

## Service Plan 2020-2023

		<b>Head of Service:</b>	<b>Richard Homewood</b>
		<b>Strategic Director:</b>	<b>Annie Righton</b>
<b>Service:</b>	<b>Environment</b>	<b>Portfolio Holders:</b>	<b>Cllr Steve Williams</b>

### 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. Work often directly contributes to actions to reduce the impact of climate change.

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

#### **Environmental Services**

The Environmental Services Team is responsible for the Council's waste management contract with BIFFA, which covers: waste, recycling, street cleaning and other street scene services. Their priorities are to reduce waste, increase recycling and maintain a clean environment.

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 team 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 team manage the Council's parking services contract with NSL and the Ring-go contract, deal with routine enquiries and monitor income and process objections and adjudicate on formal appeals against penalty charge notices.

## Emergency Planning

These priorities are to ensure the Council is as prepared to deal with any emergency which could impact the public within Waverley.

There are a number of specific civil protection responsibilities that rest with Waverley, as a "Category 1" responder to emergencies within the Borough. These include completion of risk assessments, creating and maintaining a business continuity management system, the creation and exercising of emergency plans, the duty to maintain public awareness with a focus on warning and informing, the provision of advice and assistance to the commercial, private and voluntary sector, the continuous co-operation with other responder agencies and the continuous sharing of information with other responder agencies.

**For business continuity** the aims and objectives are to support the Senior Management Team in producing individual service plans with highly targeted business impact assessments, defined acceptable down-times for individual teams and the identification of which teams rely on other services for their own service provision, allowing for the understanding of how impact to one team might effect another. Completing the items listed should allow for better decision making in the mitigation of service provision impacts.

## 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 or interact with 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. We encourage employees to report to us if they feel as though they do not have the correct access to health and safety reporting, information and training.

## 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

The Council declared a climate emergency on 18 September 2019 with the aim of the Council becoming carbon neutral by 2030. The Sustainability Manager's priority is to work with all services across Waverley Borough Council, Surrey County Council, Town and Parish Councils to produce and monitor performance against the Climate Emergency Action Plan which aims to be carbon neutral by 2030. The Sustainability Manager will support the council in reducing carbon emissions across the Borough, promote the use of renewable energy and biodiversity. The Sustainability Manager will also lead work with the community to help Waverley work toward becoming a carbon neutral borough. The Sustainability Manager is also responsible for the development and delivery of the council's Energy Efficiency Plan and completion of the Home Energy Conservation Act Report.

**Service Team: Environmental Health**

**Team Leader: Victoria Buckroyd - Environmental Health Manager**

## Business As Usual - Annual

<b>Outcome 1.</b>	<b>Enhanced protection of the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health &amp; safety and environmental protection legislation</b>
	<b>Corporate priority: A thriving local economy, supporting local businesses and employment; a sense of responsibility for our environment, promoting biodiversity and protecting our planet.</b>

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 2020/21 describes the service.</p> <ul style="list-style-type: none"> <li>• Advice and compliance inspections / investigations for statutory food service carried out in accordance with the inspection programme.</li> <li>• Undertake planned Category A &amp; 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.</li> <li>• Submit a quarterly report to the Environment Overview &amp; Scrutiny (O&amp;S) Committee. Target is 100%.</li> </ul>	Existing Resources	01/04/20	31/3/21	Environmental Health Manager (VB)	Statutory requirement not met. Food Safety Agency would audit and require action to be taken. Poor media coverage
ES 1.2	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.	Existing Resources	01/04/20	31/3/21	Environmental Health Manager (VB)	Not meeting statutory requirement. Legal action against the council or Ombudsman complaint. Poor media coverage
ES 1.3	<p>Health &amp; 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 &amp; Safety Service Plan 2020/21 describes the service.</p> <ul style="list-style-type: none"> <li>• Advice and compliance inspections / investigations for statutory health &amp; safety service carried out in accordance with the National Code.</li> </ul>	Existing Resources	01/04/20	31/3/21	Environmental Health Manager (VB)	Statutory requirement not met. HSE would Audit and require action to be taken. Poor media coverage

ES 1.4	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.	Existing Resources	01/04/20	31/3/21	Environmental Health Manager (VB)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage
ES 1.5	Reduce the impact on climate change by responding to complaints / enquiries regarding smoke and odour nuisance using statutory environmental protection enforcement powers. Respond to all nuisance/noise complaints in a timely manner.	Existing Resources	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage. Lack of action re Climate Change.
ES 1.6	Reduce the impact on climate change (minimise carbon emissions) and the environment from new developments by responding proactively to planning consultations, ensuring that impacts on neighbours, future occupants and the environment are minimised.	Existing Resources	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Inappropriate development. Poor media coverage. Lack of action re climate change.
ES 1.7	Respond to licensing consultations in our capacity as the Responsible Authority for the prevention of public nuisance for Premises Licenses.	Existing Resources	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.
ES 1.8	Collection of stray dogs.	Maintain current staff/contractor arrangement	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.
ES 1.9	Pest control and facilitating owners/occupiers to control pests which could impact on public health.	Maintain current staff/contractor arrangement	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Complaints about lack of service. Poor media coverage. Loss of income

ES 1.10	Animal welfare activity licences, scrap metal dealer licences and street trading consents issued and monitored.	Existing Resources	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.
ES 1.11	Reduce the impact of prescribed processes on climate change and the environment by ensuring strict emission levels for prescribed process are met when considering applications for permits and monitoring their records of emissions to atmosphere.	Maintain current staff/contractor arrangement	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Poor emissions to air. Statutory requirement not met. Legal action against the council. Lack of action re climate change.
ES 1.12	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	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Land not suitable for use. Statutory requirement not met. Legal action against the council.
ES 1.13	Private Water Supplies sampled and risk assessed, and appropriate action taken to protect public health.	Existing Resources	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Statutory requirement not met - possible legal action against the council by Drinking Water Inspectorate.
ES 1.14	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	01/04/20	31/3/21	Environmental Health Manager (VB)	Reduction of satisfaction with our services.
ES 1.15	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. This helps to reduce the impact of climate change when giving advice about environmental compliance.	Existing Resources	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Increase in businesses failing to understand their legal responsibilities and further enforcement action needed. Lack of action re climate change.

ES 1.16	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	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Lack of effective joined up working. Opportunities to protect public health missed.
ES 1.17	Reduce carbon emissions from travel and transport by working in partnership with internal (other departments and Member Working Groups) and external stakeholders (e.g. Surrey County Council, Surrey Air Alliance) supporting actions including flexible working arrangements, car sharing, area working, video and teleconferencing to minimise officer mileage.	Existing Resources	01/04/20	31/3/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Lack of effective joined up working. Opportunities to work together to take action for climate change missed.

<b>Outcome 2. Improvement in Air Quality in Waverley</b>						
<b>Corporate priority: A sense of responsibility for our environment, promoting biodiversity and protecting our planet.</b>						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
ES 2.1	Complete the annual air quality monitoring programme in accordance with statutory guidance from DEFRA using the diffusion tube network and automatic analysers.	Existing Resources/contractor arrangements	01/04/20	31/03/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Not meeting statutory requirement to identify Air Quality Management Areas (AQMA). Poor media coverage
ES 2.2	Publish the 2020 Annual Air Quality Status Report.	Maintain current staff/contractor arrangement	01/04/20	31/03/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Not meeting statutory requirement. Legal action against the council by DEFRA. Poor media coverage
ES 2.3	Investigate potential for the introduction of Low Emission Zones where appropriate to improve air quality and reduce pollution levels	Additional resources not quantified	01/04/20	31/03/22	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Less improvement in air quality. Loss of credibility in respect of Climate emergency declaration. Poor media coverage

### Team Projects - multi year

### Outcome 3. Team Projects 2020/2023 - Environmental Health

**Corporate priority: A thriving local economy, supporting local businesses and employment; a sense of responsibility for our environment, promoting biodiversity and protecting our planet.**

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 3.1	Review the enhanced arrangements, for air quality monitoring sites across Waverley completed 2018. Review progress at stakeholder meetings	Existing Resources/contractor arrangements	01/04/20	31/03/20	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Not meeting statutory requirement to identify Air Quality Management Areas (AQMA). Poor media coverage. Lack of action re climate change.
ES 3.2	Promote behaviour change to reduce carbon emissions and improve air quality by participating in the Surrey Air Alliance Schools Air Quality Programme in Waverley. Review progress at stakeholder meetings.	Existing Resources/project working with Surrey Air Alliance	01/04/20	31/12/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Not meeting statutory requirement for Air Quality Action Plans in AQMAs. Impacts on public health. Poor media coverage. Lack of action re climate change.
ES 3.3	Identify effective actions for the Air Quality Action Plan to reduce carbon emissions and improve air quality using the results of the air quality modelling study prepared by consultants. Review progress at stakeholder meetings.	Existing Resources/project working with Surrey Air Alliance	01/04/20	01/06/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Not meeting statutory requirement for Air Quality Action Plans in AQMAs. Impacts on public health. Poor media coverage. Lack of action re climate change.
ES 3.4	Finalise the Air Quality Action Plan with stakeholders to improve air quality and reduce carbon emissions. Review progress at stakeholder meetings.	Staff Time	01/04/20	31/12/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Not meeting statutory requirement for Air Quality Action Plans in AQMAs. Impacts on public health. Poor media coverage. Lack of action re climate change.
ES 3.5	Implement the new licensing arrangements for animal welfare activities, including taking action on intelligence provided on premises.	Existing Resources	01/04/20	31/03/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Not meeting statutory requirement. Legal action against the council or Ombudsman complaint. Poor media coverage.

ES 3.6	Conduct a review of the Street Trading Policy and the designations of streets within the borough.	Existing Resources	01/04/20	31/03/21	Deputy Environmental Health Manager (JG)/Environmental Health Manager (VB)	Not meeting legal requirement. Town/Parish Councils disengage as they want changes to be made. Poor media coverage.
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<b>Service Team: Environmental Services</b>	<b>Team Leader: Jennifer Carson-Paice- Environmental and Parking</b>
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<b>Business As Usual - annual</b>
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Outcome 4.	The performance of the waste, recycling and street cleaning contract is maintained and customer satisfaction with the service is					
	Corporate Priority: A sense of responsibility for our environment, promoting biodiversity, and protecting our planet.					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 4.1	Maximise the opportunities of the new contract to ensure the existing high level of performance is maintained through the transitional phase.	Existing resources	01/04/20	31/10/21	Head of Environmental Services (RH)/ Environmental and Parking Services Manager (JCP)	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced
ES 4.2	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	01/04/20	31/10/21	Environmental and Parking Services Manager (JCP)	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced
ES 4.3	Work with contractors to ensure missed collections per week do not exceed 40 per 104,000 collections, thus reducing vehicle emissions.	Existing Resources	01/04/20	31/10/21	Environmental and Parking Services Manager (JCP)	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced

<b>Outcome 5.</b>	<b>Improvements in recycling rates and reduction in waste collected per household</b>
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**Corporate priority: A thriving local economy, supporting local businesses and employment; a sense of responsibility for our environment, promoting biodiversity and protecting our planet.**

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 5.1	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	01/04/20	31/10/21	Environmental and Parking Services Manager (JCP)	Increase in residual waste sent to landfill; reduction in recycling; loss of income through SCC funding for recycling improvements; increase in carbon emissions by sending more waste for disposal.
ES 5.2	Continue to work with Surrey Environmental Partnership (SEP) on waste and recycling initiatives to maintain a recycling contamination rate below 5%,	Existing Resources	01/04/20	31/10/21	Environmental and Parking Services Manager (JCP)	Increase in residual waste sent to landfill; reduction in recycling; loss of income through SCC funding for recycling improvements; increase in carbon emissions by sending more waste for disposal.
ES 5.3	Contribute to the reduction in carbon emissions by implementing the Single-Use Plastic Strategy within the organisation	Existing Resources	01/04/20	31/03/21	Environmental and Parking Services Manager (JCP)	Less reduction in carbon emissions. No reduction in single use plastics.
ES 5.4	Contribute to the reduction in carbon emissions by working with Town and Parish Councils to introduce additional water refill stations across the borough and reduce the use of single use plastic water bottles.	Existing staff resources. Additional funding required for installation and water use.	01/04/20	31/03/21	Environmental and Parking Services Manager (JCP)	Less reduction in carbon emissions. No reduction in single use plastics.
ES 5.5	Maximise potential of garden waste scheme and promote to encourage new subscribers to achieve an increase in garden waste subscriptions to 17,000 bins.	Existing Resources	01/04/20	31/10/21	Environmental and Parking Services Manager (JCP)	Reduction in recycling; loss of income.
ES 5.6	Promote home composting	Existing Resources	01/04/20	31/10/21	Environmental and Parking Services Manager (JCP)	Increased visits to CRCs increased vehicle emissions.

**Outcome 6. Effective management of off-street car parking provision in the Borough**

**Corporate priority: A thriving local economy, supporting local businesses and employment; a sense of responsibility for our environment, promoting biodiversity and protecting our planet.**

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES .6.1	Maximise the potential of the extended contract to ensure the existing high level of performance is maintained.	Existing Resources	01/04/20	31/10/21	Head of Environmental Services (RH)/ Environmental and Parking Services Manager (JCP)	Potential breaches of the Parking Order if there is not an enforcement presence in car parks; loss of income
ES 6.2	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.	Existing Resources	01/04/20	31/10/21	Environmental & Parking Services Manager (JCP)	Car parks that are not properly maintained; potential insurance claims; poor public perception

### Team Projects - multi year

Outcome 7.	Effective implementation of improvements to waste, recycling and street cleaning service following contract mobilisation					
	<b>Corporate Priority: A sense of responsibility for our environment, promoting biodiversity, and protecting our planet.</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 7.1	Deliver route optimisation of waste contract to reduce vehicle emissions and increase efficiency.	Funding for publicity campaign	01/01/20	31/08/20	Head of Environmental Services (RH)/ Environmental and Parking Services Manager (JCP)	Loss of potential income; recycling rate will not improve; carbon emissions from vehicles will be higher if routes are not optimised.
ES 7.2	Introduce kerbside collection of textiles and small electrical appliances from the kerbside.	Existing resources	01/01/20	31/08/20	Environmental and Parking Services Manager (JCP)	No increase in recycling of textiles and small electrical appliances.
ES 7.3	Work with contractors to improve the current street cleaning schedules and reduce vehicle emissions by having more efficient schedules. Continue to deliver improved performance relating to street cleaning, particularly through the leafing season.	Existing Resources	01/01/20	30/06/20	Environmental and Parking Services Manager (JCP)	Loss of potential income; recycling rate will not improve; carbon emissions from vehicles will be higher if routes are not optimised.

ES 7.4	Review the provision of bring sites across the borough following the introduction of the increased range of recyclable materials collected at kerbside.	Officer Time	01/01/20	31/03/21	Head of Environmental Services (RH)/ Environmental and Parking Services Manager (JCP)	Continuing increase in recycling rejection rates.
ES 7.5	Introduce dual litter / recycling bins in key locations to promote recycling	Existing Resources	01/04/20	31/10/21	Environmental and Parking Services Manager (JCP)	lower recycling rates
<b>Outcome 8. Develop a strategic approach to off street parking provision which maximises capacity to meet demand and supports the local economy whilst achieving income levels to support future investments and services</b>						
<b>Corporate Priority: A thriving local economy, supporting local businesses and employment; a sense of responsibility for our environment, promoting biodiversity and protecting our planet.</b>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 8.1	Implement recommendations from strategic review of off-street parking	Officer Time; any financial resources are unknown until we have the recommendations from the review	01/04/20	31/03/21	Head of Environmental Services (RH)/ Environmental and Parking Services Manager (JCP)	Potential reduction in usage; loss of income; car parks that are not properly maintained; potential insurance claims; poor public perception.
ES 8.2	Investigate the feasibility of installing solar canopies in off-street car parks to generate electricity and develop a business case for their introduction in consultation with the Sustainability Manager and Planning Service.	Officer Time, capital funding if business case approved.	01/10/19	31/03/21	Head of Environmental Services (RH)/ Environmental and Parking Services Manager (JCP)/ Sustainability Manager	Loss of credibility in terms of the Climate emergency commitment.

ES 8.3	To generate new income streams by continuing to progress projects that improve and enhance car parks in Haslemere and Farnham.	Officer Time	03/04/20	31/03/20 21 ongoing	Head of Environmental Services (RH)/ Environmental and Parking Services Manager (JCP)	Loss of income; reduction in parking provision.
ES 8.4	Investigate the scope for differential charging in off-street car parks to promote the use of hybrid and electric vehicles.	Officer Time	03/04/20	31/03/20 21 ongoing	Head of Environmental Services (RH)/ Environmental and Parking Services Manager (JCP)	Loss of credibility in terms of the Climate emergency commitment. Lower uptake of low emission and electric vehicles

**Service Team: Emergency Planning** **Team Leader: Tinaz Erenler - Emergency Planning, Resilience and Safety**

**Business As Usual - annual**

<b>Outcome 9.</b>	<b>Improve local arrangements to support the Council's legal responsibility under the Civil Contingencies Act (CCA) 2004 to provide the following civil protection duties as a category 1 responder; risks assessments, business continuity management, emergency planning, maintaining public awareness to hazards, the provision of advice to the commercial sector, co-operation with other responder agencies and to share information with other responder agencies</b>					
	<b>Corporate Priority: High quality public services, a sense of responsibility for our environment</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
ES 9.1	Work with Surrey Local Resilience Forum for the combined development of preparedness, response and recovery planning within the Borough of Waverley.	Officer Time and Partnership working	01/04/20	31/03/21	Emergency Planning Officer	Threat to life due to lack of planning and procedures in place. Planning for emergencies is a statutory duty for Waverley. Legal and constitutional impacts.

ES 9.2	Review/update and deliver appropriate business contingency plans on time.	Officer Time	01/04/20	31/03/21	Emergency Planning Officer	Services unable to function, which would impact the council's statutory duty to continually provide certain outlined services to the public.
ES 9.3	Establish feasibility of a natural flood defence programme for Godalming with multiple agency and local authority stakeholders. This action has the objective of achieving multiple goals relevant to the establishment of the climate emergency.	Officer Time and Head of Service	01/04/20	31/03/21	Emergency Planning Officer	Fewer goals achieved under the climate emergency set-out by council.

<b>Outcome 10.</b>	<b>Continue to build and grow Waverley's Business Continuity Management Planning</b>					
	<b>Corporate Priority: supporting local businesses and employment</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 10.1	Embed into the organisation Business Continuity Management - regular training and exercising. Engage all employees.	Officer Time and Heads of Service.	01/04/20	18/08/20	Emergency Planning Officer	An inefficient business continuity management system would lead to longer down-time and increased impact on customers.
ES 10.2	Strategic Business Continuity Management	Officer Time and Heads of Service.	01/04/20	18/08/21	Emergency Planning Officer	Failure to adapt would lead to services becoming left vulnerable to impacts which could be avoided or mitigated against.

<b>Outcome 11.</b>	<b>Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act</b>					
	<b>Corporate Priority: infrastructure and services fit for the future</b>					
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 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	01/04/20	31/03/21	Emergency Planning Officer	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regulation 1999

ES 11.2	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	01/04/20	31/03/21	Emergency Planning Officer	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regulation 1999
ES 11.3	Ensure the Emergency Planning, Resilience and Safety Officer becomes NEBOSH certified to allow for increased competency on health and safety matters within the organisation.	Officer Time	01/04/20	18/09/20	Emergency Planning Officer	Lack of knowledge on H&S could lead to incorrect reporting and liaison with HSE, as well as inadequate policy and subsequent poor protection of employees.

### Team Projects - Multi year

<b>Outcome 12.</b>	<b>Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act</b>					
	Corporate Priority: High quality public services					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 12.1	Complete the programme of reviews of corporate Health and Safety policies and procedures due during the period.	Officer Time and HoS.	18/08/19	18/08/20	Emergency Planning Officer	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at Work Regs 1999.
ES 12.2	Hold Health and Safety induction presentations as well as input into quarterly Health and Safety meetings, sustaining a platform for all stakeholders to decide on Health and Safety matters.	Officer Time	18/08/19	18/08/20	Emergency Planning Officer	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regs 1999.

**Service Team: Licensing**

**Team Leader: Paul Hughes - Licensing Manager**

### Business As Usual - annual

<b>Outcome 13.</b>	<b>Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted within the borough</b>					
	Corporate Priority: thriving local economy, supporting local businesses and employment					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

ES 13.1	Continue with targeted Licensing inspection programme, with spot check visits following intelligence and/or incidents. Ensure results and any concerns from such visits are reported internally and shared with key partners including Surrey Police. Ensure all Licensing compliance issues are acted upon and further monitored and site revisited where appropriate.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 13.2	Carry out a programme of spot checks on Hackney carriage and Private Hire vehicles, drivers and operators. Investigate and record all complaints, taking appropriate action.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 13.3	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by reviewing existing processes and policies.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Process may not ensure public safety
ES 13.4	Participate in the Customer Services review to improve customer focus across all areas of the Council's licensing function and improve customer journeys.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Staff not up to date with current legislation and licensing practice
ES 13.5	Work with other Surrey Licensing authorities to review and update Hackney Carriage/Private Hire Policy requirements to promote the transition to low emission, hybrid or electric vehicles as Hackney Carriage/Private Hire Vehicles in accordance with the corporate objective of reducing carbon emissions.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Public safety cannot be assured
ES 13.6	Continue to work with Surrey Licensing Group to develop Surrey Joint warranting protocol.	Existing Resource	01/11/19	31/03/22	Licensing Manager (PH)	Public safety cannot be assured

**Service Team: Environmental Enforcement**

**Team Leader: Paul Hughes - Licensing Manager**

**Business As Usual - annual**

<b>Outcome 14.</b>	<b>Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough.</b>					
	<b>Corporate Priority: a sense of responsibility for our environment, promoting biodiversity and protecting our planet.</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
ES 14.1	Carry out effective enforcement against fly-tipping, littering and dog fouling and ensure there are effective dog controls throughout the borough.	Existing resources	01/04/20	31/03/21	Licensing Manager (PH)	Increased fly tipping, loss of WBC reputation

ES 14.2	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	01/04/20	31/03/21	Licensing Manager (PH)	Standards of service fall. Failure to meet contract specification
<b>Service Team: Sustainability</b>		<b>Team Leader: Delma Bryant - Sustainability Manager</b>				

### Business As Usual - annual

<b>Outcome 15.</b>	<b>Ensure the impact of the organisation's activities on the environment is reduced / minimised</b>					
	<b>Corporate Priority: A sense of responsibility for our environment, promoting biodiversity and protecting our planet.</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 15.1	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 and carbon reduction targets and identify actions to achieve further reductions.	Officer Time	01/04/20	31/03/22	Sustainability Manager	Failure to meet energy efficiency targets.
ES 15.2	With Private Sector Housing and Asset Management produce and submit the Home Energy Conservation Act (HECA) report in alternating years. The report identifies measures taken by the Council to improve energy efficiency and reduction of carbon emissions in residential properties in the borough.	Officer Time	01/01/21	31/03/21	Sustainability Manager	Failure to comply with the Home Energy Conservation Act 1995

### Team Projects - multi year

<b>Outcome 16</b>	<b>Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources</b>					
	<b>Corporate Priority: A financially sound Waverley, with infrastructure and services fit for the future; a sense of responsibility for our environment, promoting biodiversity and protecting our planet.</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 16.1	Work with all services across Waverley Borough Council, Surrey County Council, Town and Parish Councils and with the wider community to prepare the Climate Emergency Action Plan	Officer Time, Support from all Services	01/10/19	31/03/20	Head of Environmental & Regulatory Services and Sustainability Manager	Failure to identify ways that the council can reduce our carbon emissions and fulfil the commitment the Council has made to be carbon neutral by 2030

ES 16.2	Introduce electric vehicle charging points in four key off-street car parks. Evaluate their uptake and use and the business case for further installations in other off-street car parks. (Working with the Environmental Protection Team, Environmental Services Team, Sustainability Manager and Waverley Air Quality Steering Group (WAQSG)).	Officer Time	01/04/19	31/07/20	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles
ES 16.3	Working with Surrey County Council on a 2 year pilot to install on street electric vehicle charging points in each major settlement	Officer Time	01/04/20	31/03/21	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles
ES 16.4	Work with the Facilities Team to introduce Electric Vehicle charging points at The Burys for the council's fleet vehicles.	Officer Time, Revenue funding allocated	01/04/20	01/07/20	Sustainability Manager	Failure to provide charging facilities for fleet vehicles and delay the change to environmentally friendly fleet vehicles

### Corporate & Service Level Projects (Service wide or cross cutting projects)

<b>Outcome 17.</b>	<b>Enhance local environment and feeling of well-being for the community as a result of reduced levels of environmental crime and anti-social behaviour within the borough.</b>					
	<b>Corporate Priority: A sense of responsibility for our environment, promoting biodiversity and protecting our planet.</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 17.1	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	01/11/19	31/03/21	Head of Environmental Services (RH) /Licensing Manager (PH)	Less effective and efficient use of resources to protect the community and the environment

ES 17.2	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.	01/11/19	31/03/21	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 17.3	Continue the training and development programme to support the development of the Joint Enforcement Initiative	Support from HoST to engage front line teams	01/11/19	31/03/20	Head of Environmental Services (RH)	Staff not skilled and equipped to deliver effective enforcement
ES 17.4	Continue with the Unauthorised Encampment procedure training programme for front line field officers	Support from Learning and Development and Planning Enforcement	01/11/19	31/03/21	Head of Environmental Services (RH)/Enforcement Team Leader (VC)	Less effective response to unauthorised encampments
ES 17.5	Continue working with Surrey Police to coordinate intelligence and action on Serious Organised Crime.	Existing Resources	01/11/19	31/03/21	Head of Environmental Services (RH)	Less effective response to SOC
ES 17.6	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	01/11/19	31/03/21	Head of Environmental Services (RH)/ Licensing Manager (PH)	Less effective intervention and prevention of Anti-social behaviour and nuisance
ES 17.7	Implement and monitor compliance with the corporate policies and procedures on the use of CCTV systems for enforcement, monitoring and surveillance	Officer time. Resources for CCTV cameras	01/02/20	31/03/21	Head of Environmental Services (RH)/ Licensing Manager (PH)	Less effective detection and prevention of ASB and crime. Less effective enforcement of environmental legislation
ES 17.8	Use CCTV in appropriate circumstances to promote community re-assurance and deter anti-social behaviour	Officer time. Resources for CCTV cameras	01/02/20	31/03/21	Head of Environmental Services (RH)/ Licensing Manager (PH)	Less effective detection and prevention of ASB and crime. Less effective enforcement of environmental legislation

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