



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 at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

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

[Link to Strategic Plan, Service Plans and Performance Indicators Folder](#)

SECTION 1: THE SERVICE CONTEXT

1.1 Service Overview

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.

1.2 Budgets

	2022/23 Latest £	2023/24 Latest £	2024/25 Latest £
Net Cost of Service (Direct cost / Income Only)			

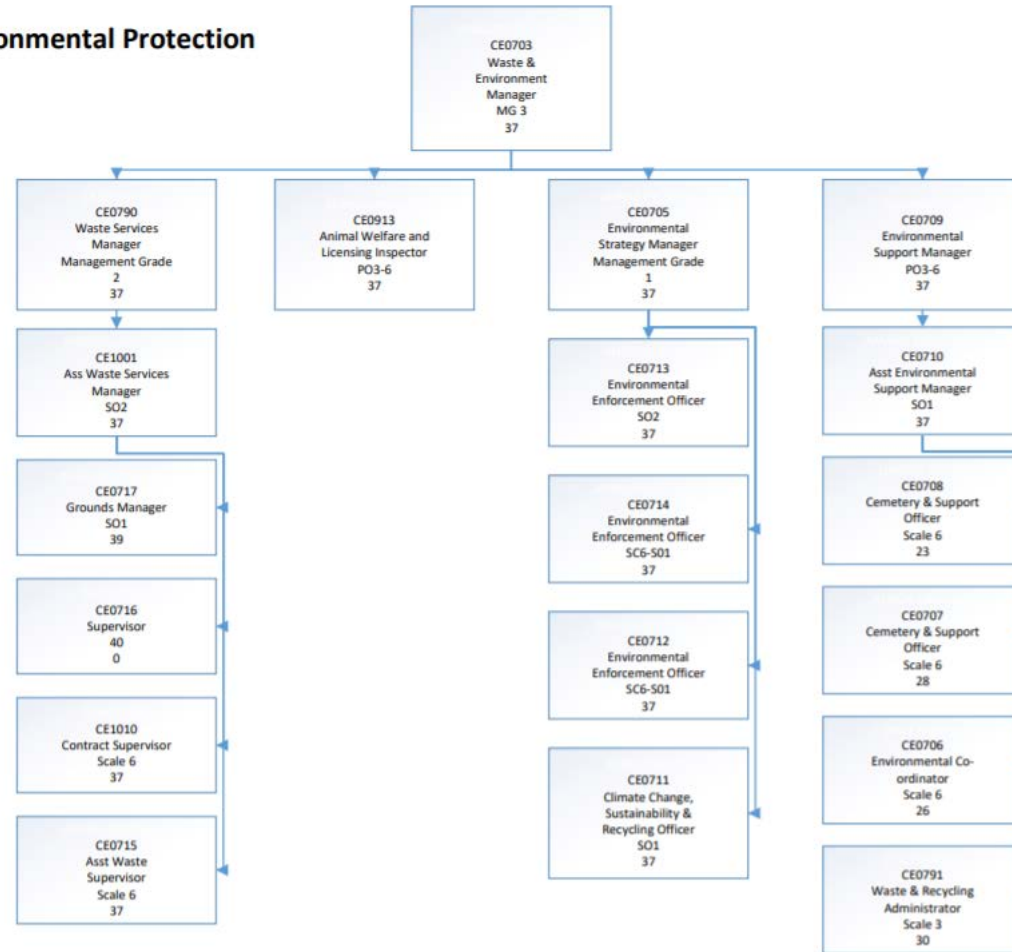
Further financial analysis can be found by using this link

1.3

Service Structure Chart

Take this from the [Structure Charts on the Intranet](#)

Environmental Protection



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
Housing and Thriving Communities	<ul style="list-style-type: none">• We will work on a local plan to deliver sufficient housing and adopt that plan by 2021• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district• We will seek to maintain the number of Green Flag accredited parks and open spaces• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles• We will continue to work with partners to tackle crime and anti-social behaviour	<ul style="list-style-type: none">• To maintain Green Flag Accreditation at 4 sites and Heritage Green Flag at Leavesden Country Park• Develop a generic Management Plan for all parks and open spaces not covered by a full Management Plan• Satisfaction with Parks and Open Spaces• Increase percentage of waste that is reused, recycled and composted• Decrease tonnage of waste collected

	and secure investment in priority interventions.	
Sustainable Environment	<ul style="list-style-type: none"> • We will produce and deliver a Climate Change Strategy and action plan • We will continue to improve the energy efficiency of the Council's buildings • We will deliver and implement a Cycling and Walking Strategy • We will seek to maintain our position as the highest recycling authority in Hertfordshire. 	<ul style="list-style-type: none"> • To maintain Green Flag Accreditation at 4 sites and Heritage Green Flag at Leavesden Country Park • Develop a generic Management Plan for all parks and open spaces not covered by a full Management Plan • Satisfaction with Parks and Open Spaces • Increase percentage of waste that is reused, recycled and composted • Decrease tonnage of waste collected • Increase percentage of respondents who are satisfied with the waste and recycling collection service • Satisfaction with keeping public land clear of litter and waste • Garden waste to be cost neutral
Successful Economy	<ul style="list-style-type: none"> • We will undertake a review of the Council's role in relation to the economy and agree an economic strategy • 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 • Three Rivers will be recognised as a great place to do business • We will continue to improve our relationship with the local business community 	<ul style="list-style-type: none"> - Satisfaction with Parks and Open Spaces

	<ul style="list-style-type: none"> • We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios. 	
High Performing, Financially Independent Council	<ul style="list-style-type: none"> • We will generate enough income to continue to provide services for the district • We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy • 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 • We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives. 	<ul style="list-style-type: none"> • To maintain Green Flag Accreditation at 4 sites and Heritage Green Flag at Leavesden Country Park • Satisfaction with Parks and Open Spaces • Increase percentage of all waste, reused, recycled and composted • Decrease tonnage of waste collected • Increase percentage of respondents who are satisfied with the waste and recycling collection service • Increase the number of trade waste customers • Satisfaction with keeping public land clear of litter and waste • Percentage of waste and recycling collections made on the right day • Garden waste to be cost neutral

2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

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%	TBC
EP 10	Percentage of household waste sent for reuse, recycling and composting	63.1%	60%	60%	60%	TBC
EP17	Satisfaction with refuse collection	86%	82%	82% Being reviewed	82% Being reviewed	TBC
EP18	Satisfaction with doorstep recycling	87%	85%	85% Being reviewed	85% Being reviewed	TBC

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%	71%	72% Being reviewed	73% Being reviewed	TBC
EP03	The kg of household waste collected per head per annum	371.52kg	380kgs	380kgs	380kgs	TBC
EH06	Respond to all requests for service within 14 (animal control)	100%	90%	90%	90%	TBC
EH07	Respond to all requests for service within 10days (pest control)	98.42%	98%	98%	98%	TBC
EP04	The Percentage change in Kg per head from the previous year	0%	0%	0%	0%	0%

EP06	Tonnes of Household waste collected and sent to landfill	12,808.26	14,000	14,000	14,000	TBC
EP08	Cost of Waste collection per household	£59.00	£60.00	£60.00	£60.00	TBC
EP 09 (NI 191)	Residual household waste per household	335.82	370kgs	370kgs	370kgs	TBC
EP11	Percentage of collections made on the correct day	99.9%	97%	97% Being reviewed	97% Being reviewed	TBC
EP12	Percentage of eligible properties signed up to the Garden Waste scheme	79.21%	72%	72% Being reviewed	72% Being reviewed	TBC
EP13	Manage the behaviour of dogs in our parks and open spaces	245	133	129 Being reviewed	125 Being reviewed	TBC
EP14	Reduce fly tipping across the district	657	600	600 Being reviewed	600 Being reviewed	TBC
CP02 (EP16)	Satisfaction with quality/provision of parks and open spaces	93%	90%	90%	90%	TBC

Please note that Performance Indicators are currently under review and some changes may be made for the final service Plans in March 2022

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.

2.2	Project Management See the Project Management Framework for further details
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Project details				Project Manager: Jennie Probert Project Sponsor: Ray Figg	
Project title				Proposed outcome	
Waste Compositional Analysis – on-going communications work based on the findings of the analysis				Increased public awareness of waste reduction, reuse and recycling. Increased recycling rate.	
2021/22 Milestones				2022/23 Milestones	2023/24 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
On-going comms/action plan work.	On-going comms/action plan work.	On-going comms/action plan work.	On-going comms/action plan work.		

Project details				Project Manager: Jennie Probert Project Sponsor: Ray Figg	
Project title;				Proposed outcome	
Resources and Waste Strategy				TBC – review service based on outcome of the Resources and Waste Strategy – details of which are pending	
2021/22 Milestones				2022/23 Milestones	2023/24 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
TBC	TBC	TBC	TBC		

Project details				Project Manager: Jennie Probert Project Sponsor: Ray Figg	
Project title				Proposed outcome;	
Vehicle procurement – refuse and recycling, street cleansing and grounds maintenance				Replacement of vehicles	
2022/23 Milestones				2023/24 Milestones	2024/25 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Complete procurement of 7 26 tonne RCVs with pod,	Complete procurement of 7 26 tonne RCVs with pod,	Project complete			

1 trade 26 tonne RCV and 2 x10 tonne RCVs.	1 trade 26 tonne RCV and 2 x10 tonne RCVs.				
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		

Project details				Project Manager: Landscapes and Leisure Development Manager / Principal Trees and Landscapes Officer / Community Biodiversity Officer / Waste and Environment Manager Sponsor: Head of Community Services	
Project title				Proposed outcome	
Biodiversity Audit (This is also in the Leisure and Landscape Service Plan)				Implementation of actions from the Biodiversity Audits	
2022/23 Milestones				2023/24 Milestones	2024/25 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
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

Project details				Project Manager: Landscapes and Leisure Development Manager / Principal Trees and Landscapes Officer / Community Biodiversity Officer / Waste and Environment Manager Sponsor: Head of Community Services	
Project title				Proposed outcome	

Tree Strategy Action Plan Implementation (This is also in the Leisure and Landscape Service Plan)				Implementation of actions from the Tree Strategy	
2022/23 Milestones				2023/24 Milestones	2024/25 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
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

2.3	Contracts See the Contracts Register for your contracts.
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Information for this section can be taken from the Contracts Register, hyperlink above

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
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 Management Registers](#)

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

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

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