

Environment and Sustainability Committee

Thursday 23 March 2017 at 7.30pm

**Council Chamber
Runnymede Civic Centre, Addlestone**

Members of the Committee

Councillors J J Wilson (Chairman), I A Chaudhri (Vice-Chairman), T J F E Gracey, Mrs M T Harnden, D J Knight, M T Kusneraitis, S M Mackay, B W Pitt, P I Roberts, and Miss J K Sohi

AGENDA

Notes:

- 1) Any report on the Agenda involving confidential information (as defined by section 100A(3) of the Local Government Act 1972) must be discussed in private. Any report involving exempt information (as defined by section 100I of the Local Government Act 1972), whether it appears in Part 1 or Part 2 below, may be discussed in private but only if the Committee so resolves.
- 2) The relevant 'background papers' are listed after each report in Part 1. Enquiries about any of the Agenda reports and background papers should be directed in the first instance to **Mr M L White, Democratic Services Section, Law and Governance Business Centre, Runnymede Civic Centre, Station Road, Addlestone (Tel: Direct Line: 01932 425623). (Email: malcolm.white@runnymede.gov.uk)**.
- 3) Agendas and Minutes are available on a subscription basis. For details, please ring Mr B A Fleckney on 01932 425620. Agendas and Minutes for all the Council's Committees may also be viewed on www.runnymede.gov.uk.
- 4) In the unlikely event of an alarm sounding, members of the public should leave the building immediately, either using the staircase leading from the public gallery or following other instructions as appropriate.

5) **Filming, Audio-Recording, Photography, Tweeting and Blogging of Meetings**

Members of the public are permitted to film, audio record, take photographs or make use of social media (tweet/blog) at Council and Committee meetings provided that this does not disturb the business of the meeting. If you wish to film a particular meeting, please liaise with the Council Officer listed on the front of the Agenda prior to the start of the meeting so that the Chairman is aware and those attending the meeting can be made aware of any filming taking place.

Filming should be limited to the formal meeting area and not extend to those in the public seating area.

The Chairman will make the final decision on all matters of dispute in regard to the use of social media audio-recording, photography and filming in the Committee meeting.

LIST OF MATTERS FOR CONSIDERATION

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PART I

Matters in respect of which reports have been made available for public inspection

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PART II

Matters involving Exempt or Confidential Information in respect of which reports have not been made available for public inspection

a) Exempt Information

9.	AWARD OF SCHOOL TRANSPORT CONTRACT	7
10.	PURCHASE OF VEHICLES FOR THE DSO	7

(b) Confidential Information

(No reports to be considered under this heading)

1. **FIRE PRECAUTIONS**

The Chairman will read the Fire Precautions, which set out the procedures to be followed in the event of fire or other emergency.

2. **NOTIFICATION OF CHANGES TO COMMITTEE MEMBERSHIP**

3. **MINUTES**

To confirm and sign, as a correct record, the Minutes of the meeting of the Committee held on 19 January 2017. The Minutes of this meeting were included in the March 2017 Council Minute Book.

4. **APOLOGIES FOR ABSENCE**

5. **DECLARATIONS OF INTEREST**

If Members have an interest in an item, please record the interest on the form circulated with this Agenda and hand it to the Legal Representative or Committee Administrator at the start of the meeting. A supply of the form will also be available from the Committee Administrator at meetings.

Members who have previously declared interests, which are recorded in the Minutes to be considered at this meeting, need not repeat the declaration when attending the meeting. Members need take no further action unless the item in which they have interest becomes the subject of debate, in which event the Member must leave the room if the interest is a disclosable pecuniary interest or if the interest could reasonably be regarded as so significant to prejudice the Member's judgement of the public interest.

6. **ENVIRONMENTAL SERVICES BUSINESS PLAN 2017/18 (ENVIRONMENTAL SERVICES)**

Synopsis of report: The report informs Members of the progress made against last year's Environmental Services Business Centre Plan and provides a summary of this year's Environmental Services Business Centre Plan which is appended (Appendix 'A') for approval.

Recommendation: Members approve the 2017/2018 Environmental Services Business Centre Plan.

1. **Context of report**

- 1.1 A corporate-wide Performance Management Framework (PMF) has been established to assist Members and Officers with the decision making process. The general purpose of the PMF is to bring about improvements and/or take remedial action in the event of service or financial challenges.
- 1.2 To complement the PMF, a Business Planning Cycle has also been introduced. This cycle involves each Corporate Head/'Head of' completing an annual Business Centre/Team Plan which sets out for the forthcoming year: key drivers/influences, objectives, performance/activity indicators, the links to the draft Corporate Business Plan 2016-2020 for the teams/function under their responsibility, by utilising a standard corporate template.

2. **Report**

2.1 The full Environmental Services Business Centre/Team Plan can be found in Appendix 'A'. A summary is provided below:

2.2 **Purpose of the Business Centre**

2.2.1 Environmental Services is a multi-disciplinary business centre covering a range of services including Environmental Health and Licensing, Direct Services Organisation (DSO), Building Services, Engineering Services and Parking Services.

2.3 **Key Performance/Activity Indicators and achievements in 2016/2017**

2.3.1 The key performance/activity indicators and achievements in 2016/2017 by the Environmental Services Business Centre are laid out in the appended Business Centre Plan and the previous year plan. In addition to the Statutory and daily output of the Business Centre, key achievements have included:

- Awarding an environmental enforcement contract for anti-social behaviour and environmental protection
- Commission new in-cab technology and management systems for the DSO fleet
- Introduce recycling into flatted schemes
- Launch a new Countywide fly-tipping strategy
- Deliver a new public car park at British Legion, Virginia Water

2.4 **Key areas for improvement and work for 2017/2018**

2.4.1 Reflecting back on the 2016/2017, the key areas for improvement and the key tasks for 2017/2018 by the Environmental Services Business Centre are:

- Introduce new refuse and recycling rounds using new in-cab technology to improve efficiency
- Commence new contracted environmental enforcement for littering and dog control offences
- Deliver additional parking capacity at Memorial Gardens, Virginia Water
- Enhanced collaborative work for Environmental Services staff associated with Governments' preference for expansion at Heathrow Airport

2.5 **Key drivers/influences and Objectives**

2.5.1 The key drivers/influences impacting on the Environmental Services Business Centre and the objectives to deliver them in 2017/2018 are laid out in the appended Business Centre Plan (Appendix 'A').

3. **Policy framework implications**

This Plan supports the achievement of all themes in the draft Corporate Business Plan

4. **Resource implications**

- 4.1 No current additional growth proposals are included in the Business Centre Plan. Some additional resourcing has already been approved in 2017/2018 for street cleansing, and is hoped to commence at the beginning of the year. Financial implications for the introduction of the Environmental Enforcement pilot, the expansion of the Memorial Gardens car park and potential implications for services associated with town centre regeneration have been considered in the relevant reports to Corporate Management and this Committee as they have been brought forward.

(To Resolve)

7. **MINUTES OF MEMBER WORKING GROUP ON RECYCLING AND REFUSE SERVICES – 01/03/17 (ENVIRONMENTAL SERVICES)**

To note the Minutes of the meeting held on 1 March 2017 (Appendix 'B')

For information

8. **EXCLUSION OF PRESS AND PUBLIC**

OFFICERS' RECOMMENDATION that –

the press and public be excluded from the meeting during discussion of reports under Section 100A(4) of the Local Government Act 1972 on the grounds that the reports in question would then be likely to involve disclosure of exempt information of the description specified in paragraph 3 of Schedule 12A of the Act.

(To resolve)

PART II

Matters involving Exempt or Confidential Information in respect of which reports have not been made available for public inspection

a)	<u>Exempt Information</u>	<u>Para</u>
9.	AWARD OF SCHOOL TRANSPORT CONTRACT	3
10.	PURCHASE OF VEHICLES FOR THE DSO	3
b)	<u>Confidential Information</u>	

(No reports to be considered under this heading)

Environment and Sustainability Committee

23 March 2017

APPENDICES

<u>APPENDIX</u>	<u>REPORT</u>	<u>PAGE NOS</u>
A	ENVIRONMENTAL SERVICES BUSINESS PLAN 2017/18 (for Members of the Committee only – a copy can be found on The Council's website)	Numbered separately
B	MINUTES OF MEMBER WORKING GROUP ON RECYCLING AND REFUSE SERVICES	1 - 2

Environmental Services Business Centre Plan 2017/2018

Note:

- This document will be made available to the public

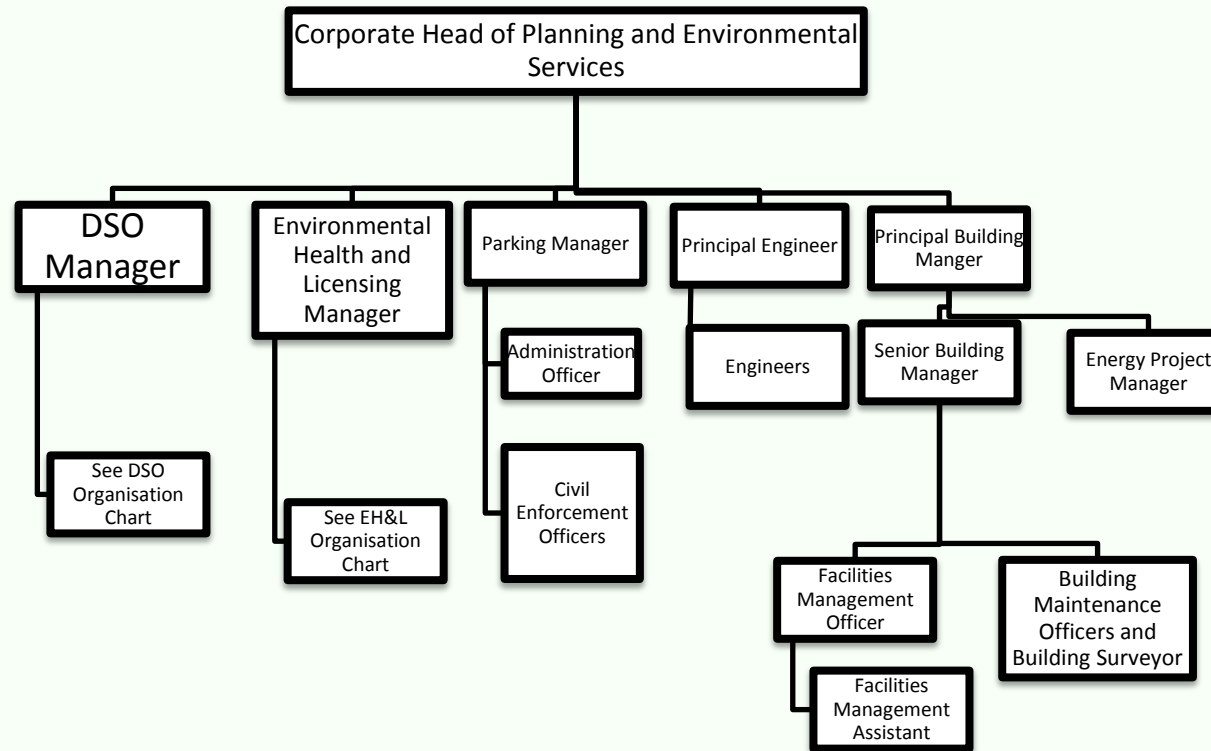
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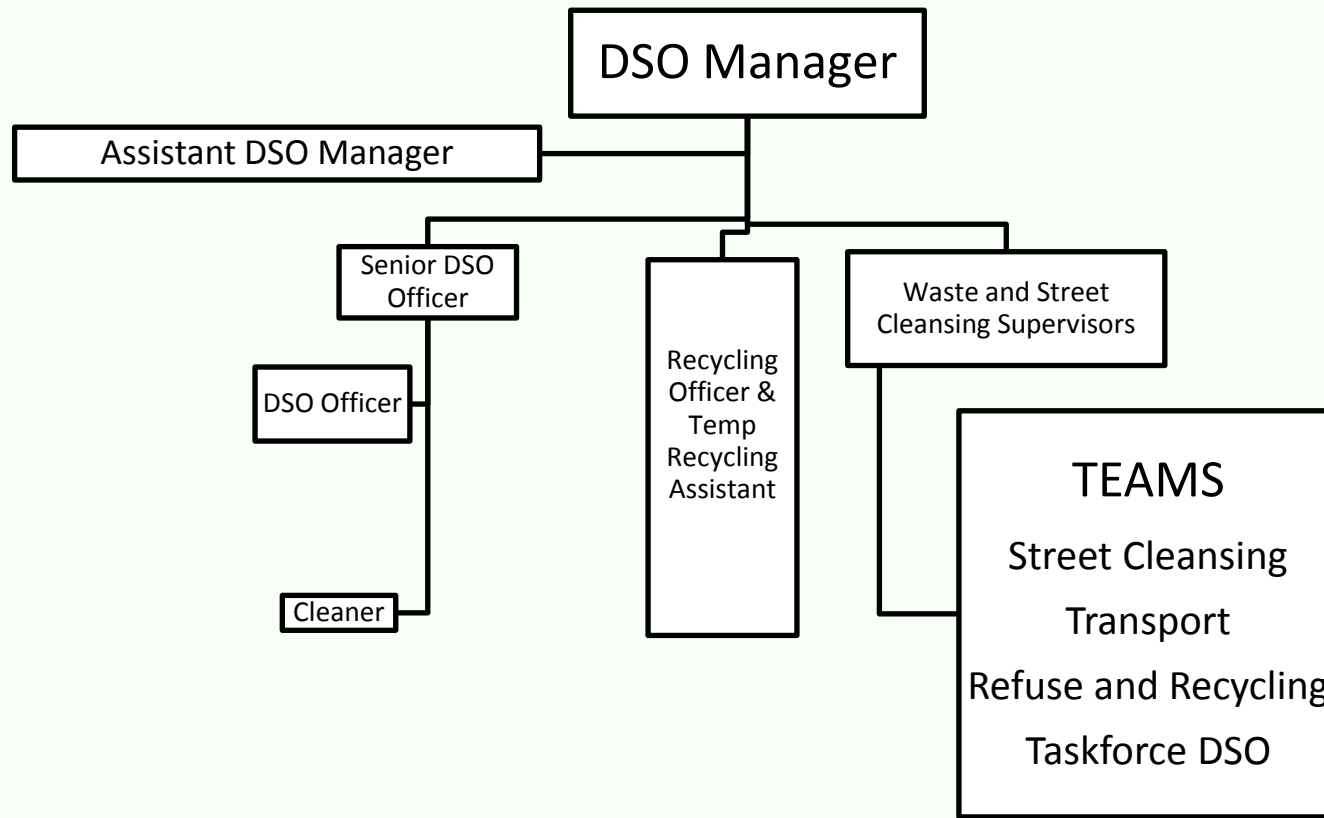
Author: Ian Maguire
Date: February 2017
Version No: 1.0
Status: Draft

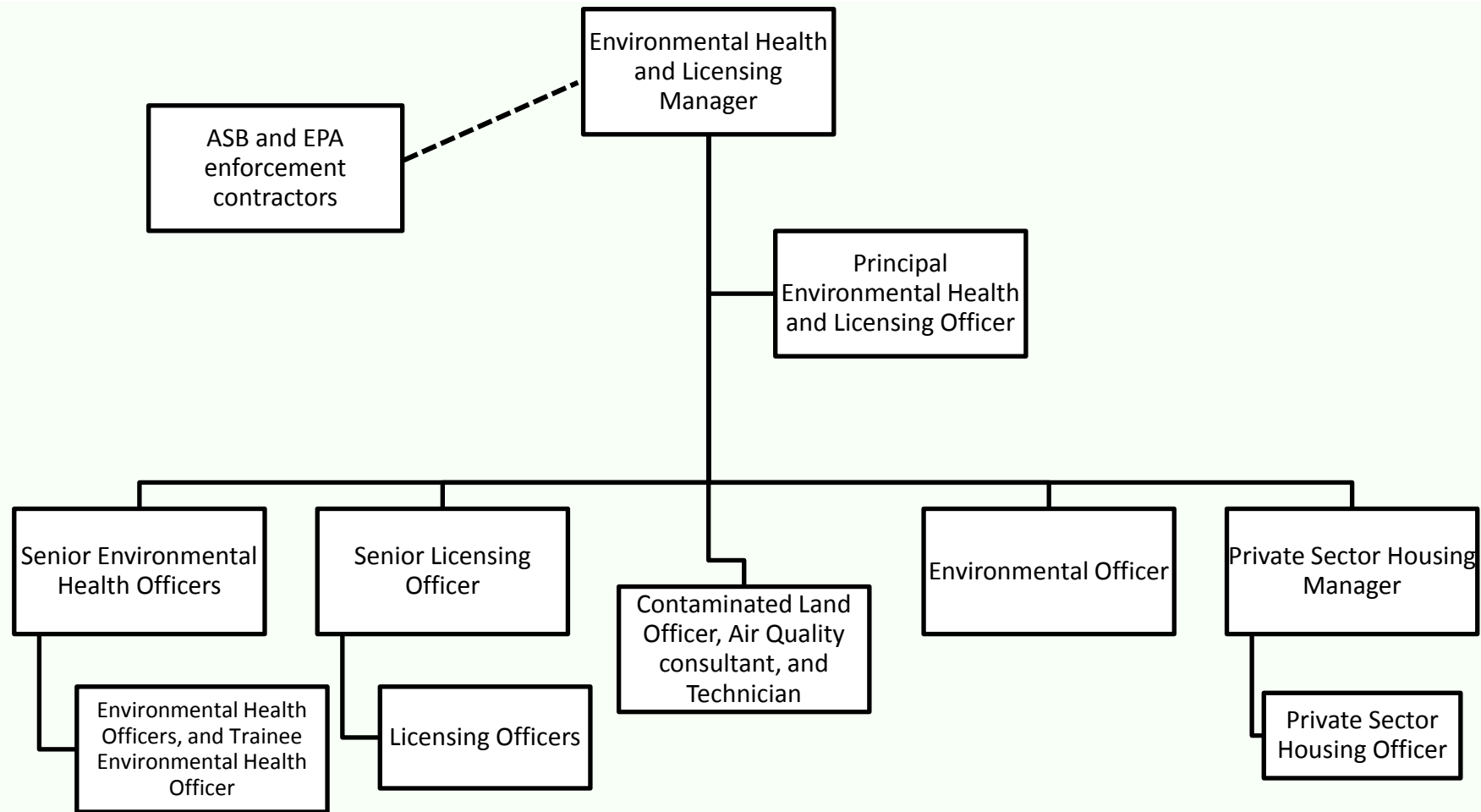
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Section 3: Key drivers/influences for the Business Centre	X
Section 4: Team/function objectives and delivery tables	X
Section 5: Environmental Services Business Centre Performance Indicators	X
Section 6: Summary of the Environmental Services Business Centre's contribution to Corporate Business Plan	X
Section 7: Risk management	X

Section 1: Environmental Services Business Centre structure:







Committee(s):

Environment and Sustainability

Corporate Management

Licensing Sub

Regulatory

Housing (for Private Sector Housing)

Community Services (for Anti-social Behaviour)

Section 2: Environmental Services Business Centre overview

Environmental Services Business Centre

Environmental Services is a multi-disciplinary business centre covering a range of services including Environmental Health and Licensing, Direct Services Organisation (DSO), Building Services, Engineering Services and Parking Services

Environmental Health and Licensing

Environmental Health and Licensing covers a number of areas, Commercial, Residential, Private Sector Housing, Environmental Crime and Licensing.

Commercial – enforcement of legislation relating to Food Safety in commercial premises such as restaurants and cafes, Health and Safety and Environmental Protection, smoking free commercial businesses, dealing with Private Water Supplies, Infectious Diseases and Animal Licensing.

Residential – enforcement of legislation relating to Air Pollution, Environmental Protection, Pest and Dog Control, Noise in residential premises, Caravan Site Licensing, Park homes and Contaminated Land matters, public health licensing of tattooists, acupuncturist and skin piercers..

Private Sector Housing – enforcement and administration licensing of houses in multiple occupation (HMOs) and housing standards in the private sector

Environmental Crime – enforcement of legislation relating to fly-tipping, abandoned vehicles, waste, and anti-social behaviour

Licensing – enforcement and administration of alcohol, personal and related licences, gambling licences and taxi licensing.

Staff

1 x Environmental Health and Licensing Manager

1 x Principal Environmental Health and Licensing

2.4 x Senior Environmental Health Officers

3 x Environmental Health Officer

1 x Environmental Health Technician

1 x Environmental Officer

1 x Contaminated Land Officer

Air Quality Officer (contractor)

1 x Senior Licensing Officer

0.67fte x Licensing Officers

1 x Licensing administrator

1 x Private Sector Housing Manager

1 x Private Sector Housing Officer

Key service statistics

No of food premises = 742

No of H&S = 1695

No of smoke free premises 2481

No of licensed caravan sites = 36

No of industrial/pollution permits = 32
No. of Animal boarding/breeding, pet shops and riding establishments licenses = 19
No. of Skin piercing, acupuncture and tattoo licenses = 162
No. of licensed HMOs = 91
No. of Betting shop premises licences = 12
No. of Family entertainment centres licensed = 1
No. of Club Gaming permits = 12
No. of Lottery Licences = 49
No of premises/club licences = 267
No of premises gaming permits = 38
No. of Private Hire Operators = 24
No of taxi drivers licensed = 232
No of taxis licensed = 210

Request for service/complaints 2016/17 = 1291 (excluding licensing)
No of enforcement notices served 2016/17 = 54

Abandoned Vehicles

No. of vehicles investigated 2016/17 = 350
No. of vehicles removed/scrapped 2016/17 = 43

Direct Services Organisation (DSO)

The DSO operates the Council's Recycling and Waste Collection and Street Cleansing Services and a number of other related services from the Council's Ford Road Depot in Chertsey.

The main Waste Collection services include the collection of mixed recycling, food and garden waste, household, trade and clinical waste and bulky household items and the management of recycling bring sites.

Street Cleansing includes street sweeping and litter picking and the removal of fly tips and fly posters from public highways and land. Associated services include the removal of graffiti from public facing highway and other property, the maintenance of public lighting on Borough Housing land, parks, open spaces and car parks and the maintenance of CCTV cameras operated by the Council's Safer Runnymede service.

The DSO also has teams that carry out the maintenance of drainage and sewers and watercourses, minor civil engineering works, Borough Housing void clearance, elections support, winter maintenance on Borough property and the opening and cleaning of public toilets.

The DSO also manages a scheme for the sponsorship of highway roundabouts and an agency agreement with SCC for highway verge and hedge maintenance and weed control.

The DSO has a key role in providing resources and equipment in the event of civil emergencies and operates Chertsey Depot, which provides a base for all of the DSO operated services, the Council's Parking Services team, Community buses and community meals vehicles and the Council's emergency store. The Depot also contains a workshop for the servicing and maintenance of the Council's operational vehicles.

Key service statistics:Recycling

Tonnes of recycling collected per year:-

Mixed recyclables (Kerbside) = 6,850

Mixed recyclables (Bring sites) = 0

Food waste = 2,220

Green waste = 2,500

No of green waste customers = 6,070

Refuse

Tonnes of waste collected per year:-

Domestic = 12,500

Trade = 2,000

Special collections = 0

Street Cleansing

No. of litter bins = 645

No. of dog bins – 315

Fly tips removed per year = 700

Graffiti

No. of instances of graffiti removed per year = 40

Staff

Direct Services Manager (1)

Deputy Direct Services Manager (1)

Waste and Street Cleansing Supervisors (2)

Senior DSO Officer (1)

DSO Officer (1)

Transport Manager (1) (shared with Spelthorne B C)

Depot /Transport Assistant (1)

Recycling Officer (1)

Street Cleansing staff (18)

Recycling and Refuse staff (32)

Taskforce and Drainage (5)

Electrician (0.4)

Office Cleaner (0.3)

Building Services

The Building Services Team manages the maintenance of Runnymede and Spelthorne Borough Council's corporate buildings and facilities.

The team is responsible for managing the repair, maintenance and improvement of the two Council's corporate buildings through a range of building services including:-

- Facilities Management
- Condition surveys
- Planned and reactive repairs
- Refurbishment and improvements
- Fire safety improvements
- Works and service contracts
- Asbestos and Legionella control management
- Energy management and sustainability (Runnymede only)
- Legislative compliance and advice

Staff

Principal Building Manager

Senior Building Manager

Energy and Sustainability Manager

Building Surveyor

2 x Building Maintenance Officers

1 x Facilities Management Officer

1 x Facilities Management Assistant

Annual Budgets: RBC - £401,000; SBC - £608,000

Engineering Services

The Engineering Services team provides a local land drainage service to identify, design and implement land drainage schemes that alleviate the risk of flooding and liaises with the Environment Agency in carrying out their land drainage functions. The team also liaises with Thames Water in improving sewage management in the Borough and advises Planners on the drainage provision for planning applications.

The team's engineers design and supervise the construction of projects such as town centre environmental improvements and provide engineering support and technical advice for other Council services. It manages the maintenance of street furniture (bus shelters and benches) and manages street naming and numbering within the Borough.

Key business centre statistics

No. of Street nameplates = 3,270

No. of seats = 121

No. of bus shelters = 94

Staff (3)

Principal Engineer

1 x Engineer

1 x Vacant Engineer

Parking Services

The Parking Services team operates, manages and carries out enforcement in the Council's off street car parks and also carries out on street parking enforcement under an agency agreement on behalf of Surrey County Council.

The team deals with challenges, representations and appeals relating to Penalty Charge Notices (PCNs) and with complaints and correspondence in relation to parking matters.

The team liaises with SCC on parking policy and issues within the Borough and also manages on street abandoned vehicle notices and removals.

Staff (5)

Parking Manager

Parking Administration Officer

3.5 FTE Civil Enforcement Officers

Key business centre statistics

14 pay and display car parks (1,294 spaces)

10 free car parks (313 spaces)

Number of Penalty Charge Notices (PCN) issued per year:-

On street per year - 4453 (2015/16)

Off street per year - 2970 (2015/16)

Car Parks 2015/16 Gross expenditure £358,834 Gross Income £715,138. Surplus £356,304.

On Street enforcement 2015/16 Gross expenditure £138,589 Gross Income £141,788 Surplus £3,199.

Section 3: Key drivers/influences for the business centre

Environmental Health

Drivers and influences		
Internal drivers/influences		
Key corporate drivers/influences	Key drivers/influences of any business centre strategies/key documents	
<ul style="list-style-type: none"> • The Corporate Business Plan is trying to achieve against the following themes: <ul style="list-style-type: none"> - Supporting Local People - Enhancing Our Environment - Improving Our Economy - Organisational Development • Corporate Key Performance Indicators. • There is a need to increase income generation to offset growing costs and loss of government grants. 	<ul style="list-style-type: none"> Food Safety Service Plan Air Quality Strategy Contaminated Land Strategy Environmental Services Enforcement Policy. Licensing Policy Gambling Policy 	
External drivers/influences		
Key community/consultation drivers/influences	Key partner's / supplier's drivers/influences	National key drivers/influences
<ul style="list-style-type: none"> • Food Standards Agency • Health and Safety Executive • Department for Environment, Farming and Rural Affairs (Defra) • Gambling Commission • Home Office • Public Health England • Environment Agency 	<ul style="list-style-type: none"> • Surrey Borough and District Councils • Health Protection Agency • Surrey County Council • Central Government Agencies • Surrey Police • Chartered Institute of Environmental Health (CIEH) 	<ul style="list-style-type: none"> • Regulate enforcement expectations and delivery of services. • Regulatory minimum service standards. • Submission of statutory returns

Drivers and influences		
Internal drivers/influences		
Key corporate drivers/influences	Key drivers/influences of any business centre strategies/key documents	
<ul style="list-style-type: none"> • The Corporate Business Plan is trying to achieve against the following themes: <ul style="list-style-type: none"> - Supporting Local People - Enhancing Our Environment - Improving Our Economy - Organisational Development • Corporate Key Performance Indicators. • There is a need to increase income generation to offset growing costs and loss of government grants. 	<ul style="list-style-type: none"> • SWP and SCC targets for increasing domestic recycling • RBC KPI's for recycling and refuse collection and street cleansing • EPA standards for street cleansing 	
External drivers/influences		
Key community/consultation drivers/influences	Key partner's / supplier's drivers/influences	National key drivers/influences
<ul style="list-style-type: none"> • Consultation with trade waste customers to establish demand for trade recycling service • Consultation with schools to establish demand for recycling food waste 	<ul style="list-style-type: none"> • Surrey Waste Partnership • Surrey County Council as Waste Disposal Authority • Surrey County Council as Highway Authority • Environmental Protection Act 1990 • Changes in Government Legislations eg treatment of road sweepings • Biffa and Surrey Heath for disposal of dry recycling materials • Collier Environmental Services for disposal of garden waste • Heil Europe Ltd for servicing of transport fleet 	<ul style="list-style-type: none"> • Cleaner Neighbourhoods and Environment Act 2005 • Environmental Protection Act 2009 • EU Waste Framework Directive • The Waste (England and Wales) Regulations 2012 • Environmental Permitting (England and Wales) Regulation 2010 • Hazardous Waste Regulations • Landfill Directive • End of Life Vehicles (ELVs) Regulation 2003 • Environment Act 1995 • Waste Minimisation Act 1998 • The Health and Safety at Work Act 1974 • Vehicle and Operator Services Agency

Building Services

Drivers and influences		
Internal drivers/influences		
<p style="text-align: center;">Key corporate drivers/influences</p> <ul style="list-style-type: none"> • The Corporate Business Plan is trying to achieve against the following themes: <ul style="list-style-type: none"> - Supporting Local People - Enhancing Our Environment - Improving Our Economy - Organisational Development • Corporate Key Performance Indicators. • There is a need to increase income generation to offset growing costs and loss of government grants. 	<p style="text-align: center;">Key drivers/influences of any business centre strategies/key documents</p> <p>Management of Asbestos, Legionella, Fire Risk – to improve and safeguard the health and well-being of the public, Council staff and their families</p> <p>Structural maintenance of all Council's operational buildings</p> <p style="color: red;">RBC Commercial Services are currently expanded the Councils portfolio of Commercial buildings which includes the Addlestone One development. It is not clear at present the extent of additional work associated with commercial property assets.</p>	
External drivers/influences		
<p style="text-align: center;">Key community/consultation drivers/influences (if applicable)</p>	<p style="text-align: center;">Key partner's / supplier's drivers/influences</p> <ul style="list-style-type: none"> • Partnership with Spelthorne BC on Asset Maintenance – SBC striving to improve their efficiency saving while meeting stated maintenance objectives • Operational targets for services operated from buildings managed by Building Services (E.g. Leisure Centres, Halls etc.) 	<p style="text-align: center;">National key drivers/influences</p> <ul style="list-style-type: none"> • Statutory maintenance requirements • Housing and Planning Act 2016 • Fuel Poverty Strategy for England 2015 • Energy Act 2011 • Climate Change Act 2008

Engineering Services

Drivers and influences		
Internal drivers/influences		
<p style="text-align: center;">Key corporate drivers/influences</p> <ul style="list-style-type: none"> • The Corporate Business Plan is trying to achieve against the following themes: <ul style="list-style-type: none"> - Supporting Local People - Enhancing Our Environment - Improving Our Economy - Organisational Development • Corporate Key Performance Indicators. • There is a need to increase income generation to offset growing costs and loss of government grants. 	<p style="text-align: center;">Key drivers/influences/documents</p>	
External drivers/influences		
<p>Key community/consultation drivers/influences (if applicable)</p>	<p>Key partner's / supplier's drivers/influences (if applicable)</p> <p>Runnymede Flood Forum Environment Agency Surrey County Council Surrey Borough and District Councils</p>	<p>National key drivers/influences</p> <p>Public Health Act 1925 (for street naming and name plates) Town and Improvement Clauses Act 1847 (for numbering of properties)</p>

Parking Services

Drivers and influences		
Internal drivers/influences		
<p style="text-align: center;">Key corporate drivers/influences</p> <ul style="list-style-type: none"> • The Corporate Business Plan is trying to achieve against the following themes: <ul style="list-style-type: none"> - Supporting Local People - Enhancing Our Environment - Improving Our Economy - Organisational Development • Corporate Key Performance Indicators. • There is a need to increase income generation to offset growing costs and loss of government grants. 	<p style="text-align: center;">Key drivers/influences of any business centre strategies/key documents</p> <ul style="list-style-type: none"> • Corporate Business Plan objective of Enhancing our Environment. Less congestion through parking enforcement resulting in improved air quality. • Corporate Key Performance Indicators. Number of Penalty Charge Notices issued per Civil Enforcement Officer per hour Increasing On Street PCN income and reducing operating costs to break even 	
External drivers/influences		
<p style="text-align: center;">Key community/consultation drivers/influences (if applicable)</p>	<p style="text-align: center;">Key partner's / supplier's/ drivers/influences</p> <ul style="list-style-type: none"> • SCC Local Transport Plan Parking Strategy • SCC/RBC Agency Agreement for On Street Parking Enforcement 	<p style="text-align: center;">National key drivers/influences</p> <p>Department for Transport (DfT) National and Local Polices for coordinating on and off street parking</p>

Section 4: Team/function objectives and delivery timetable

Projects in 2017/18

Team or function: Environmental Health and Licensing				
Objective	Outcome(s)	Action	Resources	Risk/Opp. Reference
EHL1 Implementation of National Food Hygiene Rating Scheme (FHRS) ESvii KPI	The FHRS is national scheme that provides consumers with information about hygiene standards in food business establishments at the time they are inspected to check compliance with legal requirements on food hygiene.	Action in accordance with the Food Service Plan	Key focus of the Environmental Health Commercial team Lead Officer: Peter Burke Environmental Health and Licensing Manager Staffing resources from within the Environmental Health Commercial team Additional Resources from Legal Services team as necessary	See Risk chapter
EHL2 Review of Air Quality resources and National Air Quality Plan implications	Completion of any additional action using the RBC Air Quality Action Plan following review of any updates to the National Air Quality Plan	Action to be taken in accordance with the review	Key focus of the Environmental Health Commercial team Lead Officer: Peter Burke Environmental Health and Licensing Manager Additional Resources through contracted Air Quality Officer	
EHL3 Runnymede Taxi Forum	Continued Assistance to establish and support a local Taxi Forum	Engagement with Local Taxi Drivers and SCC	Key focus of the Licencing team Lead Officers: Taxi Licensing Officers	

EHL4 Collaborative Working	Review and enhance collaborative environmental enforcement and consultation work with DSO, Planning Development Management, and Surrey Law Enforcement	Optimise opportunities for joint working	Key focus of the Environmental Health and licensing team Lead Officer: Peter Burke Environmental Health and Licensing Manager	
EHL5 Delivery of ASB and environmental enforcement	Trial and evaluation of active enforcement of littering and dog control legislation across the Borough utilising external contractors	Active enforcement of FPN provisions	Lead Officer: Peter Burke Environmental Health and Licensing Manager External contractor	

Team or function: Direct Services Organisation (DSO)				
Objective	Outcome(s)	Action	Resources	Risk/Opp. Reference
DSO1 Increase of Recycling Rate ES2 KPI	Improved Recycling Rates to increase recycling credits and reduce costs.	Adoption of formal Recycling improvement plan	Key focus of the DSO Team Lead Officer: Dave Steadman DSO Manager and Recycling Officer Staffing resources from within the DSO team, in particular Recycling Officer Additional Resources from Communications team as necessary	See Risk chapter

<p>DSO1B To evaluate the impact of changes to Surrey CC's recycling regime</p>	<p>We will understand any financial impact the changes may have which will assist planning.</p>	<p>Officers to liaise with Surrey CC representatives to understand changes put forward.</p> <p>Officers to evaluate the impact of the changes.</p>	<p>DSO Manager and Recycling Officer</p> <p>Staffing resources from within the DSO team, in particular Recycling Officer</p>	
<p>DSO2 Optimising Trade Refuse and Green Waste income opportunities</p> <p>ES6 KPI</p>	<p>Identification of cost effective ways to increase income generating services</p>	<p>Audit of opportunities to reduce costs of service and increase customer base to increase income</p>	<p>Key focus of the DSO Team</p> <p>Lead Officer: Dave Steadman DSO Manager</p> <p>Staffing resources from within the DSO team,</p> <p>Additional Resources from Commercial Services team as necessary</p>	
<p>DSO3 To evaluate delivery options for Depot services.</p>	<p>An informed decision can be made as to whether the DSO should continue to be delivered in the same way.</p>	<p>Identify any changes in the delivery model of the DSO in advance of contract expiry dates</p> <p>Engage with Surrey Waste Partnership to make positive steps to scope and progress the consideration of alternative models for DSO delivery</p> <p>Consider outcomes of SWP review of DSO operations</p> <p>Consider all identified options against costs, benefits and risks</p>	<p>Key focus of the DSO Team</p> <p>Lead Officer: Dave Steadman DSO Manager</p> <p>Staffing resources from within the DSO team,</p> <p>Additional Resources from Commercial Services team as necessary</p>	

DSO4 Review reporting and introduce programme to decrease missed bin complaints	Identify accuracy of reporting of missed bin complaints and introduce strategy to reduce legitimate complaints	Consider formal review of KPI for missed bins	Key focus of the DSO Team Lead Officer: Dave Steadman DSO Manager Staffing resources from within the DSO team,	
DSO5 Review and commence programme to decrease avoidable sickness absence.	Identify specific opportunities and interventions to decrease avoidable sickness absence	Consider formal review or incentivisation strategy, including business case.	Key focus of the DSO Team Lead Officer: Dave Steadman DSO Manager Staffing resources from within the DSO team, Additional Resources from Human Resources team as necessary	

Team or function: Building Services				
Objective	Outcome(s)	Action	Resources	Risk/Opp. Reference
BS1 Maintenance and Survey of Runnymede and Spelthorne Borough Council corporate properties	Continue to efficiently and effectively manage the maintenance of Runnymede and Spelthorne Borough Council corporate properties.	Rolling maintenance programme and Building Maintenance Surveys	Key focus of the Building Services Team Lead Officer: Richard Webb Principal Building Manager Staffing resources from within the Building Services team	See Risk chapter

<p>BS2 Additional property consultancy and improvement projects for Spelthorne B C</p>	<p>Carry out income generating property improvements for Spelthorne BC</p>	<p>Carry out property improvements as required for operational efficiency or enhancement.</p>	<p>Key focus of the Building Services Team</p> <p>Lead Officer: Richard Webb Principal Building Manager</p> <p>Staffing resources from within the Building Services team</p>	
<p>BS3 Support Site logistics of Main Contractor of the Addlestone ONE development</p>	<p>Ensure Civic Centre remains fully operational throughout adjacent construction</p>	<p>Liaison with project management team and main contractor</p>	<p>Key focus of the Building Services Team</p> <p>Lead Officer: Richard Webb Principal Building Manager</p> <p>Staffing resources from within the Building Services team in particular Facilities Management Officer</p>	
<p>BS4 Support the delivery and integration of a CHP/DHN within the Addlestone ONE development</p> <p>ESvii KPI</p>	<p>Introduce value for money district heating network or combined heat and power to support the new assets and current civic centre</p>	<p>Liaison with project management team and main contractor</p>	<p>Key focus of the Energy Management Team</p> <p>Lead Officer: Richard Webb Principal Building Manager</p> <p>Staffing resources from within the Building Services team in particular Energy and Sustainability Manager</p>	

<p>BS5 Investigate opportunities for Service delivery to newly acquired corporate property for the Addlestone ONE development</p>	<p>Identify income generation opportunities for services for new assets</p> <p>[Additional information awaited from Commercial Services to inform Outcome and Actions – TBC]</p>	<p>Data and cooperation needed from Commercial Services and Property team</p> <p>[Additional information awaited from Commercial Services to inform Outcome and Actions – TBC]</p>	<p>Key focus of the Building Services Team</p> <p>Lead Officer: Richard Webb Principal Building Manager</p> <p>Staffing resources from within the Building Services team</p> <p>Resources from the Commercial Services team and Legal Services team</p> <p>[Additional information awaited from Commercial Services to inform Resource implications TBC]</p>	
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<p>BS6 To increase awareness of energy efficiency opportunities through a range of means at the Council's disposal</p>	<p>The Council will become more energy efficient and therefore more sustainable in its activities.</p>	<p>As directed within Section 210 of The Housing and Planning Act 2016 to improve the efficiency and contribution to sustainability of buildings that are part of the authority's estate by:</p> <ul style="list-style-type: none"> • Connection in 2017 of Civic Centre to Addlestone One District Heat Network • Following business case review expansion of: Solar PV to existing commercial properties • Following business case review expansion of power optimisation and gas optimisation systems to commercial properties • Feasibility study of existing commercial properties to include within Egham Gateway District Heat Network scheme • Feasibility study of retrofitting LED lighting to properties <p>http://www.legislation.gov.uk/ukpga/2016/22/section/210/enacted</p>	<p>Lead Officer: Verena Boxall Energy & Sustainability Manager</p> <p>Additional Resources from Communications team, legal services and commercial services as necessary</p>	
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Team or function: Engineering Services				
Objective	Outcome(s)	Action	Resources	Risk/Opp. Reference
ENG1 Deliver Chilsey Green Flood Alleviation Project	Introduction of cost effective solution to flooding within the Lyne and Chilsey Green areas caused by a watercourse that runs through the area that will reduce the risk of flooding for Runnymede residents and businesses.	Progress work with partners (including Highways Agency, Environment Agency and Surrey County Council) to deliver project	Key focus of the Engineering Team Lead Officer: John Godden Principal Engineer Staffing resources from within the Engineering Section	See Risk chapter
ENG2 Contract Civil Engineering and Drainage work for other Local Authorities	Identification of contract work, whether one-off project or ongoing consultancy, for other Boroughs and Districts or Surrey County Council	Make contact with other Boroughs and Districts and respond positively to requests Recruit to vacant post to ensure resilience and ability to respond to opportunities for work	Key focus of the Engineering Team Lead Officer: John Godden Principal Engineer Staffing resources from within the Engineering Section	
ENG3 Runnymede Roundabout and Egham Sustainability Package and other externally funded projects	Delivery of early phases of SCC/LEP lead local infrastructure projects Support of LEP Growth Deal funded (and other externally funded) projects	Support the delivery of projects at conception design and as they move into their construction phases	Key focus of the Engineering Team Lead Officer: John Godden Principal Engineer Staffing resources from within the Engineering Section	

<p>ENG4: To finalise plans for flood mitigation before the delivery of the River Thames Scheme.</p>	<p>Ensure the scheme is sufficiently considered before implementation</p>	<p>Officers to sit on the relevant working groups and implement any agreed actions.</p>	<p>Lead Officer: Ian Maguire, Corporate Head of Planning & Environmental Services</p> <p>Additional staffing resources from within the Engineering Section</p>	
<p>ENG5: To support the delivery of the River Thames Scheme</p>	<p>Ensure there is a partnership approach to the delivery of the scheme.</p>	<p>Officers to sit on the relevant working groups and implement any agreed actions.</p>	<p>Lead Officer: Ian Maguire, Corporate Head of Planning & Environmental Services</p> <p>Additional staffing resources from within the Engineering Section</p>	

Team or function: Parking Services				
Objective	Outcome(s)	Action	Resources	Risk/Opp. Reference
PAR1 Annual Off Street Car Park Review	Complete report to the Environment and Sustainability Committee	Annual review of car parking charges to inform report.	Key focus of the Parking Services Team Lead Officer: Merv Robins Parking Services Manager Staffing resources from within the Parking Services Team	See Risk chapter
PAR2 Management of closure of Precinct Extension car park in Egham	Manage customer expectations and contractor works to facilitate the changes on site	Necessary amendments to Orders and site works.	Key focus of the Parking Services Team Lead Officer: Merv Robins Parking Services Manager Staffing resources from within the Parking Services Team	
PAR3 Management and implementation of additional parking facility in Memorial car park, Virginia Water	Additional parking facility provided to the public	Liaison and coordination of Engineering section to deliver new facility. Arrangements for legal orders and phone payment facility.	Key focus of the Parking Services Team Lead Officer: Merv Robins Parking Services Manager Staffing resources from within the Parking Services Team and additional resources from Engineering Section.	

Section 5: Environmental Services Business Centre Performance Indicators 2017/18

Performance Indicator	Target					Actual					Current status	Trend
	Q1 (Apr-June)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)	Q1 (Apr-June)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)		
Number of formal complaints related to the business centre.	0	0	0	0	0							
Number of decisions investigated by the ombudsman requiring a remedy by the Council.	0	0	0	0	0							
Average number of days learning per full time equivalent in the business centre	Activity Indicator				[0.25]							
ES1: Residual household waste per household (kg)	115	115	115	115	460							
ES2: Percentage of household waste sent for re-use, recycling and composting (%)	47%	47%	47%	47%	47%							
ES3: Number of missed bin collection complaints (To be Reviewed – see Objective DSO4)	500	500	500	500	2000							
ES4: Number of street cleansing complaints (overflowing litterbins, overflowing dog bins, and general litter/detritus complaints)	Activity Indicator				600							
ES5: Number of parking Penalty Charge Notices issued	Activity Indicator				8000							
ES6: Number of trade refuse	570	570	570	570	570							

customers												
ESvii: Percentage of food establishments in the borough achieving level 3 or above ratings under the National Food Hygiene Rating Scheme (%)	Activity Indicator				94%							
ESviii: Carbon emissions from local authority operations (measured in tonnes of CO2e)					?							
ESix: Number of fly-tipping incidents					n/a							
ESx: Income from car parking charges					n/a							

Section 6: Summary of the Environmental Services Business Centre’s contribution to Corporate Business Plan

Corporate Vision	Please see final vision agreed at SMT (attached).			
Priority	Supporting Local People	Enhancing Our Environment	Improving Our Economy	Organisational development
Objectives And Performance indicators And Projects	EHL1 Implementation of National Food Hygiene Rating Scheme (FHRS) <ul style="list-style-type: none"> ESvii 94% of food establishments in the borough achieving level 3 or above ratings under the National Food Hygiene Rating Scheme 			
	EHL2 Review of Air Quality resources and National Air Quality Plan implications			
	EHL3 Support Runnymede Taxi Forum			
	EHL4 Optimise Collaborative Working from Environmental Health and Licensing			
	EHL5 Delivery of ASB and environmental enforcement			
	DSO1 Increase of Recycling Rate <ul style="list-style-type: none"> ES2: 47% of household waste sent for re-use, recycling and composting To support ES1: Kg of Residual household waste per household 			

	<p>DSO1B To evaluate the impact of changes to Surrey CC's recycling regime</p>
	<p>DSO2 Optimising Trade Refuse and Green Waste income opportunities</p> <ul style="list-style-type: none"> • ES6 Increase and maintain number of trade refuse customers to 560
	<p>DSO3 To evaluate delivery options for Depot services.</p>
	<p>DSO4 Review reporting and introduce programme to decrease missed bin complaints</p> <ul style="list-style-type: none"> • To Support ES3: Number of missed bin collection complaints
	<p>DSO5 Review and commence programme to decrease avoidable sickness absence.</p>
	<p>BS1 Maintenance and Survey of Runnymede and Spelthorne Borough Council corporate properties</p>
	<p>BS2 Additional property consultancy and improvement projects for Spelthorne B C</p>
	<p>BS3 Support Site logistics of Main Contractor of the Addlestone ONE development</p>

	<p>BS4 Support the delivery and integration of a CHP/DHN within the Addlestone ONE development</p> <p>ESvii Reduce Carbon emissions from local authority operations (measured in tonnes of CO2e)</p>
	<p>BS5 Investigate opportunities for Service delivery to the Addlestone ONE development [Additional information awaited from Commercial Services to inform Objectives – TBC]</p>
	<p>BS6 To increase awareness of energy efficiency opportunities through a range of means at the Council's disposal</p>
	<p>ENG1 Deliver Chilsey Green Flood Alleviation Project</p>
	<p>ENG2 Contract Civil Engineering and Drainage work for other Local Authorities</p>
	<p>ENG3 Runnymede Roundabout and Egham Sustainability Package and other externally funded projects</p>
	<p>ENG4: To finalise plans for flood mitigation before the delivery of the River Thames Scheme.</p>
	<p>ENG5: To support the delivery of the River Thames Scheme</p>
	<p>PAR1 Annual Off Street Car Park Review</p>
<p>PAR2 Closure of Precinct Extension car park</p>	

PAR3

Creation of additional parking capacity in Virginia Water

Section 7: Risk Management

The Risk and Resilience Manager will view these sections and work with Business Centre Managers to update the Corporate Risk Register. Any risks identified during the year which are not shown here should be shared with the Risk and Resilience Manager.

Risk assessment Please use the matrix on the next page to identify the appropriate numbers for the table. Please also fill the Rating cells with the appropriate colour as shown below.

Ref *	Issue	Consequences	Impact area <i>Life and limb Reputational Financial Legal Other</i>	Probability	Impact**	Risk Rating	Control Measure(s)	Probability *** <i>(Post control measures)</i>	Impact*** <i>(Post control measures)</i>	Rating <i>(Post control)</i>	Owner
Environmental Health and Licensing											
EHL1	Staff unable to attend work for any reason (severe weather, sickness)	Unable to provide full range of the services	Would lead to delays with potential life and limb, operational, reputational, financial or legal impacts	3	4	12	Train staff in other areas to cover absences	3	3	9	SF
Direct Services Organisation (DSO)											
DSO1	Staff unable to attend work for any reason (severe weather,	Unable to provide full range of the services	Would lead to delays with potential life and limb, operational, reputational,	3	4	12	Contingency plans to identify priorities	3	3	9	SF

	sickness)		financial or legal impacts								
DSO2	Highways Environm't'l Maintenance Agreement with SCC ends	RBC no longer has control of the standard of highway environmental maintenance	Would lead to possible reputational and financial, impacts	2	2	4	SCC assurance for term of agreement	2	1	2	SF
DSO3	SCC removes financial support for graffiti removal from highway assets	Extra cost for RBC in operating the service.	Would lead to possible reputational and financial, impacts	3	2	6	None available	3	2	6	SF
Building Services											
BS1	Staff unable to attend work for any reason (severe weather, sickness)	Unable to provide full range of the services	Would lead to delays with potential operational, reputational, financial or legal impacts	3	3	9	Small team. Difficult to have more staff trained	3	3	9	SF
BS2	Partnership with Spelthorne ends	Staff surplus to RBC requirements	Would lead to delays with potential reputational, financial or legal impacts	3	4	12	Unable to mitigate with certainty	3	4	12	SF
BS3	Prolonged power cut at or other shut down of Civic Centre	RBC, Police and SCC unable to operate essential services	Would lead to delays with potential life and limb, operational, reputational, financial or legal impacts	3	4	12	Maintain generator. Identify buildings for relocation of staff	3	3	9	SF

BS4	CWGC removes financial support for Coopers Hill public toilets Coopers	Serious effect on all RBC, Police and SCC services operated from Civic Centre	Would lead to delays with potential reputational and financial impacts	3	2	6	Contingency provision in budget	3	1	3	SF
Engineering Services											
ES1	Staff unable to attend work for any reason (severe weather, sickness)	Unable to provide full range of the services	Would lead to delays with potential reputational, financial or legal impacts	3	3	9	Unable to mitigate	3	3	9	SF
Parking Services											
PS1	Staff unable to attend work for any reason (severe weather, sickness)	Unable to provide adequate car park and on-street enforcement. On street potentially leading to increased traffic congestion	Would lead to delays with potential reputational, financial or legal impacts	3	3	9	Other team members trained to cover some areas. Use of agency or temporary CEO's to cover prolonged absence.	3	2	6	IM
PS2	Small team with reliance on single individuals for key areas of work.	Unable to provide service if key staff are absent	Delay. Potential financial, reputational	3	3	9	In the absence of the Parking Manager the Parking Assistant can deal with some	3	2	6	IM

							routine issues. Prioritising.				
PS3	Prolonged loss of power to computer systems	CEO's unable to issue PCN's and admin staff unable to process them	Would lead to legal, financial, reputational, operational impacts and possibly leading to increased traffic congestion due to lack of enforcement	3	3	9	Relocate computers	3	2	6	IM

Risk matrix When assessing a risk for the first time you should assume there are no controls already in place. The subsequent assessment is completed with the controls in place. The assessor should assign values for the identified 'likelihood' of occurrence (A) and the severity of the 'Impact' (B). By multiplying 'A' and 'B' together you get the rating score, which gives an indication of how important the risk is. The thick black line is the "line of tolerance". Those risks that are plotted above the line (score 10 – 25) are "out of tolerance" and will be referred to the Corporate Risk Register for further oversight and support.

LIKELIHOOD (A)	Certain 5	5	10	15	20	25
	Probable 4	4	8	12	16	20
	Possible 3	3	6	9	12	15
	Unlikely 2	2	4	6	8	10
	Highly unlikely 1	1	2	3	4	5
		Negligible 1	Small 2	Noticeable 3	Serious + Significant 4	Critical + Considerable 5
IMPACT (B)						

Green = Low risk, Amber 9 = Medium risk, Amber 10 –12 high risk, Red = High risk

Likelihood of Occurrence (A)	Severity of Impact (B)
1 – Highly unlikely to happen	1 – Negligible impact
2 – Unlikely to happen	2 – Only a small effect
3 – Possibly will happen	3 – Noticeable effect
4 – Probably will happen	4 – Serious problem with significant impact
5 – Certain to happen	5 – Critical issue and considerable impact

Member Working Group on Recycling and Refuse Services

Held on 1 March 2017

7.30pm Members Room

Present: Councillor Elaine Gill (EG) (Chair)
Councillor Jonathan Wilson (JW)
Councillor Iftikhar Chaudhri (IC)
Councillor Gill Warner (GW)
Councillor Margaret Harnden (MH)
Councillor Linda Gilham (LG)

Dave Stedman (DS) - DSO Manager
Peter Burke (PB) – Environmental Health and Licensing Manager
Ian Maguire (IM) – Corporate Head of Planning and Environmental Services

Apologies: Councillor Pat Roberts (PR)

In cab technology and back office system

DS provided an update on the progress of installation of new in-cab Bartec systems and the associated back office systems and re-routing efficiencies.

The importance of a robust 'missed bin' approach relying on the direct intelligence of the new system was emphasis and Members unanimously supported a firm approach using logged data should be used to reduce the necessity to return for bins that have been rejected.

Overall the opportunities of the new system, and the challenges for staff and delivery were discussed. Members were advised that the system is hoped to be fully operational in the refuse, recycling and demand led fleet at the end of May. Street sweeping vehicles are intended to be added to the system following that.

Trade waste services

Members were advised that following the most recent round of renewals for Trade Waste a reduction in customers has been noted. DS identified that competition, with lower initial and flexible pricing, as well as the facilities to economically offer Trade Recycling was considered to be the main contributory factors.

Trade Waste continued to make a surplus and cover the costs of other overheads, but a review is scheduled to ensure the best commercial returns are being sought and secured.

Garden waste services

DS advised that there has been a significant increase in Garden Waste customers taking up the service at the end of last year, with over 1,000 additional customers, and this year's renewals appear to confirm a strong uptake of this service. Members noted that a new, larger, vehicle was being added as part of the fleet renewal to manage demand.

Update on Surrey Waste Partnership

A briefing paper from Surrey Waste Partnership and SCC on the proposed 'New Ways of Working in Waste' was shared with the working group and all noted that a meeting was arranged in March between SWP, SCC and RBC to discuss these matters further.

New environmental enforcement contractor

PB summaries the service as agreed by Committee and presented the mobilisation plan with an intended 'Go Live' week commencing 5th June 2017. A discussion of pre-publicity in the run up to mobilisation was held. Opportunities for cost efficient publicity and partnership working are being explored with the Council's communications and web teams.

Following mobilisation regular project/contract reviews will be undertaken with the contractor. A full update report will be returned to Committee at the six month point, with an interim update circulated after the first three months for Member consideration.

AOB

An update was provided of the activities of the Recycling Team and campaigns. Ongoing efforts to reduce contamination were being prioritised. Work to introduce recycling to more flats continued, and closer engagement with Schools was being carried out. The Recycling Team will be at a number of Summer events this year.

An overview of SWP publicity and education campaigns was presented.

Date of next meeting

TBC