



**ENVIRONMENTAL PROTECTION SERVICE PLAN  
2022 - 2025**

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## **INTRODUCTION**

The progress of this service plan will be monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams and logged in the version control section of this document
- Performance indicator monitoring by Corporate Management Team on a quarterly basis
- Through Committee reports when necessary
- Through the projects and policy registers which are monitored regularly by Corporate Management Team.

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## **SECTION 1: THE SERVICE CONTEXT**

<b>1.1</b>	<b>Service Overview</b>
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### **The Role of the Service**

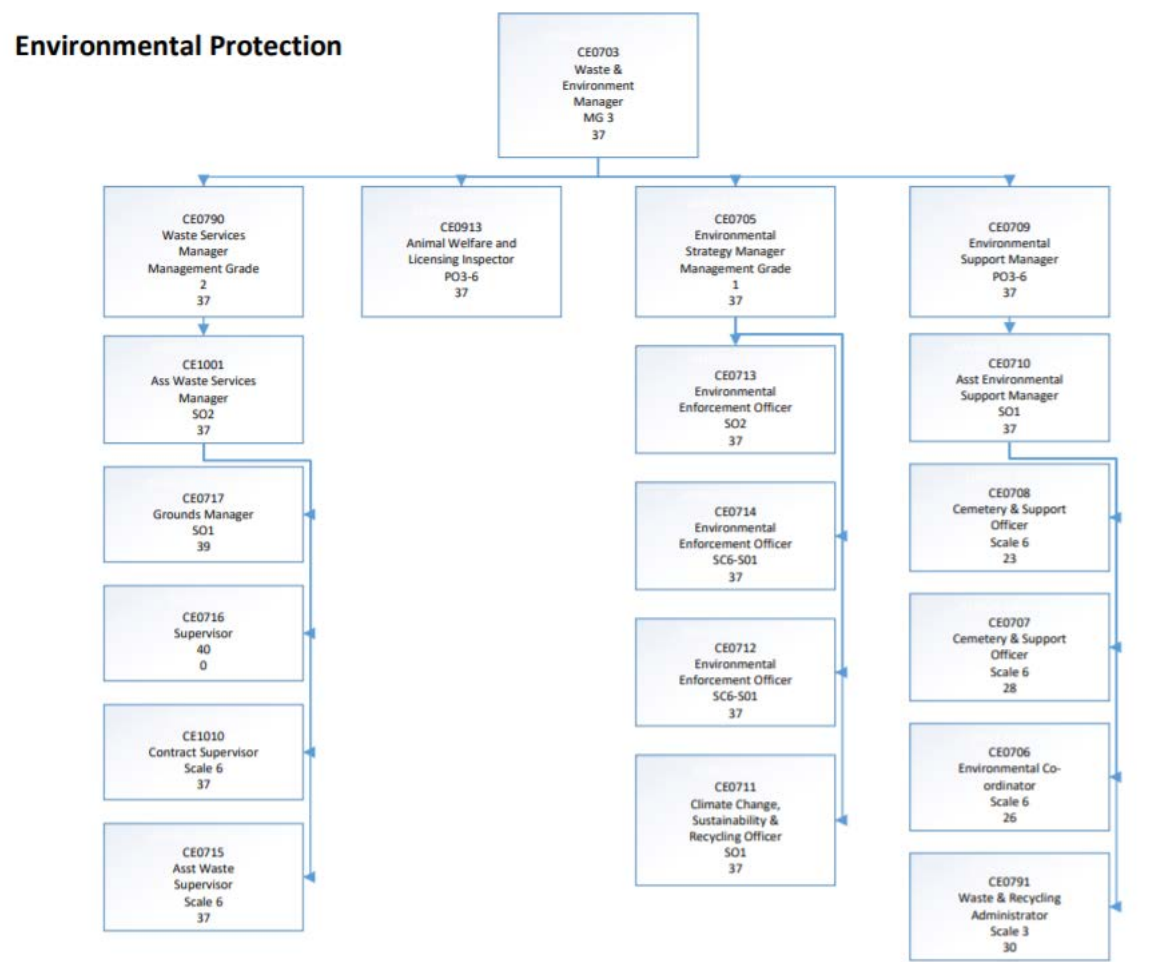
Environmental Protection is part Community and Environment Directorate and provides the waste, recycling, grounds maintenance and street cleansing service across the district, as well as animal welfare and licensing.

Activities undertaken by Environmental Protection include;

- The collection of waste, clinical waste and recycling from both domestic and trade across the district
- Environmental enforcement – investigation of fly tipping, dealing with contamination, working with housing associations, dealing with abandoned vehicles etc
- Grounds Maintenance of parks, open spaces, play areas, football pitches, bowling greens, skate parks etc – grass cutting, litter picking, emptying of bins, inspections and maintenance of equipment, grave digging and cemetery maintenance.
- Street cleansing – barrow beats, litter picking, street sweeping, emptying of bins.
- Animal welfare and licensing

Officers are also active members of the Hertfordshire Waste Partnership via the following groups; Lead Officers of Waste, WasteAware and the Hertfordshire Fly Tipping Group and partake in publicly and campaign work accordingly.

### 1.3 Service Structure Chart



## SECTION 2: SERVICE DELIVERY

### 2.1 Performance Management

#### 2.1.1 Contribution to the Councils' Strategic Aims and Objectives

Corporate Framework Priority theme	Corporate Objectives	Service contribution to the Corporate Themes
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2025</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will seek to maintain the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions</li> </ul>	<ul style="list-style-type: none"> <li>• To maintain Green Flag Accreditation at 4 sites and Heritage Green Flag at Leavesden Country Park</li> <li>• Develop a generic Management Plan for all parks and open spaces not covered by a full Management Plan</li> <li>• Satisfaction with Parks and Open Spaces</li> <li>• Increase percentage of waste that is reused, recycled and composted</li> <li>• Decrease tonnage of waste collected</li> </ul>

<p><b>Sustainable Environment</b></p>	<ul style="list-style-type: none"> <li>• We will deliver the Climate Emergency and sustainability Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the council's buildings and local housing.</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as one of the highest recycling authorities in Hertfordshire and England.</li> </ul>	<ul style="list-style-type: none"> <li>• To maintain Green Flag Accreditation at 4 sites and Heritage Green Flag at Leavesden Country Park</li> <li>• Develop a generic Management Plan for all parks and open spaces not covered by a full Management Plan</li> <li>• Satisfaction with Parks and Open Spaces</li> <li>• Increase percentage of waste that is reused, recycled and composted</li> <li>• Decrease tonnage of waste collected</li> <li>• Increase percentage of respondents who are satisfied with the waste and recycling collection service</li> <li>• Satisfaction with keeping public land clear of litter and waste</li> <li>• Garden waste to be cost neutral</li> </ul>
<p><b>Successful Economy</b></p>	<ul style="list-style-type: none"> <li>• We will produce an Economic Strategy and implement the associated action plan.</li> <li>• We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios</li> </ul>	<ul style="list-style-type: none"> <li>- Satisfaction with Parks and Open Spaces</li> </ul>

<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated</li> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• To maintain Green Flag Accreditation at 4 sites and Heritage Green Flag at Leavesden Country Park</li> <li>• Satisfaction with Parks and Open Spaces</li> <li>• Increase percentage of all waste, reused, recycled and composted</li> <li>• Decrease tonnage of waste collected</li> <li>• Increase percentage of respondents who are satisfied with the waste and recycling collection service</li> <li>• Increase the number of trade waste customers</li> <li>• Satisfaction with keeping public land clear of litter and waste</li> <li>• Percentage of waste and recycling collections made on the right day</li> <li>• Garden waste to be cost neutral</li> </ul>
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## 2.1.2 Performance indicators

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

### Key Performance Indicators (KPIs) supporting the Corporate Framework

Ref	Description	2020/21 Actual	2021/22 Target (Current year)	2022/23 Target (Next year)	2023/24 Target	2024/25 Target
EP01	Percentage household waste recycled	31.42%	28%	28%	28%	28%
EP 10	Percentage of household waste sent for reuse, recycling and composting	63.1%	60%	60%	60%	60%
EP17	Satisfaction with refuse collection	86%	82%	86%	86%	86%
EP18	Satisfaction with doorstep recycling	87%	85%	87%	87%	87%

### Service Performance Indicators (PIs)

Ref	Description	2020/21 Actual	2021/22 Target (Current year)	2022/23 Target (Next year)	2023/24 Target	2024/25 Target
EP15	Satisfaction with keeping public land clear of litter and refuse	65%	65%	65%	65%	65%
EP03	The kg of household waste collected per head per annum	368.98kgs	380kgs	380kgs	380kgs	380kgs
EP06	Tonnes of Household waste collected and sent to landfill	12,808.26	14,000	13,500	13,200	12,900
EP 09 (NI 191)	Residual household waste per household	333.64	370kgs	350kgs	340kgs	330kgs
EP11	Percentage of collections made on the correct day	99.9%	97%	98%	99%	99%
EP12	Percentage of eligible properties signed up to the Garden Waste scheme	79.21%	72%	78%	78%	78%



CP02 (EP16)	Satisfaction with quality/provision of parks and open spaces	93%	90%	90%	90%	90%
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The Environmental Support Officer is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve. The Environmental Strategy Manager checks and signs off the data.

<b>2.2</b>	<b>Project Management</b>
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<b>Project details</b>				<b>Project Manager: Environmental Strategy Manager, Climate Change, Sustainability and Recycling Officer</b>	
				<b>Project Sponsor: Head of Community Services</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Waste Compositional Analysis – on-going communications work based on the findings of the analysis</b>				<b>Increased public awareness of waste reduction, reuse and recycling. Increased recycling rate.</b>	
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
On-going comms/action plan work.	On-going comms/action plan work.	On-going comms/action plan work.	On-going comms/action plan work.		

<b>Project details</b>				<b>Project Manager: Environmental Strategy Manager</b>	
				<b>Project Sponsor: Head of Community Services</b>	
<b>Project title;</b>				<b>Proposed outcome</b>	
<b>Resources and Waste Strategy</b>				<b>TBC – review service based on outcome of the Resources and Waste Strategy – details of which are pending</b>	
<b>2021/22 Milestones</b>				<b>2022/23 Milestones</b>	<b>2023/24 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
TBC	TBC	TBC	TBC		

<b>Project details</b>				<b>Project Manager: Waste &amp; Environment Manager, Services Manager and Environmental Strategy Manager</b>	
				<b>Project Sponsor: Head of Community Services</b>	
<b>Project title</b>				<b>Proposed outcome;</b>	
<b>Vehicle procurement – refuse and recycling, street cleansing and grounds maintenance</b>				<b>Replacement of vehicles</b>	
<b>2022/23 Milestones</b>				<b>2023/24 Milestones</b>	<b>2024/25 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		

Complete procurement of 7 26 tonne RCVs with pod, 1 trade 26 tonne RCV and 2 x10 tonne RCVs.	Complete procurement of 7 26 tonne RCVs with pod, 1 trade 26 tonne RCV and 2 x10 tonne RCVs.	Project complete			
Prepare tender for one large and one small sweeper	Await tender and procure	Await tender and procure	Project complete		
Prepare tender for a large tractor	Await tender and procure	Await tender and procure	Project complete		

<b>Project details</b>				<b>Project Manager: Landscapes and Leisure Development Manager / Principal Trees and Landscapes Officer / Community Biodiversity Officer / Waste and Environment Manager Sponsor: Head of Community Services</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Biodiversity Opportunities Audit and Alternative Grassland Management Implementation (This is also in the Leisure &amp; Landscapes Service Plan)</b>				<b>Implementation alternative grassland management and delivery of actions from the Biodiversity Audits</b>	
<b>2022/23 Milestones</b>				<b>2023/24 Milestones</b>	<b>2024/25 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Planning and implementation of actions	Planning and implementation of actions	Planning and implementation of actions	Planning and implementation of actions	Planning and implementation of actions	Planning and implementation of actions

<b>Project details</b>				<b>Project Manager: Landscapes and Leisure Development Manager / Principal Trees and Landscapes Officer / Community Biodiversity Officer / Waste and Environment Manager Sponsor: Head of Community Services</b>	
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<b>Project title</b>				<b>Proposed outcome</b>	
<b>Tree Strategy Action Plan Implementation (This is also in the Leisure &amp; Landscapes Service Plan)</b>				<b>Implementation of actions from the Tree Strategy</b>	
<b>2022/23 Milestones</b>				<b>2023/24 Milestones</b>	<b>2024/25 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Planning and implementation of actions	Planning and implementation of actions	Planning and implementation of actions	Planning and implementation of actions	Planning and implementation of actions	Planning and implementation of actions
<b>Project details</b>				<b>Project Manager: Waste &amp; Environment Manager, Services Manager and Environmental Strategy Manager Manager Sponsor: Head of Community Services</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Lease of two electric vehicles for the Environmental Enforcement Officer</b>				<b>Two electric vehicles will be leased so the Environmental Enforcement Officers can carry out their duties. The vehicles being electric contributes to the Climate Change Strategy/Action Plan.</b>	
<b>2022/23 Milestones</b>				<b>2023/24 Milestones</b>	<b>2024/25 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Two electric vehicles will be leased	Project complete	Project complete	Project complete		

<b>Project details</b>				<b>Project Manager: Facilities Manager Project Sponsor: Head of Property</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Batchworth Depot Renewal (this is also in the Property Service Plan)</b>				<b>More efficient and modern working conditions and facilities.</b>	
<b>2022/23 Milestones</b>					
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
New building erected.	Groundworks and lining of the hard standing.	Complete.			

## 2.3

**Contracts**

[See the Contracts Register for your contracts.](#)

<b>Title of Agreement</b>	<b>Service Area</b>	<b>Service Contact</b>	<b>Description of the goods and / or services being provided</b>	<b>Supplier Name</b>	<b>Contract Sum £</b>	<b>Start Date</b>	<b>End Date</b>	<b>Review Date</b>	<b>Option to extend and length of extension</b>
Vehicle Maintenance	Environmental Protection	Malcolm Clarke	Vehicle Maintenance	Plant Tec Municipal LTD	2,800,000	1/8/19	31/7/26		3 years

## 2.4 Risk Management

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
Insufficient staff	2	2	4
Total failure of ICT systems	2	2	4
Loss of accommodation	2	1	2
Fraudulent activity	2	1	2
Loss of one or more freighter (accident/fire/theft).	1	2	2
Long period of Extreme weather/snow	2	2	4
Fuel shortage	1	2	2
HEALTH AND SAFETY or DTP action	1	3	3
Increased fly tipping	3	2	6
TRDC compelled not to act in its own interests by majority of Partnership	2	1	2
Vehicle maintenance falls below required standard	2	2	4
AFM withdrawn by HCC	3	3	9
Costs rise for sale of recycling materials	3	3	9
Garden waste charging may be scrapped.	2	3	6
Glass and paper recycling may need separating	2	3	6
HCC changes tipping points (for garden and food waste)	2	3	6
Level of charges affects update on services	2	2	4
Animal control; due to the increase in charges a number of people will operate unlicensed	2	2	4
(Office) Staff shortage due to the impact of coronavirus	4	2	8
(Operational) Staff shortage due to the impact of coronavirus	4	3	12
Impact of COVID affects income and expenditure	4	4	16

<b>Very Likely</b> ----- <b>Likelihood</b> ----- <b>Remote</b>	<b>Low</b> 4	<b>High</b> 8	<b>Very High</b> 12	<b>Very High</b> 16
	<b>Low</b> 3	<b>Medium</b> 6	<b>High</b> 9	<b>Very High</b> 12
	<b>Low</b> 2	<b>Low</b> 4	<b>Medium</b> 6	<b>High</b> 8
	<b>Low</b> 1	<b>Low</b> 2	<b>Low</b> 3	<b>Low</b> 4
<b>Impact</b> Low -----> Unacceptable				

Impact Score	Likelihood Score
4 (Catastrophic)	4 (Very Likely (≥80%))
3 (Critical)	3 (Likely (21-79%))
2 (Significant)	2 (Unlikely (6-20%))
1 (Marginal)	1 (Remote (≤5%))

### Version Control

Version No.	Date	Reason for Update / Significant Changes	Made By
1	11.10.21	Initial draft	JP
2			GG
3	18.10.21	Update to projects	JP
4	20.10.21	Updated Green Flag wording	CG
5	27.10.21	Structure chart included	JP
6	2.11.21	Update to projects	JP
7	11.2.22	Update to PIs and projects	JP
8	15.2.2022	Update to Projects and targets and placed into Final folder	JP