

<b>Service Plan 2021-2024</b>		<b>Head of Service:</b>	<b>Richard Homewood</b>
		<b>Strategic Director:</b>	<b>Annie Righton</b>
<b>Service:</b>	<b>Environmental &amp; Regulatory Services</b>	<b>Portfolio Holders:</b>	<b>Cllr Steve Williams, Cllr Nick Palmer</b>

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

#### **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 contractors.

##### **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.

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 and on 15 December 2020 the Council adopted the Climate Change and Sustainability Strategy and approved the Carbon Neutrality Action Plan for 2020-2030. 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 Carbon Neutrality Action Plan which aims to be carbon neutral by 2030. The Sustainability Team 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 (Food and Safety)****Team Leader: Suzanne Robinson - Environmental Health Manager (Food and Safety)****Business As Usual - Annual**

Outcome 1.	Enhanced protection of the health, safety and welfare of residents, visitors and employees by offering advice and ensuring compliance with statutory food, health & safety legislation					
	<b>Corporate priority:</b> A strong, resilient local economy, supporting local businesses and employment / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 1.1	Food Safety Regulation - Delivery of the Food Standards Agency Regulatory Framework Agreement, and provide support to local businesses in achieving compliance. Undertake inspection programme so as to maximise value and minimize operational emissions. Work with jointly with stakeholders including Economic Development to give advice to businesses to support the local economy, in a cost effective and carbon neutral manner.	Existing Resources	01/04/2021	31/03/2022	Environmental Health Manager (Food and Safety)	If statutory framework not met risk of Food Safety Agency audit and intervention. Risk to public health. Negative media. It should be noted that redirection of staffing resource to deal with LA Covid-19 Compliance, Enforcement and Business Support has resulted in risk of failure to deliver this output for 2020/21, this might continue in 2021/22, without additional resources.
ES 1.2	Infectious Disease Control - Investigate outbreaks of communicable and food related infectious diseases according to the Food Standard Agency guidelines on the management of outbreaks of foodborne illness and Public Health England operation guidance on communicable disease outbreak management. a key priority is to support the Health and Wellbeing of our community in dealing with the Covid19 pandemic, and to ensure business compliance.	Existing Resources	01/04/2021	31/03/2022	Environmental Health Manager (Food and Safety)	Not meeting statutory requirement. Legal action against the council or Ombudsman complaint. Risk to public health. Negative media.
ES 1.3	Health & Safety Regulation and Business Support - Support local businesses to comply with Health & Safety requirements through an intervention programme set out in the Health and Safety Executive (HSE) National Code. Work jointly with stakeholders including Economic Development to give advice to businesses to support the local economy, in a cost effective and carbon neutral manner.	Existing Resources	01/04/2021	31/03/2022	Environmental Health Manager (Food and Safety)	Statutory requirement not met. HSE Audit and intervention. Risk to public health. Negative media. It should be noted that redirection of staffing resource to deal with LA Covid-19 Compliance, Enforcement and Business Support has resulted in risk of failure to deliver this output for 2020/21, this might continue in 2021/22, without additional resources.
ES 1.4	Workplace accident investigation - Meet Statutory Duty to provide high quality investigation and enforcement service for workplace accidents allocated to Local Authority responsibility.	Existing Resources	01/04/2021	31/03/2022	Environmental Health Manager (Food and Safety)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Public protection not secured. Negative media.

ES 1.5	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	01/04/2021	31/03/2022	Environmental Health Manager (Food and Safety)	Reduction of satisfaction with our services. It should be noted that redirection of staffing resource to deal with LA Covid-19 Compliance, Enforcement and Business Support has resulted in risk of failure to deliver this output for 2020/21, this might continue in 2021/22, without additional resources.
ES 1.6	Work with Economic Development Team to actively engage with and support local businesses, both large and small to create a business friendly culture and understand business needs. Build more effective links with Chambers of Commerce and businesses to provide advice and support on Food Safety, Health and Safety compliance.	Existing Resources	01/04/2021	31/03/2022	Environmental Health Manager (Food & Safety)	Increase in businesses failing to understand their legal responsibilities and further enforcement action needed. Lack of action re climate change.
ES 1.7	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	01/04/2021	31/03/2022	Environmental Health Manager (Food & Safety)	Lack of effective joined up working. Opportunities to protect public health missed.

<b>Service Team: Environmental Health (Environmental Protection)</b>	<b>Team Leader: Jeanette Guy - Environmental Health Manager (Environmental Protection)</b>
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<b>Outcome 2. Enhanced protection of the environment and the health and welfare of the community by offering advice and ensuring compliance with statutory environmental protection legislation</b>						
<b>Corporate priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 2.1	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	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage. Lack of action re Climate Change.
ES 2.2	Reduce the impact of climate change 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	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Inappropriate development. Poor media coverage. Lack of action re climate change.
ES 2.3	Respond to licensing consultations in our capacity as the Responsible Authority for the prevention of public nuisance for Premises Licenses, supporting businesses to comply.	Existing Resources	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.
ES 2.4	Collection of stray dogs.	Maintain current staff/contractor arrangement, having regard to new 2021 contract	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.
ES 2.5	Pest control and facilitating owners/occupiers to control pests which could impact on public health.	Maintain current staff/contractor arrangement, having mobilised new contract/contractor late 2020	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Complaints about lack of service. Poor media coverage. Loss of income
ES 2.6	Animal welfare activity licences, scrap metal dealer licences and street trading consents issued and monitored, supporting businesses to comply.	Existing Resources	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.
ES 2.7	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	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Poor emissions to air. Statutory requirement not met. Legal action against the council. Lack of action re climate change.
ES 2.8	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	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Land not suitable for use. Statutory requirement not met. Legal action against the council.

ES 2.9	Private Water Supplies sampled and risk assessed, and appropriate action taken to protect public health.	Existing Resources	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Statutory requirement not met - possible legal action against the council by Drinking Water Inspectorate.
ES 2.10	Work with Economic Development Team to actively engage with and support local businesses, both large and small to create a business friendly culture and understand business needs. Build more effective links with Chambers of Commerce and businesses to provide advice and support on environmental compliance to reduce their impact on the environment.	Existing Resources	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Increase in businesses failing to understand their legal responsibilities and further enforcement action needed. Lack of action re climate change.

### Outcome 3. Improvement in Air Quality in Waverley

**Corporate priority:** A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 3.1	Complete the annual air quality monitoring programme in accordance with statutory guidance from DEFRA using the diffusion tube network and automatic analysers. Review arrangements Autumn 2021 for automatic monitoring, current contract ends December 2021.	Existing Resources / new contractor arrangements from Jan 2020 for diffusion tubes	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement to identify Air Quality Management Areas (AQMA). Poor media coverage
ES 3.2	Publish the 2021 Annual Air Quality Status Report.	Existing Resources/ new contractor arrangements from Jan 2021	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement. Legal action against the council by DEFRA. Poor media coverage
ES 3.3	Investigate potential for the introduction of Low Emission Zones where appropriate to improve air quality and reduce pollution levels	Additional resources not quantified	01/04/2020	31/03/2022	Environmental Health Manager (Environmental Protection)	Less improvement in air quality. Loss of credibility in respect of Climate emergency declaration. Poor media coverage. This outcome is subject to having sufficient staff resources to take this forward.
ES 3.4	Work with stakeholders to take forward actions to improve air quality and reduce exposure to air pollution, contributing to the reduction in carbon emissions, and improving the health and wellbeing of people in Waverley	Additional resources not quantified	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Less improvement in air quality. Loss of credibility in respect of Climate Emergency declaration. Poor media coverage. Outcomes will subject to having sufficient staff resources to take this forward.

### Team Projects - Multi-year

#### Outcome 4. Team Projects 2020/2023 - Environmental Health

**Corporate priority:** A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES4.1	Review ways of working adopted in 2020, such as remote working and undertaking remote inspections, and adopt them where possible as normal, to reduce organisational emissions, contributing to the reduction in carbon emissions.	Existing resources	01/04/2021	31/03/2022	Environmental Health Manager (Food & Safety) / Environmental Health Manager (Environmental Protection)	Less improvement in air quality. Loss of credibility in respect of Climate emergency declaration.
ES 4.2	Work with the Surrey Air Alliance to identify (including funding options) projects to improve air quality, contributing to the reduction in carbon emissions, and improving the health and wellbeing of people in Waverley.	Existing Resources/project working with Surrey Air Alliance	01/04/2021	31/12/2022	Environmental Health Manager (Environmental Protection)	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 4.3	Work with stakeholders to identify actions to develop a Clean Air Strategy, including review of Waverley's Air Quality Action Plan to reduce air pollution, contributing to the reduction in carbon emissions, and improving the health and wellbeing of people in Waverley. (Focus area Active Travel and Air Quality in the Carbon Neutral Action Plan, and potential for introduction of low emission zones). Progress on this action will be dependent on a capital approval and staff resources.	This action depends on a capital approval and see risks	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement for Air Quality Action Plans in AQMAs. Impacts on public health. Poor media coverage. Lack of action re climate change. This outcome will subject to having sufficient staff resources to take this forward.
ES 4.4	Use intel to identify and licence premises which need to be licensed under the new licensing arrangements for animal welfare activities.	Existing Resources but see risks	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement. Legal action against the council or Ombudsman complaint. Poor media coverage. This outcome is subject to having sufficient staff resources to take this forward. Also if a large number of applications come forward consideration will need to be given on how we can take this outcome forward, and impacts on other work.
ES 4.5	Implement the updated Street Trading Policy 2021, including designations of prohibited and consent streets within the borough.	Existing Resources but see risks	01/04/2021	31/03/2022	Environmental Health Manager (Environmental Protection)	Not meeting legal requirement. Town/Parish Councils disengaged from the process. Poor media coverage. If a large number of street trading applications come forward consideration will need to be given on how we can take this outcome forward, and impacts on other work.

**Service Team: Environmental & Parking Services** **Team Leader: Nick Baker - Interim Environmental Services Manager**

**Business As Usual - Annual**

<b>Outcome 5. The performance of the waste, recycling and street cleaning contract is maintained and customer satisfaction with the service is improved</b>						
<b>Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.</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 5.1	Maximise the opportunities of the new contract to ensure the existing high level of performance is maintained through the transitional phase.	Existing resources	01/04/2021	31/03/2022	Head of Environmental & Regulatory Services / Environmental and Parking Services Manager	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced
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	01/04/2021	31/03/2022	Environmental and Parking Services Manager	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced
ES 5.3	Work with contractors to ensure missed collections per week do not exceed 40 per 104,000 collections, thus reducing vehicle emissions.	Existing Resources	01/04/2021	31/03/2022	Environmental and Parking Services Manager	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced

<b>Outcome 6. Improvements in recycling rates and reduction in waste collected per household</b>						
<b>Corporate priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.						
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 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	01/04/2021	31/03/2022	Environmental and Parking Services Manager	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 6.2	Continue to work with Surrey Environmental Partnership (SEP) on waste and recycling initiatives to maintain a recycling contamination rate below 5%,	Existing Resources	01/04/2021	31/03/2022	Environmental and Parking Services Manager	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 6.3	Maximise potential of garden waste scheme and promote to encourage new subscribers to achieve an increase in garden waste subscriptions to 20,000 bins.	Existing Resources	01/04/2021	31/03/2022	Environmental and Parking Services Manager	Reduction in recycling; loss of income.

<b>Outcome 7. Effective management of off-street car parking provision in the Borough</b>						
<b>Corporate priority:</b> A strong, resilient local economy, supporting local businesses and employment / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy 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 .7.1	Maximise the potential of the extended contract to ensure the existing high level of performance is maintained.	Existing Resources	01/04/2021	31/03/2022	Head of Environmental & Regulatory Services / Environmental and Parking Services Manager	Potential breaches of the Parking Order if there is not an enforcement presence in car parks; loss of income
ES 7.2	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	01/04/2021	31/03/2022	Environmental & Parking Services Manager	Car parks that are not properly maintained; potential insurance claims; poor public perception
ES 7.3	Carry out a business process review to improve customer focus across all areas of the Council's Parking functions, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.	Existing Resources	01/04/2021	31/03/2022	Environmental & Parking Services Manager	No efficiency or service improvements

#### Team Projects - Multi-year

<b>Outcome 8. Effective implementation of improvements to waste, recycling and street cleaning service following contract mobilisation</b>						
<b>Corporate priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 8.1	Introduce kerbside collection service for textiles and small electrical appliances.	Existing resources	01/01/2020	28/03/2022	Environmental and Parking Services Manager	No increase in recycling of textiles and small electrical appliances.
ES 8.2	Contribute to the reduction in carbon emissions by implementing the Single-Use Plastic Strategy within the organisation	Existing Resources	01/04/2021	31/03/2022	Environmental and Parking Services Manager	Less reduction in carbon emissions. No reduction in single use plastics.

ES 8.3	Promote home composting	Existing Resources	01/04/2021	31/03/2022	Environmental and Parking Services Manager	Increased visits to CRCs increased vehicle emissions.
ES 8.4	Investigate the feasibility of a community composting scheme to reduce the need for garden waste collections. CNAP - W1	Resources not yet identified	01/04/2021	31/03/2022	Environmental and Parking Services Manager	Failure to meet target W1 in Carbon Neutrality Action Plan
ES 8.5	Develop a plan for becoming a zero waste borough through encouraging waste reduction and re-use as well as recycling both in respect of domestic waste and commercial and industrial waste. CNAP - W3	Resources not yet identified	01/04/2021	31/03/2024	Environmental and Parking Services Manager	Failure to meet target W3 in Carbon Neutrality Action Plan

<b>Outcome 9.</b>	<b>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>
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<b>Corporate priority:</b> A strong, resilient local economy, supporting local businesses and employment / the health and wellbeing of our communities.
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 9.1	Carry out a review of parking charges based on the recommendations from strategic review of off-street parking including the introduction of incentivised charges for ultra low emission and electric vehicles	Officer Time; any financial resources are unknown until we have the recommendations from the review	01/04/2021	31/03/2022	Head of Environmental & Regulatory Services / Environmental and Parking Services Manager	Potential reduction in usage; loss of income; car parks that are not properly maintained; potential insurance claims; poor public perception.
ES 9.2	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. CNAP - E1	Officer Time, capital funding if business case approved.	01/04/2021	31/03/2022	Head of Environmental & Regulatory Services / Environmental and Parking Services Manager	Failure to deliver target E1 in Carbon Neutrality Action Plan
ES 9.3	Work with the Sustainability Team to introduce further EV charging points in off-street car parks in accordance with the Carbon Neutrality Action Plan - CNAP - T5	Officer Time, capital funding if business case approved.	01/04/2021	31/03/2022	Environmental and Parking Services Manager / Sustainability Manager	Failure to deliver target T5 in Carbon Neutrality Action Plan

<b>Service Team: Emergency Planning</b>	<b>Team Leader: Tinaz Erenler - Emergency Planning, Resilience and Safety Officer</b>
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<b>Business As Usual - annual</b>
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<b>Outcome 10.</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>
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<b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / the health and wellbeing of our communities.
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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 preparedness, response and recovery planning within the Borough of Waverley.	Officer Time and Partnership working	01/04/2021	31/03/2024	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 10.2	Review/update business contingency plans at least annually but as necessary due to changes in situations.	Officer Time	01/04/2021	31/03/2024	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 10.3	Establish feasibility of a natural flood defence programme for the Borough with multi-agency and local authority stakeholders, with a view to submitting a multi-agency bid. This action has the objective of achieving multiple goals in accordance with the Climate Change and Sustainability Strategy, Carbon Neutrality Action Plan and the	Officer Time, Sustainability team and Head of Service	01/04/2021	31/03/2024	Emergency Planning Officer	Fewer goals achieved under the climate emergency set-out by council.

<b>Outcome 11.</b>	<b>Continue to build and grow Waverley's Business Continuity Management Planning</b>					
	<b>Corporate Priority:</b> Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / the health and wellbeing of our communities.					
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. Engage all employees.	Officer Time and Heads of Service.	01/04/2021	31/12/2024	Emergency Planning Officer	An inefficient business continuity management system would lead to longer down-time and increased impact on customers.
ES 11.2	Strategic Business Continuity Management - assess use of business continuity plans during COVID19 response to create learning.	Officer Time and Heads of Service.	01/04/2021	18/08/2021	Emergency Planning Officer	Failure to adapt would lead to services becoming left vulnerable to impacts which could be avoided or mitigated against. Failure to learn from business
ES 11.3	Ensure actions under the Carbon Neutrality Action Plan have business continuity considerations, both short and long term.	Officer Time and Heads of Service.	01/02/2021	31/03/2022	Emergency Planning Officer	The organisation may become vulnerable as changes are made to operations to achieve carbon neutrality

<b>Outcome 12.</b>	<b>Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act</b>					
	<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future					
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	01/04/2021	31/03/2024 Ongoing	Emergency Planning Officer	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regulation 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	01/04/2021	31/03/2024 Ongoing	Emergency Planning Officer	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regulation 1999

**Team Projects - Multi-year**

<b>Outcome 13.</b>	<b>Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act</b>					
	<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future					
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 the programme of reviews of corporate Health and Safety policies and procedures due during the period.	Officer Time and HoS.	01/04/2021	31/03/2024 Ongoing	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 14. 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>						
<b>Corporate priority:</b> A strong, resilient local economy, supporting local businesses and employment / the health and wellbeing of our communities.						
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 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. Utilising Environmental Enforcement & Monitoring Officers in their specific areas to support where possible to help reduce travel/carbon footprint and improve efficiency.	Existing Resource	01/04/2021	31/03/2022	Licensing & Enforcement Manager	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.2	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	01/04/2021	31/03/2022	Licensing & Enforcement Manager	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.3	Carry out a business process review to improve customer focus across all areas of the Council's licensing function, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.	Existing Resource	01/04/2021	31/03/2022	Licensing & Enforcement Manager	Staff not up to date with current legislation and licensing practice
ES 14.4	Review and update Hackney Carriage/Private Hire Policy requirements to promote the transition to ultra low emission, hybrid or electric vehicles as Hackney Carriage/Private Hire Vehicles and investigate introducing an age limit in accordance with target T2 in the Carbon Neutrality Action Plan. CNAP - T2	Existing Resource	01/04/2021	31/03/2022	Licensing & Enforcement Manager	Public safety cannot be assured Failure to deliver action T2 on Carbon Neutrality Action Plan
ES 14.5	Complete the review of the Taxi & Private Hire Licensing Policy and begin the implementation of the revised policy.	Existing Resource	01/04/2021	31/03/2022	Licensing & Enforcement Manager	Public safety cannot be assured

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

**Business As Usual - Annual**

<b>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 behaviour within the borough.</b>						
<b>Corporate priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.						
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, littering and dog fouling and ensure there are effective dog controls throughout the borough.	Existing resources	01/04/21	31/03/24	Licensing & Environmental Enforcement Manager	Increased fly tipping, loss of WBC reputation
ES 15.2	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	01/04/21	31/03/24	Licensing & Environmental Enforcement Manager	Standards of service fall. Failure to meet contract specification

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

**Business As Usual - Annual**

<b>Outcome 16. Ensure the impact of the organisation's activities on the environment is reduced / minimised</b>						
<b>Corporate priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.						
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 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 16.2	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	31/03/23	Sustainability Manager	Failure to comply with the Home Energy Conservation Act 1995

**Team Projects - Multi-year**

<b>Outcome 17 Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources</b>						
<b>Corporate priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 17.1	Work with all services across Waverley Borough Council, Surrey County Council, Town and Parish Councils and with the wider community to enable them to progress the short term actions in the Carbon Neutrality Action Plan.	Officer Time, Support from all Services	01/04/2021	31/03/2024	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 17.2	Working with Car Park Team to identify four car parks used by commuters and businesses that are suitable for the installation of fast chargers and continue the roll out of EV chargers. Prepare business case and seek external funding. CNAP - T5	Officer Time	01/04/2021	31/03/2024	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles. CNAP - T5
ES 17.3	Work with Parking Services to investigate the viability of installing solar canopies in Waverley owned car parks and if business case supports their introduction, seek funding opportunities. CNAP - E1	Officer Time	01/04/2021	31/03/2022	Sustainability Manager	Failure to deliver action E1 on Carbon Neutrality Action Plan
ES 17.4	Working with Surrey County Council on a 2 year pilot to install on street electric vehicle charging points in each major settlement. CNAP - T1	Officer Time	01/04/2021	31/03/2022	Sustainability Manager	Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles
ES 17.5	Investigate the viability of ULEV pool cars for business use as a means of promoting behaviour change and prepare a business case if considered viable. CNAP - O5	Officer Time, Funding allocated	01/04/2021	31/03/2024	Sustainability Manager	Failure to deliver action O5 on Carbon Neutrality Action Plan
ES 17.6	Working with Town & Parishes and Cycle Forums install four bicycle shelters, one in Farnham, Haslemere, Godalming and Cranleigh as a pilot scheme. Evaluate their uptake and prepare a business case for further shelters	Officer Time, Funding allocated	01/04/2021	31/03/2024	Sustainability Manager	Failure to provide bike shelters that would promote active transport and fulfil the commitment the Council has made to be carbon neutral by 2030
ES 17.7	Work with Guildford Borough Council on a joint pilot to introduce ECargo Bikes across the two boroughs suitable for use by local business. Prepare joint funding bid	Officer time, Funding required	01/04/2021	31/03/2024	Sustainability Manager	Failure to promote active transport for local businesses and fulfil the commitment the Council has made to be carbon neutral by 2030
ES 17.8	Work with Surrey County Council to identify potential sites in Waverley that are suitable for tree planting and renewables. Funded by SCC	Officer time	01/04/2021	31/03/2024	Sustainability Manager	Failure to identify ways to offset carbon emissions in Waverley and fulfil the commitment the Council has made to be carbon neutral by 2030

ES 17.9	Working with Surrey County Council and SE Energy Hub to identify a suitable site for a solar farm within Waverley. Carry out a feasibility study and prepare a business case. CNAP - O1	Officer time. Funding required	01/01/2021	31/03/2022	Sustainability Manager	Failure to identify ways to generate renewal energy which will offset the carbon emissions in Waverley and fulfil the commitment the Council has made to be carbon neutral by 2030
ES 17.10	Work with SCC and other partners to develop proposals for a network of cycle routes across Waverley, to try to ensure that by 2030 all towns and population centres are connected by dedicated cycle routes. Seek funding opportunities to facilitate their implementation. CNAP -T4	Officer time. Funding required	01/01/2021	31/03/2022	Sustainability Manager	Failure to deliver action T4 on Carbon Neutrality Action Plan

**Corporate & Service Level Projects (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 behaviour within the borough.					
Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / the health and wellbeing of our communities.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
ES 18.1	Lead the Inspection and Enforcement Business Transformation Review	Officer time Support from Head of Service Team (HoST) to engage front line teams	01/04/21	31/08/21	Head of Environmental & Regulatory Services	Less effective and efficient use of resources to protect the community and the environment. No cost savings.
ES 18.2	Work with Safer Waverley Partnership partner agencies to introduce a Public Space Protection Order in respect of Anti-Social Behaviour.	Officer time Mutual Support with Parks and Open Spaces Team. Additional costs for signage, publicity etc.	30/11/20	01/07/21	Head of Environmental & Regulatory Services / Licensing and Env Enforcement Manager	Failure to reduce the impact of anti-social behaviour on the community and the environment.
ES 18.3	Coordinate response to Unauthorised Encampments for front line field officers	Officer time Mutual Support from other enforcement teams across WBC.	01/04/21	31/03/24	Head of Environmental & Regulatory Services	Less effective response to unauthorised encampments
ES 18.4	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	01/04/21	31/03/24	Head of Environmental & Regulatory Services / Licensing and Env Enforcement Manager	Less effective detection and prevention of ASB and crime. Less effective enforcement of environmental legislation. Breaches of GDPR and

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