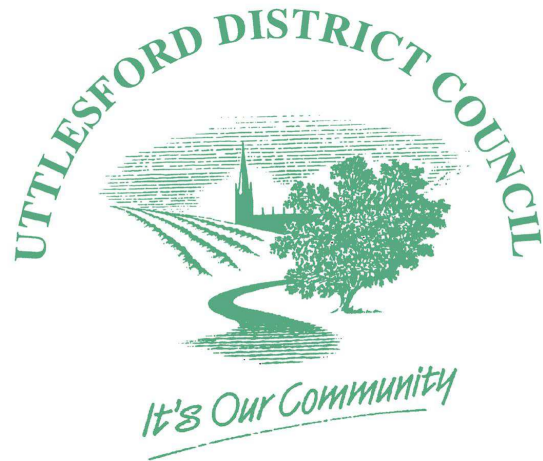


Appendix 2



ENVIRONMENTAL AND CULTURAL SERVICES

DRAFT SERVICE PLAN

FOR

2005 - 2008

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INTRODUCTION

1. Environmental and Cultural Services was drawn together from the re-organisation of Uttlesford District Council in June 2004. It encompasses the previous units of Environmental Services, the larger part of Contract Services and Leisure. This new executive unit is diverse and this summary service plan reflects the direction of its constituent areas of activity.
2. There is a mix of statutory and discretionary services. All are embracing change and moving forward to meet some significant challenges.
3. Environment and Culture is made up of the following services –
Environmental Health – Protection
Environmental Health – Commercial
Waste and Vehicle Management
Administration
Leisure
Museum

This plan shows the areas specific to the **Community and Leisure Committee** highlighted in **bold** and areas that are for consideration by *other committees in italics*.

THE COUNCIL'S MISSION STATEMENT

- 4 The service plan has been developed to support the attainment of the Council's mission statement which describes the overall purpose or aim of the services provided by the Council: -

“Working together we create a better community”

THE COUNCIL'S FIVE KEY THEMES

- 5 The Council has five key themes, developed following the joint Councillor leadership and Executive Management Team away day in June 2004.

Uttlesford's Corporate Plan sets out the priorities for improving the quality of life in the district over the coming years. For the Council to be able to deliver on its key themes and priorities, it is extremely important that they are translated into meaningful targets and objectives for staff throughout the whole Council. The Corporate Plan for 2005 – 2008 will be developed around these themes, which are listed below: -

- CUSTOMERS;
- EXCELLENCE;
- COMMUNICATION;
- PEOPLE;
- COMMUNITY.

- 6 Employee Resource. Attached to this plan at Appendix 1 is our employee organisation chart. There are 82 directly employed posts plus the work of those fulfilling our contracted out services. There are restructuring changes yet to be fulfilled. Bridge End Gardens will transfer in next year when it is no longer a project and Tourism will transfer out to join Economic Development.
- 7 Financial Resources required to meet aims and objectives. The additional resources to fulfil the key aims and objectives are identified in paragraph 10.
- 8 Summary of our Service Departments. This shows our services, their activities and the challenges and opportunities facing them.

SUMMARY OF OUR SERVICE DEPARTMENTS, THEIR SERVICES AND THE CHALLENGES AND OPPORTUNITIES.

Service Departments:-	Services Provided :-	Challenges and opportunities:-
<i>Environmental Health</i>	<i>Enforcement role: Food Safety Health and Safety Environmental Protection Controls Housing Standards and improvements Port Health Control – Airport Border Inspection Post – Airport Communicable Diseases Animal Welfare & Licensing Control Alcohol & Entertainment Licensing (consultee) Licensing (skin piercing, tattooists, butchers shops, game dealers) Pest Control</i>	<i>The further development of Stansted Airport brings challenges in the terms of noise and air quality monitoring. Any increase in freight will impact upon the Border Inspection Post and any increase in passenger arrivals will impact upon the Port Health function. Development opportunities include Corporate Health & Safety and Health Promotion.</i>

<p><i>Waste and Vehicle Management</i></p>	<p><i>Policy and/or operational roles:</i> <i>Recycling</i> <i>Refuse</i> <i>Street Cleansing</i> <i>Fleet management</i> <i>Vehicle Maintenance</i> <i>Taxi testing</i> <i>Sewage disposal plants</i> <i>Cesspool emptying</i> <i>Grounds Maintenance</i> <i>Shire Hill and Dunmow Depots</i> <i>Trading Activities</i></p>	<p><i>Negotiations are currently in progress to establish a significant new regime and partnerships for dealing with Waste Management. Integration of the DSO will allow a departmental review of the staffing structure. The testing of taxis has long been increasing and will increase in line with further development at the Airport. The early provision of a new vehicle workshop will be key to the service remaining in house.</i></p>
<p>Leisure</p>	<p>Sports Development Youth and Arts Development Cultural Services Tourism PFI Leisure Contract Leisure Development</p>	<p>A growing portfolio of successful activities and events are undertaken. The Leisure team are engaged, and rising to, the opportunities within the Quality of Life Plan. Much of the work is undertaken in partnership and good levels of external funding are accessed. There are further challenges in developing the PFI partnership to meet customer expectations.</p>

<p>Museum</p>	<p>Visitor Services Education Services Conservation Exhibitions and Galleries Documentation of objects Outreach work Buildings and Site Management and Development Advice to other organisations and public Promotion and marketing Partnership with tourism Manage the receipt of items and bequests.</p>	<p>Some very large excavations on the district (past and planned) give us a unique opportunity, which we must respond to. The collections have outgrown our accommodation and we are driven to find a way of securing a future for our heritage.</p>
<p><i>Administration</i></p>	<p><i>Information service to callers</i> <i>Processing of work requests</i> <i>Control/collection of income and making payments</i> <i>Issue of licences</i> <i>Service appointments</i> <i>Information storage, retrieval and management.</i> <i>Sextons duties in respect of Saffron Walden Cemetery</i> <i>Data analysis for Performance Indicators</i> <i>Statically Returns for Government Departments.</i></p>	<p><i>This information hub for many of the enquiries that are received by the Council is poised to trial CRM to bring order to its growing workload. It is working jointly with Corporate Governance to prepare and then, transfer to them, Liquor Licensing at the point of introduction.</i></p>

9 The Overarching Principles behind the delivery of our services.

OVERARCHING PRINCIPLES

Through our people we aim to deliver excellence by communicating with and responding to both customer and community

Principle	Who contributes
Our enforcement and monitoring roles dictate that we are not always able to tell people what they would choose to hear but our aim is to ensure that all are served in a fair and equitable way.	<i>Environmental Health</i> <i>Waste Management</i> Leisure
We undertake a range of trading activities that must recoup their own cost and usually, compete with the private sector for value.	<i>Environmental Health</i> <i>Waste Management</i> <i>Administration</i>
Partnership working is an integral part of our performance we aim to continue to develop those partnerships and where appropriate establish contracting excellence.	<i>Environmental Health</i> <i>Waste Management</i> Leisure Museum <i>Administration</i>
We have a significant role to play in the health of the district, we aim to encourage and support people to undertake healthy lifestyles	<i>Environmental Health</i> Leisure
Stansted Airport impacts upon many of our services we aim to keep our staff informed sufficient to respond to those changing needs.	<i>Environmental Health</i> <i>Waste Management</i> Leisure Museum <i>Administration</i>
Visitors and local people have a growing list of attractions to visit, we aim to give them a positive 'Uttlesford' experience.	<i>Environmental Health</i> <i>Waste and Vehicle Management</i> Leisure Museum <i>Administration</i>

10. Summary of key aims and objectives.

This Section of our Service Plan summarises the key objectives for the coming three years under the five themes of customers, excellence, communication, people and community.

KEY AIMS AND OBJECTIVES

EXCELLENCE

Objective	By when			Financial growth	Team	Committee
	2005-06	2006-07	2007-08			
<i>Subject to the approval of the Improvement Plan following the current BV review of EH, appoint a Health Promotion Officer</i>	✓			£28,000 revenue	Environ. Health	Health and Housing
Leisure & Cultural Strategy – current strategy expires in 2005 and it will be necessary to appoint Consultants to undertake the research and development of a new 5 year strategy	✓			£25,000 one-off	Leisure	Community & Leisure
Bridge End Gardens – educational project is in the developmental stage at the moment but will require external funding to be sought. However, it will not be possible to obtain any funding without a UDC match-funding budget		✓		£10,000 from 2006/07	Leisure	Community & Leisure
<i>Prepare the specification for reletting the refuse and recycling contract</i>	✓			£30,000 one off cost (Will also need to anticipate the tender price going up)	Waste Management	Environment

COMMUNITY

Objective	By when			Financial growth	Team	Committee
	2005-06	2006-07	2007-08			
<i>Saffron Walden cemetery has been assessed and the majority of gravestones are in danger of falling. A rescue package would reinstate the current ones and provide a continuous fixing channel for new headstones</i>	✓			£7,000 one off cost	Waste Management	Health and Housing
Support the Council to secure a sustainable future for the Museum Service.	✓	✓		Current resources	Museum	Community & Leisure
Engage with the community to further raise the profile of the Museum with a view to securing additional funding for future developments	✓	✓	✓	Current resources	Museum	Community & Leisure
Health Initiatives – this post has not had a budget allocated to it and due to the increasing amount of development work being undertaken a nominal budget is required to be used as a contribution towards partnership projects.	✓			£3,000	Leisure	Community & Leisure
The Cultural Services Officer post was created but no funding was allocated to this post. The post requires a development budget in order to fulfil commitments in 2005/06. In particular, the organisation of a cultural festival is being explored that will require pump	✓			Estimated at £5,000	Leisure	Community & Leisure

priming funding.						
<i>An upgrade of the recycling bring sites as required within the QLP</i>	✓			£20,000 capital £3,000 revenue	Waste Management	Environment
<i>Essex Waste Consortium will need a contribution to progress the procurement process for a Countywide provision of waste collection and disposal</i>	✓			£10,000	Waste Management	Environment
Carry out air quality monitoring and ambient noise level exercises in association with Stansted Airport.	✓			£21,000 capital £2,500 revenue	Environ. Health	Environment

PEOPLE

Objective	By when			Financial growth	Team	Committee
	2005-06	2006-07	2007-08			
<i>Pilot home working for EH field staff</i>	✓			<i>Current Resources</i>	<i>Environmental Health</i>	<i>Health and Housing</i>
<i>TUPE transfer of Recycling Crews to the refuse contractor</i>	✓			<i>£70,000 lump sum for harmonisation. (Est)</i>	<i>Waste Management</i>	<i>Environment</i>
<i>An incremental review of staffing of Environmental and Cultural Services is required. The first stage of this is to address a gap in data/ management information and provide support for the Executive Manager.</i>	✓			<i>£25,000</i>	<i>Environment and Cultural Services core.</i>	<i>Environment</i>

CUSTOMERS

Objective	By when			Financial growth	Team	Committee
	2005-06	2006-07	2007-08			
<i>Introduce Intermediate and Higher Food Safety Courses for local workers in the retail food and catering sector</i>		✓		£2,000	<i>Environmental Health</i>	<i>Health and Housing</i>
<i>Trade waste bins are supplied as part of each contract; however, they have fallen into serious disrepair as insufficient replacements have been made on the rolling programme. The programme must be advanced to allow us to continue this trading activity.</i>	✓			£20,000 capital	<i>Waste Management</i>	<i>Environment</i>

COMMUNICATION

Objective	By when			Financial growth	Team	Committee
	2005-06	2006-07	2007-08			
<i>Development of E Government through development of EH content on the UDC Website.</i>		✓	✓	<i>Current resources</i>	<i>Environmental Health</i>	<i>Health and Housing</i>
<i>Produce a welcome pack for new residents in the district detailing the services available and how they can access them.</i>	✓			<i>Current resources</i>	<i>Environmental Health & Waste Management</i>	<i>Environment</i>
<i>Develop an information booklet to better advise residents about recycling issues</i>	✓			<i>£12,000</i>	<i>Waste Management</i>	<i>Environment</i>
<i>Vehicle Maintenance has traditionally been scheduled on a manual system, it is no longer an acceptable arrangement and a vehicle maintenance scheduling and record system must now be purchased.</i>	✓			<i>£5,000</i>	<i>Waste and Vehicle Management</i>	<i>Environment</i>

Under investment

It is acknowledged that the cost of this service plan is exceptional, officers have focused their thoughts on what they feel are the priorities for the service, however, there is a long term lack of investment and appropriate resourcing to address. Some of this is being worked through and a need for IT hardware is being addressed within current budgets.

Items yet to be addressed

Depots

The vehicle workshop has been ignored for the purposes of this service plan due to the forthcoming relocation of the depot (2006). However, if this did not proceed then a significant investment would be needed in the short term to redress the long-term lack of investment in this site.

Shire Hill Depot

Whilst this is a relatively modern depot it is due for "making good" and it would be easy to spend £20,000 on some basic improvements.

Hard to reach groups

The organisation of a cultural festival is being explored, a provision of funding is required and noted elsewhere in this Service Plan.

The newly created Cultural Services Officers' will be able to better deliver services to hard to reach groups with the funding allocation identified within this service plan. This will include working with a brief to support the organisation of the proposed cultural festival.

A welcome pack is planned to better inform people about our Environmental Services, this will also be made available in accessible formats.

The Museum Service is an excellent example of what may be done at a local level to improve accesssibility.

Risk Management

The levels of staffing and expertise in the Waste Management area are a limited resource. There is risk to the council if there is insufficient appropriate advice available to members to guide them through the far-reaching decisions that are coming up in the near future.

DSO work may not be charged to internal and external customers if resources and systems are not put in place to generate a claim for payment.

Lifelong learning

Contributions to Lifelong learning can be found across our service area as well as positive encouragement for our employees to engage in Continuous Professional Development.

- Leisure and the Museum Service both contribute to Lifelong Learning through their programmes of formal and informal activities in the community.
- Food safety and Health and Safety at Work are both areas where advice and training is delivered to the community. Should the Health Promotion post, requested within this Service Plan gain funding then this will make an educational contribution.
- The education project being explored for young people at Bridge End Gardens will support lifelong learning.
- The Animal Warden delivers education and advice to pet owners.

General staffing

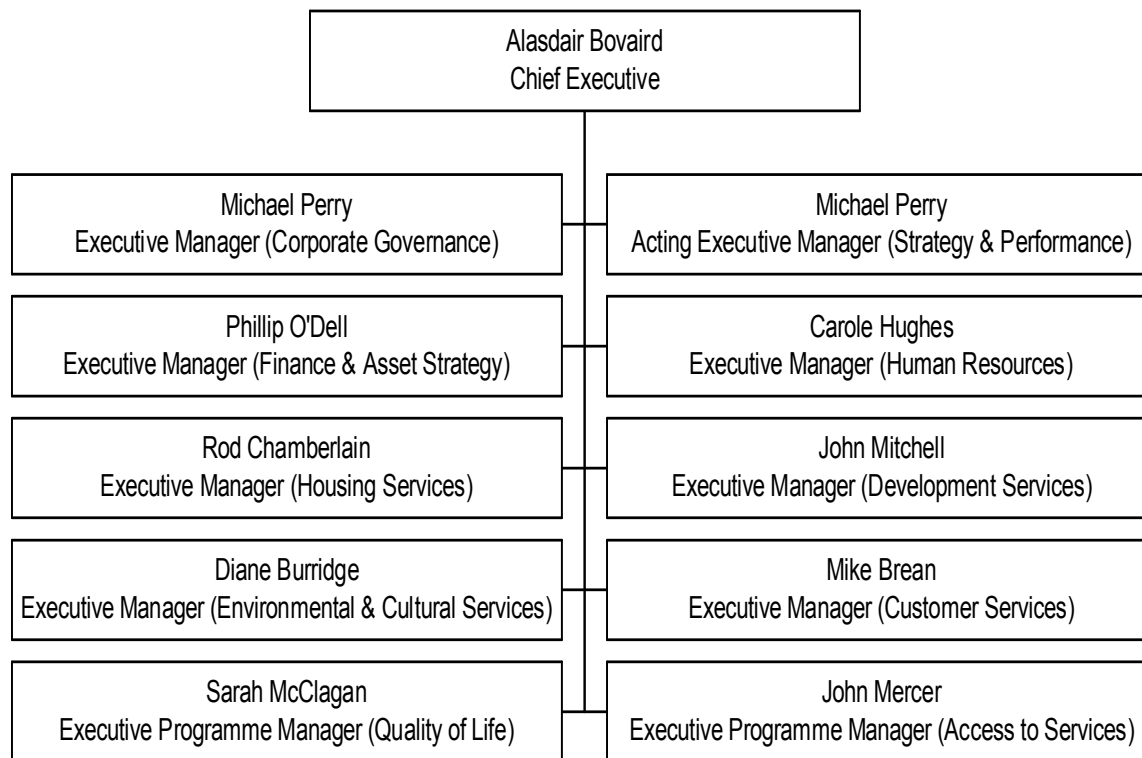
There is some dysfunction throughout this executive unit that should be addressed by a review of staffing numbers, levels and terms. There are many high level posts that undertake low value work and some where administrative systems and resources are not in place.

In order for this unit to move forward, a timely and staged reorganisation of this service is envisaged to deal with the above issues and plan for some approaching retirements within Dunmow Operations.

ACCOMMODATION

Saffron Walden Office	Room 102	EM Environmental and Cultural Services
	Room 103	Services Officer
	Room 120	2 Principal Environmental Health Officers
	Room 104	9 Environmental Health Officers
	Room 119	6 Admin staff
	Room 101	3 Service team staff
	Room 101	3 Technical Assistants
	Room 207 and 208	Leisure Manager Cultural Services Officer Youth and Arts Dev. Officer Sports Dev. Officer Tourism Officer Asst Tourism Officer
Museum and School House		Curator
		2 x Documentation/Exhibition Officers
		Visitor Services Officer
		Education Officer
		Conservation Officer
		Natural Sciences Officer
		Security Officer 2 Weekend assistants
Dunmow Offices		Services Team Officer
		Pest Control
		Waste and Vehicle Maintenance Operations Manager
		Waste Management Supervisor
Saffron Walden Depot	Used by	Refuse Contractor
		Street Cleansing Team
		Recycling Team
		Pest Control
Dunmow Depot	Used by	Refuse Contractor
		Street Cleansing Team
		Recycling Team
		3 Vehicle Maintenance Fitters
		Vehicle Maintenance team leader
		Pest Control
Stansted Airport	Passenger Terminal	3 Health Control Officers
Stansted Airport	Border Inspection Post	Used jointly with DEFRA staff

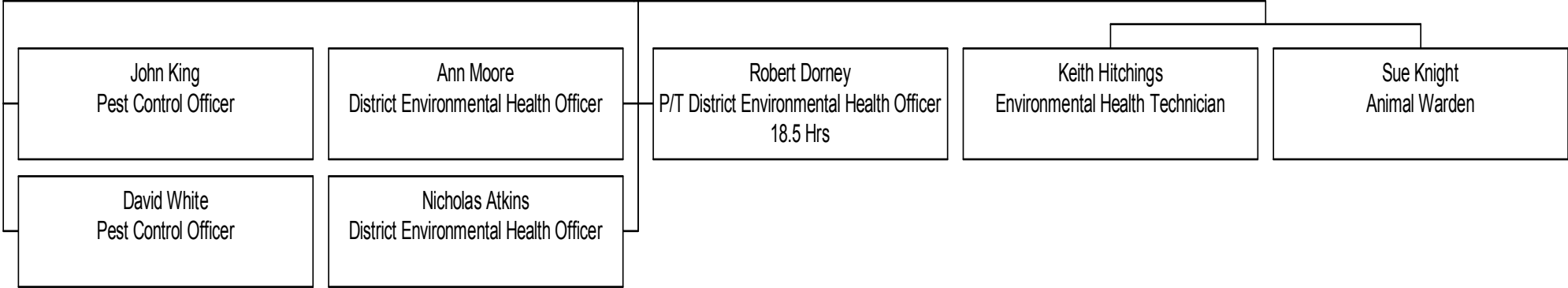
ORGANISATION CHART

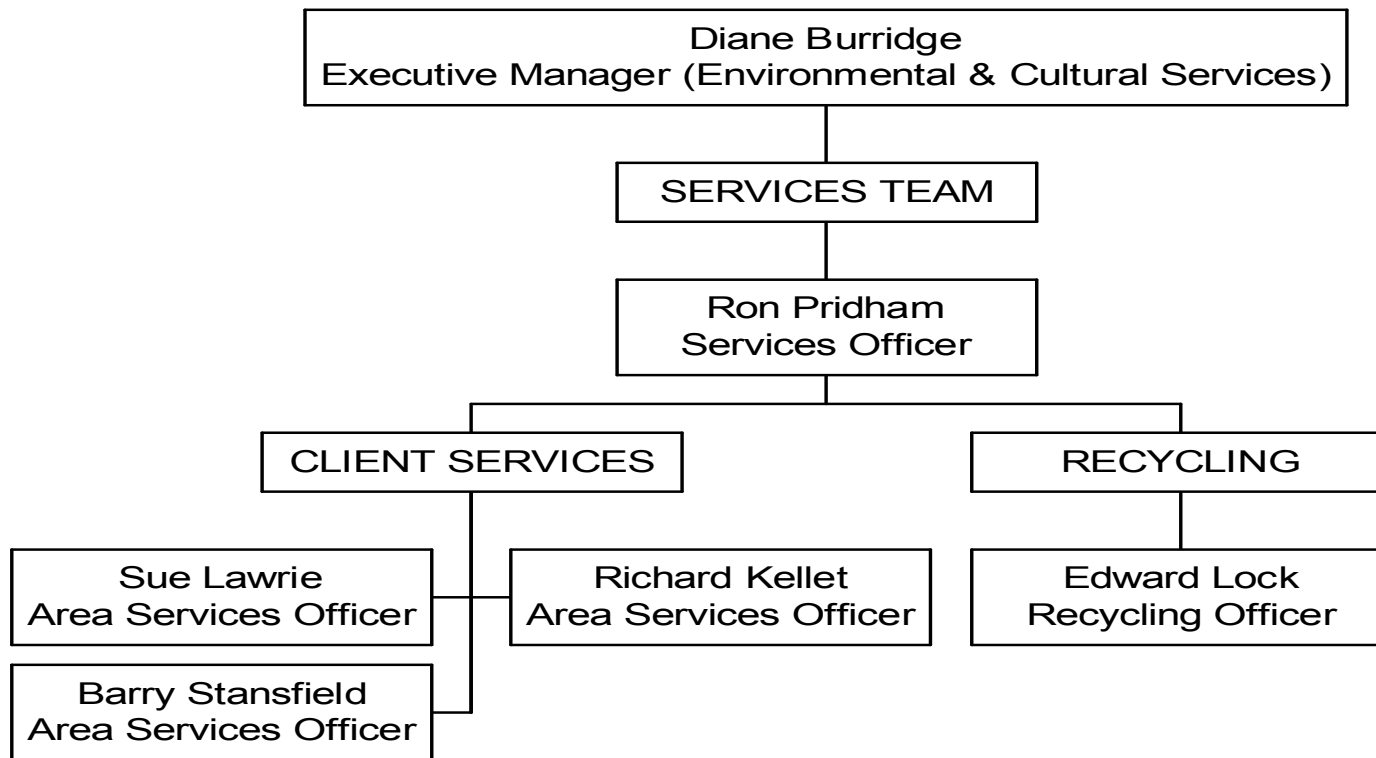


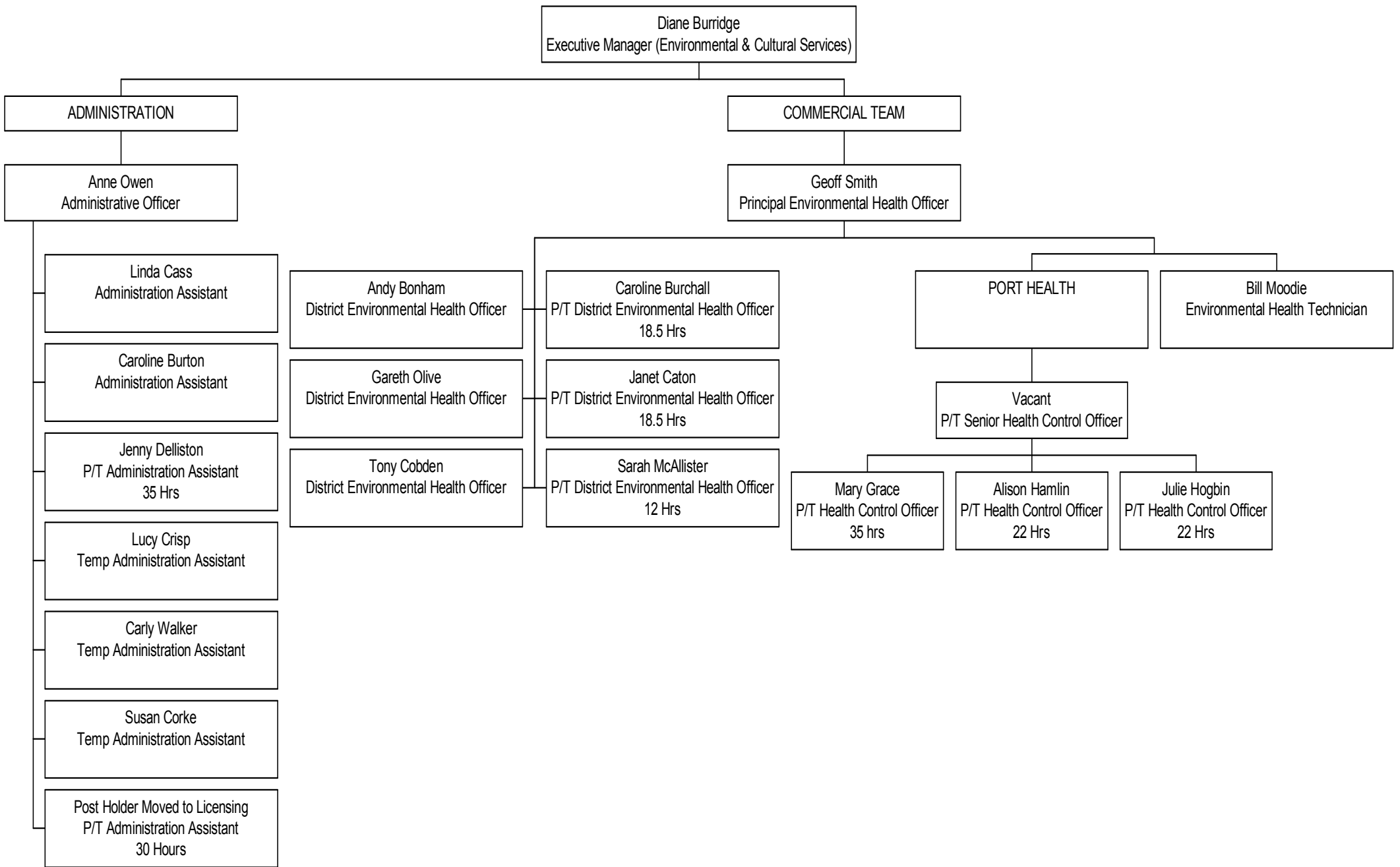
Diane Burrige
Executive Manager (Environmental & Cultural Services)

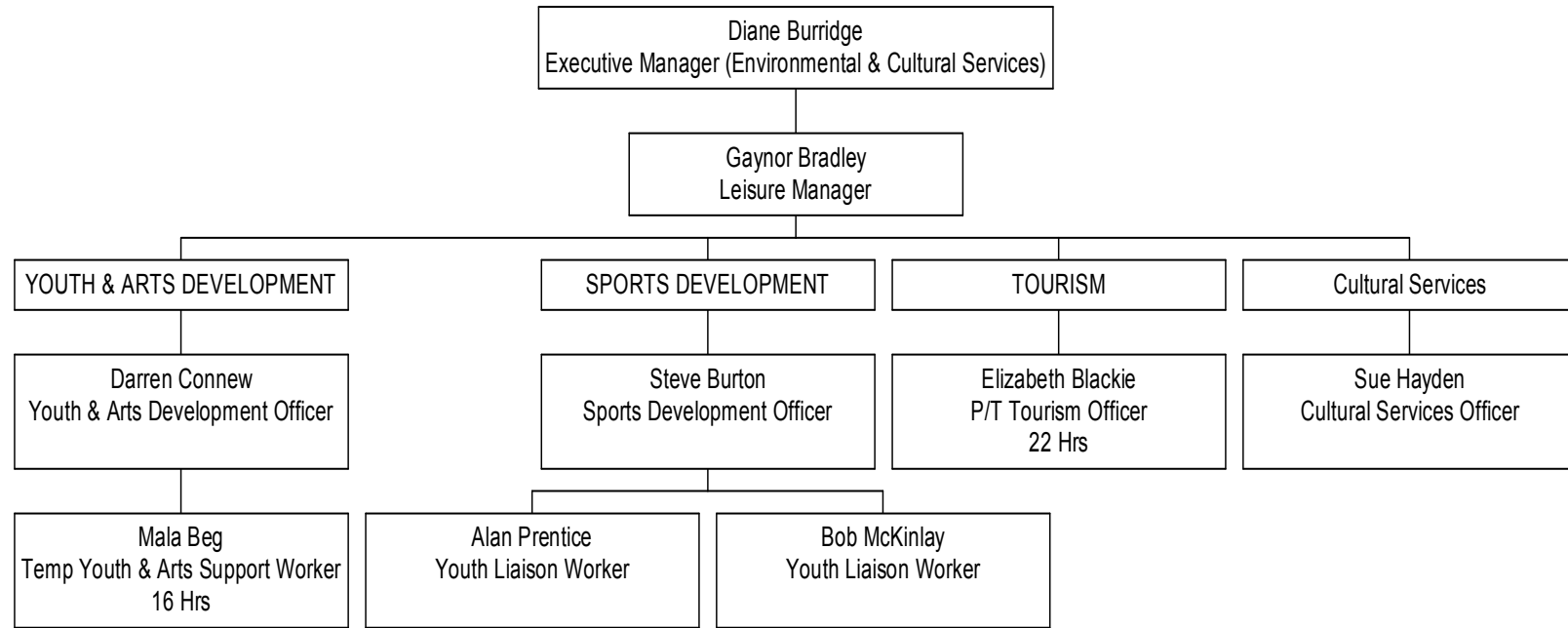
ENVIRONMENTAL PROTECTION TEAM

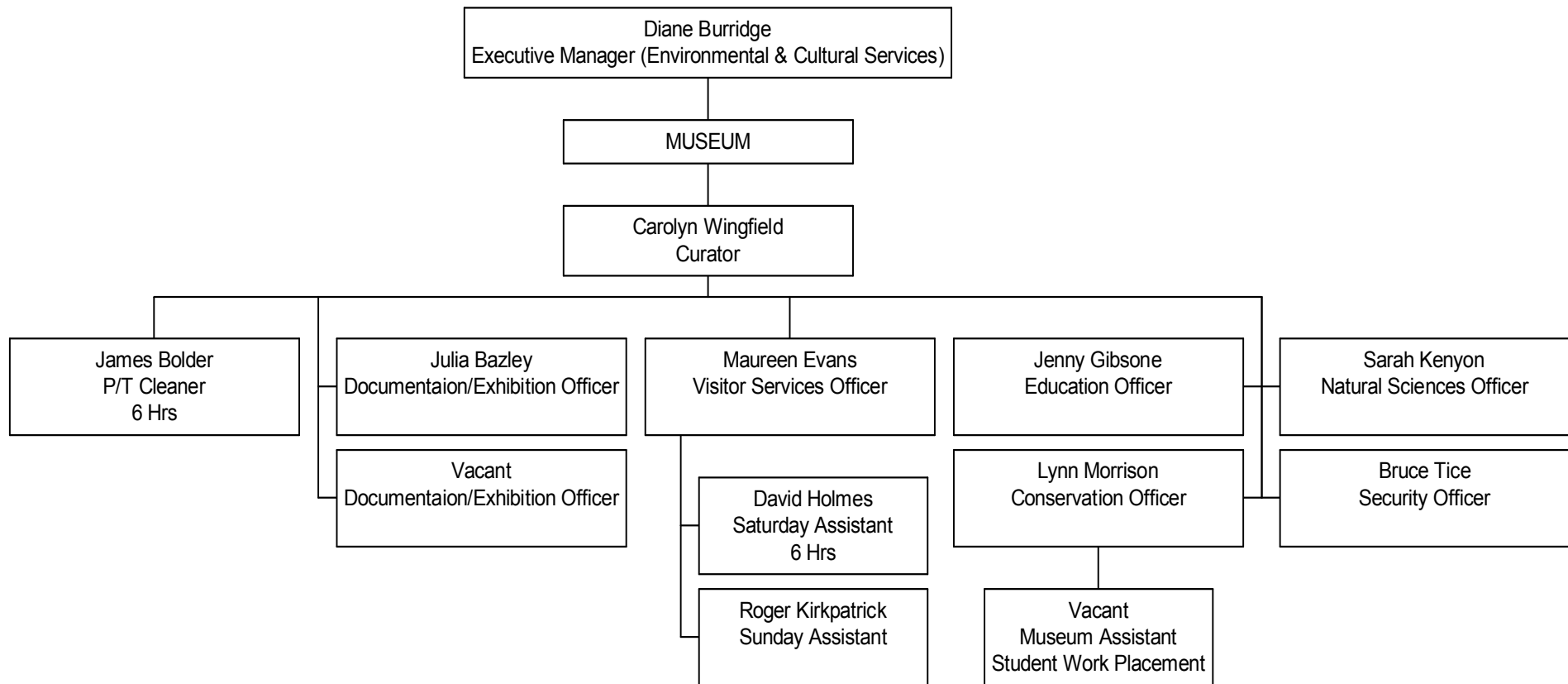
Will Cockerell
Principal Environmental Health Officer







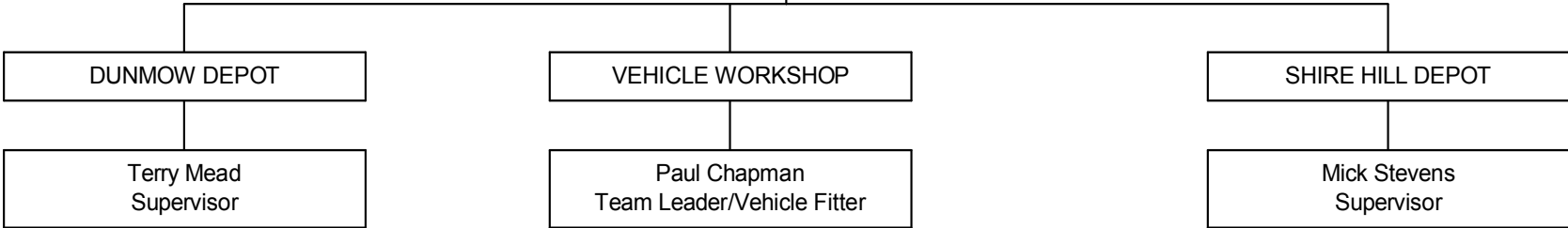




Diane Burrige
Executive Manager (Environmental & Cultural services)

CLEANSING, VEHICLE & GROUNDS MAINTENANCE, RECYCLING COLLECTION

Mel Ribbans
Operations Manager



Terry Reynolds
Mechanical Sweeper Driver (sml)

Kevin Lander
HGV Driver

Mick Shead
Cesspool Driver

Darren Clark
Groundsperson

Dale Hubbard
Groundsperson/General Operative

Terry Purkiss
Housing Act Plant Operative

Damian Sabin
Recycling Loader

Daniel Purdy
Recycling Loader

Chris Turner
Mechanical Sweeper Driver (lge)

Bert Turner
Mobile Sweeper

David Norman
HGV Driver

Tom Hindley
Recycling Loader

Fraser Law
Recycling Loader

Chris Gravatt
HGV Driver/General Operative

Terry Fletcher
HGV Driver

Neil Ribbans
Fitter

Brian Saggs
Fitter

Kevin Hayden
Fitter

Gary Coe
Mechanical Sweeper Driver (sml)

Kevin Peachey
Mobile Sweeper

Mick Ellis
Street Sweeper

Alan Patient
Gen Op/HGV Driver

Paul Johnson
Recycling Loader

David Johnson
HGV Driver

Des Wilson
Mechanical Sweeper Driver (lge)

Roger Purdy
Mobile Sweeper

Martin Ellis
Casual Street Sweeper

Danny Johnson
Van Driver/Loader

Alex Johnson
Recycling Loader

