

Service Plan 2023-2026 (rolling 3 years)		Executive Head of Service:	Chris Wheeler
		Joint Strategic Director:	Annie Righton
Service:	Environmental Services	Portfolio Holders (Pfhs):	to be confirmed

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.

Service Profile

- Bereavement
- Green spaces
- Parks
- Countryside
- Trees
- Fleet operations
- Street Cleaning
- Waste and recycling

Service Team: Parks and Countryside **Team Leader: Matt Lank - Greenspaces Manager (LT)**

Ongoing Service Delivery - reviewed annually

Outcome 1. Delivery of high performing grounds maintenance service for the Council.

Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / 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 ES1.1	Manage and monitor the Grounds maintenance contract to ensure performance targets are met, including the incorporation of feedback from the public and a professional audit.	External consultant, external contractors and Parks & Countryside staff	01/11/2019	31/10/2024	Green Spaces Manager and Green Spaces Contract Officer	Green spaces become less attractive and/or accessible to the public.	D	Performance targets are met each year and the fund payment incentive is paid to our contractor
SP23/26 ES1.2	Review the grounds maintenance contract to ensure we achieve a gain in biodiversity whilst ensuring appropriate levels of public amenity. Main project to be completed by 31/03/22 with yearly reviews, updates and adaptations to the programme	External consultant, external contractors and Parks & Countryside staff	01/09/2021	31/10/2024	Green Spaces Manager and Green Spaces Contract Officer	Council does not fulfil its biodiversity obligations and residents remain dissatisfied	D	There is a better balance of public opinion received

Outcome 2. Raising the profile of the Greenspaces service

Corporate Priority: High quality public services accessible for all / 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	D/S*	Success is measured / demonstrated by
SP23/26 ES2.1	Encourage public participation in green space management through partnership working with volunteers helping to gain recognition by external organisations (Green Flag, In Bloom etc) whilst raising awareness for sites around the Borough.	None	01/01/2021	31/03/2025	Green Spaces Projects & Promotions Officer, Greenspaces Contract Officer and Head Ranger	Importance of service is not recognised and public are unaware of the objectives of greenspaces management.	D	Level of volunteer work is kept the same as in previous years and external awards received for Greenspace Mgt.
SP23/26 ES2.2	Promote service activities effectively to highlight the important work being carried out by the council, in addition to educating the community on the environment, services and advertising volunteering opportunities offered by the council.	None	01/04/2022	31/03/2025	Green Spaces Projects & Promotions Officer, Greenspaces Contract Officer and Head Ranger	Importance of service is not recognised and public are unaware of the objectives of greenspaces management.	D	The service activities are known and understood

Outcome 3. Promote the service as a viable greenspaces management operator in the borough with the ability to manage new sites.

Corporate Priority: High quality public services accessible for all / 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	D/S*	Success is measured / demonstrated by
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SP23/26 ES3.1	Manage the service in a more financially and environmentally sustainable way, continue land asset transfer where appropriate to reduce reliance on Council tax funding, seek the use of developer contributions to support infrastructure improvements, operate more commercially by supplying services that are chargeable (e.g. tree risk inspections, playground advice, green space management services)	Planning	01/04/2022	31/03/2025	Green Spaces Manager	Lack of greenspace infrastructure improvements. Reduced sphere of influence on delivering the Climate Emergency Action Plan.	D	Increased income received, more s106 and CIL spend on infrastructure improvement and less reliance on use of Council tax
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Outcome 4. To reduce the risk to the Council of the potential injury and damage caused by unsafe trees and offer expert support and advice to the Planning Service on tree related issues.

Corporate Priority: High quality public services accessible for all / 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 ES4.1	Delivery of the requirements contained in the Council's Tree Risk Management Guide (TRMG), by ensuring tree risk inspections are completed within the stipulated time frames of each risk zone.	External contractors, consultants	01/04/2022	31/03/2025	Tree and Woodlands Officer	Members of the public are injured or property is damaged and the Council suffers reputational damage is exposed to insurance claims.	S	Council exposure to risk minimised
SP23/26 ES4.2	Preparing the Council for the impact of tree pest and diseases, in particular Oak Processionary Moth (OPM) and Ash Die Back (ADB).	External contractors, consultants	01/04/2022	31/03/2025	Tree and Woodlands Officer	The Council is unaware of the potential financial impact and the risks associated. Any tree works are carried out with due care and attention reflecting the Climate Emergency.	S	Impacts of pests and diseases minimised within budgetary framework and agreed risk profile.
SP23/26 ES4.3	Successfully embed and expand the Tree & Landscape service (taken over from Planning Policy) into the Parks & Countryside Service. Recruiting to fill vacant positions and ensuring an efficient and resilient service is operated. Ensure an agreed SLA is reached with the Planning Service and investigate opportunities and structure for supplying services to third parties.	External contractors and Parks & Countryside staffing resource	27/09/2021	31/03/24	Greenspaces Manager, Tree & Landscape Officer and Tree & Woodland Officer	The service does not improve and become resilient, case loads increase and deadlines are not met	S	Resilient service created that makes better use of available staffing resource and provides an efficient and appropriate advice to support the Planning Service

Outcome 5. Ensuring the Council's commitment to increasing biodiversity and reducing the impacts of the climate emergency are delivered.

Corporate Priority: High quality public services accessible for all / 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 ES5.1	Ensure the correct management and delivery of Higher Level Stewardship (HLS), Environmental Stewardship (ELS) and Countryside Stewardship (CS) grant scheme works across sensitive SSSI sites and other woodland/countryside sites.	HLS grants, external contractors and consultants	01/04/2022	31/03/2025	Head Ranger, Tree and Woodlands Officer	SSSI sites become unfavourable in condition and /or managed inappropriately without recognition of the climate emergency.	S	HLS, ELS and CS schemes successfully delivered and meeting management objectives and funding requirements.
SP23/26 ES5.2	Maintain and attract appropriate levels of volunteers and seek to increase participation wherever possible to support the service priorities and site management plans.	Rangers	01/04/2022	31/03/2025	Head Ranger	Site management decreases along with condition, volunteer numbers drop.	D	Adequate levels of volunteers maintained to help deliver service priorities
SP23/26 ES5.3	Deliver action plans from Tree and Woodland Policy, Biodiversity Policy and Pesticide Policy in line with our Corporate Objectives.	Additional funding may be required to deliver the pesticide policy.	01/04/2022	31/03/2025	Head Ranger, Tree and Woodlands Officer, and the Green Spaces Contract Officer	The Council does not have a structured approach to delivering biodiversity improvements and therefore fails to achieve improvements that will positively impact the climate emergency.	D	Action plans delivered in accordance with policies

Outcome 6. The quality and provision of outdoor sports facilities is improved.

Corporate Priority: High quality public services accessible for all / 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
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SP23/26 ES6.1	Delivery of Council's Playing Pitch Strategy - protect the existing supply of outdoor sports facilities, enhance and provide new where it is needed to meet current and future needs up to 2031. Including development of 3G pitches at Woolmer Hill Haslemere, Glebelands School Cranleigh, Rodborough School Godalming, Heath End School Farnham.	S106, Community Infrastructure Levy (CIL), Parks & Countryside (P&C) officers, Estates, Legal	01/11/2020	31/03/2025	Green Spaces Manager and Greenspaces Project Officer	Loss of outdoor sports facilities.	D	Action plans delivered in accordance with strategy
SP23/26 ES6.2	Review and update Playing Pitch Strategy.	P&C officers and potential an external consultant	01/04/2022	31/03/2025	Green Spaces Manager and Greenspaces Project Officer	Lack of quality facilities.	D	Strategy is supported by NGO's and also supports local plan

Outcome 7.	The quality and provision of play opportunities for people is improved.							
	Corporate Priority: High quality public services accessible for all / 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 ES7.1	Continued delivery of Council's Play Area Strategy, investment in playground provision, refurbishment and replacement of assets.	P&C staff, external contractors, project budgets, S106, PIC and CIL	01/04/2022	31/03/2025	Green Spaces Manager and Greenspaces Project Officer	The Council's play facilities are not fit for purpose.	D	Action plans delivered in accordance with strategy
SP23/26 ES7.2	Review and update Playing Area Strategy.	P&C staff, external contractors, consultants, planning. Consultancy budget	01/04/2022	31/03/2025	Green Spaces Manager and Greenspaces Project Officer	The Council will not have an up to date strategy.	D	Strategy is up to date and relevant, helping to support the local plan

Outcome 8.	Making the Council's Greenspace Assets work for the Council and filming in Waverley is promoted.							
	Corporate Priority: High quality public services accessible for all / 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	D/S*	Success is measured / demonstrated by
SP23/26 ES8.1	Following review, ensure that processes are streamlined and efficient, so that officer resources are used to their best and a new events database is delivered to replace the old. Ensure the necessary (if any) planning and common land consents are gained.	Planning, IT, Comms, H&S representatives, Environmental Services.	01/04/2022	31/03/2024	Greenspaces Projects & Promotions Officer	The Council potentially has an inefficient process in place, using up valuable officer time, also may be in breach of required planning and common land consents.	D	New database is created that reduces officer workload and an increased number of events supported.
SP23/26 ES8.2	Promoting and delivering 'Film Waverley', making the borough more accessible and friendly to film productions and providing wider economic benefits to the Council, businesses and the general locality.	Planning, IT, Comms, H&S representatives, Environmental Services, Economic Development, Arts & Culture and some additional admin support. Film Waverley project funding £10,000	01/04/2022	01/04/2025	Greenspaces Projects & Promotions Officer	The Council may not be maximising its income opportunities from its Greenspace Assets	D	Increased film income to the Council. SCC report an increase in filming income and events within the borough which support the wider economic benefits. Report to Creative England contains stats

Team Projects

Outcome 9.	Delivery of the Capital Project Programme.							
	Corporate Priority: 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	D/S*	Success is measured / demonstrated by
SP23/26 ES9.1	Delivery of capital projects as agreed within the budget framework.	External contractors, consultants	01/04/2022	Subject to individual project timelines	Green Spaces Manager, Head Ranger, Tree & Woodland Officer, Greenspaces Project Officer and Greenspaces Contract Officer	Our greenspaces are not upgraded and maintained in line with our capital programme commitment.	D	Capital budgets are all spent within budget

Outcome 10. Maximising the Council's own land assets. (MM)								
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 ES10.1	Ensuring that utility companies are managed when they approach the Council in regards to working on the Council's land, wayleaves and easements.	Property and Land Assets, Housing, Legal	Ongoing	31/03/2024 Ongoing	Tree and Woodlands Officer / Green Spaces Manager	Damage to Council land, trees and property creating additional costs that need to be absorbed.	D	Council land is protected for the benefit of residents.
SP23/26 ES10.2	Assisting Property and Land Assets and Legal in making income from capital receipts for easements negotiated across Council land.	Property and Land Assets, Housing, Legal	Ongoing	31/03/2024 Ongoing	Tree and Woodlands Officer /Head Ranger/ Green Spaces Manager	Income potential not realised therefore not contributing to the Medium Term Financial Plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council.	D	Value for Money is delivered for the Council ensuring appropriate recompense from develop..

Service Team: Environmental &	Team Leader: Environmental Services Manager
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Ongoing Service Delivery - reviewed annually
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Outcome 11. The performance of the waste, recycling and street cleaning contract is maintained and customer satisfaction with the service is improved (SW)								
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 ES11.1	Work closely with the contractor to maintain performance of the contract and mitigate the impacts of the Covid pandemic and Brexit (e.g. driver / crew shortages, fuel supplies, equipment etc.)	Existing Resources, additional resources may be required to maintain performance should there be further Covid impacts or other issues.	01/04/2022	31/03/2024	Executive Head of Environmental Services / Environmental Services Manager	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced	D	Performance indicators met
SP23/26 ES11.2	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	01/04/2022	31/03/2024	Environmental Services Manager	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced	D	Performance Indicators met
SP23/26 ES11.3	Work with contractors to ensure missed food waste collections per week do not exceed 40 per 100,000 collections and missed for residual waste and recycling collections do not exceed 40 per 100,000 collections, thus reducing vehicle emissions.	Existing Resources	01/04/2022	31/03/2024	Environmental Services Manager	Decline in performance of contractor; contract KPIs not met; reputational damage to Waverley; increased emissions by increased journeys if performance is reduced	D	Performance Indicators met

Outcome 12. Improvements in recycling rates and reduction in waste collected per household (SW)								
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 ES12.1	Develop an Executive Task and Finish Working Group on Waste Strategy to develop a waste strategy for Waverley considering aims and objectives,, promotions, incentives and communications with the local community, the further development of the waste collection service (current measures and future contract specification requirements), working with and lobbying SCC to consider Waverley's ambitions and trajectory to zero waste in the context of the emergent National Waste Strategy.	Additional resources required. Democratic services support for servicing the Group. Technical support from HoS, Env Services Mgr. & Sustainability Manager. Communications support from Communications team. Consultancy support for work on future waste collection services.	TBA	TBA	Executive Head of Environmental Services	Failure to progress toward a zero waste Strategy	D	Revised Waste Strategy Developed

SP23/26 ES12.2	Maximise use of the recycling service by continuing to promote waste reduction, promote uptake of food waste recycling, improve dry mixed recycling rates and improve overall recycling to 60% and reduce residual waste per household to 85kg.	Existing Resources	01/04/2022	31/03/2024	Environmental 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.	D	Recycling performance reaches 60%
SP23/26 ES12.3	Continue to work with Surrey Environmental Partnership (SEP) on waste and recycling initiatives to maintain a recycling contamination rate below 5%,	Existing Resources	01/04/2022	31/03/2024	Environmental 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.	D	Rejection rates below 5%
SP23/26 ES12.4	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	01/04/2022	31/03/2024	Environmental Services Manager	Reduction in recycling; loss of income.	D	Subscription numbers exceed 20,000
SP23/26 ES12.5	Monitor the success of the collection of the kerbside collection of textiles and waste electrical and electronic equipment.	Existing Resources	01/04/2022	31/03/2024	Environmental Services Manager	Reduction in textile and small electricals recycling	D	Tonnages of Kerbside Textiles and WEEE exceed those previously from bring sites. (Waste Electrical and Electronic Equipment recycling)
Team Projects - Multi-year								

Outcome 13.	Effective implementation of improvements to waste, recycling and street cleaning service following contract mobilisation							
	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 ES13.1	Ensure the newly introduced kerbside collection service for textiles and small electrical appliances is promoted widely and operates effectively.	Existing resources	01/01/2022	28/03/2024	Environmental Services Manager	No increase in recycling of textiles and small electrical appliances.	D	Tonnages of Kerbside Textiles and WEEE exceed those previously from bring sites.
SP23/26 ES13.2	Review the use of single use plastics within Waverley BC as an organisation and produce a revised action plan for eliminating their use as far as possible. Work with the Surrey Environmental Partnership to revise the Single Use Plastics Strategy.	Existing Resources	01/04/2022	31/03/2024	Environmental Services Manager	Less reduction in carbon emissions. No reduction in single use plastics.	D	SUP use eliminated as far as possible within Council
SP23/26 ES13.3	Promote home composting and work with Surrey County Council to promote sales of home composting kits	Existing Resources	01/04/2022	31/03/2024	Environmental Services Manager	Increased visits to CRCs increased vehicle emissions.	D	Increased uptake of home composters in Waverley BC area
SP23/26 ES13.4	Investigate with Town and Parish Councils and community groups, the feasibility of a community composting scheme to reduce the need for garden waste collections. CNAP - W1	Resources not yet identified	01/04/2022	31/03/2024	Environmental Services Manager	Failure to meet target W1 in Carbon Neutrality Action Plan	D	5 Community composting schemes launched in year 1

Corporate compliance (ALL Pfhs)								
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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
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SP23/26 ES14.1	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 Environmental Services	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 ES14.2	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 Environmental Services	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 ES14.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Environmental Services	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 ES14.4	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 Environmental 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 ES14.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Environmental Services	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 ES14.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Environmental 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 ES14.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Environmental 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
SP23/26 ES14.8	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 Environmental 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 ES14.9	HoS 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 Environmental 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 ES14.10	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 Environmental 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: 25/05/2023 15:02

*D/S - Discretionary / Statutory