughes - Licensing Manager

Business As Usual

Outcome 14. Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

ES 14.1	Continue to deliver the planned Licensing compliance inspection programme, ensuring that 240 planned compliance check visits are undertaken annually and that the results and any concerns are reported internally and shared with key partners including Surrey Police and are acted upon.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.2	All Licensing compliance issues are acted upon and further monitoring and programmed inspection activity is undertaken on a risk-assessed basis.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.3	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by reviewing existing processes and policies.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Process may not ensure public safety
ES 14.4	Continue to improve customer focus across all areas of the Council's licensing function through a programme of channel shift and continuing customer services. Skills training is carried out for all Licensing staff.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Staff not up to date with current legislation and licensing practice
ES 14.5	Complete Child Sexual Exploitation training and roll out for all licensed drivers in line with Surrey wide programme.	Existing Resource	01/04/19	31/03/22	Licensing Manager (PH)	Public safety cannot be assured

Service Team: Environmental Enforcement **Team Leader: Paul Hughes - Licensing Manager**

Business As Usual

Outcome 15. Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 15.1	Carry out effective enforcement against fly-tipping and littering throughout the borough	Existing resources	01/04/19	31/03/20	Licensing Manager (PH)	Increased fly tipping, loss of WBC reputation
ES 15.2	Review the litter enforcement programme in partnership with East Hampshire District Council and determine the future of the service	Legal support for S101 agreement Potential Income	01/04/19	31/03/20	Licensing Manager (PH)	Increased littering, loss of WBC reputation
ES 15.3	Monitor the effectiveness and performance of the waste, recycling and street cleaning contractor on behalf of the Environmental Services Manager and report performance on a regular basis at performance review meetings.	Existing resources	01/04/19	31/03/20	Licensing Manager (PH)	Standards of service fall. Failure to meet contract specification

Service Team: Sustainability **Team Leader: Fotini Vickers - Sustainability Manager**

Business As Usual

Outcome 16. Ensure the impact of the organisation's activities on the environment is reduced / minimised						
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 16.1	Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency targets	Officer Time	01/04/19	31/03/22	Sustainability Manager	Failure to meet energy efficiency targets. Failure to comply with legal requirement to produce annual report

Team Projects

Outcome 17. Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 17.1	Working with the Environmental Protection Team, Environmental Services Team and Waverley Air Quality Steering Group (WAQSG), investigate the potential for use of electric vehicle charging points in off-street parking places, and build business case for implementation.	Officer Time	01/04/19	31/03/20	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles
ES 17.2	Introduce trial electric vehicle charging points in selected car parks in each major settlement and evaluate after 12 months.	Officer Time	01/04/19	31/03/20	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles

Service wide or cross cutting projects

Outcome 18. Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social						
Corporate Priority: People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

ES 18.1	Continue to develop and deliver the Joint Enforcement Initiative working with the Safer Waverley Partnership Joint Action Group to ensure more effective partnership working between internal departments and external partner agencies and more effective coordination of action against Environmental Crime and Anti-social behaviour	Officer time Support from Head of Service Team (HoST) to engage front line teams and other agencies. Support for Heads of Service to deliver	01/04/19	31/03/20	Head of Environmental Services (RH) /Licensing Manager (PH)	Less effective and efficient use of resources to protect the community and the environment
ES 18.2	Subject to Executive approval implement the Public Space Protection Order No.1 in respect of dog fouling throughout the borough.	Officer time Mutual Support with Parks and Open Spaces Team. Additional costs for signage and publicity	01/04/19	31/03/20	Head of Environmental Services (RH) /Licensing Manager (PH)/ Greenspaces Manager (ML)	Failure to reduce the impact of dog fouling on the community and the environment
ES 18.3	Complete public consultation on Public Space Protection Order No.2 in respect of dog control issues and present the results to the Executive with a view to implementation.	Officer time Mutual Support with Parks and Open Spaces Team. Additional costs for signage, publicity etc.	01/04/19	31/03/20	Head of Environmental Services (RH) /Licensing Manager (PH)/ Greenspaces Manager (ML)	Failure to reduce the impact of poor control of dogs on the community and the environment.
ES 18.4	Work with Safer Waverley Partnership partner agencies to evaluate the need for a Public Space Protection Order in respect of Anti-Social Behaviour and progress such action as deemed appropriate based on the evidence produced.	Officer time Mutual Support with Parks and Open Spaces Team. Additional costs for signage, publicity etc.	01/04/19	31/03/20	Head of Environmental Services (RH) /Licensing Manager (PH)/ Greenspaces Manager (ML)	Failure to reduce the impact of anti-social behaviour on the community and the environment.
ES 18.5	Implement a training and development programme to support the development of the Joint Enforcement Initiative	Support from HoST to engage front line teams	01/04/19	31/03/20	Head of Environmental Services (RH)	Staff not skilled and equipped to deliver effective enforcement
ES 18.6	Develop and implement a communications strategy to promote public awareness of the Joint Enforcement Initiative	Support from Comms Team	01/04/19	31/03/20	Head of Environmental Services (RH)/ Communications & Engagement Manager (HR)	Lack of Public awareness of the initiative

ES 18.7	Complete review of Unauthorised Encampment Policy and procedures and agree revised protocol with Surrey Police	Support from HoST, Front Line Services	01/04/19	31/03/20	Head of Environmental Services (RH)	Less effective response to unauthorised encampments
ES 18.8	Implement an Unauthorised Encampment procedure training programme for front line field officers	Support from Learning and Development and Planning Enforcement	01/04/19	31/03/20	Head of Environmental Services (RH)/Enforcement Team Leader (VC)	Less effective response to unauthorised encampments
ES 18.9	Develop and implement effective protocol with Surrey Police to coordinate intelligence and action on Serious Organised Crime.	Existing Resources	01/04/19	31/03/20	Head of Environmental Services (RH)	Less effective response to SOC
ES 18.10	Develop and implement staff awareness training programme on partnership working on Serious and Organised Crime	Existing resources	01/04/19	31/03/20	Head of Environmental Services (RH)	Lack of awareness of staff of SOC. Lower levels of reporting and intelligence sharing to detect and prevent SOC
ES 18.11	Promote the more effective use of Community Protection Notices and Fixed Penalty Notices by all front line services with an enforcement aspect to their role.	Officer time Support from HoST to engage front line teams	01/04/19	31/03/20	Head of Environmental Services (RH)/ Licensing Manager (PH)	Less effective intervention and prevention of Anti-social behaviour and nuisance
ES 18.12	Develop and implement corporate policies and procedures on the use of CCTV systems for enforcement, monitoring and surveillance	Officer time. Resources for CCTV cameras	01/04/19	31/03/20	Head of Environmental Services (RH)/ Licensing Manager (PH)	Less effective detection and prevention of ASB and crime. Less effective enforcement of environmental legislation
ES 18.12	Develop and implement a corporate system for processing fixed penalty notices and recovering fines	Support from IT and Legal Teams	01/04/19	31/03/20	Licensing Manager (PH), IT and Legal	Less effective enforcement and control of environmental crime