



# Strategic Planning & Environment

## Overview & Scrutiny

### Agenda

**TUESDAY 15 MARCH 2016 AT 7.30 PM**

**DBC Bulbourne Room - Civic Centre**

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

#### Membership

Councillor G Adshead  
Councillor Anderson (Chairman)  
Councillor Ashbourn  
Councillor Bateman  
Councillor E Collins  
Councillor Fisher  
Councillor S Hearn

Councillor Hicks  
Councillor Howard  
Councillor Matthews  
Councillor Ransley  
Councillor Riddick  
Councillor C Wyatt-Lowe (Vice-Chairman)

#### **Substitute Members:**

Councillors Birnie, Link, McLean, Ritchie, R Sutton and Tindall

For further information, please contact Katie Mogan or Member Support

## **AGENDA**

### **1. MINUTES**

To agree the minutes of the previous meeting held on Tuesday 2<sup>nd</sup> February.

### **2. APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

### **3. DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a personal interest in a matter who attends a meeting of the authority at which the matter is considered -

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent

and, if the interest is a disclosable pecuniary interest, or a personal interest which is also prejudicial

- (ii) may not participate in any discussion or vote on the matter (and must withdraw to the public seating area) unless they have been granted a dispensation.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests, or is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal and prejudicial interests are defined in Part 2 of the Code of Conduct For Members

[If a member is in any doubt as to whether they have an interest which should be declared they should seek the advice of the Monitoring Officer before the start of the meeting]

#### **4. PUBLIC PARTICIPATION**

An opportunity for members of the public to make statements or ask questions in accordance with the rules as to public participation.

#### **5. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL-IN**

None.

#### **6. BUDGET MONITORING QUARTER 3**

Report to follow

#### **7. ENVIRONMENTAL SERVICES QUARTER 3 PERFORMANCE REPORTS (Pages 4 - 17)**

#### **8. PLANNING, DEVELOPMENT & REGENERATION QUARTER 3 PERFORMANCE REPORTS**

Report to follow

#### **9. REGULATORY SERVICES QUARTER 3 PERFORMANCE REPORT (Pages 18 - 32)**

#### **10. CLEAN, SAFE & GREEN REVIEW (Pages 33 - 34)**

#### **11. EXCLUSION OF THE PUBLIC**

To consider passing a resolution in the following terms: That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded during the items in Part II of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that if members of the public were present during these items there would be disclosure to them of exempt information relating to:

**12. WORK PROGRAMME 2015/16 (Page 35)**



# Item 7

## AGENDA ITEM:

### SUMMARY

<b>Report for:</b>	<b>SPAE Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>15 March 2016</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Quarter 3 Performance</b>
Contact:	Councillor Janice Marshall, Portfolio Holder for Environmental Services and Sustainability  Craig Thorpe, Group Manager, Environmental Services
Purpose of report:	1.To report on Quarter 3 performance
Recommendations	1.That the report be noted
Corporate objectives:	To provide a clean, safe and green environment
Implications:	<u>Financial</u>  None as a result of this report
'Value For Money Implications'	<u>Value for Money</u>  None as a result of this report.
Risk Implications	None as result of this report
Equalities Implications	N/A
Health and Safety Implications	None as a result of this report
Consultees:	Officers within Environmental Services

Background papers:	Waste Tonnages – Appendix 1 Corvu Report – Appendix 2 Operational Risk Register – Appendix 3
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	This report has been produced to provide an update to Members on performance against key objectives and an overview of progress on a number of ongoing projects
Glossary of acronyms and any other abbreviations used in this report:	CSG – Clean, Safe and Green

## **Environmental Services Overview and Scrutiny Quarter 3 – Performance Review**

### **Introduction**

#### **1. Environmental Services consists of the following:**

##### **1.1 Refuse and Recycling – Domestic and Commercial Waste Collections.**

- Providing scheduled collections of waste and recycling materials to over 62,000 domestic properties and 800 commercial waste customers
- Collection of “paid for” bulky collections per annum upon request

#### **2. Waste Transfer Site – ISO 14001 compliant**

- Storage and bulking of over 24,000 tonnes of recycling materials for onward processing
- Separation, storage and disposal of hazardous waste including asbestos, dead animals, paints and flammables.

#### **3. Clean, Safe and Green (CSG)**

- Scheduled grass cutting on behalf of Herts County, Housing Landlord and on Dacorum owned land
- Maintenance of hedges, shrub beds and some roundabouts
- Maintenance of parks and open spaces including play equipment
- Maintenance of sports pitches
- Weed spraying
- Clearance of fly tips
- Removal of graffiti
- Removal and disposal of road kill

- Management of Trees on behalf of Herts County, Housing, Dacorum owned land, parks and open spaces and woodlands
- Management of Rights of Way and Countryside access

#### **4. Educational Awareness and resources**

- Initiating campaigns to promote the waste hierarchy through school talks and other initiatives. Also undertakes anti littering campaigns with local residents and businesses.
- Setting and monitoring of performance indicators including tonnages, reports from public and sickness figures which are shown as part of this report.
- Recording, reporting and reconciliation of waste incomings and outgoings to provide recycling percentages

#### **5. Vehicle Repair Shop (VRS)**

- Servicing and maintenance of all the Councils fleet of vehicles to ensure legal compliance with Road Transport Law and effective running of front line services.

#### **6. Waste Services**

- Viridor (the Councils material outlet for comingled waste) confirmed that the Dacorum Recyclate received and sampled in November was the cleanest/contained the lowest contamination across all 29 Local Authorities, achieving 96.36% Input Recyclable Quality.
- 2016 Waste Collection Calendars were designed with recycling, refuse and garden waste being amalgamated onto the same calendar. These were distributed to 53,500 households.
- Social Media campaigns and competitions were run to engage with the public over recycling. Through Oct – Nov we put up 40 posts focussing on food waste and plastic recycling and received 121 clicks, 43 shares / retweets, 127 likes and 40 comments Throughout December we put up 55 posts on responsible Christmas purchasing and recycling as well as information around bank holiday collections; we received 645 clicks, 221 shares / retweets, 111 likes / favourites and 161 comments.
- Hosted a stall at five Neighbourhood Action Meetings, a Town and Parish Council Meeting and a 'Love your Community' day; engaging with local residents about recycling properly and the new food waste service, giving away food caddies, etc.
- Sent out a questionnaire to schools in order to gauge teacher engagement with the primary school newsletter that is circulated.

- During our 20th annual real Christmas tree recycling event we received 3300 trees to shred and gave several hundreds of bags of wood chippings away to residents as well as sending 11 tonnes to compost.
- Cupid Green Depot underwent an external audit and has been re-awarded the International Certificate of ISO 14001: Environmental Management System. This certification helps to provide assurance that environmental impact is being measured and improved throughout the organisation.
- Green waste collections were suspended at the beginning of December for 12 weeks.

## **7. Clean, Safe and Green**

- Green flag submissions were completed for Bunkers/ Tring Memorial/ Chipper field/ Canal Fields
- Tree work at Canal Fields completed in partnership with network rail (Rob Cassidy was DBC project lead). 11 trees were removed that were a potential danger to the railway line. The stumps have been turned to seating and for play and are now a positive feature for this area.
- Heath park landscaping work done;
  - 15 trees were removed and six new trees were planted.
  - New resin-bonded paths, benches, bins and sign posts were put in.
  - 25,000 bulbs were hand-planted, (varieties that will specifically attract bees), these were then laid over with roughly 300m<sup>2</sup> of wildflower turf that blooms from early spring to summer.
  - 60,000 daffodils were machine-planted
  - 3,500 winter annuals planted and bulbs.
  - A low fence was installed around the wild flowers to act as protection against geese damage and is working well.
- Town centre team is doing well with general maintenance and daily cleaning and making good progress; their new scrubbing machine cleans as well as sweeps and a new electric vehicle is used to empty the bins as noiselessly as possible twice a day. The team starts work early in the morning, moving from Waterhouse Street through to the Old Town, operating seven days a week. They also deal with any graffiti, remove fly posters and tend to the garden areas.

## 8. Personnel

### Recruitment:

6 new LGV driver/loaders recruited in waste services

### Health and Wellbeing:

Flu Vaccine – 7 October 2015

Blood Pressure tests 13 October 2015

### Sickness:

Long term sickness cases have ended for the quarter at 3 for CSG and 5 for Waste services.

Sickness Project to manage/identify long term and short term sickness cases to reduce sickness figures

## 9. Sickness: Days Lost due to sickness

Department	HCount	Oct-15	Nov-15	Dec-15	12 Month total
Environmental Services	189	360.5	290	237.75	3549.25
Area Teams	75	148	113.25	85	1431.75
Refuse & Recycling - Refuse & Recollection Crews	77	149.5	140.75	126.75	1611.25
Depot Services	4	22	15	0	120.25
Trees & Woodlands	9	16	0	3	82
Vehicle Repairs	3	22	21	23	196
Resources	4	1	0	0	27
Waste Development (S)	2	0	0	0	4

### Comparing to Q2 and Q3 sickness:

Department	HCount	2015 Q3	2015 Q4
Environmental Services	189	950	888.25

### Return to work compliance:

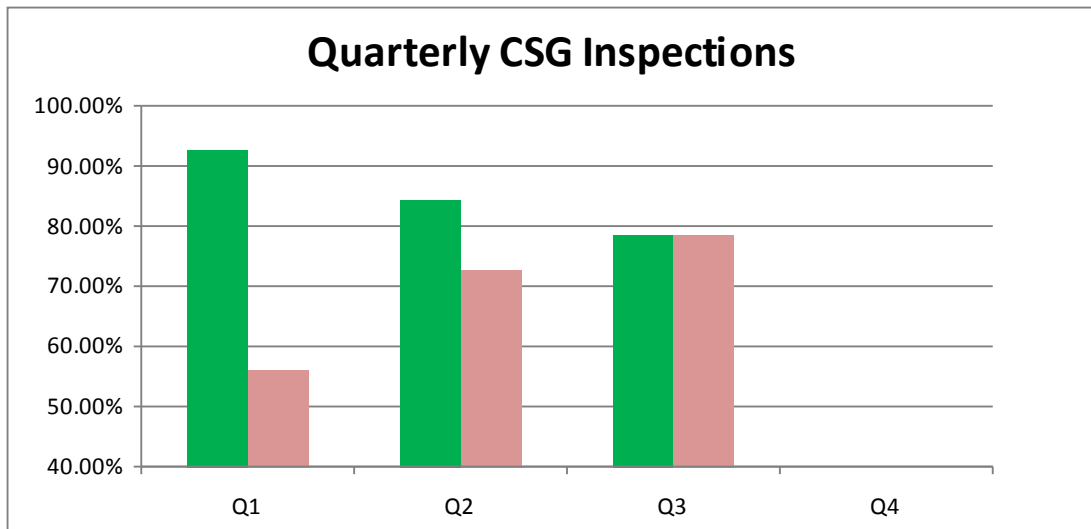
Department	Oct-15	Nov-15	Dec-15	Total over 12 months	Completed Late	Expired	Avg days to complete
Environmental Services	93.10% (27/29)	88.90% (24/27)	95.20% (20/21)	86.20% (106/123)	15	2	2.6



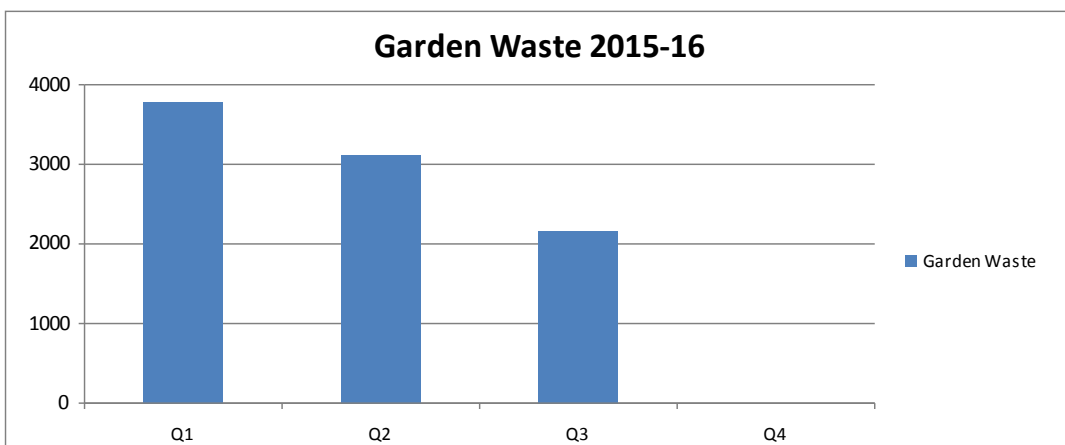
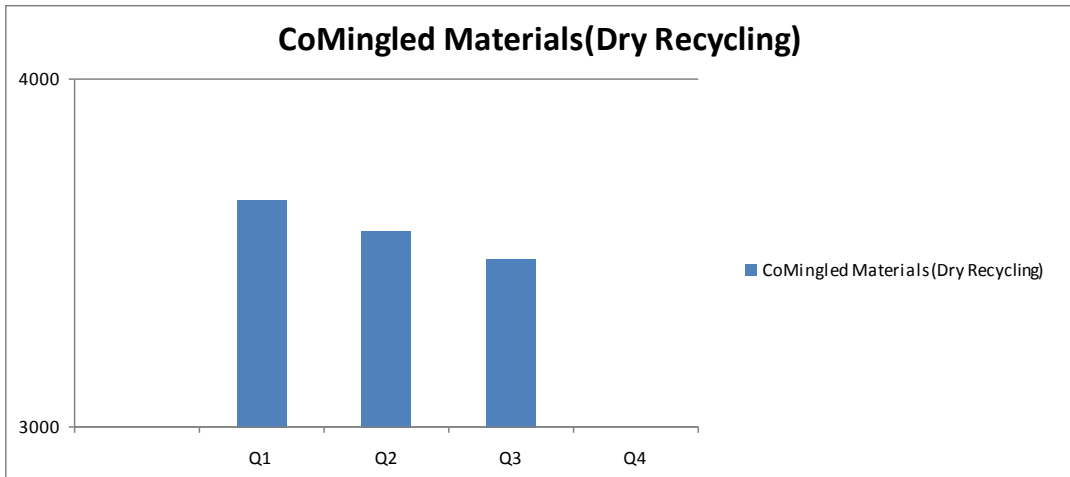
## CSG Litter & Detritus Inspections 2015/16

Litter	Detritus	120 Inspections per quarter
Grade A+B	Grade A+B	
111	67	
101	87	
94	94	

	Q1	Q2	Q3	Q4
Litter	92.50%	84.17%	78.33%	
Detritus	55.83%	72.50%	78.33%	



DBC Outgoing Weights					
2015-16	CoMingled Materials(Dry Recycling)		Food Waste		Garden Waste
Q1	3648.66	Q1	1019.74	Q1	3770.33
Q2	3560.75	Q2	961.19	Q2	3103.47
Q3	3479.93	Q3	987.9	Q3	2151.06
Q4		Q4		Q4	



# QUARTERLY PERFORMANCE

Environmental Services

December 2015

All Measures



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Measure	Owner & Updater	Dec 2015 Result	Trend	Sep 2015 Result	Dec 2014 Result	Actions	Comments	Sign Off
CSG01 - Percentage of dog fouling reports actioned within the set timescale of 7 days	Craig Thorpe Shirley Hermitage	97.14% (34/35) Target: 95.00	↓	100.00% (56/56) Target: 95.00	100.00% (70/70) Target: 95.00		Owner One report over 7 days however did include report of full dog bin that could not be accessed by contractor	✓
CSG02 - Percentage of fly tips collected within the set timescale of 7 days	Craig Thorpe Shirley Hermitage	97.96% (288/294) Target: 95.00	↑	97.92% (329/336) Target: 95.00	96.92% (252/260) Target: 95.00		Owner 3 x reports over 7 days to remove, 2 x reports chased up with CSG and 1 x report pending	✓
CSG03 - Number of reports of litter	Craig Thorpe Shirley Hermitage	55 Reports Info Only	↓	73 Reports Info Only	No Data Info Only		Owner For info only however reports lower than previous month	✓
CSG04 - Litter Area inspections up to standard	Craig Thorpe Shirley Hermitage	120 Inspections No Target	→	120 Inspections Target: 0	120 Inspections Target: 120		Updater Litter = 78.33% Grade A&B/ Detritus = 78.33% Grade A&B No programmed sweeps carried out in Q3 period.	✓
CSG05 - Graffiti Removal - Percentage removed from Dacorum Structures within 7 days	Craig Thorpe Shirley Hermitage	96.67% (29/30) Target: 95.00	↑	93.33% (14/15) Target: 95.00	100.00% (17/17) Target: 0		Updater 1 x report over 7 days.	✓
TW03 - Percentage of Trees and Woodlands works instructions completed in the required timescale	Craig Thorpe Shirley Hermitage	67.12% (49/73) No Target	↓	88.89% (72/81) Target: 0	91.76% (78/85) Target: 90.00		Owner As stated a couple fo periods of windy weather meant that scheduled works were put on hold in favour of providing emergency response.	✓
TW04 - Trees and Woodlands - Contractor Quality Performance	Craig Thorpe Shirley Hermitage	100.00% Info Only	→	100.00% Info Only	91.00% Info Only		Owner Approved	✓
WR01a - Justified Missed collections (Excluding Assisted Collections)	Craig Thorpe Shirley Hermitage	314 Bins Target: 750	↓	293 Bins Target: 750	207 Bins Target: 250	Monitor fluctuations in monthly performance	Owner Excellent performance	✓
WR03 - Number of justified missed assisted collections	Craig Thorpe Shirley Hermitage	52 Collections Target: 150	↑	63 Collections Target: 150	42 Collections Target: 100		Owner Again excellent performance	✓
WR05 - Dry recycling Collected	Craig Thorpe Shirley Hermitage	3465.66, Tonnes Target: 3786.00	↓	3560.60, Tonnes Target: 3786.00	No Data Target: 3786.00		Owner Approved	✓

Measure	Owner & Updater	Dec 2015 Result	Trend	Sep 2015 Result	Dec 2014 Result	Actions	Comments	Sign Off
WR06 - Total tonnage of garden waste collected as per new service	Craig Thorpe Shirley Hermitage	2150.46 Tonnes Target: 2150.46	→	3102.72 Tonnes Target: 3102.72	No Data No Target		Owner Approved	✓
WR07 - Tonnage of food waste.	Craig Thorpe Shirley Hermitage	986.69 Tonnes Target: 1200.00	↗	951.98 Tonnes Target: 1200.00	No Data Target: 1200.00	A sticker campaign to begin in February	Owner Tonnage lower than expected. Participatipon work undertaken.	✓
WR08 - Recycling Rate	Craig Thorpe Shirley Hermitage	No Data Target: 60.00		53.60% Target: 60.00	No Data Target: 60.00		Owner Data not available at this time. Grass cutting season coming to a close has an effect on tonnages collected at this time of year	✓

# OPERATIONAL RISK REGISTER

December 2015



## 1) Neighbourhood Delivery - David Austin

ND\_F01 Failure to monitor the variation in projected levels of income for recyclables.

<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
4 Very Likely	3 High	12 Red	3 Likely	2 Medium	6 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>The comingled recyclables are delivered to a Material Recycling Facility where we receive a 'basket' price for the materials. This 'basket' price is based on market rates and the relative percentage presence of the different recyclables in the mix (e.g the % of say glass of the overall weight , a sampling regime is in place). If there is a fall in market rates or changes in the % mix away from the more valuable recyclables we would see a gate fee introduced and the opposite of this also applies (a rise in material values would the Council receive an income per tonne of recyclable material. In addition the Council receives an incentive payment (called the Alternative Financial Model) from Hertfordshire County Council . This payment is based on reducing the amount of waste sent for disposal so again any changes in recycling performance will impact on this income stream.</p>		<ul style="list-style-type: none"> <li>- There are regular meetings with the Service Accountant to monitor any changes.</li> <li>- The market price for recyclable materials and potential forecasts in changes is monitored via trade publications and professional contacts such as the Chartered Institute of Waste Management</li> </ul>		<p>The contract for the processing of recyclables is with one of the larger waste management companies which gives greater reassurance in terms of their market position.</p>	

# OPERATIONAL RISK REGISTER

December 2015



**Sign Off and Comments**

Sign Off Complete

There continues to be a decline in commodity prices which officers continue to monitor.

**ND\_F02 Lack of budget to develop services**

<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
4 Very Likely	3 High	12 Red	3 Likely	3 High	9 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
There would be issues with service provision leading to more complaints around missed bins, return of containers etc and general dissatisfaction with the service. In addition , there would be issues with the provision of effective recycling services which may impact on recycling performance in the Borough.		The budget in place is based on significant modelling work carried out as part of the move to the new waste service. This included the use of route optimisation software to ensure that rounds were achievable using the resources provided.		There are issues with initial overspends in the first quarter which officers are currently analyzing. Including productivity on the rounds.	

**Sign Off and Comments**

Sign Off Complete

The additional resources have been removed off the garden waste rounds during this quarter and officers have commenced negotiations with regards terms and conditions of staff.

# OPERATIONAL RISK REGISTER

December 2015



## ND\_I01 Failure to achieve Headline Service Objectives

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Tolerating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
2 Unlikely	2 Medium	4 Green	1 Very Unlikely	1 Low	1 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
The headline service objectives link to the Borough's Corporate Plan and any failure to achieve them would lead to reputational damage to the Council and potentially additional costs.		The Service Plan objectives are monitored closely at a series of forums including appraisals, Corporate Working Group and Departmental Management Team. Any potential issues with delivery are discussed and addressed to ensure delivery. There are also regular updates at Corporate Management Team to ensure that there is cross working when required. Where possible, objectives are also supported by a suite of performance indicators.		There continues to be good progress against objectives.	
<b>Sign Off and Comments</b>					
Sign Off Complete Agreed					

## ND\_I02 Failure to manage relationships with Service areas across the Council

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Tolerating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>

# OPERATIONAL RISK REGISTER

December 2015



3 Likely	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
This could lead to duplication of activities on projects or the required support for a service not being by another part of the Council. This could have a negative impact on either service delivery or the successful completion of projects.		There are Corporate Working Groups that include staff from a cross section of disciplines across the Council to ensure there is effective communication on a range of areas. These meet on a monthly basis and there is a specific one for this area - the Environment Corporate Working Group. These groups then report to the senior Corporate Management Team an agreed unified approach can be taken. There are also regular Leadership Team events where any key current topics can be discussed.		There has been good progress on a range of Council projects which demonstrates that effective communication continues to take place.	
<b>Sign Off and Comments</b>					
Sign Off Complete Agreed					

<b>ND_I03 Failure to manage sickness levels and staff retention</b>					
<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
4 Very Likely	4 Severe	16 Red	3 Likely	4 Severe	12 Red
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
If there is an in increase sickness, there are a number of significant impacts on services. Agency staff usage		There is a robust system to manage sickness and absence with dedicated Human Resource support based		As more agency staff have therefore been employed this has a 'knock on' effect to service quality and further	



# OPERATIONAL RISK REGISTER

December 2015



increases which leads to higher revenue costs but also affects service quality. This can lead to further additional costs such as returning for missed bins as well the resource required to deal with additional complaints.

at Cupid Green Depot. A monthly update is circulated for management team including a case review of long term absences to ensure everything is being done to support the employee back into work.

There is also a programme of inoculation against diseases to act as a preventative measure.

cost implications. Officers will be carrying out further work in this area during 2015/2016 to ascertain whether policy changes are required to improve performance in this area.

## Sign Off and Comments

Sign Off Complete

There has been a concerted effort by officers to improve performance in this area which has led to four members of staff leaving during this quarter.

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**AGENDA ITEM:  
SUMMARY**

<b>Report for:</b>	<b>Strategic Planning &amp; Environment Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>15/3/2016</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Quarter Three Performance Report – Regulatory Services</b>
Contact:	Cllr Janice Marshall, Portfolio Holder for Environmental, Sustainability and Regulatory Services.  Author/Responsible Officers: Chris Troy, Group Manager, Regulatory Services Dave Austin, Assistant Director (Neighbourhood Delivery)
Purpose of report:	To provide Members with the performance report for quarter 3 in relation to Regulatory Services.
Recommendations:	That Members note the report.
Corporate objectives:	Resources and Value For Money; Optimise Resources and Implement Best Practice.
Implications:	Financial:  None.
‘Value For Money Implications’	Value for Money:  Monitoring Performance supports the Council in achieving Value for Money for its citizens.
Risk Implications	Risk Assessment completed for each service area as part of service planning and reviewed quarterly. Key risks are recorded on the Council’s Risk Register which has been updated recently.  The key risks relate to not achieving statutory targets and failing to protect the public/businesses from Environmental Health Risks :  <ul style="list-style-type: none"> <li>• If statutory targets are not achieved the service can be taken over and managed by the Government.</li> <li>• Potentially the public &amp; businesses put at risk</li> <li>• Legal action taken against the Council</li> <li>• Reputational damage to Council</li> </ul>
Equalities Implications	Equality Impact Assessment completed for all enforcement policies.

Health And Safety Implications	None.
Consultees:	
Background papers:	Quarterly Performance Report – quarter 3(attached).
Glossary of acronyms and any other abbreviations used in this report:	

## 1. Background

1.1 For the purpose of this report, 'Regulatory Services' includes the following services:

- Environmental Health (Food Safety, Health and Safety, Statutory Nuisances, Contaminated Land, Drainage, Private Water Supplies, Infectious Diseases, Air Quality Management)
- Private Sector Housing (HMOs, Illegal Eviction, Private Sector Landlord Issues, Improvement Grants, Disabled Facilities Grants, etc)
- Public Health
- Corporate Health and Safety
- Home Energy Conservation
- Pest Control
- Stray Dogs / Dog Warden Services
- Clinical Waste
- Environmental Enforcement and High Hedges
- Emergency and Business Continuity Planning
- Street Trading
- Sustainability

## 2. Regulatory Services Quarter 3 Performance Indicators

2.1 Relevant statutory targets have been achieved in Quarter 3 –see attached CORVU report.

## 3. Food Safety Enforcement

3.1 Three Food Hygiene Improvement Notices were served in Quarter 3. These covered various non compliances including; a failure to put in place a food safety management system, lack of hot water and poor condition of preparation surfaces. In addition one food business was closed voluntarily following a mouse infestation.

#### **4. Environmental Protection**

- 4.1 Benzene from an industrial supply pipeline caused localised contamination of fields and properties nearby. Environmental Health Officers working with the Environment Agency, Hertfordshire Resilience and a neighbouring local authority helped manage the incident. Householders were advised to drink bottled water and water risk assessments were undertaken of private water supplies in the immediate vicinity.
- 4.2 There have been numerous complaints received about Bovington Airfield over the last 18 months in relation to intensified motor sport activity. This is part of an active and ongoing investigation working in co-ordination with the planning department regarding the change of use of the site. The main issue up to recently had been complaints of noise nuisance and officers from Regulatory Services are carrying out noise monitoring to establish if there are breaches of noise abatement notices.

#### **5. Air Quality**

- 5.1 Officers from Regulatory Services sit on the County Wide Air Quality Planning Group and have helped to develop a Hertfordshire wide Air Quality Strategy which covers all 10 districts and been approved by the County's Localism Board. We gave a presentation about the strategy to the East of England Public Health Conference in December.
- 5.2 The District councils in Hertfordshire have received Public Health funding for air quality monitoring and we have used this to adapt an existing monitor in Northchurch to include analysis of a wider spectrum of pollutants. Northchurch is one of three Air Quality Management Areas in Dacorum where pollution levels exceed national limits. Data from this station will feed into the Hertfordshire network of monitors and will help to determine future strategies to control air pollution.

#### **6. Corporate Health and Safety**

- 6.1 The 3rd quarter priorities included running further risk assessment training, working with procurement to provide DSE compliant chairs for all staff, on-line DSE assessments, reviewing the procedures around hand arm vibration risks (HAV), looking at improvements to the way service providers provide safety critical data, development of a corporate alcohol policy and the implementation of model office risk assessments.
- 6.2 Other longer term projects include:
  - Review the organisation & arrangements for delivering H&S
  - On-line assessments for display screen equipment will soon be ready to go live.
  - Develop more detailed corporate H&S plans
  - Auditing

- 6.3 A H&S presentation along with a practical demonstration was given to the senior management team to raise awareness H&S responsibilities within the organisation.
- 6.4 Following notifications to the HSE of 5 cases of HAV/Carpal Tunnel Syndrome, the Health & Safety Executive (HSE) visited Clean, Safe and Green and served 2 Improvement Notices.
- 6.5 Since then the HAV Risk Assessments have been reviewed, 73 CSG and 5 Cemetery staff have been given HAV awareness training.

## **7. Private Sector Housing**

- 7.1 The Council continues to manage two Houses in Multiple Occupation (HMO's) subject to Final Management Order's (FMO's), all safety hazards have been removed and the properties now comply with the requirements of the Housing Act and fire regulations. DBC now manage the tenancies and also maintain the property/remedy any defects so that these houses continue to be fit for habitation.
- 7.2 The Government is proposing to widen the current mandatory HMO Licencing scheme which will mean that many more properties will be subject to inspections. This move is welcomed as it will help to drive up housing standards and will enable us to deal more effectively with rogue landlords but it will mean that LA's will need to have additional resources to inspect properties and process licenses. The national consultation closed on the 18<sup>th</sup> Dec and the Government is expected to make a decision in the next few months.

## **8. Environmental Management System**

- 8.1 The Council has been awarded ISO14001:2004 certification which covers the Environmental Management System (Civic Centre, Tring Victoria Hall, Berkhamstead Civic Centre, the Depot, adventure playgrounds and Cemeteries).
- 8.2 In November training was given to officers and members 'Introduction to Environmental Management System Transition requirements to ISO 14001:2015 with a view to moving towards compliance with the recently introduced higher standard.

Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments
<b>Performance Measures</b>								
HS01 - All reported accidents/incidents (Including those required to be reported to the HSE)	Chris Troy Paul O'Day	No Data Info Only		18 Info Only	↓	7 Info Only	✓	<b>Updater</b> 3 in Oct (1 Manual Handling, 1 Slip & Trip, 1 member of the public); 3 in Nov (2 slip & trip, 1 hitting of the head); 1 in Dec (1 trip)
REG02 - Percentage of high risk (A-C) food inspections/interventions achieved within the quarter	Chris Troy Nicholas Egerton	93.22% (165/177) Target: 95.00	↑	94.55% (52/55) Target: 95.00	↑	97.78% (44/45) Target: 95.00	✓	<b>Owner</b> Noted
REG03 - Percentage of service requests for the whole of Regulatory Services responded to within 3 working days	Chris Troy Nicholas Egerton	98.35% (894/909) Target: 98.00	↑	98.15% (1272/1296) Target: 98.00	↑	99.13% (915/923) No Target	✓	<b>Owner</b> Noted
REG05 - Percentage of Noise cases closed within 60 days	Chris Troy Nicholas Egerton	86.73% (85/98) Target: 90.00	↓	82.35% (98/119) Target: 90.00	↑	83.72% (72/86) No Target	✓	<b>Owner</b> Noted
REG06 - Disabled Facilities Grants - percentage of final payments made within 6 months following approval	Chris Troy Nicholas Egerton	86.67% (13/15) Info Only	↑	100.00% (10/10) Info Only	→	100.00% (11/11) Info Only	✓	<b>Owner</b> Noted

Key Actions



# OPERATIONAL RISK REGISTER

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## 1) Neighbourhood Delivery - David Austin

### ND\_E05 Response to EH Emergencies

<b>Category:</b> Health and Safety	<b>Corporate Priority:</b> Health & Safety	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	5	15 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
<p>Failure to respond to a serious EH/PH Incident involving death, harm or injury ( or potential to cause these) could have catastrophic consequences to individuals , communities, businesses and the environment. An outbreak of infectious disease for example could spread further unmitigated. Chemical hazards left uncontrolled in the environment could continue to expose individuals to explosion, fire and chemical burns. A biological hazard such as legionella has potential to cause a serious health hazard if uncontrolled.</p>		<p>Ensure there is sufficient resilience and expertise in Regulatory Services to manage an incident and control the risks. Training carried out on a regular basis which covers roles and responsibilities. There are arrangements in place for other LA's to provide cover in emergency. Any incident would be managed by TL or GM.</p>		<p>Mass casualty /CBRN incidents would be covered by Centralised emergency plans. Local emergency plans tested on an annual basis. LA outbreak plans peer reviewed.</p>	
Sign Off and Comments					
<p>Sign Off Complete Agreed</p>					



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## ND\_E01 General enforcement

<b>Category:</b> Technical/Operational	<b>Corporate Priority:</b> Health & Safety	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
2 Unlikely	3 High	6 Amber	2 Unlikely	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Lack of resource for Enforcement could result in a failure to meet statutory duties imposed by central government. This could result in Legal action, poor reputation and most likely put the public at risk in terms of their health or safety. Failure to employ officers of sufficient calibre or monitor competence could also have similar consequences.		Resources maintained to a level which will achieve statutory inspection targets and respond to any complaints in a timely fashion. Ensure that officers employed by DBC have the required level of competence commensurate with their level of responsibility. There are arrangements in place for other LA's to provide cover in emergency.		Annual Inspection reports to FSA. Performance published on FSA website All officers required to do CPD. All EH Targets reported quarterly at H&C Overview & Scrutiny Committee and any resource issues identified. Service Plans identify key priorities and emerging issues. All enforcement actions are taken in accordance with the Councils Enforcement Policy which has been reviewed and approved by Cabinet.	
<b>Sign Off and Comments</b>					
Sign Off Complete Agreed					

## ND\_E02 Direct enforcement action

<b>Category:</b> Technical/Operational	<b>Corporate Priority:</b> Health & Safety	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
2 Unlikely	4 Severe	8 Amber	2 Unlikely	3 High	6 Amber

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Consequences	Current Controls	Assurance
Direct enforcement action resulting in closure of businesses, curtailment of commercial operations or sanctions against individuals. Immediate enforcement action is taken in response to serious contraventions of EH or PH legislation and the impact on businesses and individuals can be far reaching. The types of enforcement action include closure of premises (residential or commercial), works in default, prohibition of processes and sanctions against individuals. The consequences of getting this wrong is very serious and could result in compensation claims as well as legal action against DBC	Ensure that officers employed by DBC have the required level of competence commensurate with their level of responsibility. Enforcement protocols followed and any direct action is overseen by a team leader/GM. In many cases the Ass Director will also be advised.	All enforcement action is taken in accordance with the Councils Enforcement Policy and corresponding regulators code.

**Sign Off and Comments**

Sign Off Complete

**ND\_E03 Primary Authority**

<b>Category:</b> Financial	<b>Corporate Priority:</b>	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences	Current Controls	Assurance			
DBC has a number of Primary Authority Partnerships and the income from these partnerships pay for the salaries	Ensure that full cost recovery is achieved at the beginning when contracts are agreed and throughout	PA budgets are reviewed on a monthly basis and with the larger companies such as Tesco's there is an annual			

# OPERATIONAL RISK REGISTER

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of the specialist EHO's. If any of the larger companies suddenly terminated their contract this would result in an immediate deficit in funding. There is also a risk that failure to give the correct technical advice could have far reaching implications nationally and could result in legal action against DBC. There would also be legal implications if we blocked an enforcement action by one of the enforcing Authorities and a challenge was upheld.	the term of the partnership. Ensure that officers employed by DBC have the required level of competence commensurate with their level of responsibility. If specialist officers left the authority other officers in the team could take over duties on a temporary basis.	assessment of performance and key objectives.
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**Sign Off and Comments**

Sign Off Complete

**E04 Pest Control**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b> 3 Likely	<b>Inherent Impact</b> 4 Severe	<b>Inherent Risk Score</b> 12 Red	<b>Residual Probability</b> 2 Unlikely	<b>Residual Impact</b> 2 Medium	<b>Residual Risk Score</b> 4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Failure to honour contracts or provide effective treatments could result in a loss of income and loss of reputation. The incorrect use of pesticides could result in harm to the public and non-target species and could result in compensation claims against the Council.		Ensure that pest control officers employed by DBC have undergone appropriate training. All PCO's have successfully completed the BPCA course and are familiar with the correct use of pesticides and other eradication techniques. COSHH risk assessments are carried out.		A log of training is maintained by the Team Leader. COSHH risk assessments are reviewed on an annual basis.	

**Sign Off and Comments**

Sign Off Complete

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ND\_F01 Failure to monitor the variation in projected levels of income for recyclables.

<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
4 Very Likely	3 High	12 Red	3 Likely	2 Medium	6 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>The comingled recyclables are delivered to a Material Recycling Facility where we receive a 'basket' price for the materials. This 'basket' price is based on market rates and the relative percentage presence of the different recyclables in the mix (e.g the % of say glass of the overall weight , a sampling regime is in place). If there is a fall in market rates or changes in the % mix away from the more valuable recyclables we would see a gate fee introduced and the opposite of this also applies (a rise in material values would the Council receive an income per tonne of recyclable material. In addition the Council receives an incentive payment (called the Alternative Financial Model) from Hertfordshire County Council . This payment is based on reducing the amount of waste sent for disposal so again any changes in recycling performance will impact on this income stream.</p>		<ul style="list-style-type: none"> <li>- There are regular meetings with the Service Accountant to monitor any changes.</li> <li>- The market price for recyclable materials and potential forecasts in changes is monitored via trade publications and professional contacts such as the Chartered Institute of Waste Management</li> </ul>		<p>The contract for the processing of recyclables is with one of the larger waste management companies which gives greater reassurance in terms of their market position.</p>	

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**Sign Off and Comments**

Sign Off Complete  
 There continues to be a decline in commodity prices which officers continue to monitor.

**ND\_F02 Lack of budget to develop services**

<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating
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Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	3 Likely	3 High	9 Amber

Consequences	Current Controls	Assurance
There would be issues with service provision leading to more complaints around missed bins, return of containers etc and general dissatisfaction with the service. In addition , there would be issues with the provision of effective recycling services which may impact on recycling performance in the Borough.	The budget in place is based on significant modelling work carried out as part of the move to the new waste service. This included the use of route optimisation software to ensure that rounds were achievable using the resources provided.	There are issues with initial overspends in the first quarter which officers are currently analyzing. Including productivity on the rounds.

**Sign Off and Comments**

Sign Off Complete  
 The additional resources have been removed off the garden waste rounds during this quarter and officers have commenced negotiations with regards terms and conditions of staff.

**ND\_I01 Failure to achieve Headline Service Objectives**

<b>Category:</b>	<b>Corporate Priority:</b>	<b>Risk Owner:</b>	<b>Portfolio Holder:</b>	<b>Tolerance:</b>
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# OPERATIONAL RISK REGISTER

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Infrastructure	Dacorum Delivers		David Austin	Cllr Janice Marshall	Tolerating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	2 Medium	4 Green	1 Very Unlikely	1 Low	1 Green
Consequences		Current Controls		Assurance	
The headline service objectives link to the Borough's Corporate Plan and any failure to achieve them would lead to reputational damage to the Council and potentially additional costs.		The Service Plan objectives are monitored closely at a series of forums including appraisals, Corporate Working Group and Departmental Management Team. Any potential issues with delivery are discussed and addressed to ensure delivery. There are also regular updates at Corporate Management Team to ensure that there is cross working when required. Where possible, objectives are also supported by a suite of performance indicators.		There continues to be good progress against objectives.	
Sign Off and Comments					
Sign Off Complete Agreed					

## ND\_I02 Failure to manage relationships with Service areas across the Council

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green

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Consequences	Current Controls	Assurance
This could lead to duplication of activities on projects or the required support for a service not being by another part of the Council. This could have a negative impact on either service delivery or the successful completion of projects.	There are Corporate Working Groups that include staff from a cross section of disciplines across the Council to ensure there is effective communication on a range of areas. These meet on a monthly basis and there is a specific one for this area - the Environment Corporate Working Group. These groups then report to the senior Corporate Management Team an agreed unified approach can be taken. There are also regular Leadership Team events where any key current topics can be discussed.	There has been good progress on a range of Council projects which demonstrates that effective communication continues to take place.
<b>Sign Off and Comments</b>		
Sign Off Complete Agreed		

## ND\_I03 Failure to manage sickness levels and staff retention

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Cllr Janice Marshall	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	3 Likely	4 Severe	12 Red
Consequences	Current Controls	Assurance			
If there is an increase in sickness, there are a number of significant impacts on services. Agency staff usage increases which leads to higher revenue costs but also affects service quality. This can lead to further additional	There is a robust system to manage sickness and absence with dedicated Human Resource support based at Cupid Green Depot. A monthly update is circulated for management team including a case review of long	As more agency staff have therefore been employed this has a 'knock on' effect to service quality and further cost implications. Officers will be carrying out further work in this area during 2015/2016 to ascertain whether			

# OPERATIONAL RISK REGISTER

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costs such as returning for missed bins as well the resource required to deal with additional complaints.

term absences to ensure everything is being done to support the employee back into work.  
There is also a programme of inoculation against diseases to act as a preventative measure.

policy changes are required to improve performance in this area.

## Sign Off and Comments

Sign Off Complete

There has been a concerted effort by officers to improve performance in this area which has led to four members of staff leaving during this quarter.

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**Agenda item:**

**Summary**

<b>Report for:</b>	<b>SPAЕ Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>15 March 2016</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Clean, Safe and Green Update</b>
<b>Contact:</b>	Councillor Janice Marshall, Portfolio Holder for Environmental Services and Sustainability.  Simon Coultas, Operations Manager, Clean, Safe and Green  Craig Thorpe, Group Manager, Environmental Services
<b>Purpose of report:</b>	1.To update members of Clean, Safe and Green projects
<b>Recommendations</b>	1. That the presentation be noted
<b>Corporate objectives:</b>	To provide a clean, safe and green environment
<b>Implications:</b>	<u>Financial</u>  None as a result of this report
<b>'Value for money' implications</b>	<u>Value for money</u>  None as a result of this report
<b>Risk implications</b>	None as a result of this report
<b>Community Impact Assessment</b>	Not required
<b>Health and safety Implications</b>	None as a result of this report
<b>Consultees:</b>	Simon Coultas, Operations Manager, Clean, Safe and Green

	Craig Thorpe, Group Manager, Environmental Services
Background papers:	None
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	The presentation on the evening will seek to give Members an update on past, ongoing and future projects.
Glossary of acronyms and any other abbreviations used in this report:	

**Background:**

A presentation on the following areas will be given on the evening.

- A41 Litter picks.
- Landscape improvement to Green lane/Phoenix Roundabout.
- Green Flag Status
- Wild flower planting.
- Town Centre team Hemel Hempstead.
- Watergardens.
- Bench replacement and upgrade project

## STRATEGIC PLANNING & ENVIRONMENT Overview & Scrutiny Committee: Work Programme 2015/16

*Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committee promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum.*

Meeting Date:	Report Deadline	Items:	Type:	Contact details:	Background information	Outcome of Discussion
15 March 2016	4 March 2016	Budget Monitoring Q3  Environmental Services Q3 Performance Reports  Planning, Development & Regeneration Q3 Performance Reports  CSG Review  LA5		David Skinner/ Richard Baker  Dave Austin/ Craig Thorpe  James Doe  Dave Austin / Simon Coultas  James Doe		
12 April 2016	1 April 2016	Building Control  Development Management Service  Land Charges  Conservation Strategy Progress		James Doe Sara Whelan  James Doe Sara Whelan  James Doe Sara Whelan  James Doe Chris Taylor		