

Service Plan 2023-2026		Executive Head of Service:	Richard Homewood
		Strategic Director:	Dawn Hudd
Service:	Regulatory Services	Portfolio Holders:	Cllr Andy Macleod(AM), Cllr Steve Williams (SW)
<p>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. From time to time Service Plans will be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by the Joint Management Team, O&S Committees and Executive.</p>			

Air Quality
The Environmental Protection Team investigate air pollution and take/promote actions to improve air quality. They operate an extensive air quality monitoring regime and report on levels and actions taken. They are responsible for delivering the Waverley's Clean Air Strategy and the Air Quality Action Plan for the air quality management areas

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

Emergency Planning - Dealing with emergencies
The priorities are to ensure we are as prepared as possible to deal with any eventuality which could impact on the community or on our business. There are a number of specific responsibilities that rest with Waverley, as "Category 1" responders for emergencies which affect the Borough. These include the preparation of emergency plans, sharing information, warning and informing the public of emergency situations, coordinating the response to emergencies with other agencies, and providing assistance and advice to the community. In addition to these outward facing services the Emergency Planning and Resilience Services develops and supports the business continuity of the Council to ensure we are able to continue to provide essential services in the event of an incident affecting our own business operations.

Environmental health/crime
The Environmental Enforcement Team deals with Environmental Crime such as fly tipping, abandoned vehicles and enforce the Public Space Protection Orders in relation to dog issues. The team work with the Police through the Community Safety Partnership, Joint Action Group to address low level anti-social behaviour. They also assist with the performance management of the waste and street cleaning contract.

The Environmental Protection Team
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 manage the legacy of contaminated land across the Borough, monitor the management of industrial emissions, work to protect private water supplies 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 also includes reviewing planning applications to minimise detrimental impacts on people and the environment. Work often directly contributes to actions to reduce the impact of climate change. The Environmental Protection Team also licence establishments under animal welfare legislation, scrap metal dealers and issue street trading consents. They also manage the pest and stray dog services provided by private contractors.

Food & Safety
The Food & Safety Team is responsible for the application of official food controls within businesses that supply food; health and safety within businesses allocated for Local Authority enforcement including retail, office and leisure based work activities including the investigation of accidents at work. The team also has an infection control remit under the direction of the UK Health Security Agency and administers registrations in relation to special treatments including tattooists, acupuncture and electrolysis.

Licensing
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.

Private sector housing
The team's role is to ensure accommodation in the private rented sector is maintained to a satisfactory standard under the Housing Health and Safety Rating Scheme. The Team also manages the licensing of Houses in Multiple Occupation and caravan sites. They work to bring empty homes back into use and administer Disabled Facilities Grants for adaptations etc. The team also deal with Public Health funerals where there are no relatives or people able to organise them.

Service Team: Environmental Health (Food and Safety)	Team Leader: Suzanne Robinson - Environmental Health Manager (Food and Safety) (AM)
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Ongoing Service Delivery - reviewed annually

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							
Corporate priority: Improving the health and wellbeing of our residents and communities / Supporting a strong, resilient local economy/ Taking action on Climate Emergency and protecting the environment								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RS1.1	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	01/04/2022	31/03/2025	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.	S	Successful application of the FSA Local Authority Enforcement Monitoring System (LAEMS) and via N5 Statutory Return. Updates to Economic Development on legislative, policy and advice changes.
SP23/26 RS1.2	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 the UK Health Security Agency operational 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	01/04/2022	31/03/2025	Environmental Health Manager (Food and Safety)	Not meeting statutory requirement. Legal action against the council or Ombudsman complaint. Risk to public health. Negative media.	S	M3 system used to monitor investigation of Food Bourne Outbreaks as required by FSA and infectious disease case investigations as required by UKSHA. COVID track and trace visits conducted within 24 hours.

SP23/26 RS1.3	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 the HSE, neighbouring Surrey Local Authorities and Economic Development to give advice to businesses to support the local economy, in a cost effective and carbon neutral manner.	Existing Resources	01/04/2022	31/03/2025	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.	S	HSE National Code (LA) compliance and submission of LAE1 monitoring return. Updates to Economic Development on legislative, policy and advice changes.
SP23/26 RS1.4	Workplace accident investigation - Meet Statutory Duty to provide high quality investigation and enforcement service for workplace accidents allocated to Local Authority responsibility.	Existing Resources	01/04/2022	31/03/2025	Environmental Health Manager (Food and Safety)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Public protection not secured. Negative media.	S	HSE National Code (LA) compliance and submission of LAE1 monitoring return.
SP23/26 RS1.5	Work with Economic Development and Sustainability Teams 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 and Sustainability issues.	Existing Resources	01/04/2022	31/03/2025	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.	D	Updates to business via Economic Development Team and the provision of speakers to meetings with Chambers and Parish Councils.
SP23/26 RS1.6	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	01/04/2022	31/03/2025	Environmental Health Manager (Food & Safety)	Lack of effective joined up working. Opportunities to protect public health missed.	S	As per ES 11; ES12; ES13; ES14; ES15; ES16 measurements

Service Team: Environmental Health (Environmental Protection) Team Leader: Jeanette Guy - Environmental Health Manager (Environmental Protection) (AM)

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

Corporate priority: Improving the health and wellbeing of our residents and communities / Supporting a strong, resilient local economy/ Taking action on Climate Emergency and protecting the environment

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RS2.1	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	01/04/2023	31/03/2026	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.	S	Monitoring M3 database and corporate complaints
SP23/26 RS2.2	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	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Inappropriate development. Poor media coverage. Lack of action re climate change.	D	Planning permissions issued. Permissions cannot be issued without appropriate feedback
SP23/26 RS2.3	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	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.	S	Licences issued. Licences cannot be issued without feedback from EH
SP23/26 RS2.4	Collection of stray dogs.	Manage staff/contractor arrangements, and monitor the contract	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.	S	Quarterly statistics on stray dog collections and rehoming
SP23/26 RS2.5	Pest control and facilitating owners/occupiers to control pests which could impact on public health.	Manage staff/contractor arrangements, and monitor the contract	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Complaints about lack of service. Poor media coverage. Loss of income	D	Monthly data list on treatments carried out
SP23/26 RS2.6	Animal welfare activity licences, scrap metal dealer licences and street trading consents issued and monitored, supporting businesses to comply.	Existing Resources	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Statutory requirement not met. Legal action against the council or Ombudsman complaint. Poor media coverage.	S	Licences issued

SP23/26 RS2.7	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 staff/contractor arrangements, and monitor the contract	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Poor emissions to air. Statutory requirement not met. Legal action against the council. Lack of action re climate change.	S	Processes permitted and inspected
SP23/26 RS2.8	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	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Land not suitable for use. Statutory requirement not met. Legal action against the council.	S	Remediation of potentially contaminated land
SP23/26 RS2.9	Private Water Supplies sampled and risk assessed, and appropriate action taken to protect public health.	Existing Resources	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Statutory requirement not met - possible legal action against the council by Drinking Water Inspectorate.	S	Sampling and risk assessment of private water supplies
SP23/26 RS2.10	Work with Economic Development and Sustainability Teams 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	01/04/2023	31/03/2026	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.	D	Advice given on Business Waverley website. Consulting businesses on street trading applications

Outcome 3. Improvement in Air Quality in Waverley								
Corporate priority: Improving the health and wellbeing of our residents and communities / Supporting a strong, resilient local economy/ Taking action on Climate Emergency and protecting the environment								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RS3.1	Complete the annual air quality monitoring programme in accordance with statutory guidance from DEFRA using the diffusion tube network and automatic analysers. Have regard to the new contract for automatic monitoring which starts in January 2022.	Existing Resources. Tender diffusion tube/ASR contract by Dec 23	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement to identify Air Quality Management Areas (AQMA). Poor media coverage	S	Monitoring completed
SP23/26 RS3.2	Monitor and review air quality across the borough (including the Godalming AQMA through the Climate Emergency Board and air quality in relation to the Farnham AQMA through the Farnham Infrastructure Board	Existing Resources	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement to identify Air Quality Management Areas (AQMA). Poor media coverage	D	Monitoring and Review undertaken

SP23/26 RS3.3	Publish the Annual Air Quality Status Report.	Existing Resource. Tender diffusion tube/ASR contract by Dec 23	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement. Legal action against the council by DEFRA. Poor media coverage	S	Report published
SP23/26 RS3.4	Investigate potential for the introduction of Low Emission Zones where appropriate to improve air quality and reduce pollution levels	Additional resources not quantified. Tender a feasibility study in 23/24	01/04/2023	31/03/2026	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.	D/S	Introduction of LEZ
SP23/26 RS3.5	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	01/04/2023	31/03/2026	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.	D/S	Actions taken and highlighted in the Annual Air Quality Status Report
SP23/26 RS3.6	Work with Surrey County Council to Introduce campaigns to reduce air pollution through engine idling such as new signage at level crossings and busy junctions and areas prone to congestion.	Additional resources not quantified	01/04/2023	31/03/2026	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.	D	Campaigns delivered and evaluated

Team Projects - Multi-year

Outcome 4.	Team Projects 2023/2024 - Environmental Health							
	Corporate priority: Improving the health and wellbeing of our residents and communities / Supporting a strong, resilient local economy/ Taking action on Climate Emergency and protecting the environment							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by

SP23/26 RS4.1	Embrace the new ways of working adopted since 2020, including hot desking, remote working and undertaking remote inspections where possible, to reduce organisational emissions, contributing to the reduction in carbon emissions.	Existing resources	01/04/2023	31/03/2026	Environmental Health Manager (Food & Safety) / Environmental Health Manager (Environmental Protection)	Less improvement in air quality. Loss of credibility in respect of Climate emergency declaration.	D	New ways of working adopted by Team
SP23/26 RS4.2	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	01/04/2023	31/12/2026	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.	D/S	Actions taken and highlighted in the Annual Air Quality Status Report
SP23/26 RS4.3	Work with stakeholders to take forward actions identified in the Clean Air Strategy, including Waverley's updated 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. Progress on this action will be dependent on capital approval and staff resources.	Additional resources not quantified	01/04/2023	31/03/2026	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.	D/S	Actions taken and highlighted in the Annual Air Quality Status Report
SP23/26 RS4.4	Use intel to identify and licence premises which need to be licensed under the new licensing arrangements for animal welfare activities.	Existing Resources but 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.	01/04/2023	31/03/2026	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement. Legal action against the council or Ombudsman complaint. Poor media coverage.	S	Licences issued
SP23/26 RS4.5	Review Contaminated Land Strategy, 2015 - 2020	Existing Resources	01/04/2023	31/04/2024	Environmental Health Manager (Environmental Protection)	Not meeting statutory requirement. Land not suitable for use. Legal action against the council.	S	Updated contaminated land strategy in place

Service Team: Emergency Planning **Team Leader: Anthony James - Emergency Planning, Resilience and Safety Officer (PF)**

Ongoing Service Delivery - reviewed annually

Outcome 5.	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							
	Corporate Priority: 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	D/S*	Success is measured / demonstrated by
SP23/26 RS5.1	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	01/04/2023	31/03/2026	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.	S	Emergency Plans in place and tested
SP23/26 RS5.2	Review/update contingency plans at least annually but as necessary due to changes in situations.	Officer Time	01/04/2023	31/03/2026	Emergency Planning Officer	Services unable to function, which would impact the council's statutory duty to continually provide certain outlined services to the public.	S	Business continuity plans in place and tested
SP23/26 RS5.3	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 Corporate Plan.	Officer Time, Sustainability team and Head of Service	01/04/2023	31/03/2026	Emergency Planning Officer	Fewer goals achieved under the climate emergency set-out by council.	S	Flood plans in place and tested

Outcome 6.	Continue to build and grow Waverley's Business Continuity Management Planning							
	Corporate Priority: 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	D/S*	Success is measured / demonstrated by

SP23/26 RS6.1	Embed into the organisation Business Continuity Management - regular training and exercising. Engage all employees.	Officer Time and Heads of Service.	01/04/2023	31/03/2026	Emergency Planning Officer	An inefficient business continuity management system would lead to longer down-time and increased impact on customers.	D	Business Continuity Plans (BCP) are in place and tested
SP23/26 RS6.2	Strategic Business Continuity Management - assess use of business continuity plans during COVID19 response to create learning.	Officer Time and Heads of Service.	01/04/2023	31/03/2026	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 continuity events will decrease future resilience.	D	Review completed
SP23/26 RS6.3	Ensure actions under the Carbon Neutrality Action Plan have business continuity considerations, both short and long term.	Officer Time and Heads of Service.	01/04/2023	31/03/2026	Emergency Planning Officer	The organisation may become vulnerable as changes are made to operations to achieve carbon neutrality	D	Actions in CNAP reviewed to ensure BCP included reviewed

Outcome 7. Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act								
Corporate Priority: 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	D/S*	Success is measured / demonstrated by
SP23/26 RS7.1	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 Mgmt. Board / HoST	01/04/2023	31/03/2026 Ongoing	Emergency Planning Officer	Breach of the Health & Safety at Work (HSW) Act 1974 and the Management of the Health & Safety at work regulation 1999	S	Implementation of HSW policies and procedures reviewed and confirmed
SP23/26 RS7.2	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	01/04/2023	31/03/2026 Ongoing	Emergency Planning Officer	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at work regulation 1999	S	Accident and near miss trends reviewed and action taken.

Team Projects - Multi-year

Outcome 8. Ensure the organisation complies with its duties and responsibilities under the Health and Safety at Work Act								
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Corporate Priority: 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	D/S*	Success is measured / demonstrated by
SP23/26 RS8.1	Continue the programme of reviews of corporate Health and Safety policies and procedures due during the period.	Officer Time and HoS.	01/04/2023	31/03/2026 Ongoing	Emergency Planning Officer	Breach of the Health & Safety at Work Act 1974 and the Management of the Health & Safety at Work Regs 1999.	S	Programme of policy reviews on target

Service Team: Licensing **Team Leader: Paul Hughes - Licensing & Enforcement Manager (AM)**

Ongoing Service Delivery - reviewed annually

Outcome 9. 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

Corporate priority: 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	D/S*	Success is measured / demonstrated by
SP23/26 RS9.1	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	01/04/2022	31/03/2024	Licensing & Enforcement Manager	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.	D/S	Inspection programme on schedule
SP23/26 RS9.2	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	01/04/2022	31/03/2024	Licensing & Enforcement Manager	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.	D	Programme of spot checks on schedule
SP23/26 RS9.3	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	01/04/2022	31/03/2026	Licensing & Enforcement Manager	Staff not up to date with current legislation and licensing practice	D	Review completed and actions implemented

SP23/26 RS9.4	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	01/04/22	31/03/25	Licensing & Enforcement Manager	Less effective detection and prevention of ASB and crime. Less effective enforcement of environmental legislation. Breaches of GDPR	S	Compliance monitoring undertaken
SP23/26 RS9.5	Review the taxi licensing policy to ensure it aligns with the Carbon Neutrality Action plan in respect of regarding the implementation of bans on licensing non-ULEVs by 2023 and on all except zero emission vehicles by 2027. (ULEV - Ultra Low Emission Vehicles)	Existing Resource	01/04/2022	31/03/2024	Licensing & Enforcement Manager	Policy not aligned to CNAP	D	Review completed and policy re-aligned

Service Team: Environmental Enforcement	Team Leader: Sam Tyler - Deputy Environmental Services Manager (AM)
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Ongoing Service Delivery - reviewed annually								
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Outcome 10.	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	D/S*	Success is measured / demonstrated by
SP23/26 RS10.1	Carry out effective enforcement against fly-tipping, littering and dog fouling and ensure there are effective dog controls throughout the borough.	Existing resources	01/04/22	31/03/24	Deputy Environmental Services Manager	Increased fly tipping, loss of WBC reputation	D	Enforcement procedures and performance improved
SP23/26 RS10.2	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	01/04/22	31/03/24	Deputy Environmental Services Manager	Standards of service fall. Failure to meet contract specification	D	Performance of contractor monitored and action taken where appropriate

Corporate & Service Level Projects (Service wide or cross cutting projects)								
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Outcome 11.	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. (NP)							
	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	D/S*	Success is measured / demonstrated by

SP23/26 RS11.1	Lead the Inspection and Enforcement Business Transformation Review CPR19-7	Officer time Support from Head of Service Team (HoST) to engage front line teams	01/04/22	31/03/25	Executive Head of Regulatory Services	Less effective and efficient use of resources to protect the community and the environment. No cost savings.	D	Review completed and recommendations agreed
SP23/26 RS11.2	Work with Safer Waverley Partnership partner agencies to develop a protocol and procedures for implementing the 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.	01/04/22	31/03/24	Executive Head of Regulatory Services / Licensing and Env Enforcement Manager	Failure to reduce the impact of anti-social behaviour on the community and the environment.	D	Implementation Programme agreed
SP23/26 RS11.3	Coordinate response to Unauthorised Encampments for front line field officers	Officer time Mutual Support from other enforcement teams across WBC.	01/04/22	31/03/25	Head of Environmental & Regulatory Services	Less effective response to unauthorised encampments	D	Protocol reviewed, updated and implemented in response to unauthorised encampments

Service Team: Private Sector Housing **Team Leader: Simon Brisk** **Executive Portfolio Holder: Anne-Marie Rosoman**

Ongoing Service Delivery - reviewed annually

Outcome 12. Regulating private landlords								
Corporate Priority: Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RS12.1	Carry out the Council's statutory duties relating to the regulation of private landlords, Houses in Multiple Occupation, caravan sites, bringing empty homes back into use, Public Health funerals. Implement new duties and powers set out in the Housing and Planning Act. Adopt and implement new Enforcement and Charging Schedule	Existing resources	01/04/2022	31/03/2025	Private Sector Housing Manager	Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage.	S	Duties executed effectively; licenses issued promptly and complaints low or non-existent.
SP23/26 RS12.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1.	Existing resources	01/04/2022	30/09/2025	Private Sector Housing Manager	Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage.	S	New Enforcement Policy and Charging Schedule has been approved and implemented.

SP23/26 RS12.3	Consider commissioning Borough-wide Stock Condition Survey taking in all tenures, including full enhanced energy data and addressing carbon footprint of all homes through construction, energy consumption following the adoption of the Climate Emergency motion. Use report to inform action plan on housing stock overall.	Estimated cost £30-40k	01/04/2022	31/03/2025	Private Sector Housing Manager	No information about overall housing stock, energy consumption; no data to feed into Climate Change Action Plan to achieve carbon neutral status by 2030. Note: currently no budget provision.	D	Stock condition survey has been carried out.
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Outcome 13. Providing grants for aids and adaptations to allow residents to remain in their homes								
Corporate Priority: housing to buy and to rent, for those at all income levels / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RS13.1	Monitor effect of the Home Improvement Policy ensuring it is fit for purpose and make any necessary amendments. The Policy governs distribution of Disabled Facilities Grants and other related grants (e.g. Safe and Warm).	Grants officer successfully embedded in team.	01/04/2022	31/03/2025	Private Sector Housing Manager	Funding not spent; residents struggling in their homes not provided with adaptations required; Ombudsman complaint; reputational damage.	S	Council responds effectively to requests for adaptations and funding for home improvements.
SP23/26 RS13.2	Expand use of Better Care Fund to provide resources for other teams enabling residents to stay safe and well at home (e.g. Careline); work collaboratively with Guildford Borough Council on exploring the opportunity to appoint a Homecheck officer to facilitate hospital to home adaptations.	Extend use of Better Care Fund	01/04/2022	31/03/2025	Head of Housing delivery and Communities; Private Sector Housing Manager	Funding not spent; opportunities to expand use of Better Care Fund not taken up.	S	Increased spend from Better Care Fund to deliver a wider range of aids and adaptations to facilitate residents being safe at home and able to return home from hospital, thereby freeing up beds.

Corporate compliance (All Pfh)

Outcome 14. Standing Corporate Compliance Actions are achieved								
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by

SP23/26 RS14.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Executive Head of Regulatory Services	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 RS14.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Regulatory Services	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 RS14.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Regulatory Services	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 RS14.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Executive Head of Regulatory Services	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP23/26 RS14.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Regulatory Services	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 RS14.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Regulatory Services	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP23/26 RS14.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Regulatory Services	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events

SP23/26 RS14.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Executive Head of Regulatory Services	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP23/26 RS14.9	EHoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults-updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Executive Head of Regulatory Services	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP23/26 RS14.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Executive Head of Regulatory Services	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

Last update: 02/03/2023 15:05

*D/S - Discretionary/Statutory