

## COMMUNITY SERVICES COMMITTEE

22ND MARCH 2006

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### Report of the Acting Director of Community Services **SALMONELLA OUTBREAK**

#### **purpose of the report**

1. To provide for Members a report into an outbreak of salmonella associated with Bishop Auckland College in June 2005.

#### **background**

2. This report summarises the investigation of an outbreak of salmonella enteriditis infection in June/July 2005 associated with Bishop Auckland College. The incident came to light on Monday, 27th June 2005 when several children at the nursery were reported to be suffering diarrhoea and/or vomiting, one of whom was confirmed to be suffering from a salmonella infection.
3. Where a food poisoning outbreak occurs it is necessary for an Outbreak Control Team (OCT) to be formed. This group met on 28th June and took responsibility for co-ordinating the investigation and control of the outbreak. It was made up of representatives of Wear Valley District Council, Health Protection Agency and Durham Dales PCT and was chaired by Dr. Deb Wilson, Consultant in Communicable Disease (CCDC) with the Health Protection Agency. Throughout the investigation the college co-operated fully with the OCT.
4. It was quickly established that the infection did not arise from eating food prepared in the nursery kitchen but that many cases were occurring because they were being passed from person to person. The full report of the OCT is attached at Annex 1.

#### **control measures**

5. In order to control the spread of infection several measures were put in place by the college at the request of the OCT including:
  - Children and staff showing symptoms of diarrhoea and/or vomiting were excluded from the nursery until 48 hours symptom free had passed.
  - The premises and equipment were given a thorough disinfection.
  - Additional advice on controlling cross contamination was given by the Health Protection Agency and Council officers.

- Additional cross contamination measures were implemented by the college.

6. In total 13 cases of salmonella infection were confirmed.

### **discussion and conclusion**

7. The salmonella outbreak was identified early and effective control measures were quickly put in place to limit the spread of the infection. Although attending nursery was the only identified common link between the cases there was also evidence of social mixing by the children outside of nursery. Indeed it is likely that some children may have acquired the infection in this way and not within the nursery setting.
8. Nurseries are an environment where infections can easily spread due to the interaction of large numbers of young, non toilet trained children who are unable to practice good personal hygiene and who frequently mouth toys and other objects. Key measures to prevent infection in nurseries include:
  - Excluding children and staff with diarrhoea or vomiting until 48 hours or after the symptoms have gone.
  - Good hygiene in children and staff
  - Effective, regular cleaning of the environment, toys and equipment.
9. Exclusion of children from nursery can cause problems for working parents who may find it difficult to arrange alternative child care. This may result in parents not declaring the symptoms in their children or returning them before the 48 hour symptom free period.
10. The outbreak highlighted some apparent confusion about the roles of various agencies that inspect and advise nurseries. An OFSTED inspector reported that he/she believed that Environmental Health Officers (EHOs) regularly inspected infection control arrangements at nurseries. This is not the case – EHOs only inspect the food and health and safety arrangements at nurseries. Infection control arrangements are the responsibility of the nursery proprietor. OFSTED inspectors visit nurseries infrequently and may not all have the necessary knowledge and experience to effectively assess and advise on infection control within nurseries. Therefore it appears that there is a need for some standard infection control support for nurseries. There is currently no national written standard infection control advice for nurseries. It may be useful to develop standard written infection control advice and a self-audit tool for nurseries to use to review their practice.
11. The individual agencies involved will consider this report and are committed to identifying learning points and recommendations to continue to strengthen local health protection arrangements.

**RECOMMENDED**

- (i) that Members note the contents of the report of the Outbreak Control Team into salmonella associated with Bishop Auckland College in June 2005.
- (ii) that Members endorse the actions of the individual agencies in developing infection control advice for nurseries.

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# OUTBREAK REPORT

**Outbreak of *Salmonella enteritidis*  
Phage Type 4  
Bishop Auckland College Nursery  
June/July 2005**

**ILOG 6042**

**Published by Durham Dales Primary Care Trust  
on behalf of the Outbreak Control Team**

Contact: Dr Deborah Wilson  
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## **Acknowledgements**

As chair of the Outbreak Control Team (OCT), Deb Wilson would like to thank all members of the OCT for their invaluable contribution to the identification, investigation and control of this outbreak.

## **Abbreviations**

- **BAGH** Bishop Auckland General Hospital
- **CCDC** Consultant in Communicable Disease Control
- **CD&TV** County Durham and Tees Valley
- **EHO** Environmental Health Officer
- **GP** General Practitioner
- **HPU** Health Protection Unit
- **HPA** Health Protection Agency
- **LEP** Laboratory of Enteric Pathogens
- **OCT** Outbreak Control Team
- **PCT** Primary Care Trust
- **PT 4** Phage Type 4

## **Summary**

### **Background**

This report summarises the investigation of an outbreak of *Salmonella enteritidis* phage type (PT) 4 infection in June/July 2005 associated with Bishop Auckland College Nursery. It describes the epidemiology, microbiology and environmental investigation by a multi-disciplinary, multi-agency Outbreak Control Team (OCT).

### **Co-ordination of response**

The response to the outbreak was co-ordinated by the OCT. The OCT confirmed that an outbreak was occurring, developed and explored possible hypotheses about the cause of the outbreak, and agreed what further investigations and control measures were required. The OCT managed communication arrangements related to the outbreak.

### **Investigations**

Investigations included an epidemiological description of cases including details of symptoms, when symptoms started, age, sex, address, details of possible salmonella exposures and any other links between cases.

Nurses from County Durham & Tees Valley Health Protection Unit (CD&TV HPU) and Environmental Health Officers (EHOs) from Wear Valley District Council visited the nursery and offered infection control and food hygiene advice. Swabs were taken from the environment of the nursery. Food handlers and some nursery staff were asked to submit faecal samples for salmonella culture.

### **Results**

Thirteen confirmed cases of *S. enteritidis* PT 4 infection were identified with a link to the nursery. No other common exposure was identified among cases of *S. enteritidis* PT 4 infection in the Wear Valley area but some cases were also part of social networks outside the nursery.

A concurrent outbreak of a milder, probably viral, gastroenteritis also occurred at the same time as the salmonella outbreak. This was likely to reflect a wider community outbreak of viral gastro-enteritis.

### **Conclusion**

Thirteen cases of *S. enteritidis* PT 4 infection occurred in children and staff at the nursery. Fortunately all cases recovered well and no cases were admitted to hospital.

It is likely that some, but not necessarily all, of the cases of *S. enteritidis* PT 4 infection were transmitted within the nursery. Some cases appear to have been transmitted between children outside the nursery setting in community social networks.

The outbreak demonstrates how easily enteric infections can spread within nurseries and highlights the need for all nurseries to ensure that high quality standard infection control measures are in place at all times.

The individual agencies involved will consider this report and are committed to identifying learning points and recommendations to continue to strengthen local health protection arrangements.

## **Background**

Infection with salmonella bacteria can cause gastroenteritis (diarrhoea, abdominal cramps, and fever), which is usually a self-limiting, uncomplicated disease lasting three to seven days. However, salmonella infection can be more serious causing dehydration, blood-poisoning and abscess formation. The elderly, very young or immunocompromised are more prone to serious illness or complications.

Salmonella bacteria live in the gut of many animals without producing any illness in the animal. The bacteria are common in poultry, swine, cattle, rodents and reptiles. Salmonella infection can be transmitted via:

- Consumption of salmonella bacteria in food derived from infected animals or food contaminated by faeces of an infected animal or person. Foods commonly implicated as causing salmonella infection include raw or undercooked eggs, poultry, meat and unpasteurised milk (and milk products).
- Direct transmission from an infected person or animal via the faecal-oral route.
- Indirect transmission from an environment contaminated with the bacteria via the faecal-oral route.

## **Co-ordination of Response**

An Outbreak Control Team (OCT) co-ordinated the response by health and local authorities to the outbreak.

## **How the Incident Came to Light**

On Monday 27<sup>th</sup> June 2005, an Environmental Health Officer (EHO) from Sedgefield Borough Council contacted staff at County Durham And Tees Valley Health Protection Unit (CD & TV HPU) to report that the mother of a two-year-old child with salmonella infection had reported that, in addition to her own child, there were four cases of salmonella infection among children attending the nursery at Bishop Auckland College (referred to from now on as *the nursery*). On the morning of 27<sup>th</sup> June 2005, nursery staff contact EHOs to report that more than one child at the nursery has had salmonella infection.

EHOs from Wear Valley District Council visited the nursery on 27<sup>th</sup> June and interviewed nursery staff who confirmed that there were five children with gastrointestinal symptoms from a single class of two and three-year-olds – Group A. No staff at the nursery reported any illness. The first child known to have symptoms was reported to have been unwell over the weekend of 18<sup>th</sup> and 19<sup>th</sup> June.

An incident control team meeting on 28<sup>th</sup> June reviewed the information available. There were four confirmed plus one suspected case of salmonella infection in children from Group A. The team agreed that an outbreak was occurring.

## **Setting**

The nursery is part of Bishop Auckland College and opened in 1995. The nursery takes children from birth to five years of age from a wide geographical area

## **Outbreak Control Team (OCT)**

### ▪ **Co-ordinator**

Dr Deb Wilson, Consultant in Communicable Disease Control (CCDC)

### ▪ **Membership**

- **Debra Blythe**, Communicable Disease Control Nurse, CD&TV HPU
- **Jeff Burke**, Environmental Health, Wear Valley District Council
- **Tom Carver**, Environmental Health, Wear Valley District Council
- **Dr Russell Gorton**, Regional Epidemiologist, Health Protection Agency (HPA) North East
- **Alice Gunn**, Senior Communicable Disease Control Nurse, CD&TV HPU
- **Bob Hansom**, Environmental Health, Wear Valley District Council
- **Dr David Landes**, Director of Public Health, Durham Dales Primary Care Trust (PCT)
- **Dr Grahame Tebbutt**, Consultant, HPA North East, Middlesbrough
- **Dr Deb Wilson (Chair)**, CCDC, CD&TV HPU
- **Tina Young**, Communications Manager, Communications Service, County Durham PCTs
- **Sue Younghusband**, Public Health Specialist for Children and Young People, Durham Dales PCT



## ▪ Chronology of Events

Monday	27 <sup>th</sup> June	Sedgefield EHO reports that parent alleges that there are five cases of salmonella infection in children at nursery Nursery staff report cases of salmonella to EHOs EHOs visit cases EHOs visit the nursery and advised on control measures
Tuesday	28 <sup>th</sup> June	Initial incident control team meeting (1 <sup>st</sup> OCT meeting) Four confirmed cases of salmonella plus two suspected cases
Wednesday	29 <sup>th</sup> June	EHOs visit nursery and take environmental samples CD&TV HPU nurses visit premises to advise on infection control
Thursday	30 <sup>th</sup> June	Nursery sends initial letter to parents about illness at nursery
Friday	1 <sup>st</sup> July	2 <sup>nd</sup> OCT Meeting – five confirmed salmonella cases plus 13 suspected cases with short-lived mild illness
Saturday and Sunday	2 <sup>nd</sup> and 3 <sup>rd</sup> July	Deep clean of environment and equipment at nursery
Tuesday	5 <sup>th</sup> July	3 <sup>rd</sup> OCT meeting – eight confirmed salmonella cases plus 30 suspected cases with short-lived mild illness
Friday	8 <sup>th</sup> July	4 <sup>th</sup> OCT meeting – 12 confirmed salmonella cases plus 35 with short-lived mild illness
Thursday	28 <sup>th</sup> July	5 <sup>th</sup> meeting – 12 confirmed salmonella cases plus 35 with short-lived mild illness Nursery send second letter to parents

## Investigations

### Environmental

#### ▪ Inspection

EHOs had routinely inspected the kitchen at the nursery on 13<sup>th</sup> May 2003. On 15<sup>th</sup> May 2003 an informal food safety letter had been sent from EHOs to the nursery relating to:

- Work needed to comply with the law – food hazard analysis to be carried out.
- Recommendations
  - Record keeping in relation to temperatures of food, temperatures of refrigeration equipment and training.
  - Correct thawing methods.

On 27<sup>th</sup> June 2005 EHOs from Wear Valley District Council visited the nursery. EHOs revisited the premises regularly over the following few weeks.

All staff, including food handlers, were asked about recent gastro-intestinal illness. EHOs inspected food preparation, hygiene, storage and cooking within the nursery and requested that food handlers submit a faecal sample for salmonella culture.

On 1<sup>st</sup> July 2005, staff from group A were asked to submit faecal specimens for salmonella culture.

Nurses from CD & TV HPU visited the nursery on 29<sup>th</sup> June to inspect and advise on infection control practices.

- **Environmental sampling**

On 29<sup>th</sup> June environmental swabs were taken from a variety of surfaces and equipment within the nursery kitchen for salmonella culture.

## **Epidemiological**

- **Case definition**

The case definitions used by the OCT were:

A confirmed case was an individual who developed gastro-intestinal symptoms after 14<sup>th</sup> June 2005 who had an association\* with the nursery and had *S. enteritidis* PT 4 isolated from a faecal specimen.

A suspected case was an individual who developed gastro-intestinal symptoms after 14<sup>th</sup> June 2005 who had an association\* with the nursery with no faecal specimen result yet available.

(Association\* with the nursery could include being a pupil, member of staff or being a household contact of a pupil or member of staff.)

- **Case finding & interviews**

The OCT agreed that additional cases should be identified early to assess the size and cause of the outbreak, and to evaluate the effectiveness of initial control measures. On 30<sup>th</sup> June 2005 management at the nursery wrote to parents of all children who attend the nursery informing them about the cases of illness, advising about what to do if their child was unwell, reinforcing advice about excluding children with symptoms from nursery until they have been symptom free for 48 hours and asking parents to report any gastrointestinal symptoms that their children had suffered in the recent past and any future symptoms.

EHOs at other local authorities, local microbiologists and other HPUs were alerted to report any cases of salmonella infection with a possible link to the nursery or the Wear Valley area to the OCT promptly.

EHOs interviewed suspected cases as a matter of urgency and enquired about all possible exposures that may cause salmonella infection, not just whether cases had a link to the nursery. Suspected cases were interviewed in person or by telephone.

- **Data Management**

The management of all data relating to outbreak cases was co-ordinated by the CD&TV HPU. The HPU collected information from sources that included local authorities, NHS Trust microbiology laboratories, the HPA Laboratory of Enteric Pathogens (LEP), neighbouring Health Protection Units (HPUs), local HPA laboratories and GPs. Data were stored on a secure Excel spreadsheet.

## **Microbiological**

- **Sample Collection and Place of Identification**

Stool samples were collected by GPs, EHOs or hospital staff. The samples from GP surgeries were sent to their usual NHS microbiology laboratory, which for the majority of cases was BAGH laboratory. Samples collected by EHOs were sent to the HPA-commissioned laboratory in Middlesbrough. All samples positive for salmonella species from any laboratory are routinely sent to LEP in Colindale for confirmation of the salmonella type and phage typing. To co-ordinate the collation of results from the different laboratories, any microbiological specimen that was connected to the outbreak was given the same ILOG reference number (6042).

Environmental swabs from the premises were sent to the HPA food, water and environmental laboratory in Newcastle.

Specimens from all suspected cases were cultured for salmonella, shigella, campylobacter and E coli O157 and examined for oocysts of cryptosporidium. A sample of specimens that were negative on bacterial culture and microscopy were also sent for viral studies including virus detection by immunoassay at the HPA-commissioned laboratory in Middlesbrough and electron microscopy at Leeds HPA laboratory.

## **Results**

### **Environmental**

At all times the staff and management at the nursery were very co-operative and concerned about the welfare of children and staff at the nursery. They were anxious to help the OCT find what was causing illness at the nursery and to follow any advice about how to prevent further cases.

- **General**

The nursery is open from Monday to Friday from 8.30 a.m. to 5.30 p.m. Children are cared for in eight separate groups based on age and can attend for a few hours per week to all day every weekday. Staff may work in more than one of the groups. Each group stays in their own classroom except when lunch is served. At the time of the outbreak 190 children were registered with the nursery. The maximum number of children attending the nursery at any one time is 120 with between 11 and 21 per group at any morning or afternoon session. The nursery was last inspected by OFSTED in November 2003 and no problems were identified with standards relating to health or safety.

- **Catering**

A dedicated kitchen provides lunch for children at the nursery– a single savoury course and a single dessert course – there is no choice of dish. The food is sometimes pureed for younger children. The children are taken in one of two sittings to the dining room to eat lunch and are supervised during mealtimes with appropriate levels of staff depending on the age of children in the class. Mid-morning and mid-afternoon snacks are provided by the nursery kitchen and served by nursery staff in the group rooms. Snacks consist of toast, sandwiches and cakes. Nursery staff prepare bottles of formula milk for babies. Parents can send in food for children – this may include lunch, snacks or pre-prepared formula milk bottles. The two cooks and 36 other staff at the nursery are trained in food hygiene. The kitchens are structurally adequate and clean and previous EHO inspections had identified no significant problems. All shell eggs used are Lion-marked.

No significant problems were identified within the catering provided by the nursery but EHOs made some recommendations about minor improvements (see control measures).

- **Infection Control**

The 36 staff are all nursery-nurse trained but had not had any specific infection control training.

Dedicated cleaning staff clean the nursery environment every evening.

There are two toilet areas within the nursery with child-height toilets and hand basins. Liquid soap dispensers and paper towels were provided and used but the soap dispensers were not very user friendly for small children. Children were routinely taken to wash their hands before eating lunch but not before snack meals. Staff reported supervising children during toileting and hand washing. Gloves and aprons were available for staff for staff to use when changing nappies and toileting children and suitable waste disposal arrangements were in place for nappy disposal. There was some evidence of inconsistent practice around the use of gloves and aprons and supervision of children during toileting and hand washing.

Within each group room there was a bucket containing water and detergent available for children to wash their hands and communal cotton towels for hand drying.

Practices within the nursery were generally good but the HPU nurses identified some recommendations about possible improvements to infection control within the nursery (see control measures).

## **Epidemiology**

- **Descriptive epidemiology**

- **Salmonella cases**

Thirteen confirmed cases of *S. enteritidis* PT 4 infection were identified with an association with the nursery. Ten cases were children aged two or three years from one group - Group A. One case was a staff member from Group A. One case was a child aged three years from group B and one case was a child aged two years from group C. Eight of the 13 confirmed cases (62%) were female and five (38%) male.

Attending or working at the nursery was the only common exposure identified among the cases of *S. enteritidis* PT 4 infection. Some cases were also part of social networks outside the nursery.

Nine cases were Wear Valley residents, three Sedgefield residents and one a North Yorkshire resident.

- **Non-salmonella suspected cases**

During the outbreak investigation, in addition to the 13 salmonella cases, 37 people with an association with the nursery had symptoms of gastro-enteritis. Three of the 37 cases were identified as having campylobacter or cryptosporidium infection.

The 34 suspected cases with no pathogen identified had a mild illness that was short-lived and self-limiting that was clinically consistent with viral gastro-enteritis. There was some evidence of probable viral gastro-enteritis in the local community. In the households of some suspected nursery cases, there was evidence of other household members being ill before the child who attended the nursery. Suspected cases were followed up and faecal specimens obtained where possible.

The cases were aged from five months to 51 years. Twenty-two (65%) were female and 12 male (35%). The majority of suspected cases were staff or children at the nursery plus a small number of household contacts of children.

**Table 1. Origin of suspected cases in whom no pathogens were isolated**

	<b>Age group</b>	<b>Number of cases</b>
Child from Group A	2 to 3 years	7
Child from Group D	0 to 1 years	7
Child from Group E	1 to 2 years	5
Child from Group B	3 to 5 years	4
Child from Group C	2 to 3 years	3
Staff from Group D	-	3
Staff from Group E	-	2
Household contact of child in Group D	-	2
Staff from Group C	-	1
<b>Total</b>	-	<b>34</b>

Table 1 the shows the origin of the 34 suspected cases in which no pathogen was isolated.

Attending or working at the nursery was the only common exposure identified among gastro-enteritis cases. Some cases were also part of social networks outside the nursery.

- **Symptoms of Illness**

- **Salmonella cases**

Where details of cases' symptoms were known (n=11) diarrhoea was present in all but one case (91%). Five cases (45%) reported vomiting, nine (82%) reported abdominal pain and six (55%) reported fever. Symptoms lasted from one to eight days.

- **Non-salmonella suspected cases**

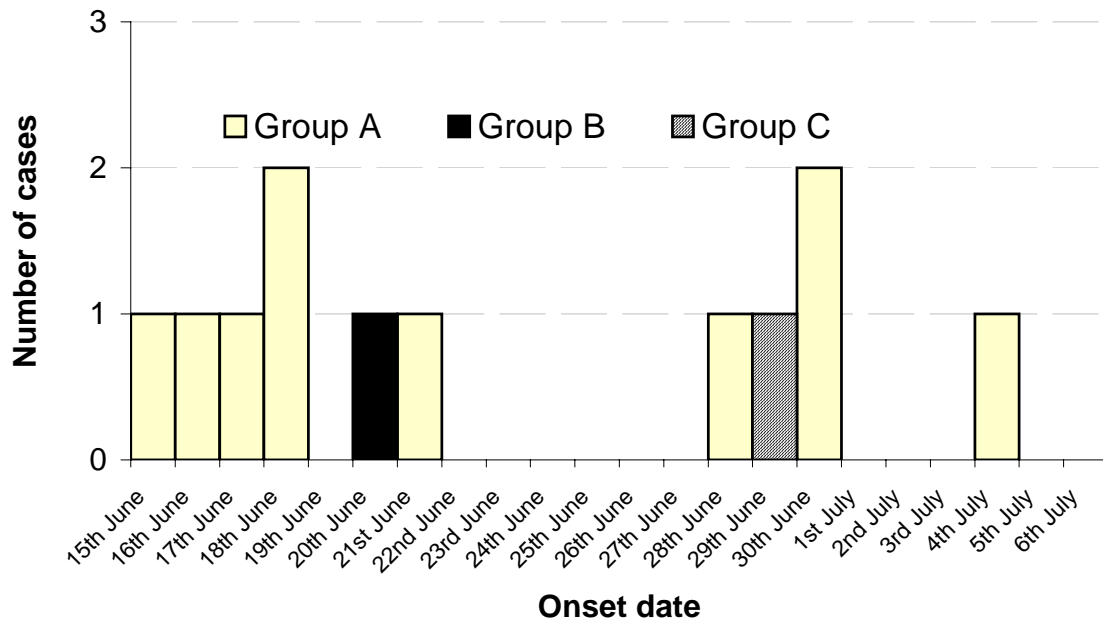
Where details of cases' symptoms were known (n=25) vomiting was present in 18 cases (72%) and diarrhoea in 15 cases (60%). The illness lasted approximately 24 to 48 hours.

- **Onset dates and Epidemic curves**

- **Salmonella cases**

The date of onset of illness was known in 12 confirmed salmonella cases. The earliest onset was 15<sup>th</sup> June and the last onset date was 4<sup>th</sup> July. Figure 1 shows the epidemic curve.

**Figure 1: Epidemic curve for confirmed cases of salmonella where date of onset of symptoms known (n=12)**

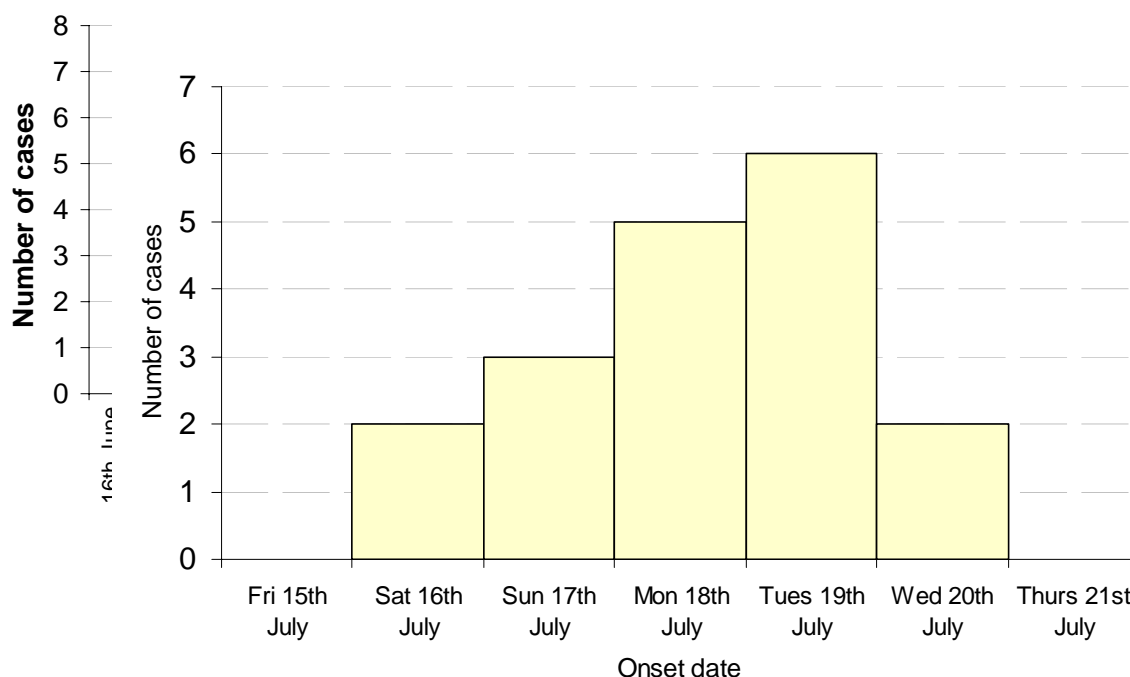


There were no salmonella cases with an onset date that suggested an exposure date after the deep clean undertaken at the nursery on 2<sup>nd</sup> and 3<sup>rd</sup> July. The salmonella case with the latest onset date (4<sup>th</sup> July) had not attended nursery for two weeks before becoming unwell and therefore did not acquire salmonella infection at the nursery. However, this case did have contact outside the nursery with another child who attends the nursery and was recovering from salmonella infection.

- **Non-salmonella suspected cases**

The date of onset of illness was known in twenty-four cases where no pathogen was identified. The earliest onset was 17<sup>th</sup> June and the last onset date was 6<sup>th</sup> July. Figure 2 shows the epidemic curve for cases of non-salmonella gastro-enteritis.

**Figure 2: Epidemic curve for cases of non-salmonella gastro-enteritis date of onset of symptoms known (n=24)**



- **Hospital Admission**

No cases were admitted to hospital.

- **Possible Exposures to Salmonella within the Nursery**

No single common exposure inside the nursery was identified that linked all the children and staff with salmonella infection. Eleven of the 13 cases (85%) were staff or children from one group - group A.

No single day could be identified that all cases were present at the nursery.

Not all cases ate lunch at the nursery and if lunches had been the source of the salmonella infections within the nursery, larger numbers of cases would have been expected and more evenly spread throughout the nursery.

There had been no nursery visits including contact with animals or the rural environment. No animals, birds or fish were present, or had been brought into the nursery.

There had been no unusual events or parties held at the nursery where food or drinks were provided to children.



On 13<sup>th</sup> June Group A made chocolate slices in their group room. The slices were made with flour, cornflakes, sugar, coconut, cocoa, butter, water and raw shell egg. The egg was Lion-marked and bought from a supermarket. The group A children helped the staff member mix the ingredients. It is not known whether children could have deliberately or accidentally eaten any of the raw chocolate slice mixture. The slices were then cooked thoroughly and eaten on 13<sup>th</sup> and 14<sup>th</sup> June by Group A children and staff. Not all salmonella cases from group A were present on 13<sup>th</sup> June and therefore potentially exposed to raw chocolate slice mixture on that day.

- **Possible exposures to salmonella outside the nursery**

No common exposure outside the nursery was identified that linked the cases of salmonella infection.

Two, or possibly three cases and other children who attend the nursery and other children and adults attended a party held at a local play centre on 19<sup>th</sup> June. This was after the onset date of illness in one of the salmonella cases who attended.

One salmonella case had not attended nursery for two weeks before becoming unwell and therefore did not acquire salmonella infection at the nursery. This case did have social contact outside the nursery with another child from the nursery who was recovering from salmonella infection.

## **Microbiological**

- **Human isolates**

Local microbiology laboratories initially identified the *Salmonella sp.* infecting cases as salmonella O9. All 13 human isolates from confirmed cases were identified by the LEP as *Salmonella enteritidis* PT 4. One case with salmonella infection also had campylobacter isolated from a stool specimen.

Of the 37 suspected cases with gastro-intestinal symptoms who were found not to have salmonella infection, two children were identified with campylobacter infection and one child with cryptosporidium infection. These campylobacter and cryptosporidium infections did not appear to be linked to attendance at the nursery and had plausible other causes such as foreign travel. Faecal samples were obtained from 13 of the other 34 cases. All 13 specimens were negative for salmonella, E coli O157, campylobacter, shigella and cryptosporidium. Virus was not identified by immune assay or electron microscopy in the five specimens tested.

- **Staff samples**

One member of staff from classroom A had *S. enteritidis* PT 4 isolated from a faecal sample. This member of staff reported a single very mild episode of gastrointestinal symptoms seven to ten days after the date that the first child with salmonella infection developed symptoms.

## ▪ **Environmental samples**

Salmonellae were not isolated from any of the environmental swabs taken from the surfaces and equipment within the nursery kitchen.

## **Control measures**

Control measures implemented during the outbreak included:

- On 27<sup>th</sup> June, staff at the nursery were informed that some children had salmonella infection.
- On 30<sup>th</sup> June the nursery informed parents about the salmonella cases with a possible link to the nursery.
- Children and staff with vomiting or diarrhoea were excluded from the nursery. On 30<sup>th</sup> June the nursery reinforced the standard national exclusion advice to parents that children with symptoms of vomiting or diarrhoea (including salmonella infection) must be excluded from nursery until they have been free of symptoms for 48 hours. On 5<sup>th</sup> July, because new cases of salmonella had been identified in children attending the nursery and person-to-person or environment-to-person transmission within the nursery could not be ruled out, the OCT agreed to change the exclusion criteria for cases of salmonella infection. The new criteria agreed were that salmonella cases would be excluded from nursery until they had been free of symptoms for 48 hours and had submitted a faecal specimen that was negative for salmonellae. The OCT agreed that as soon as it became clear that new cases of salmonella within the nursery had stopped and the outbreak was over, any salmonella cases still excreting salmonellae would be reassessed and if the nursery could guarantee very close supervision of the individual case they may be allowed to return to nursery before they had submitted a faecal specimen that was negative for salmonellae.

EHOs advised the nursery to:

- Increase the fridge capacity in the kitchen.
- Improve the monitoring and recording of temperatures within the kitchen.
- Ensure that afternoon snacks are refrigerated until they are served.

EHOs provided some simple food and hand hygiene training to staff at the nursery.

HPU nurses advised the nursery to:

- Undertake an immediate deep clean of the premises and equipment and removing any old or worn items. This took place on 2<sup>nd</sup> and 3<sup>rd</sup> July.
- Ensure that children are taken to wash their hands before eating snacks as well as before eating lunch.
- Ensure that children are supervised during hand washing and toileting.
- Remove the buckets of water and disinfectant and communal cotton towels in group rooms and ideally install a hand basin in each group room.
- Ensure that gloves and aprons are consistently used when contact with body fluids is expected.

- Ensure that staff have access to appropriate infection control training and protocols. The nursery management have planned for nursery staff to attend an infection control course at Bishop Auckland College.
  - Replace the liquid soap dispensers with more child-friendly dispensers.
  - Review the cleaning schedules and procedures to ensure that they are adequate to prevent the spread of infection in the nursery.
  - Introduce a regular toy-cleaning schedule.
  - Replace the domestic washing machine with a commercial machine capable of reaching higher temperatures.
- The outbreak was declared over on 28<sup>th</sup> July.

### **Hypothesis about the cause of the outbreak**

Thirteen cases of *S. enteritidis* PT4 infection occurred in children at staff at the nursery. The OCT investigation did not identify a single exposure within the nursery that was common to all cases. Although attending or working at the nursery was the only identified common link between cases, there were also non-nursery social network links between some of the cases. The OCT did identify a number of possible routes of transmission of salmonella to cases within and outside the nursery:

- There is evidence that at least one case acquired their salmonella infection outside the nursery from an earlier case, most likely from person-to-person spread or environment-to-person spread. This may have been a transmission route for more than this one case.
- The early case(s) of salmonella infection may have been acquired outside the nursery from an unidentified community source.
- Some of the earlier cases could have acquired salmonella during the production of chocolate slices on 13<sup>th</sup> June if the raw egg used was contaminated with salmonella. This could have been by direct contact with the egg, the cooking mixture or contaminated equipment followed by inadvertent transfer to the mouth or by deliberate consumption of the uncooked mixture.
- Subsequent cases within the nursery may have been due to person-to-person spread or environment-to-person spread within or outside the nursery.

### **Legal issues**

Wear Valley District Council does not intend to undertake any enforcement action against the nursery.

### **Communications**

#### **Public and Media**

The communications lead for the OCT was agreed as Tina Young. Members of the OCT did not feel that an initial pro-active approach to inform the public of the outbreak would serve any additional public health benefit. Staff and parents of children who attend the nursery had been offered information and advice and effective control measures were being put in place to protect the public health.

On 29<sup>th</sup> June a newspaper requested information about the outbreak and the OCT issued an agreed media statement. Over subsequent days there was a small amount of local media interest in the outbreak.

## **Professional**

### ▪ **General Practitioners**

On 29<sup>th</sup> June, local GPs received a copy of the OCT's draft media statement to inform them about the outbreak. On 19th and 29th July the Director of Public Health informed GPs in the local area about the changes to the standard exclusion criteria that had been agreed by the OCT.

### ▪ **Other local authorities**

The OCT informed EHOs working for other County Durham and Darlington local authorities about the outbreak and requested prompt reporting of any cases of suspected food poisoning that could possibly linked to the outbreak.

### ▪ **Durham Dales PCT**

The Director of Public Health for Durham Dales PCT, David Landes, was a member of the OCT and kept other relevant PCT staff informed about the outbreak.

### ▪ **Other local Health Protection Units (HPUs)**

Other local HPUs were informed of the outbreak and were asked to identify any salmonella cases in their residents that may have been linked to the outbreak.

### ▪ **HPA (North East and National), Government Office North East (GONE) Public Health Department, Department of Health (DoH)**

The Regional Director of HPA North East was briefed about the outbreak.

### ▪ **County Durham and Tees Valley Strategic Health Authority (SHA)**

The Director of Public Health and Head of Communications at the SHA were briefed about the outbreak.

### ▪ **Laboratories**

The microbiology laboratories at Darlington Memorial Hospital and BAGH were briefed about the outbreak and asked to report possible cases of salmonella promptly.

- **Office for Standards in Education (OFSTED)**

The OCT ensured that the nursery had reported the outbreak to OFSTED and reassured OFSTED that management and staff at the nursery were undertaking all the actions necessary to investigate and control the outbreak.

Nurseries are required to be registered with OFSTED and are inspected at least every three years. Health is one of the fourteen standards that OFSTED monitor within nurseries – “the registered person promotes the good health of children and takes positive steps to prevent the spread of infection and appropriate measures when they are ill.” Other standards cover the provision of a safe environment, equipment and toys. Local authorities advise and enforce laws relating to food within nurseries and Health and Safety. It is not clear whether OFSTED inspectors have the necessary knowledge and experience to effectively assess infection control within nurseries.

## **Discussion and Conclusion**

An outbreak of 13 cases of *S enteritidis* PT 4 infection occurred in children and staff at Bishop Auckland College nursery. At the same time as the salmonella cases occurred, some staff and children at the nursery developed a different mild gastro-intestinal illness. This illness was probably a viral gastro-enteritis infection and there was some evidence of a similar illness within the wider local community.

The salmonella outbreak was identified early and effective control measures were put quickly into place. Following the advice from EHOs and CD&TV HPU and the deep clean of the premises on 2<sup>nd</sup> and 3<sup>rd</sup> July, no subsequent cases of salmonella infection were identified.

Although attending or working at the nursery was the only identified common link between the cases of salmonella infection, an outbreak in a nursery (and other institutions such as schools, care homes and offices) may sometimes only be a manifestation of an outbreak existing within the wider community. There are often multiple social networks between individuals who work together or attend a particular nursery. During this outbreak there was evidence of non-nursery social networks involving some cases. Some children appear to have acquired salmonella infection from other nursery children but outside the nursery setting.

Fortunately, no cases were admitted to hospital and all cases recovered well. Salmonella infection can be more serious in very young children but all the children infected were aged two years or older. If young babies at the nursery had become infected with salmonella, much more serious illness may have resulted.

Nurseries are an environment where gastro-intestinal infections can easily spread due to the interaction between large numbers of young, non-toilet trained children who are unable to practice good personal and hand hygiene and who frequently mouth toys and other objects. Outbreaks of salmonellosis, E coli O157 and viral gastroenteritis are well known to occur in nursery settings. Unfortunately, as well as the increased risk of transmission of infections within nurseries, the risk of serious complications of some gastro-intestinal infections, including salmonella or E coli O157, is higher in young children, with the possibility of severe illness and very rarely death.

Key measures to prevent infection in nurseries include:

- Excluding children and staff from nursery if they have vomiting or diarrhoea until at least 48 hours after their symptoms have gone.
- Good hand hygiene in children and staff. Bacteria or viruses can easily be spread onto the hands of children and staff during visits to the toilet or nappy changing and hand washing is key to prevent the transfer of bacteria into children's mouths or the contamination of the environment, toys and equipment. Young children going to the toilet need supervision of hand washing after toileting and before any meal or snack is served.
- Effective regular cleaning of the environment, toys and equipment.

Exclusion of children from nursery can cause significant problems for working parents who may find it difficult to identify alternative childcare arrangements at short notice. It is therefore important that nursery staff and parents understand the importance of exclusion in protecting other, perhaps more vulnerable, children from infection and that parents are reminded regularly of the exclusion criteria.

During the outbreak investigation, all staff at the nursery co-operated fully in working with the OCT to keep parents informed, find the cause of the outbreak and prevent further cases. EHOS and nurses from CD&TV HPU provided advice to the nursery on a variety of food hygiene and infection control issues. This does not imply that the existing standards at the nursery were poor or were lower than those that could be found in other nurseries. Any external in-depth review of practices at any nursery is likely to identify some areas for improvement.

The outbreak highlighted some apparent confusion about the roles of various agencies that inspect and advise nurseries. An OFSTED inspector reported that he/she believed that EHOs regularly inspect infection control arrangements at nurseries. This is not the case - EHOs only inspect the food and health and safety arrangements at nurseries. Infection control arrangements are the responsibility of the nursery proprietor. OFSTED inspectors visit nurseries infrequently and may not all have the necessary knowledge and experience to effectively assess and advise on infection control within nurseries. Therefore it appears that there is a need for some standard infection control support for nurseries. There is currently no national written standard infection control advice for nurseries. It may be useful to develop standard written infection control advice and a self-audit tool for nurseries to use to review their practices.

The individual agencies involved will consider this report and are committed to identifying learning points and recommendations to continue to strengthen local health protection arrangements.

## COMMUNITY SERVICES COMMITTEE

22ND MARCH 2006

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### Report of the Acting Director of Community Services **COMMUNITY SERVICES DEPARTMENT SERVICE PLAN 2006/07**

#### **purpose of the report**

1. To seek Members approval for the proposed 2006/07 Service Plan for the Community Services Department attached as a separate document (Annex 2).

#### **background**

2. Within a hierarchy of strategic and service planning:

- Community Plan (LSP)  
↓
- Council Plan (WVDC – corporate)  
↓
- Service Plans (departmental)

each department of Wear Valley District Council is required to produce a statement of its intentions for the next financial year (i.e., 2006/07).

3. In doing so the following guidelines must be considered:
  - The plan must reflect and link to the revenue and capital budget provisions for the department as agreed by Council
  - The plan must demonstrate a clear link to the objectives of both the Council and the wider community as represented by the Community Plan.
  - The plan must be produced in the format agreed for all of the departmental plans.
4. The plan includes, in addition to the detailed proposed service delivery actions as set out at Section 13, reports on activity in 2005/06, status of best value indicators and assessments of issues facing the department through the use of such "tools" as PEST and SWOT analysis and risk assessments.
5. The responsibilities of the department are confirmed, together with the agreed budget provision (Section 2, Departmental Profile).



## **departmental reorganisation**

6. The decision by Council to rationalise the current four departments:

- Community Services
- Regeneration
- Central Resources
- Housing

into three new departments of:

- Department for the Community
- Department for Resource Management
- Department for the Environment and Regeneration

means that the Community Services Department Service Plan will cease to be relevant from 1st April 2006 (a set out in the agreed timetable for the implementation of the new arrangements). However, based on discussions at Corporate Management Team it was agreed, as budget preparation and service planning commenced ahead of decisions regarding departmental arrangements, that both budgets and service plans would be prepared on the basis of current departmental arrangements.

7. It is reasonable to state that the activities set out in the Action Plan (Section 13) and the financial summary set out as part of Section 2 (Departmental Profile) can be readily disaggregated as part of the reorganisation process.

## **summary**

8. The Community Services Department Service Plan 2006/07 represents a significant agenda for the department(s) concerned across a wide range of services which impact on the daily lives of the residents of the District. If all of the targets and objectives the plan articulates are achieved over the coming year it will reflect well on the Council.

**RECOMMENDED** that Members endorse the Community Services Department Service Plan 2006/07 and the programme of work it sets out.

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**Officer responsible for the report**  
Max Coleby  
Acting Director of Community Services  
Ext. 218

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**Author of the report**  
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## COMMUNITY SERVICES COMMITTEE

22ND MARCH 2006

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Report of the Acting Director of Community Services

### **IMPLEMENTATION OF A "TWIN BIN" REFUSE/RECYCLING SERVICE**

#### **purpose of the report**

1. To advise Members of the necessity to change the intended date of commencement of the twin bin refuse/recycling service from May 2007 to August 2007 and to seek Members' approval for the change.

#### **background**

2. Members will be aware that statutory recycling targets came into force several years ago obligating local authorities to divert waste away from landfill and to recycle more. An initial 10% target was introduced for the years 2003/04 and 2004/05. Wear Valley District Council achieved these targets and indeed, improved recycling performance, achieving a recycling percentage of 11½% during 2004/05. For 2005/06 a new recycling target of 18% was issued.
3. It is anticipated that the continuation of the current green box recycling scheme, working in conjunction with the garden waste collection scheme and the transfer of waste to Thornley Aerobic Digester, will divert approximately 19% of waste away from landfill. However, recent consultation by DEFRA indicates that in 2007 the statutory recycling rate will rise again by a further 2% to 20% and thereafter higher still with an anticipated target of 25% being in place for the year 2010. Therefore, current recycling arrangements need to be modernised in order to meet future targets.
4. Members will also be aware that at the Community Service Committee on 21st September 2005 Members authorised officers to further progress the feasibility of a twin bin refuse/recycling service. During the 2006/07 budgetary process, £280,000 was committed to the implementation of such a scheme with a further £280,000 promised for the 2007/08 financial year. Therefore an initial target date for commencement of the twin bin recycling service was provisionally diaried for May 2007 (i.e., the intended date for the first collection of recyclables utilising the twin bin system).

#### **proposed options**

5. At present difficulties arise with the co-collection of glass mixed with other materials. This is due to small shards of glass contaminating the other materials, i.e., paper, and as a result, the quality of the end product decreases. Therefore, papermills will not accept the recycled product and thus it has to be utilised in poorer quality merchandise thus reducing the price obtained by the recycling processor.

6. However, technology is advancing at a rapid rate and recent investigations undertaken by both officers of the District and by Foreman Recycling have indicated that the technology is now available to alleviate the previous difficulties. In this regard the materials recycling facility has to make significant investment in technology to accept materials which include the co-collection of glass with other materials in a wheeled bin as is the preferred option of Wear Valley District Council.
7. Discussions with John Foreman (owner of Foreman Recycling) have revealed that Foreman's do intend to invest a significant amount of money to provide a facility for Wear Valley that suits our preferred method of collection. However, to do this means the relocation of the current materials recycling facility to a new 16 acre site situated closer to Wear Valley than the current location at Kirk Merrington and, as a result, Foreman's advise us that the date of completion for the site is 1st August 2007. This is obviously three months later than the planned implementation of the twin bin refuse/recycling service and, should the District go ahead with the initial date, this will result in glass having to be collected separately for a three month period prior to the new facility allowing co-collected materials. This would also result in a significant additional cost to the authority to undertake the collection of the glass.
8. It is therefore proposed, rather than implement the scheme (at additional cost) in May 2007 and then have to change it only three months later, that the District Council delay the implementation of the twin bin refuse/recycling service to August 2007 when the desired transition from weekly collections of residual waste can be transferred to the alternate week collection method.

### **financial implications**

9. As stated previously, the finance for the implementation of the twin bin refuse/recycling service is split over two financial years, 2006/07 and 2007/08. However, for the reasons set out above it is now unlikely that any expenditure will occur in 2006/07 and therefore the capital budget allocated for 2006/07 will need to be carried forward into 2007/08.

**RECOMMENDED** that Members authorise the rescheduling of the implementation of the twin bin refuse/recycling service to August 2007 from the previous initial implementation date of May 2007.

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 Brian Graham  
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## COMMUNITY SERVICES COMMITTEE

22ND MARCH 2006

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### Report of the Acting Director of Community Services **POSITIVE FUTURES**

#### **purpose of the report**

1. To seek Member approval for proposals which endorsed an ongoing Positive Futures programme across Wear Valley (and Teesdale) for 2006/07 with changes to the management arrangements.

#### **background**

2. Positive Futures is a national sports-based social inclusion programme aimed at marginalised 10 to 19 year olds in the most deprived areas. By engaging marginalised young people in sport and other activities Positive Futures aims to build relationships between responsible adults and young people, based on mutual trust and respect, in order to create new opportunities for alternative lifestyles.
3. The programme aims to use sport as a catalyst to encourage participants to make decisions for themselves, and to take self-determined steps towards a positive future. Steering young people towards educational and employment opportunities is at the heart of the programme's agenda. This significantly enhances Wear Valley's aim of working towards Section 17.
4. It has been operating very successfully in Wear Valley and Teesdale since April 2003. Positive Futures is managed county-wide by Durham County Council Youth Engagement Service and is funded nationally through the Home Office and the Youth Justice Board.
5. In Wear Valley, as with other Durham Districts, the programme aims to target the top 50 young people at risk of offending. The programme offers a range of activities either exclusively or in partnership with Wear Valley's Community Physical Activity Co-ordinator programme (CPAC) and has had success in demonstrating reduced offending rates amongst those on the programme.
6. Young people can be referred to the programme from a number of agencies – the Police, Connexions, Social Services, etc. Many of the regular activities in Wear Valley are provided within the CPAC programme. Many of the top 50 at risk are difficult to engage with exclusively as they attend with their peers and by that very association their peers are classified at risk. We therefore provide a much broader service that reaches out across the District.

7. In 2005/06 there were changes to how the programme was funded. The Police withdrew financial support. However, the funding available from the Positive Futures national pot and with contributions via Wear Valley District Council enabled the service to be maintained using the same Police Officer secondment. However, this has proved costly in relation to other programmes in County Durham because of the salary differential. Wear Valley sought to continue this relationship because of the quality of the programme as a result of the secondee.
8. In December 2005 the Police gave us notice that because of a service restructure within the force, the secondment would terminate on 31st March 2006.
9. Officers have consulted with the Positive Futures Manager (Durham County Council) and with the officer in Teesdale on our proposal. Because of the significant linkages with the CPAC programme which has now been extended with Sport England's Community Investment Fund until March 2008, we believe that the CPAC programme offers the best delivery arm and that officers responsible for the management of the CPACs are able to co-ordinate this programme and provide a strategic lead. A Service Level Agreement will be drafted with Durham County Council and Positive Futures management to provide the Positive Futures programme over the next year at least. There are three basic tenants that the partnership board wishes to include.
  - (i) Strategic lead – that there will be a commitment to service standards and numbers on the scheme.
  - (ii) That there will be engagement with some of the wider programmes such as substance use and truancy.
  - (iii) That there will be consistency across Wear Valley and Teesdale and that Teesdale would receive its fair allocation of officer time and provision

### **human resource implications**

10. It is intended to manage the scheme using the current capacity of the officers. It is anticipated that temporary upgrades will be suitably funded through the external budget provision for Positive Futures.

**RECOMMENDED** that officers are duly authorised to make the transition in management arrangements and work with the Positive Futures Partnership Board to secure provision for 2006/07.

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<p><b>Officer responsible for the report</b>          Max Coleby          Acting Director of Community Services          Ext. 218</p>	<p><b>Author of the report</b>          Andrew Frankcom          Acting Head of Community &amp; Cultural Services          Ext. 221</p>
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## COMMUNITY SERVICES COMMITTEE

22ND MARCH 2006

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Report of the Acting Director of Community Services  
**PRACTICE-BASED COMMISSIONING  
EXERCISE ON REFERRAL PROGRAMME**

**purpose of the report**

1. To seek Members approval to prepare appropriate submissions to the new practice-based commissioned arrangements of the Durham Dales Primary Care Trust (PCT).

**background**

2. The Exercise on Referral Programme has been delivered by Wear Valley District Council since the mid 80's and is the result of joint working with the Primary Care Trust and Teesdale District Council since 2003. The service operates from the Woodhouse Close Leisure Complex and Glenholme Leisure Complex and delivers gym-based and water-based exercise sessions for patients of the Durham Dales PCT.
3. The current programme offers a total of 70 hours service delivery per week across both sites. In 2002, before Healthy Living Centre funding, referrals to the programme (i.e., Wear Valley and Teesdale) were 346 per annum – of these 276 individuals started the programme.
4. From April 2004 to March 2005 (Healthy Living Centre funding on line in July 2003) referrals received for the year were 692 – of these 470 started the programme. Currently total external funding received for the programme is:  
  
£63K – HLC funding  
£25K – Primary Care Trust funding  
Total = £88k per year – this is divided 60/40% between Wear Valley and Teesdale District Councils. Wear Valley District Council receives £55k.
5. Healthy Living Centre funding ends June 2006 (underspend allows extension to the end of November 2006).
6. The Primary Care Trust is currently going through a restructure and the way in which funds are distributed within the organisation is changing significantly. NHS funding will now be distributed to individual medical practices to enable a practice-based commissioning method to be used to 'buy' health services for patients. The Exercise on Referral Programme will be on offer to the medical practices alongside other health services such as district nursing, health visiting, etc.

7. It is hoped that all medical practices within the Durham Dales area will wish to commission the Exercise Referral service. The efficacy of non-medical interventions to improve health are widely accepted by health professionals and the value for money which the service represents in terms of possible prevention of costly medical treatment will be highlighted to the practice-based commissioning group.
8. It is recommended that a service specification/service level agreement to present to the practice-based commissioning body be produced which demonstrates and assures quality service standards and the capacity of that service. We currently meet most of the standards set out in the document "Exercise Referral Systems: A Quality Assurance Framework (DoH 2001)".

### **financial implications**

9. It is hoped that the current level of funding for the Exercise Referral Programme from Durham Dales PCT can be increased from current £25k per annum as this would go some way to compensate for the loss of the Healthy Living Centre funding in November 2006.

### **human resource implications**

10. Staffing - the current programme benefits from additional staff hours as a result of the Healthy Living Centre funding. However, the service could continue to operate at the reduced level (pre-HLC level) if the service specification is successful.

**RECOMMENDED** that Members approve the preparation of an appropriate specification/service level agreement for ongoing exercise referral provision within the context of the emerging practice-based commissioning arrangements.

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**Officer responsible for the report**  
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Community Fitness Manager  
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## COMMUNITY SERVICES COMMITTEE

22ND MARCH 2006

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### Report of the Acting Director of Community Services **TOOTHBRUSHES FOR UNDER 5s**

#### **purpose of the report**

1. To seek Members' approval to develop, with the Durham Dales Primary Care Trust (PCT), a joint programme in order to deliver one of the Council's objectives:

"Deliver activities to reduce the incidence of dental caries in under 5s."

#### **background**

2. From the above "priority action" the following "key task" has been developed:  
  
"Develop a campaign to provide toothbrushes and toothpaste to all local children under 5s."
3. Discussions regarding this matter have centred on the potential for duplication with the work co-ordinated by the Durham Dales PCT who have provided toothbrushes, tube of toothpaste and educational material to every young child at the point at which they:
  - a. have their last scheduled visit with/from the Health Visitor
  - b. are almost certainly needing to develop proper personal regimes of daily dental care (approximately one year old)
4. Previously the work of the PCT was funded through the "Brushing for Life Scheme", a government funded programme. This funding has now ceased.
5. At the last review by the Corporate Management Team of the Council Plan it was decided to progress this matter by enquiring of the PCT the best way in which Wear Valley District Council could assist its dental hygiene efforts (for the under 5s).
6. The Acting Director of Community Services recently met with a representative of the PCT's Children's Service. In view of the withdrawal of government funding it was proposed that Wear Valley District Council would provide a financial contribution to enable the service to be continued. The PCT would organise the distribution of the packs.



7. The PCT have indicated that approximately 650 children will be in receipt of the pack each year. A total of approximately 2,000 over the planned three year period.

### **financial implications**

8. It is anticipated that approximately £1,300 per annum for three years will be required to ensure that every child in Wear Valley will continue to receive a one-off pack of toothbrush, toothpaste and educational material at approximately one year of age – as outlined above.
9. It is intended that the toothbrush will carry the words "Wear Valley District Council" and, probably, the title of the local dental initiative when established.
10. A £1,300 provision has been made in the 2006/07 budgets of the Community Services Department with which to finance the programme. A similar provision will be required for 2007/08 and 2008/09.

### **summary**

11. It would appear that a satisfactory low cost outcome has been achieved regarding this particular Council Plan objective, subject to approval by Members.

**RECOMMENDED** that Members approve the proposed three year joint initiative with the Durham Dales PCT which will provide for all children in Wear Valley to receive a dental hygiene pack at approximately one year of age.

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**COMMUNITY SERVICES COMMITTEE**

**22ND MARCH 2006**

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Report of the Acting Director of Community Services

**CAPITAL MONEY TO ENHANCE RODDYMOOR RECREATION GROUND**

**purpose of the report**

1. To seek authority to bring forward capital money allocated for 2005/06 into 2006/07 for replacement/refurbishment of the play area at Roddymoor.

**background**

2. Members will recall that the budgets for 2005/06 provided a capital sum of £50,000 for the refurbishment/replacement of one/two play areas.
3. Over the last year Groundwork Trust has been working with Wear Valley District Council on a scheme at Roddymoor Recreation Ground and has been successful in obtaining £65,000 of funding as follows:

£20,000	NRF
£25,000	Urban Rural Renaissance
£20,000	Home Group

4. It was intended that the money would be used to enhance the recreation ground by providing a multi-use games area (MUGA) suitable for football, basketball and other street/team games. Tenders were invited for the scheme which also included improving the 5-a-side grass pitch by using the extracted topsoil from the area where the MUGA is to be located to level the ground to bring the scheme up to standard.
5. The play area requires some refurbishment. It is intended to replace the old tiled safety surface and replace with a "continuous wet pour" version, to repair the play equipment and to replace platforms on the multi play equipment.
6. Unfortunately the planning application was the subject of an objection by Sport England who wanted the MUGA to be increased in size. This has meant that the overall cost of the scheme has increased and that the scheme has suffered delay. It is now likely that the money from the capital code will be required.
7. The cost of the works from the capital budget are likely to be in the region of £45,689.

## **financial implications**

8. The balance of the £50,000 has been utilised to purchase replacement platforms and ramps for a number of other play areas and to carry out emergency repairs to Glenholme Park safety surface

**RECOMMENDED** that officers be authorised to carry forward the capital allocation into 2006/07 to be spent in quarter one on the Roddymoor Recreation Ground.

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## COMMUNITY SERVICES COMMITTEE

22ND MARCH 2006

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Report of the Acting Director of Community Services  
**BEST VALUE PERFORMANCE INDICATOR MONITORING UPDATE**

### **purpose of the report**

1. To provide monitoring information and to update Members on activity within the department for the period April 2005 to January 2006 on progress against the BVPIs set out in the Departmental Service Plan for 2005/06 (Annex 3).

### **background**

2. The Community Services Committee endorsed the Service Plan for 2005/06. This report provides Members with a review of the implementation of the Best Value Performance Indicators (BVPIs) in respect of Contract Services and Public Protection. The indicators show performance against target up to 31st January and indicate whether or not this is an improvement on the performance for 2004/05.

### **public protection**

3. BVPI 166 is a checklist of enforcement best practice for environmental health and trading standards. This covers written policies and procedures for the service, the level of consultation carried out, customer satisfaction and the amount of advice provided to customers. The service has now completed all relevant policies and achieved the maximum score of 100%. Work must continue to ensure policies are reviewed, consultation acted upon, etc., in order to maintain the score.
4. Local indicators on the number of inspections carried out for food safety, health and safety and authorised processes have shown significant improvement due mainly to the successful recruitment of staff to previously vacant posts.

### **contract services**

5. BVPI 82a has improved due to effective promotion work by officers persuading the public to recycle. BVPI 82b has improved due to the introduction of green waste collection on a pilot basis (approximately, 4,800 properties). The unfortunate effect of these measures is to increase the amount of waste collected per household so BVPI 84a has shown a decrease in performance.

6. The introduction of charges for bulky waste is, amongst other objectives, intended to help reduce the amount of waste collected.
7. Implementing the wheeled bin system involved the Council in significant start up costs such as purchase of additional plant, payment of overtime and employment of additional staff, hence an increase in BVPI 86. However, now that the system has bedded down and the rounds have taken shape, the monthly costs have started to reduce.

**RECOMMENDED** that Members note the current situation in respect of the relevant BVPIs in the Community Services Department and the measures in place to continue improvement.

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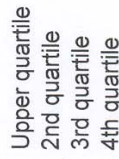
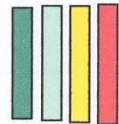
BVPI's

PI No.	COMMUNITY SERVICES	Performance						Current Performance 2005/06	Improved since last year	Target 2005/06	National Average 2003/04	Top Quartile 2003/04
		2000/2001	2001/02	2002/03	2003/04	2004/05	2005/06					
BV 82a	Percentage of the total tonnage of household waste arisings which have been recycled	3.07	4.45	5.95	12.64	11.9	12.12		14	14.22	16.86	
BV 82b	Percentage of the total tonnage of household waste arisings which have been composted	0	0	0	0	0	5.31		2	3.59	5.14	
BV 84a	Number of kilograms of household waste collected per head	450.32	421.28	420.26	397.01	408.79	423.12		396	402.3	371.70	
BV 84b	% change from the previous financial year in number of kgs of household waste collected per head									new indicator		
BV 86	Cost of waste collection per household	27.78	28.76	29.97	33.8	33.7	55.46		35	39.18		
BV 89	Percentage of people satisfied with cleanliness standards	65	-	-	60.3	-	n/a		-	triennial survey		
BV 90a	Percentage of people expressing satisfaction with household waste collection	52	-	-	90.1	-	n/a		-	triennial survey		
BV 90b	Percentage of people expressing satisfaction with waste recycling	89	-	-	75.3	-	n/a		-	triennial survey		
BV 91a	Percentage of residents in the authority's area which are served by a kerbside collection of recyclables	54	87.1	100	100	100	100		100	88.21	100.00	

PI No.	COMMUNITY SERVICES	Performance						6 month update	Improved since last year	Target	National Average	Top Quartile
		2000/2001	2001/02	2002/03	2003/04	2004/05	2005/06					
BV 91b	Percentage of residents in the authority's area served by kerbside collection of at least two recyclables						100			new indicator		
BV 166	Score against a checklist of enforcement best practice for environmental health/trading standards		37.1	63.33	83.33	93.33	100		100	76.52	90.00	
BV 199a	The proportion of relevant land and highways having combined deposits of litter and detritus that fall below an acceptable level (%)						12			change in definition	12.00	
BV 199b	The proportion of relevant land and highways from which unacceptable levels of graffiti are visible (%)									new indicator		
BV 199c	The proportion of relevant land and highways from which unacceptable levels of fly-posting are visible (%)									new indicators		
BV 199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping									new indicator		
BV 217	Percentage of pollution control improvements to existing installations completed on time						11			new indicator		

LOCAL PI's

COMMUNITY SERVICES	Performance							Improvement	Target 2005/06	Target 2006/07	Target 2007/08
	2000/2001	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07				
Percentage of food premises due to be inspected that were inspected	-	-	56.7	71	32.4	75	100	100	100		
Percentage of Health and safety premises due to be inspected that were inspected	-	-	98	51	37.1	77	100	100	100		
Percentage of authorised premises due to be inspected that were inspected	-	-	98	11	11	62	100	100	100		
Number of missed bins per 100,000	-	-	-	46.9	112.3	83	30	25	25		
Number of missed recycling bins per 100,000	-	-	-	38	42.95	40	30	25	25		





## COMMUNITY SERVICES COMMITTEE

22ND MARCH 2006

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Report of the Acting Director of Community Services

### **REQUEST FROM SUNNISIDE COMMUNITY PARTNERSHIP FOR LONG TERM LEASE ARRANGEMENTS**

#### **purpose of the report**

1. To seek Members' approval in principle to the granting of a long term lease to Sunnyside Community Partnership for the playing fields at Sunnyside in order to facilitate the preparation of bids for external funding with which to undertake improvement/development work.

#### **background**

2. Over recent weeks officers have met (by invitation) with the Community Partnership to discuss the aspirations of the group to raise funds with which to provide recreation/play facilities on the playing fields at Sunnyside (see plan attached at Annex 4), namely:
  - All weather football and basketball court
  - Adventure play area
  - Skate/bike track
3. This provisional list may be added to but any such developments are dependant on obtaining requisite external funding.
4. Officers have confirmed that there are no planning or ownership (owned by Wear Valley District Council) issues which would curtail their aspirations.

#### **next steps**

5. Officers have advised the group that they need to obtain an independent assessment of the viability of their proposals by means of a feasibility study which will address issues such as demand, costs, potential capital funders, long term revenue implications, etc.
6. It is estimated that external funding of approximately £7k - £10k will be required for the feasibility study work for which the group intend to apply for external funding. If a feasibility study confirms the viability of their plans, together with costed proposals, they will then apply to appropriate potential funders for the capital with which to carry out the work.

## requirements of potential funders

7. In order for potential funders of either the feasibility study or capital works to consider applications for support it is invariably the case that they require the applicants (Sunniside Community Partnership) to have long term security of tenure on the site. Usually, a period of 21 years is sufficient to give comfort to funders that their investment is for the benefit of the community group and not, for example, Wear Valley District Council.
8. Members are therefore requested to approve in principle the granting of a 21 year lease of the area indicated on the attached plan to Sunniside Community Partnership for a peppercorn rent. The lease would not, in fact, be put in place until the group had acquired all of the funding required for an approved scheme.

**RECOMMENDED** that Members approve in principle the granting of a 21 year lease to Sunniside Community Association subject to the group raising the necessary funding required to undertake works of improvement/development of the playing fields.

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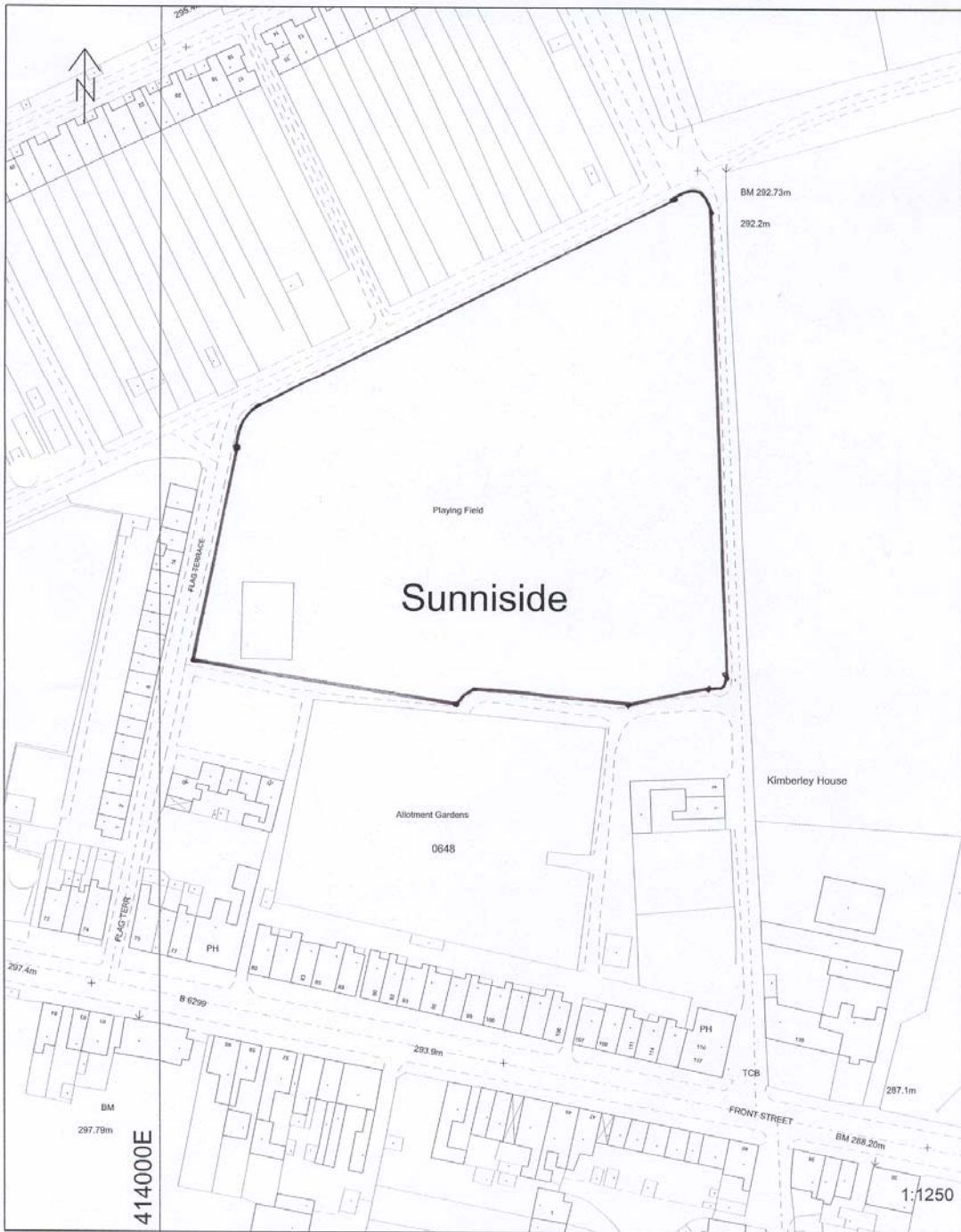
**Officer responsible for the report**  
Max Coleby  
Acting Director of Community Services  
Ext. 218

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**Author of the report**  
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**COMMUNITY SERVICES  
DEPARTMENT**

**COMMUNITY & CULTURAL SERVICES  
PUBLIC PROTECTION  
SERVICE CONTRACTS**

**SERVICE PLAN 2006/07**

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# **COMMUNITY SERVICES DEPARTMENT**

## **SERVICE PLAN 2006/2007**

### **SECTION 1**

#### **INTRODUCTION**

## **COMMUNITY SERVICES DEPARTMENT**

### **SERVICE PLAN 2006/07**

#### **INTRODUCTION**

##### **STATEMENT BY COUNCILLOR DAVID KINGSTON, CHAIR OF COMMUNITY SERVICES COMMITTEE**

It is with very mixed feelings that I find myself writing these comments. The department has had a very successful 2005/06 with a number of high profile activities taking place. These have come against the backdrop of the Council's structural reorganisation which will lead to the end of the Community Services Department.

The work, of course, carries on as the department's functions will continue to be developed in order to give our communities the high quality services that they deserve. Perhaps the best example of this continuous drive to improve services is that of the refuse and recycling services. Spring 2005 saw the introduction of wheeled bin collections throughout the district. This was well received by the vast majority of the public who now have a cleaner and more efficient service. A pilot green waste collection was also introduced with high levels of demand for its extension to other parts of the district. 2006/07 will see preparations for the next stage of this modernisation. Plans are already being developed for a twin bin refuse and recycling service, which will see recycling moving forward from the current green box system.

Other challenges met by the department successfully in the last year include the introduction of the new licensing regime, the continued success of the special events programme and the securing of funding for a wide range of externally funded projects. This funding is now close to three million pounds over the next three years.

There are major challenges ahead for community services, not least of which is the assimilation of various activities into the new departmental structures. Planning for the twin bin system will build on the lessons learnt from the introduction of the wheeled bin collection service.

Finally, I must thank all of the staff of the Community Services Department for their hard work and commitment in bringing practical expression to the policies of the Council.

##### **STATEMENT BY THE ACTING DIRECTOR OF COMMUNITY SERVICES**

This Service Plan has to not only concern itself with the detail of service delivery across a range of services vital to the community but has also to ensure it reflects the role the department plays in delivering the Council's objectives and those of the wider community as represented by the Local Strategic Partnership.

In the introduction to the 2005/06 Service Plan reference was made to the need to address the problem of ageing leisure facilities together with the intention to meet the challenge of statutory recycling targets through the introduction of a wheeled bin refuse collection service. The importance of maintaining a flow of external funding support was also highlighted. It is gratifying therefore to report that completion of the introduction of a wheeled bin refuse service was achieved on target by June of 2005. This Service Plan makes reference to the next step in the process of modernising the service; namely, the introduction of a twin bin refuse and recycling service commencing in May 2007.

It is also pleasing to record that significant progress has been made, working with external partners, in developing proposals for the development of new fixed leisure facilities for the residents and visitors to the district. It is a priority for 2006/07 that the momentum is maintained for this very important project. Given the significant areas of service delivery of a non-statutory nature delivered by this department, maintaining as high a level of external funding support for our non-statutory programmes is always a priority. It is pleasing to note therefore that significant external funding has been attracted through our Sport Action Zone with which to ensure the continued delivery of health and physical activity opportunities through our Community Physical Activity Co-ordinators, Wellness on Wheels (WOW!), Walking the Way to Health, Cardiac Rehabilitation and Sports Club Development programmes. This external funding meets the great majority of the costs of these programmes for the period up to March 2008.

The decision of the Council to reorganise its management arrangements which will see the rationalisation of the current four departments into three larger departments will present challenges in order to achieve a smooth transition. It is important that staff do not see themselves simply as members of a new department but as part of the larger corporate whole.

It is vital that all staff understand the importance of supporting corporate efforts directed at meeting the challenge of external scrutiny and inspection.

There is no doubt that the Community Services Department again achieved much in 2005/06 and delivered on almost all of the commitments made in the 2005/06 Service Plan. This Service Plan which will be subsumed into the new departmental arrangements represents further challenges for 2006/07. I have no doubt that the staff will be equal to the challenge.



**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 2**

**DEPARTMENTAL PROFILE**

## DEPARTMENTAL PROFILE

This section describes the work of the Council's Community Services Department and identifies the actions to be implemented covering the period 2006/07 to achieve the Council's corporate aims and objectives. The Community Services Department includes the following services:-

<b>Leisure Services</b>	<b>Public Protection</b>	<b>Service Contracts</b>
Facility provision	Food safety (S)	Refuse collection (S)
Sports development	Occupational health and safety (S)	Recycling (S)
Healthy living/physical activity	Environmental protection and pollution control (S)	Fly tipping and dog fouling enforcement
Arts development	Pest control (S)	Street cleansing (S)
Special events	Licensing enforcement (S)	Cemeteries (S)
Town halls	Nuisance control (S)	Public conveniences
Recreation grounds	Markets and street trading	Catering
Sport Action Zone	Car parks	Bus shelters
Allotments (S)		Land drainage (S)
		Grounds maintenance

(S) = Statutory service

## DEPARTMENTAL AIM

***“To support and help individuals, business and communities to develop and enjoy a high quality of life, which sustains and enhances participation in active community living”.***

***Quality community services make a difference and help to advance the district priorities of growing population, improving economy, improving health and well being, increasing community safety, improving the built and natural environment and life long learning by;***

<p><b>Public Protection</b> To develop and maintain a high standard and value for money public protection service by pursuing responsibilities for food safety, health and safety, atmospheric pollution, water supplies, licensing, nuisance control, pest control and dog warden services.</p>
<p><b>Economic Development Activities</b> To support the corporate economic activities of the district.</p>
<p><b>Partnerships and Service Contracts</b> To develop and maintain high standard and value for money services for waste collection, street cleansing, waste minimisation/recycling and grounds maintenance to ensure a cleaner, safer and greener Wear Valley.</p>
<p><b>Healthy Living</b> Promoting “Wear Fit and Healthy Living” by creating/expanding opportunities for community-based physical activity and healthier living activities, in addition to managing and developing leisure facilities.</p>
<p><b>Community Safety and Educational Support</b> To develop joint programmes for and with young people and key partners that help:-</p> <ul style="list-style-type: none"> <li>• to reduce crime and undesirable behaviour</li> <li>• to raise self-confidence</li> <li>• to raise educational attainment</li> <li>• to develop social, physical and mental skills such as leadership – thus enhancing employment opportunities and prospects.</li> </ul>
<p><b>Neighbourhood Environments</b> To develop and implement proposals to continually improve the environment of Wear Valley.</p>
<p><b>Community and Cultural Activities</b> To seek to promote community and cultural activities at the heart of the regeneration agenda for the benefit of local neighbourhoods.</p>
<p><b>Staff Development, Quality Improvement and Best Value – Management</b> To establish and develop a managerial culture of continuous improvement and partnership working, together with formal processes to provide best value in Community Services.</p>

## **MAIN SERVICE AREAS OF THE DEPARTMENT**

- Maintain local environmental quality by promoting services which ensure a cleaner, safer and greener Wear Valley.
- Promote opportunity for healthy living and well being.
- Deliver cultural services and opportunity.
- Protection of the public through regimes of licensing and inspection of businesses and individuals who deliver services to the public.

## **AREAS OF SERVICE DELIVERY**

- Leisure facilities
- Sports/arts development
- Healthy living/physical activity
- Special events
- Environmental protection
- Pest control
- Nuisance protection
- Licensing
- Food safety
- Health and Safety at Work
- Markets
- Refuse collection
- Recycling/waste minimisation
- Grounds maintenance
- Cemeteries
- Street cleansing
- Allotments
- Car parks
- Maintenance and enhancement of parks, open spaces and recreation grounds

**COMMUNITY SERVICES DEPARTMENT - FINANCIAL RESOURCES**

<b>COST CENTRE LEISURE SERVICES</b>	<b>Actual 2004/2005</b>	<b>Probable 2005/2006</b>	<b>Budget 2006/2007</b>
Allotments	-£1,928	-£17,318	-£15,513
Bishop Auckland Town Hall	£172,208	£191,196	£200,787
Bishop's Park	£18,822	£20,130	£23,130
Community Centres	£35,180	£16,491	£19,211
Crook Civic Hall	£17,003	£8,796	£4,926
Glenholme Leisure Complex	£366,924	£494,962	£533,227
Leisure Services	£142,138	£200,606	£274,009
Local Arts Development	£46,973	£45,859	£48,272
Recreation Grounds	£1,079,702	£1,255,235	£1,199,504
Spectrum Leisure Complex	£76,029	£68,824	£21,030
Stanhope Town Hall	£16,207	£19,020	£11,150
Wolsingham School Pool	£3,496	£0	£0
Wolsingham Town Hall	£11,500	£11,500	£11,850
Woodhouse Close Leisure Complex	£769,664	£802,606	£865,592
<b>TOTAL</b>	<b>£2,753,918</b>	<b>£3,117,907</b>	<b>£3,197,175</b>

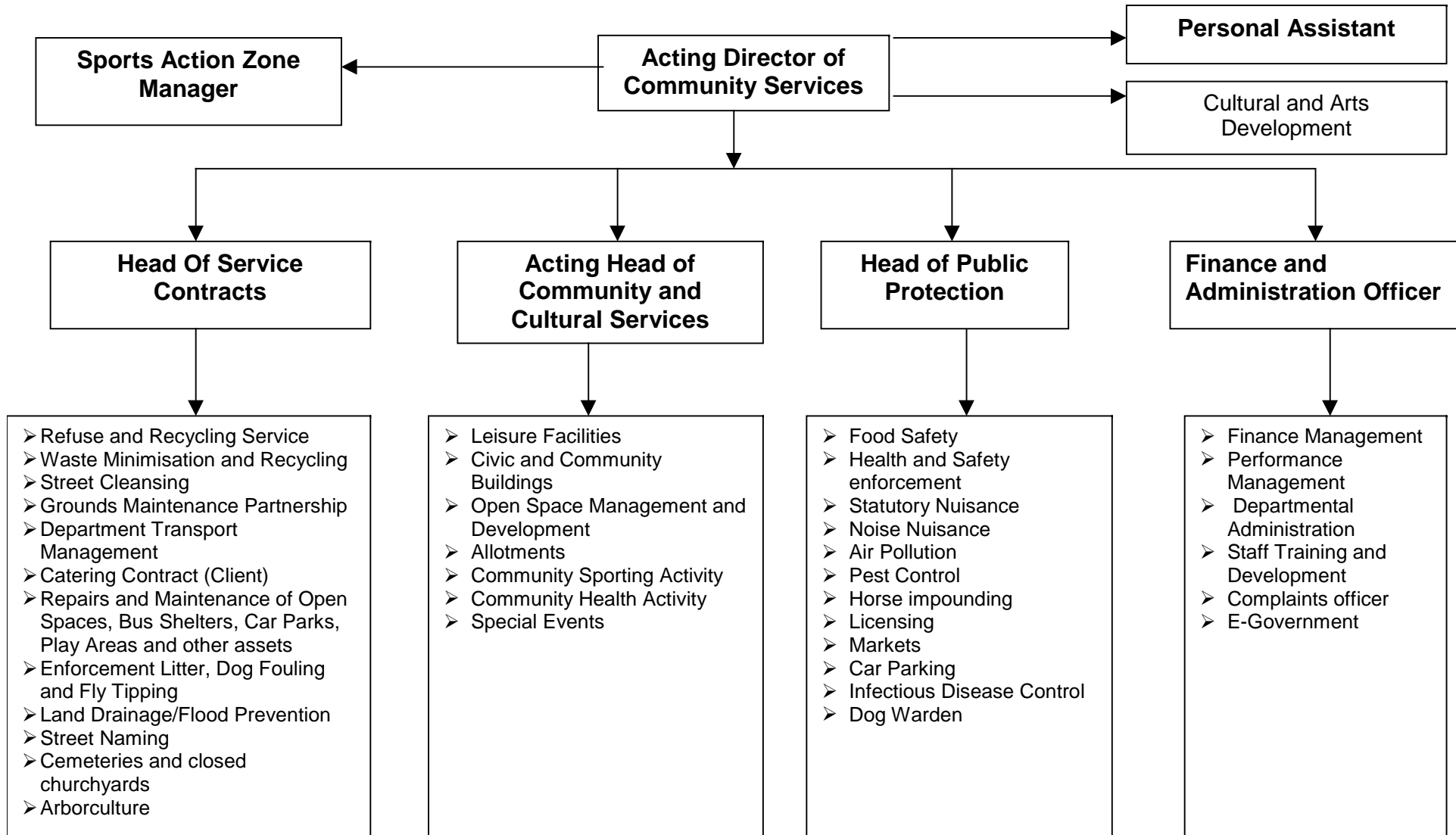
<b>COST CENTRE PUBLIC PROTECTION</b>	<b>Actual 2004/2005</b>	<b>Probable 2005/2006</b>	<b>Budget 2006/2007</b>
Car Parking	-£166,174	-£176,693	-£229,129
Health Services	£253,423	£290,742	£321,698
Gypsy Management	£197	-£1,716	£0
Licensing	£17,840	-£32,801	-£28,619
Markets	-£22,493	£6,328	-£2,517
Pest Control	£48,823	£63,781	£57,109
<b>TOTAL</b>	<b>£131,616</b>	<b>£149,641</b>	<b>£118,542</b>

<b>COST CENTRE ENVIRONMENTAL SERVICES</b>	<b>Actual 2004/2005</b>	<b>Probable 2005/2006</b>	<b>Budget 2006/2007</b>
Bus Shelters/Bus Station	£80,893	£86,292	£88,438
Cemeteries	£74,988	£119,969	£132,495
Highways	£12,067	£8,175	£15,194
Land Drainage	£24,176	£9,600	£9,600
Public Conveniences	£138,476	£159,944	£94,766
Refuse Collection	£1,231,544	£1,644,751	£1,719,277
Street Cleansing	£478,743	£579,187	£658,751
Street Lighting	£8,032	£6,600	£4,100
<b>TOTAL</b>	<b>£2,048,919</b>	<b>£2,614,518</b>	<b>£2,722,621</b>

<b>COST CENTRE OTHER SERVICES</b>	<b>Actual 2004/2005</b>	<b>Probable 2005/2006</b>	<b>Budget 2006/2007</b>
Community Services Department - General	£527,011	-£1,000	-£5,000
<b>TOTAL</b>	<b>£527,011</b>	<b>-£1,000</b>	<b>-£5,000</b>

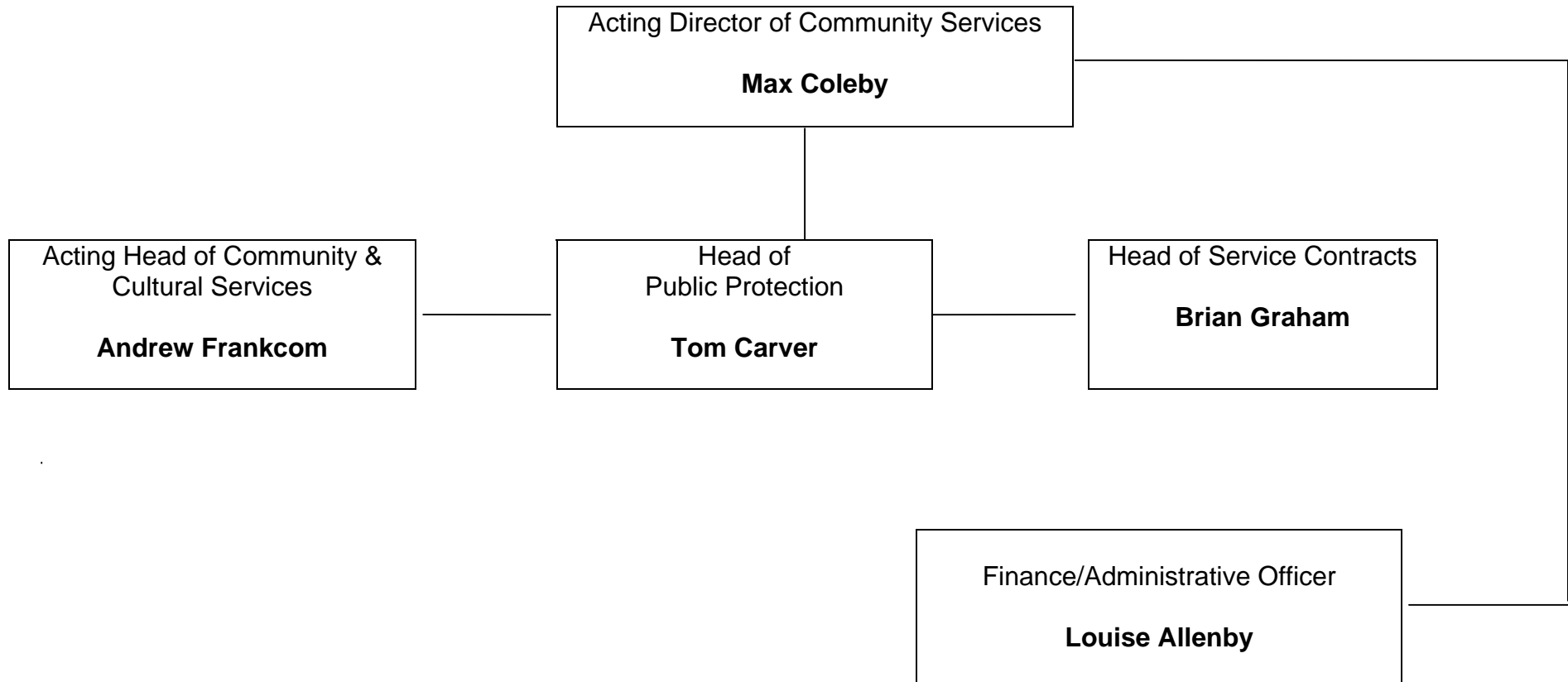
<b>OVERALL TOTAL</b>	<b>£5,461,464</b>	<b>£5,881,066</b>	<b>£6,033,338</b>
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## COMMUNITY SERVICES DEPARTMENT

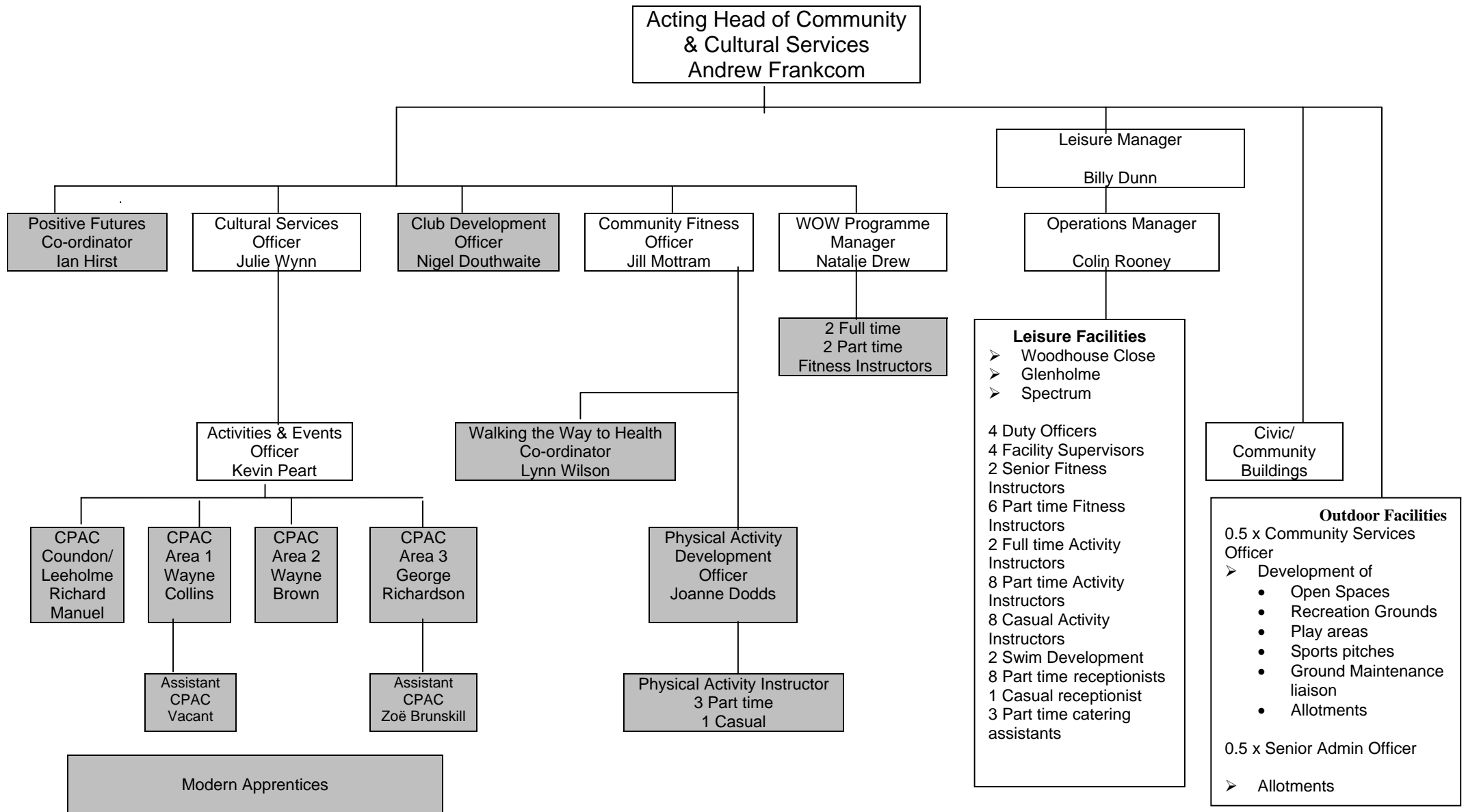


**COMMUNITY SERVICES DEPARTMENT**

**MANAGEMENT TEAM**

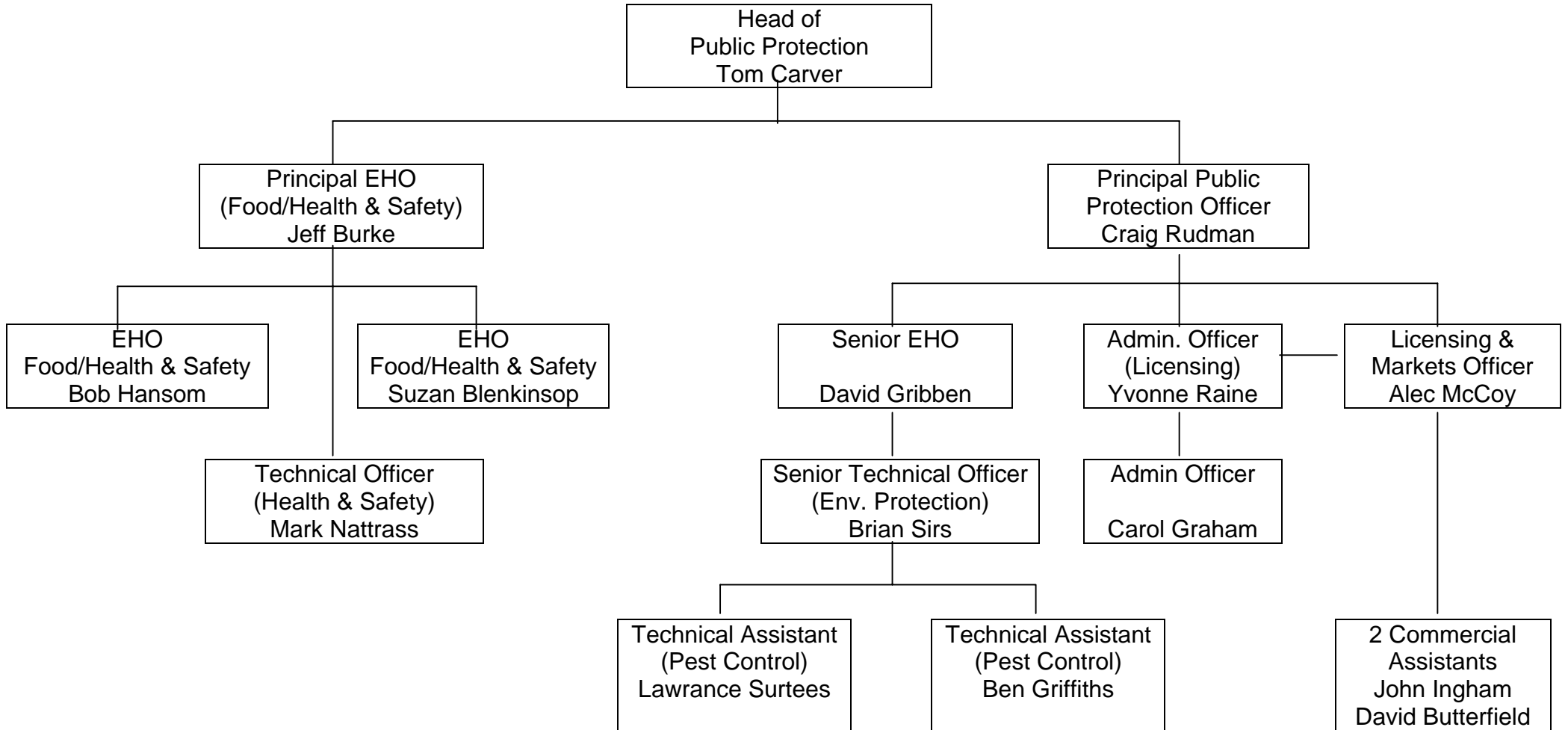


**COMMUNITY SERVICES DEPARTMENT  
COMMUNITY AND CULTURAL SERVICES SECTION**



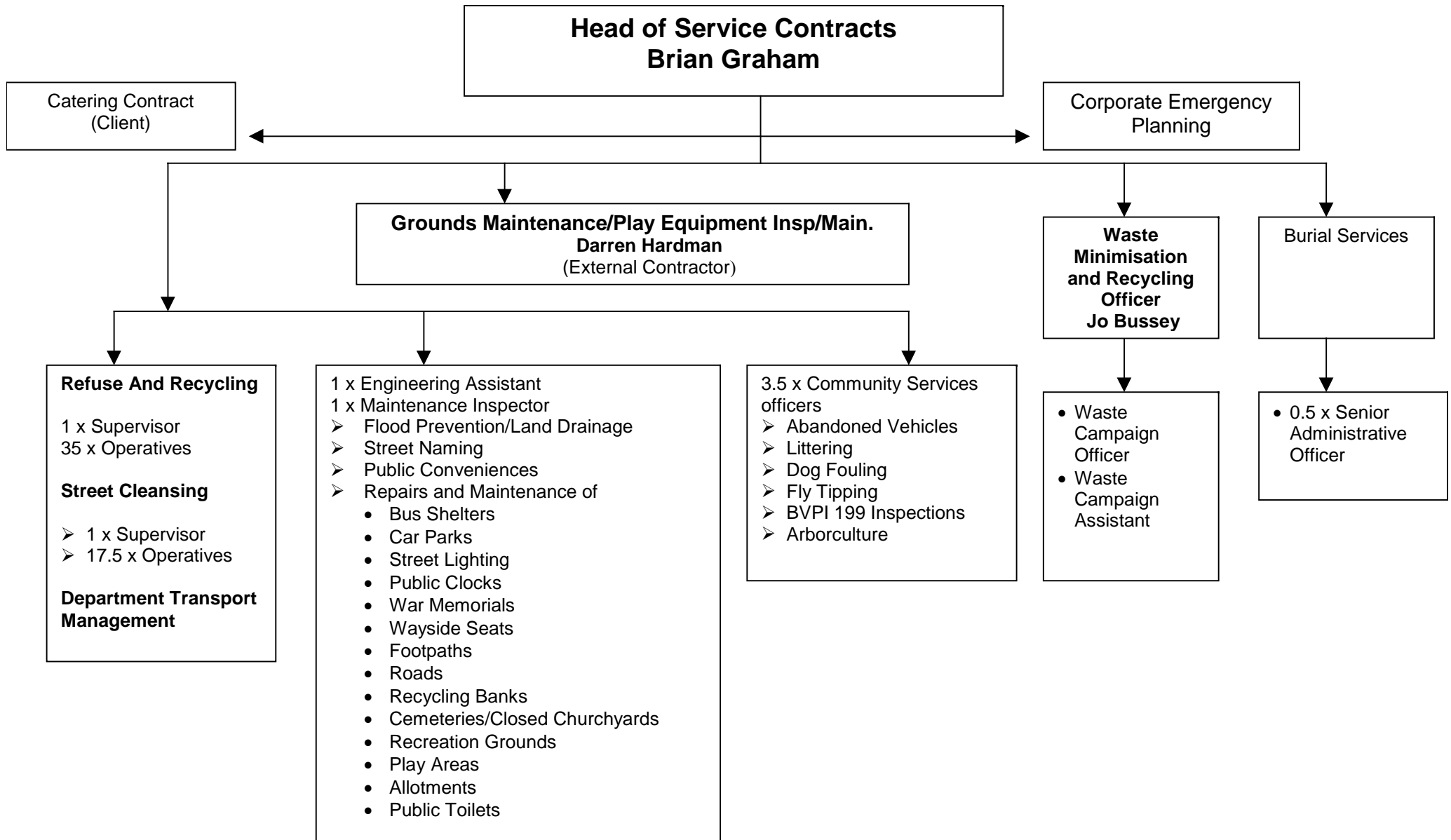
\*\* Shaded posts externally funded.

**PUBLIC PROTECTION SECTION**

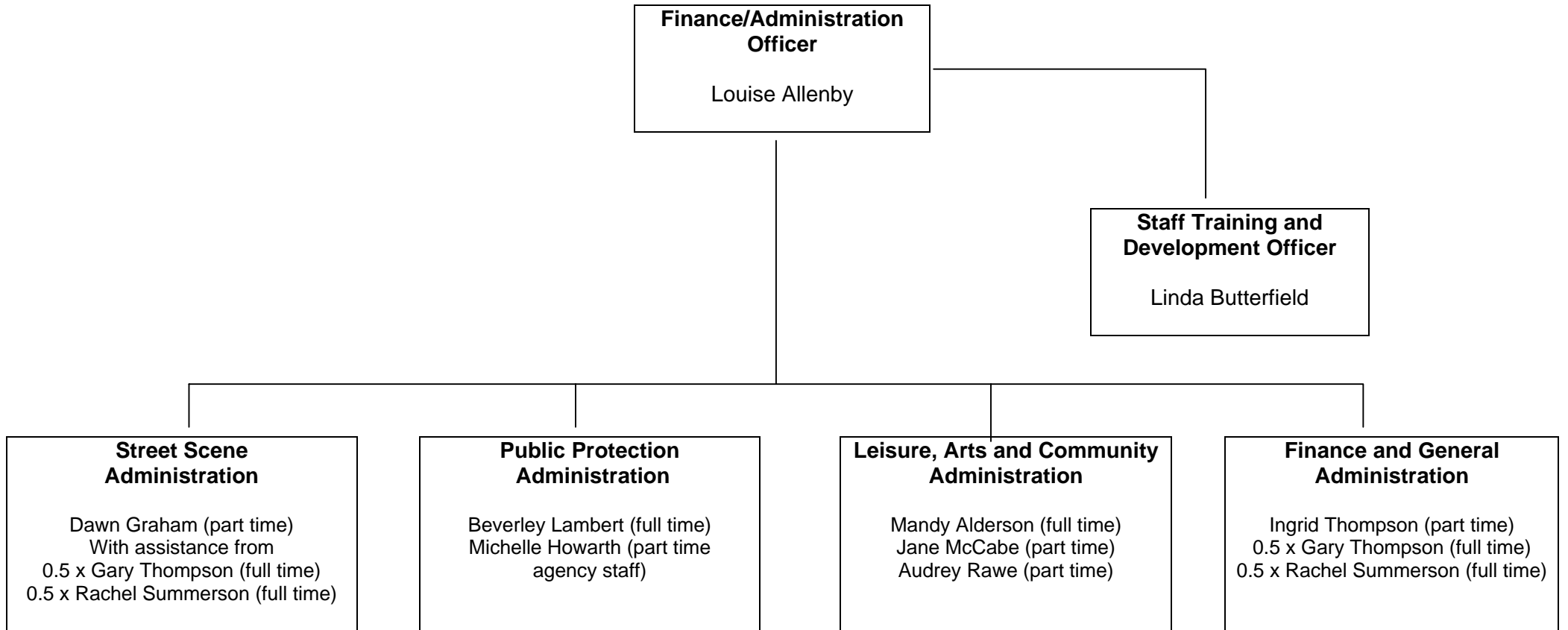




# COMMUNITY SERVICES DEPARTMENT – SERVICE CONTRACTS SECTION



**FINANCE AND ADMINISTRATION SECTION**



## DEPARTMENTAL ASSETS

Listed below are the principal assets managed by the Community Services Department. The intended use of the asset or other actions are indicated so far as is known at 1st April 2006.

Asset	Value	Projected use of asset
Allotments	Negligible	Move towards self management of allotments throughout 2006/2007.
Bishop Auckland Town Hall	£ 82,500	To continue as per service delivery in 2005/2006.
Bus Station and Areas	£ 549,700	To continue as per service delivery in 2005/2006.
Car Parks	£ 286,300	Review to be taken of charging scheme with possible increase and expansion to Crook by 1st August 2006.
Cemeteries	Negligible	To continue as per service delivery in 2005/2006.
Coundon and Leeholme Community Centre	£ 12,750	To continue as per service delivery in 2005/2006.
Crook Civic Hall	£ 80,000	Expected that building will be disposed of in 2006/2007.
Crook Drop-In Club	£ 30,000	Closed to the public.
Escomb Amenity Hall	£ 7,500	To continue as per service delivery in 2005/2006.
Fishing Rights	£ 16,000	To continue as per service delivery in 2005/2006.
Football Fields	Negligible	To continue as per service delivery in 2005/2006.
Glenholme Leisure Complex	£ 1,009,650	To continue as per service delivery in 2005/2006.
Hall Lane Football Field	£ 12,000	To continue as per service delivery in 2005/2006.
Henknowle Community Hall	£ 25,000	To continue as per service delivery in 2005/2006.
Market Rights	£ 86,000	To continue as per service delivery in 2005/2006.
Millfield Football Ground	£ 200,000	To continue as per service delivery in 2005/2006.
North Bitchburn Cricket Field	£ 3,500	To continue as per service delivery in 2005/2006.
Peases West Athletic Ground	£ 206,900	To continue as per service delivery in 2005/2006.
Play Areas	Negligible	Proposed through bid for Capital to replace ageing, dangerous or out-dated items of equipment within Council's stock of play areas.
Public Conveniences	£ 59,435	Removal/renewal of public conveniences as part of Capital bid in 2005/2006.
Recreation Grounds	Negligible	To continue as per service delivery in 2005/2006.
Spectrum Leisure Complex		Transfer of running of centre to be effected by the end of the current financial year, after which all management responsibilities and operating costs will pass to community enterprise.
Stanhope Town Hall	£ 70,000	Proposed change of use/reduction in service in 2006/2007.
Willington Drop-In Club		Closed to the public.
Woodhouse Close Leisure Complex	£ 1,801,100	To continue as per service delivery in 2005/2006.

**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 3**

**REVIEW OF PREVIOUS YEAR**

## ACHIEVEMENTS/WORK UNDERTAKEN IN 2005/06

- The roll out of a comprehensive wheeled bin refuse collection service was achieved within the timescale and slightly under budget. The project was effectively completed by the end of May 2005. A total of approximately 29,100 domestic properties had a wheeled bin delivered in a two month period.
- The development of plans for the introduction of a twin bin refuse and recycling service which will see a second wheeled bin for recycling materials delivered to the same 29,100 properties. The introduction of this service will commence February/March 2007 with completion scheduled for May 2007.
- The achievement of the actions above will assist Wear Valley District Council to meet the government's statutory recycling targets.
- Significant efforts directed at maintaining the flow of external funding support for (particularly) non-statutory areas of service delivery continued during 2005/06 with the result that £2m of external funding was confirmed during the year for the delivery of programmes such as Community Physical Activity Co-ordinators, Wellness on Wheels, Walking the Way to Health, Cardiac Rehabilitation, sports development and physical activity projects and the WOW Legacy project which will see the creation of small fixed fitness suites at heart to reach locations in the district which have previously been visited by the WOW trailer.
- The Council successfully delivered a wide ranging and exciting programme of special events – Weardale Triathlon, Great North Walk, Proms in the Park, Auckland Castle 10k Road Race, Fireworks Spectacular.
- In addition to the special events programme Wear Valley District Council was specifically asked by the North Eastern Counties Athletic Association to help them celebrate 100 years of their cross country championships by staging the centenary race which was done successfully at Bishop Auckland College in December 2005.
- Wellness on Wheels mobile health and fitness facility began operations in Wear Valley during 2005 and is exceeding the expected number of users.
- Work has progressed on the Open Space Strategy of the District which will establish the value to the community and current physical condition of all our community and open spaces. This work will lead to decisions regarding future levels of investment.
- Educational work has continued in the district, particularly work with young people, to encourage a positive attitude towards cleanliness and tidiness of our environment.
- An extensive programme of cultural and arts based activity has been provided, particularly to young people, with a significant portion of the costs being met from external funding sources.
- The Community Services Department continues to provide year-long placements for Foundation Modern Apprentices. This work is delivered in partnership with Bishop Auckland College.
- Achieved re-organisation of the admin section and clarification of duties.
- Achieved office move, improving communication and working relations.
- Coped with additional work from introduction of wheeled bins – large volume of customer queries/complaints.
- Coped with reduced staffing levels (after the retirement of the Senior Administrative Officer, losing two posts to the CRM system) and still maintaining efficient levels of admin support.
- Continued to reduce the amount of vehicles reported to WVDC as being abandoned from 154 to 132 representing a decrease of 14%.
- Funding from Wear Valley District Council enabled the County Durham Flytipping Officer to investigate 49 incidents within the District during the previous year. In three instances court files were prepared. However, two were dropped due to the death of the defendant, the third case is under preparation and is centred around an incident in the Coundon area. 14 warnings have been issued in circumstances where it is thought that a court appearance was not the right decision or that there was insufficient evidence available to secure a prosecution. 19 other investigations have been referenced as no further action following investigation due to either no evidence or information.

- An enforcement plan relating to the issuing of fixed penalty notices for litter and dog fouling was implemented.
- Despite unsuccessful revenue bid for a Bereavement Officer several recommendations highlighted in the Cemetery Action Plan were implemented.
- Further developed the Grounds Maintenance Partnership with Sones Landscaping Ltd., which resulted in an award being given to the department from APSE for the high quality service provided.
- Pilot green waste collection service successfully introduced.
- Increase in the recycling rate achieved.
- Funding secured from WRAP enabled the authority (in partnership with Derwentside and Teesdale District Councils) to promote recycling initiatives via the "Roaming Recycler". This contributed to an increase in the authority's recycling rates.
- A replacement programme of modern DDA compliance public conveniences undertaken.
- Negotiations with potential partners directed at replacing existing leisure facilities made significant progress – particularly regarding Bishop Auckland.
- Implemented the requirements of the Licensing Act 2003 which required the issuing of premises licences, personal licences and club certificates.

### **WORK REQUIRING FURTHER ATTENTION**

- Work must continue regarding future fixed leisure provision.
- The intended further modernisation of the refuse and recycling service must not be allowed to slip behind schedule.
- Effective delivery of outreach work for young people made possible by external funding support must take place.
- The intended transfer of leisure facilities in Willington to a community-based enterprise must be progressed as a matter of urgency.
- Further investigate the creation of a memorial garden at Bishop Auckland Cemetery
- Investigate area and layout of memorial garden at Crook and develop plans and sponsorship.
- Produce a management plan for each cemetery not completed due to unsuccessful revenue bid.
- Location for new purpose built depot not determined due to issues with Housing Services Department and ALMO – progress must be made.
- Operate street cleansing and refuse collection under one supervision regime. Issues surrounding departmental restructure and lack of suitable depot facility.
- Replace, on a priority basis, street cleansing vehicles within context of capital provision.

### **PLANNED FOR NEXT YEAR**

- Work towards a twin bin refuse/recycling service
- Consider the options open to Wear Valley District Council with regard to the forthcoming cessation of the Grounds Maintenance Partnership Agreement.
- Evaluate the options available to Wear Valley District Council due to the forthcoming cessation of the Catering Contract.
- Finalise proposals, with partners, for replacement fixed leisure provision in Bishop Auckland.
- Develop real proposals regarding future fixed leisure provision in Crook.
- Implement pay and display car parking in Crook.
- Revise arrangements for pay and display car parking in Bishop Auckland.

**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 4**

**PARTNERSHIPS & PARTNERSHIP WORKING**

## PARTNERSHIPS AND PARTNERSHIP WORKING

### PARTNERSHIPS

The delivery of a great number of the services of the Community Services Department are on the basis of working with external partners operating in areas of common interest. The Service Plan/Action Plan makes reference to those external organisations and agencies with whom the Community Services Department will be working. The following pages list the principal partnerships which are essential to the delivery of a range of areas of activity of the Community Services Department

### EXAMPLES OF PRINCIPAL PARTNERSHIPS

Name of Partnership	Purpose	Specifying/monitoring arrangements
Durham District Food Liaison Group	Achieve common enforcement standards	Through Durham Chief Environmental Health Officers Group
Durham District Health & Safety Liaison Group	Achieve common enforcement standards.	Through Durham Chief Environmental Health Officers Group
Durham District Pollution Liaison Group	Achieve common enforcement standards.	Through Durham Chief Environmental Health Officers Group
County Durham & Darlington Control of Infection Committee	Achieve common enforcement standards and infection prevention.	
North East Licensing Enforcement Group	Achieve common standards.	
Bishop Auckland Town Centre Forum	Promote the economic and social development of Bishop Auckland.	
Bishop Auckland Town Centre Licensees Assoc.	Prevention of crime and disorder.	
Crook & Willington Licensees Assoc.	Prevention of crime and disorder.	
Weardale Licensees Assoc.	Prevention of crime and disorder.	
County Durham Waste Partnership	All issues regarding waste management through County Durham.	Feedback to Members/officers
North East Recycling Forum	All issues regarding recycling in the North East.	Reports to Heads of Service.
North East Recycling & Waste Management Group	All issues regarding recycling and waste management in the North East.	Reports to Heads of Service.
County Durham Districts Waste Management Group	Waste collection issues throughout County Durham.	Self monitoring



Name of Partnership	Purpose	Specifying/monitoring arrangements
County Durham Waste Joint Officer Group	Waste collection and waste disposal issues throughout County Durham.	Self monitoring
Grounds Maintenance Partnership	To promote all aspects of grounds maintenance service to Wear Valley.	Reports to Grounds Maintenance Board
County Durham Fly Tipping Officer	Reduce levels of fly tipping throughout County Durham.	Quarterly reports to each district contributing.
CRVS	To reduce levels of abandoned vehicles and vehicular related crime.	Self monitoring
Sport Action Zone Partnership	Promote the role of physical activity at the heart of the regeneration agenda.	Via reporting mechanism to report to board and annual business plan – with 6 monthly reports to Sport England.
WOW Partnership	To act as Steering Group for Wellness on Wheels project and oversee management board.	Financial monitoring arrangements with funders: Sport England, Inclusive Fitness Initiative, PCT.
Groundwork Liaison Group	To co-ordinate open space improvements.	Quarterly progress meetings
Durham Sport	Co-ordination of sport development activity across County Durham	Reports to North East Sports Board (Sport England).
Sports Development Officer Meeting	The working group of Durham Sport.	Reports taken to Strategic Board.
Weardale and Teesdale COSIP	Co-ordination of social inclusion programme	Report to Durham County COSIP
Healthy Living Partnership	Address health inequalities with a wide variety of projects.	Board reports to Steering Group which reports to Big Lottery (project funder).
Chance to Live	Promote the concept of the opportunity for people to engage in healthy physical activity.	Through departmental service plan and regular meetings with partners.
School Sport Co-ordinator Family Meetings	Develop sporting links with schools an other members including clubs	Monitor officer output internally through service plan.
Walking for Health Referral Meeting	Co-ordinate Walking for Health activities regionally	
Walking for Health Local Network Meetings	Local version of above	
Community Development Workers Forum	To co-ordinate activities and share good practice	Reports to Community Network
Durham Netball Action Group	Co-ordinate netball activities county-wide	Reports to Durham Sport
County Durham Volunteer Co-ordinator Forum	To support volunteers	New group (unknown)
District Council Development Group	Co-ordinating cricket activity in Wear Valley	None
Bishop Auckland Rugby Action Group	Co-ordinate rugby activities	None

Name of Partnership	Purpose	Specifying/monitoring arrangements
SC5 Intergenerational Activities	To provide opportunities for intergenerational sport and activity.	None
Recycling and Waste Officers Group	Promotion and fund raising for recycling initiatives.	Self monitoring
County Durham Strategic Arts Officer Group	To support strategic development of arts within County Durham	Partnership reports to Senior Cultural Officer Group and Arts Council of England
Durham Chief Leisure Officers Group	Co-ordination of good practice and joint approaches to leisure/recreational provision.	Group meets on bi-monthly basis.
Arts Council of England Local Authority Forum	To promote effective partnership with local authorities in Arts Council of England, North East region.	Partnership acts as an advisory body rather than managing funding.
Highlights	Rural touring programme for arts activity	Activity is delivered through Highlights which reports to a Steering Group of partners.
Elements	Touring programme for arts activity	Programme is managed through Durham County Council reporting to a Steering Group of partners.

From the above the following key partners can be established:

<p><b>Local Authority Links</b></p> <p>Durham County Council (most departments)  District Councils/Parish Councils  Unitary/Metropolitan Councils in the North East</p> <p><b>Health</b></p> <p>Durham dales Primary Care Trust  NHS Trust  GPs  Public Health Laboratory Services  Health and Safety Executive  Environment Agency  Department of Food and Rural Affairs (DEFRA)  Food Standards Agency  Groundwork West Durham</p>	<p><b>Recreation, Sport and Arts</b></p> <p>Northern Arts  Sport England  Durham Sport  Durham University  Bishop Auckland College  Clubs  Governing bodies of sport  Sones Environmental</p> <p><b>Professional Bodies</b></p> <p>Chartered Institution of Wastes Management  Institute of Leisure and Amenity Management  Institute of Sport and Recreation Management  Licensed Victuallers Association  Association of Public Service Excellence  Chartered Institute of Environmental Health  Northumbrian Water  Commercial sponsors  Media partners  External contractors</p>
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**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 5**

**CUSTOMERS**

## CUSTOMERS

The Community Services Department is responsible for a wide range of services interfacing with customers from cradle to grave. With some services customers have no choice as to who provides their service, e.g., refuse collection, grounds maintenance, public protection, etc. In other cases customers choose to use services provided by the department, e.g., leisure facilities, allotments, special events, markets, etc. The department views customers as its lifeblood and considers any interface, whether positive or negative, as an opportunity to improve services for residents and paying customers. Below is a matrix of the type of customers who interface with the services provided.

	Paying Customers	Residents	Tourists	Businesses	Internal	Partners
Leisure Facilities	X	X	X	X	X	X
Refuse		X	X	X	X	X
Recycling		X	X		X	X
Street Cleansing	X	X	X	X	X	X
Grounds Maintenance	X	X	X	X	X	X
Environmental Health Services	X	X	X	X	X	X
Cemeteries	X	X				
Health Promotion	X	X		X	X	X
Sport Action Zone	X	X			X	X
Allotments	X	X				X
Special Events	X	X	X	X	X	X
Public Conveniences		X	X	X		
Recreation Grounds/Play Provision	X	X	X		X	X
Car Parking	X	X	X	X	X	X
Sports Development	X	X	X		X	X
Markets	X	X	X	X		X
Street Lighting		X	X			
BA Town Hall/Civic Hall/Stanhope Town Hall	X	X	X	X	X	X
Highways		X	X			
Bus Shelters		X	X	X		X
Community Centres	X	X				
Local Arts Development	X	X	X	X		X
Citizens Advice Bureau		X				X
Weardale Open Air Swimming Pool	X	X	X			X

In order to design, develop and improve the services it is essential that consultation takes place on a regular basis with the residents and service users.

## **CONSULTATION UNDERTAKEN IN 2005/06**

- Customers attending cardiac rehabilitation and exercise referral continue to be surveyed to ensure that these courses are appropriately delivered and designed for their benefit. Satisfaction levels from these surveys continue to be around 90% plus.
  - Head of Service Contracts met on a regular basis with Town and Parish Councils with regard to service delivery issues. These exchanges helped to inform future design of service delivery. Typically, the services influenced in this way were:
    - Play areas
    - Street cleansing
    - Refuse collection
    - Recycling
    - Public conveniences
    - Grounds maintenance
    - Cemeteries
- NB** This approach will be replicated in 2006/07

## **CONSULTATION PLANNED FOR 2006/07**

- Continue to survey customers involved in cardiac rehabilitation and GP referral programme.
- Will continue to consult with Town and Parish Councils with regard to service delivery in their areas.
- Departmental satisfaction index survey will be carried out.
- Carry out detailed consultation with residents with regard to utilisation of, and requirements for, open spaces as part of the Open Space strategy.
- Participants in the Council's programme of special events will be monitored.
- Continue to survey participants involved with Wear Walking for Health.
- Continue to consult with young people engaged in CPAC programmes by face to face talks.
- Survey customers involved with Wellness on Wheels.
- Undertake community consultation around WOW Legacy gym.
- Attend regular meetings with sporting clubs.
- Attend regular meetings with community partnership groups for working with young people, e.g., CPAC work.
- Best Value satisfaction surveys for various services (corporate exercise)

**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 6**

**BEST VALUE**

## **PREVIOUS REVIEWS**

Services provided by the department have been subject to three separate Best Value Reviews

### **Leisure Services (2001)**

Resulted in a judgement that the Council provided a "good, two star service with promising prospects for improvement".

Of the original 82 recommendations from the Improvement Plan, only 4 are still outstanding - 3 relate to the Community Facility Model on which progress is being made in respect of the Bishop Auckland area.

**NB** During 2005 both Woodhouse Close and Glenholme Leisure Complexes were re-inspected regarding the Quest quality assured status they enjoy. Both facilities retained their quality assured status with increased scores.

### **Refuse Collection (July 2001)**

Resulted in a judgement that the Council provided a "fair, one star service that was unlikely to improve" which was subsequently re-inspected early in 2003 and judged to still be a "fair, one star service with uncertain prospects for improvement".

Of the original 28 recommendations all are now complete and of the ten recommendations from the re-inspection all are complete.

**NB** Significant progress has been made during 2005/06 in respect of modernisation of the service with the introduction of a wheeled bin service. Another significant step forward will be made during 2006/07 with the introduction of a twin bin refuse and recycling service with the refuse identified for landfill being collected one week and recyclable refuse collected the following week.

### **Grounds Maintenance (December 2001)**

Resulted in a "fair, one star service that would not improve", subsequently re-inspected in early 2003 with a judgement that the service was now a "good, two star service with promising prospects for improvement).

Of the original 63 recommendation all are now complete. Of the eight recommendations from the re-inspection, all are complete except one which is gaining the views of the local community on what they see as the priorities for the future of local landscape. This will be addressed during the production of the Open Space Strategy.

**NB** Each year Wear Valley District Council submits data to the Association for Performance Excellence (APSE) in respect of costs and levels of service delivered for the grounds maintenance service. In 2005 Wear Valley District Council's grounds maintenance service was in the top five best services in the country and finished second overall, narrowly missing out to the East Riding of Yorkshire.

**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 7**

**PERFORMANCE INDICATORS AND TARGETS**



## PERFORMANCE INDICATORS

PI	Description	2003/04 actual	2004/05 actual	2005/6 actual to date	2006/7 target	2007/8 target	2008/9 target	Comments
BV082a	Percentage of the total tonnage of household waste arisings which have been recycled.	12.64%	12.46%	12.12%	15%	18%	20%	
BV082b	Percentage of the total tonnage of household waste arisings which have been composted.	0	0	5.31%	5.5%	5.5%	15%	2006/07 target dependent on successful capital allocation for expanded green waste projected increase in service.
BV084a	Number of kilograms of household waste collected per head	397.01	415.04	423.12	420	410	430	2006/07 target dependent on successful capital allocation for expanded green waste projected increase in service.
BV084b	Percentage change in number of kgs of household waste collected per head	N/A		+3.51%	-0.7%	-2.6%	+4.87	2006/07 target dependent on successful capital allocation for expanded green waste projected increase in service.
BV086	Cost of waste collection per household	£33.80	£29.78	£55.46%	£36	£37	£38	
BV089	Percentage of people satisfied with cleanliness standards	60.30%	N/A	N/A	N/A	65%	N/A	Surveyed every three years.
BV090a	Percentage of people expressing satisfaction with (a) household waste collection	90.10%	N/A	N/A	N/A	92%	N/A	Surveyed every three years.
BV090b(i)	Percentage of people expressing satisfaction with (b) recycling facilities	75.30%	N/A	N/A	84%	N/A	N/A	Surveyed every three years.
BV090b(ii)	Percentage of people expressing satisfaction with doorstep recycling	91%	N/A	N/A	92%	N/A	N/A	Surveyed every three years.
BV091	Percentage of population resident in the authority's area which are served by a kerbside collection of recyclables or within 1 kilometre radius of a recycling centre.	100%	100%	100%	100%	100%	100%	
BV114	The adoption by the authority of a local cultural strategy. Yes = 1, No = 0	0	0	0	N/A	N/A	N/A	Part of Community Plan – not "stand alone".

PI	Description	2003/04 actual	2004/05 actual	2005/6 actual to date	2006/7 target	2007/8 target	2008/9 target	Comments
BV119	Percentage of residents by targeted group, satisfied with the local authority's cultural and recreation facilities and activities (a) Sport and leisure (b) Museums/galleries (c) Theatres/concert halls (d) Parks and open spaces	N/A	N/A	N/A	60%	N/A	N/A	Surveyed every three years.
		N/A	N/A	N/A	N/A	N/A	N/A	
		N/A	N/A	N/A	35%	N/A	N/A	
		N/A	N/A	N/A	66%	N/A	N/A	
BV166	Score against a checklist of enforcement best practice for environmental health trading standards.	83.33%	93.33%	100%	100%	100%	100%	
BV199	The proportion of relevant land (expressed as a percentage) that is assessed as having combined deposits of litter and detritus (e.g., sand, silt and other debris) across four categories of cleanliness (Clean, Light, Significant, Heavy).	13%	11%	12%	11%	10%	9%	
LP-CS01	The average time taken to remove fly-tips.	1.0	1.5	1	1.5	1.25	1	
LP-CS02	The number of playgrounds and play areas provided by the Council, per 1,000 under 12	5.94	2.77	2.77	2.77	2.77	2.77	
LP-CS06	Cost per head of population of providing cemeteries	£2.18	£1.37	£1.94	£2.00	£2.06	£2.12	Based on 3% per annum increase in costs with no savings.
LP-CS08	Cost per head of street cleansing services.	£7.35	£7.73	£9.40	£9.68	£9.90	£10.27	Based on 3% per annum increase in costs with no savings.
LP-CS10	Percentage of complaints that were responded to within departmental response time	95%	96%	100%	100%	100%	96%	
LP-CS11	Percentage of food premises due to be inspected that were inspected	71%	32.4%	75%	67%	100%	100%	
LP-CS12	Percentage of health and safety premises due to be inspected that were inspected	51%	37.1%	77%	75%	100%	100%	

PI	Description	2003/04 actual	2004/05 actual	2005/6 actual to date	2006/7 target	2007/8 target	2008/9 target	Comments
LP-CS13	Percentage of authorised processes due to be inspected that were inspected	11%	11%	62%	100%	100%	100%	<b>NB</b> – Expected to be 100% by end of 2005/06.
LP-CS14	Maintain Quest accreditation for the major leisure facilities Yes = 1, No = 0	1	1	1	1	1	1	
LP-CS25	Number of missed domestic bins per 100,000 (reported by customers).	47	46	83	30	25	25	<b>IMPORTANT</b> – 2005/06 figures distorted by effect of introduction/disruption created by the introduction of the wheeled bin services, i.e., "rogue" period.
LP-CS26	Number of missed recycling bins per 100,00 (reported by customers).	38	36	40	30	25	25	

**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 8**

**DEPARTMENTAL/CORPORATE MAPPING**

## DEPARTMENTAL/CORPORATE MAPPING

The Community Services Department is responsible for some elements of the Council Plan. Set out below are the intended actions directed at achieving the relevant corporate objectives of the Council.

Objective	Council Plan Priority Number	Description of Priority and Key Actions
Population		
Environment	4(d)	Produce a Liveability Strategy (including Open Space Strategy) <ul style="list-style-type: none"> <li>▪ Identify areas and resources</li> <li>▪ Deliver planned public space enhancement</li> <li>▪ Integrate waste, cleansing and the maintenance of public space functions</li> <li>▪ Identify provisions for regulation and policing</li> <li>▪ Ensure that the strategy incorporates improvements needed in the Waste Management Strategy identified by the CPA public space diagnostics</li> </ul>
Economy	3(a)	Develop community-based economic activities <ul style="list-style-type: none"> <li>▪ Identify clear opportunities for community economic development based on existing initiatives in target communities</li> <li>▪ Identify future funding strategies</li> <li>▪ Deliver planned programme of activities</li> </ul>
Health	6(c)	Support Wear Valley residents in accessing exercise <ul style="list-style-type: none"> <li>▪ Agree the Council's strategic approach to the provision of leisure centres</li> <li>▪ Deliver and expand cardiac rehabilitation, exercise referral and Walking for Health programmes</li> <li>▪ Promote "Chance to Live"</li> <li>▪ Deliver Wear Valley's contribution to the Healthy Living Centre initiative</li> <li>▪ Build an early success of WOW project</li> </ul>
	6(d)	Deliver activities to reduce incidence of dental caries in under 5s <ul style="list-style-type: none"> <li>▪ Develop a campaign to promote tooth brushes and tooth paste to all local children under 5</li> </ul>
	6(e)	Increase access to healthy food <ul style="list-style-type: none"> <li>▪ Work with PCT to develop programmes to increase access to healthy food in areas where it is not usually available.</li> <li>▪ Work with schools and the PCT to encourage healthier school meals</li> </ul>
	6(f)	Ensure environmental health and regulation of types of food sold <ul style="list-style-type: none"> <li>▪ Deliver public protection in terms of food, noise, air and pests</li> </ul>

**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 9**

**PEST AND SWOT ANALYSIS**

## PEST ANALYSIS

Issue	Action
<p><b>Political</b></p> <ul style="list-style-type: none"> <li>▪ High percentage of non-statutory services.</li> <li>▪ Pressure on budgets of non-statutory service areas.</li> <li>▪ Recycling/waste minimisation targets.</li> <li>▪ Conflicts re. local –v- government agendas.</li> <li>▪ Differences re. Member –v- departmental agendas.</li> <li>▪ Advocacy role re. front line services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify links and contribution of services delivered by Community Services Department to the Council objectives.</li> <li>▪ Deliver Council objectives balanced against government constraints. Seek new methods of delivering service to become high performing authority.</li> <li>▪ Be involved at the centre in strong advocacy role.</li> <li>▪ Continue to strengthen and expand partnerships.</li> </ul>
<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>▪ Loss of jobs/weak economic base of the District.</li> <li>▪ Ageing stock of facilities/buildings.</li> <li>▪ Financial position of the Council.</li> <li>▪ Low disposable income of the population of the District</li> <li>▪ Threats to non-statutory services.</li> <li>▪ High percentage of externally funded posts.</li> <li>▪ Increased pressure to reduce service costs (e.g., Gershon).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contributions to NRF initiatives.</li> <li>▪ Development of new employment opportunities through sport, leisure and environmental issues.</li> <li>▪ Secure ongoing funding from external partner(s).</li> <li>▪ Be aware of opportunities to save money.</li> </ul>
<p><b>Sociological</b></p> <ul style="list-style-type: none"> <li>▪ Ageing population (implications for department, the need to provide for their needs).</li> <li>▪ Outward migration of economically active members of the population.</li> <li>▪ Incidence of vandalism and anti-social behaviour (hot spots for both).</li> <li>▪ Poor health status of the population of the District (cardiac, respiratory, mortality, etc.)</li> <li>▪ Teenage pregnancy, substance misuse.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contributions to make Wear Valley a better place to live. <ul style="list-style-type: none"> <li>– Environmental</li> <li>– Health improvement</li> <li>– Community safety</li> <li>– Pride in Wear Valley</li> </ul> </li> <li>▪ Build on existing partnerships and develop new ones to tackle anti-social behaviour.</li> <li>▪ Further extension of current health improvement programmes, e.g., CPACs, WOW, etc.</li> <li>▪ All of the above linked to greater service delivery within department/Council.</li> </ul>
<p><b>Technical</b></p> <ul style="list-style-type: none"> <li>▪ Lack of adequate capacity within corporate IT support.</li> <li>▪ Lack of finance to meet government's e.gov targets.</li> <li>▪ Need to increase IT contributions to recycling/waste minimisation initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop GIS system to log all assets.</li> <li>▪ Develop Service Level Agreements based on our agenda with IT Section.</li> <li>▪ Identify clear IT objectives/requirements.</li> <li>▪ Utilise IT principally to provide personal health improving services, e.g., Technogym in Visions Leisure Club and WOW project.</li> </ul>

## SWOT ANALYSIS

### STRENGTHS ANALYSIS

#### Strengths

- Proven record of team working
- Proven record on delivery.
- Track record of (internal and external) partnership working.
- Track record of accessing external funding for service delivery.
- Loyal customer base.
- Well developed working relationships with members.
- Record of service delivery through work plans linked to corporate objectives.
- High quality staff and management plans.
- Skills appropriate to required service delivery.
- Good media relationships.

#### Actions to optimise

- Monitoring and updating Action Plan and Service Plan.
- Continue to develop and roll out established good practices throughout the departments.
- Ensure up to date with developing (and changing) external funding opportunities which have the potential to support the Council/department's service delivery objectives.

### WEAKNESS ANALYSIS

#### Weaknesses

- Ageing facilities and plant/vehicles inhibiting quality service delivery.
- High staff turnover.
- Shortage of middle management in key areas.
- Middle management capacity within existing staff.
- Lack of documented policies and procedures in some areas.
- Internal communications with front line staff requires development.
- Lack of corporate capacity to make key strategic decisions.
- Potential disruptive effect of introduction of reorganisation proposals.

#### Actions to improve

- Seek to replace ageing leisure facilities through the development of external partnerships.
- Capital bids to replace ageing assets.
- Identify training needs and establish training budget. Put in place performance management structure in association with MSU.
- Ensure written policies and procedures for all areas.
- Develop departmental communications plan.
- Advocacy of departmental contribution to Council's objectives.



## OPPORTUNITIES ANALYSIS

### Opportunity

- External funding opportunities re. a range of service delivery areas.
- Changes to senior departmental management team/reorganisation of Council departments.
- Further developments re. Sport Action Zone (e.g., ongoing funding to March 2008).
- Innovative approaches to partnership working.
- Responsibility to deliver services of fundamental importance to corporate agenda.
- Capacity to promote the work of the department.
- Weak private sector competition in key areas of service delivery.

### Actions

- Play full part in meeting the challenge of external scrutiny/inspection.
- Continue to access and take advantage of new opportunities for service development/improvement.
- Deliver future strategy for leisure complexes.
- Develop proactive approach to "good news" stories.
- Availability of funding support for areas of discretionary service delivery.

## THREATS ANALYSIS

### Threat

- Implications of negative comment received from external scrutiny/inspection.
- Financial pressures on non-statutory services because of poor performance in some statutory areas.
- Reduction in ability to attract external funding.
- Staff retention difficulties at some levels.
- Conflicts re. inter-departmental priorities.
- Problems in other department impacting on Community Services.
- High percentage of externally funded posts.

### Action to turn into opportunity or neutralise

- Full involvement re. external scrutiny.
- Leisure centre strategy to be further developed.
- Develop strategy around plant/vehicle renewal.
- Ensure services to the community are at the centre of the corporate agenda.

**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 10**

**RISK ANALYSIS**

## RISK ANALYSIS

Set out below are those issues judged to have the potential to create difficulties because of the inherent risks involved in not taking appropriate action.

Type of Risk	Risks to the Department	Actions to Minimise
Political		
Economic	Reduction in corporate/department revenue budgets.	Robust financial planning/management.
Social	Ageing population.	Need to ensure flexibility of response in relevant service delivery areas to accommodate changing demographics.
Technological	Failure to embrace benefits of ITC.	Contribute to corporate efforts re. IT.
Managerial/professional	1. New management arrangements. 2. Middle management capacity	Ensure smooth transition. Seek to provide appropriate developmental opportunity.
Financial	Unsuccessful revenue and capital growth bids in respect of: <b>Revenue</b> <ul style="list-style-type: none"> <li>▪ Car parking staff</li> <li>▪ Licensing</li> <li>▪ Cemeteries (Cemeteries Officer)</li> <li>▪ Waste Campaign Officer</li> <li>▪ Grounds maintenance budgets</li> <li>▪ Etc.</li> </ul> <b>Capital</b> <ul style="list-style-type: none"> <li>▪ Witton Park Cemetery extension</li> <li>▪ Leisure facilities refurbishment</li> <li>▪ Cemetery infrastructure</li> <li>▪ Critical tree works</li> </ul>	Concentrate available resources on a prioritised basis.
Legal Partnership/contractual	Transfer of Spectrum management to community group.	Ensure transfer. Develop "Plan B" to compensate for failure.
Physical	Need for investment in: <ul style="list-style-type: none"> <li>▪ Leisure facilities</li> <li>▪ Cemeteries</li> <li>▪ Parks and open spaces</li> <li>▪ Play areas, etc.</li> </ul>	Robust concentration on high priority needs for attention.
Legislative/regulatory	Within the department there are a number of areas of service delivery which are affected by legislative and/or regulatory requirements or industry standards of best practice, for example, the inability to fill some posts (for various reasons) compromises the ability of the department to discharge its responsibilities in the areas affected. Examples of areas of service delivery affected in this way are: <ul style="list-style-type: none"> <li>▪ Car parking</li> <li>▪ Cemetery management</li> <li>▪ Licensing duties, etc.</li> </ul>	Judgements will be made as to priorities. On the basis of such judgements responsibility for ensuring that the department meets its obligations and responsibilities in areas of legislative and regulatory requirement will be allocated to appropriate officers within the department.
Environmental		
Competitive	Grounds contract renewal	Need to agree corporate approach.
Customer/citizen	Increasing expectations/demands on services	"Manage" public expectations by 1. Deliver best services possible. 2. Efficient treatment of complaints.

**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 11**

**GROWTH AND SAVINGS PROPOSALS**

## GROWTH AND SAVINGS PROPOSALS

The department reviewed its existing (2005/06) budgets and considered:

- Potential growth savings which would enhance service delivery.
- Potential capital provision
- Potential savings

The table below sets out the revenue growth, capital growth and savings/cost improvements, submitted for consideration during the 2006/07 budget round together with an indication of those bids which were taken/ approved.

<b>Revenue Growth Bids</b>	<b>Proposals 2006/07 Budget</b>	<b>Agreed 2006/07 Budget</b>
Staffing arrangements – Licensing	£ 14,000	
Twin bin refuse and recycling service	£ 30,000	£ 30,000
Assistant Community Physical Activity Co-ordinators	£ 45,000	£ 45,000
Waste Campaign Officer	£ 35,000	
Street cleansing	£ 25,000	
Recreation ground repairs and maintenance	£ 20,000	
Car parking repairs and maintenance	£ 10,000	
Staffing arrangements – car parking	£ 60,200	
Salary and mileage costs	£ 10,000	
Swimming development – service improvements	£ 10,300	
Works in default – public health	£ 2,000	
Household waste vehicle costs	£ 5,000	
Pride Campaign Officer	£ 35,000	
Repairs – grounds – allotments	£ 5,000	
Critical tree works	£ 10,000	£ 10,000
Football pitch improvements	£ 10,000	
Cemeteries and Bereavement Officer	£ 25,000	
Restore grounds maintenance budgets to level of 2004	£ 30,000	
Replacement bins, boxes and bags	£ 20,000	
Proms in the Park	£ 6,000	
Repairs and maintenance – public conveniences	£ 20,000	
Internal waste improvements	£ 6,000	
<b>TOTAL</b>	<b>£ 433,500</b>	<b>£ 85,000</b>

<b>Capital Bids</b>	<b>Proposals 2006/07 Budget</b>	<b>Agreed 2006/07 Budget</b>
Street cleansing fleet replacement	£ 400,000	£ 200,000
Play area – equipment replacement	£ 50,000	£ 48,000
Bishop Auckland Town Recreation Ground	£ 7,000	£ 7,000
Replacement vehicle for pest control/dog warden service	£ 13,000	£ 4,000
Neighbourhood noise monitoring system	£ 6,590	£ 6,590
Hall/building – Glenholme Visions	£ 1,200,000	
Twin bin refuse and recycling scheme	£ 445,000	£ 280,000
Critical tree works	£ 50,000	
Refuse collection – office accommodation	£ 13,000	£ 13,000
Crook car park start up costs	£ 30,000	£ 29,000
Replacement ride on grass cutting mowers	£ 27,000	£ 13,500
Computer replacement – leisure complexes	£ 8,000	£ 8,000
Cemetery infrastructure	£ 55,000	
Witton Park cemetery extension	£ 24,000	
<b>TOTAL</b>	<b>£ 2,328,590</b>	<b>£ 609,090</b>

<b>Revenue Savings Proposals/Cost Improvements</b>	<b>Proposals 2006/07 Budget</b>	<b>Agreed 2006/07 Budget</b>
Alterations to CHP unit – Woodhouse Close LC	£ 7,000	£ 7,000
Spectrum Leisure Complex	£ 50,000	£ 50,000
Crook Civic Hall	£ 3,000	£ 5,000
Car parking charges	£ 70,000	£ 50,000
Visions memberships standing orders	£ 5,000	£ 5,000
Public conveniences – lease payments	£ 60,000	£ 60,000
Charges for treatment of mice (trial basis)	£ 2,500	£ 2,500
Charges for treatment of rats (trial basis)	£ 8,000	£ 8,000
Community Services – various	£ 5,000	£ 5,000
Stanhope Town Hall – reduction in operating costs	£ 10,000	£ 10,000
Grounds maintenance contract	£ 30,000	£ 30,000
Street cleansing	£ 10,000	
Markets – fees and charges	£ 10,000	£ 10,000
General reduction in leisure facilities budgets	£ 25,000	£ 25,000
Reduction in cost of maintaining litter bins	£ 10,000	£ 10,000
Public conveniences – repairs and maintenance	£ 10,000	£ 10,000
Bishops Park – repairs and maintenance	£ 3,000	£ 3,000
Cemeteries and closed churchyards	£ 10,000	£ 10,000
Street lighting	£ 2,500	£ 2,500
Bulky items collection service – introduction of charge (trial basis)	£ 25,000	£ 25,000
<b>TOTAL</b>	<b>£ 356,000</b>	<b>£ 328,000</b>

**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 12**

**MAKING THE PLAN WORK**

## MAKING THE PLAN WORK

In order to ensure that the Service Plan is being delivered to the required standard it is necessary to monitor and review on a regular basis. By doing so it will enable the department to see where targets and tasks are being delivered and where there is a requirement to take corrective action. The delivery of the Service Plan will be achieved through the operational and individual work plans.

### PERFORMANCE INDICATORS/TARGETS

Within the Service Plan Best Value Performance Indicators, Local Performance Indicators and a range of targets have been set. These will be monitored regularly to ensure that targets are being achieved and where this is not the case, corrective action is put in place.

### MONITORING REVIEW TIMETABLE

The department will monitor the Service Plan. Best Value Performance Indicators, Local Performance Indicators and targets in the following manner:

Area	Reported To	Frequency	Responsibility
All PIs in the Council's Best Value Performance Plan including Best Value PIs and Local PIs	The Corporate Management Team via Management Support Unit.	Twice yearly – October and April	Director
Priority Best Value PIs that are or have been below national average or which are directly linked to the Council's key priorities	Corporate Management Team via Management Support Unit	Quarterly	Director
	Departmental Management Team	Monthly	Director/Service Heads
	Members/Committee	Quarterly	Director
Departmental Service Plan PIs	Departmental Management Team	Quarterly	Director/Service Heads
Operational Plan Review	Departmental Management Team	Quarterly	Director/Service Heads
	Members	Twice yearly - October - November & May - June	Director/Service Heads
Operational Plan/ Business Plan Local PIs	Operational Teams	Depending on requirements	Officer with responsibility
Individual Work Plans	Section Heads	Quarterly	Individual staff/groups
PDPs	Line Manager	Annually	All
External Funding	Appropriate funders, e.g., NRF/HLC/SRB/SAZ/Northern Arts, Sport England, etc.	In line with funding requirements	Lead Officer



**COMMUNITY SERVICES DEPARTMENT**

**SERVICE PLAN 2006/2007**

**SECTION 13**

**ACTION PLAN FOR THE YEAR AHEAD**

**OBJECTIVE 1: POPULATION**

Priority: P1

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Continue to implement the requirements of the Licensing Act 2003	Review the licensing policy for the District.	C. Rudman	Ongoing	Within budget
	Work with the police and other agencies in ensuring that all premises, persons and vehicles are licensed and operating in accordance with licensing conditions.	C. Rudman	Ongoing	Within budget
	Work with all interested parties and responsible authorities in achieving common policies and enforcement including possible joint working.	C. Rudman	Ongoing	Within budget
Take responsibility for functions allocated to the Council under the Gambling Act 2005	Produce a Gambling Policy for the District.	C. Rudman	Ongoing	Within budget
	Work with all agencies in ensuring common policies and enforcement including possible joint working.	C. Rudman	Ongoing	Within budget

**OBJECTIVE 1: POPULATION**

Priority: P2

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Develop and implement proposals directed at complying with the requirements of DDA 1995 and 2005 amendments.	To review recommendations of the Disability Discrimination Act surveys undertaken and identify any outstanding action. Prepare capital bids where relevant to action improvement where these cannot be funded out of base budgets	AF/TC	September 2006	Budget bids
	Continue to work with appropriate disability organisations to develop Sporting Disabled People's Forum	AF/BM/Others	September 2006	Within budget
	Support ongoing work to sustain accessibility of arts development opportunities.	SW	Ongoing	Within budget
	To contribute to corporate objectives in respect of the equality and diversity agenda.	AF/BG/TC	December 2006	Within budget provision

**OBJECTIVE 1: POPULATION**

Priority: P3

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Provide a programme of arts development-based activities for target groups in the District.	Work with local partners in order to provide a programme of arts activity and ensure said programme complements the physical activity and health programmes.	SW	Ongoing	
	Provide support to local arts programmes	SW	Ongoing	Largely revenue funding.
	Contribute to strategic cultural development in the District.	SW	Ongoing	No programme costs attached/officer time required
	Encourage community touring throughout the District.	SW	Ongoing	Largely revenue funded
	Provide an arts advice service and support for local artists.	SW	Ongoing	No programme costs attached/officer time required
	Assist and support wherever possible, local cultural businesses.	SW	Ongoing	
	Seek to support regeneration initiatives through the inclusion of arts-based or creative activities	SW	Ongoing	
	Support strategic joint working with other officers and agencies to address shared priorities.	SW	Ongoing	£5,000 commitment to Arts Council in 2006/07 for sub regional working
	Seek to develop cultural access and inclusion and to address gaps in provision for the young, disabled people and older people.	SW	Ongoing	Staff time & existing revenue budget.
	Encourage and support multi-cultural provision.	SW	Ongoing	Staff time & existing revenue budget

**OBJECTIVE 1: POPULATION**

Priority: P4

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Develop proposals directed at the better utilisation of community halls, centres and leisure facilities.	Implement proposals following programme review of Woodhouse Close and Glenholme Leisure Complexes.	AF	September 2006	Within budget
	Implement regenerated marketing campaign following review of marketing activity and include within business plans for leisure complexes.	AF	May 2006	Within budget
	Ensure that sports and arts development and community deliverers of the Council and its external partners contribute to the programme of use.	AF/BM	Ongoing	Within budget
	Develop non-user group(s) and or consultation and make links to youth forum and Council.	AF/BM	July 2006	Within budget
	Develop with colleagues a programme of outreach, to help contribute to the Council's aim and to build the customer base.	AF/BM	September 2006	Within budget
	Ensure community sport and arts delivery is appropriately planned and delivered to enable better community cohesion formally and informally through a growing club and voluntary sector.	AF/BM	March 2007	Within budget

**OBJECTIVE 2: ECONOMY**

Priority: EC1

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Develop joint initiatives with regional and national media partners where possible in order to promote the District and its attractions.	Maintain and further develop relationships with local and national media partners, for example, Tyne Tees Television and the Northern Echo, particularly with regard to the special events programme in order to project positive images of the district	Director	Ongoing	Within budget
	Produce a marketing plan which raises the profile of the community arts and sports work and provides a positive image of young people volunteering to deliver health and fitness opportunities.	Director/SW/ Service Heads	Summer 2006	Within budget

**OBJECTIVE 2: ECONOMY**

Priority: EC2

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Contribute to tourism and visitor attraction initiatives through a programme of special events with media partners.	Seek to maintain and further improve the current programme of special events. (NB in 2005 the programme consisted of Weardale Triathlon, Great North Walk, Proms in the Park, Auckland Castle 10k, Fireworks Spectacular and the Centenary North Eastern Cross Country Championships).	Service Head/KP	Events timetable	Within budget
	In respect of special events, ensure that all issues regarding efficient organisation and safety aspects are seen as a priority.	Service Head/KP	Events timetable	Within budget
	Seek to maximise external support financially and logistically for the programme of special events.	Service Head/KP	Events timetable	Within budget
	Continue to develop evidence of the impact of events and activity on business and community, both qualitative and financially based.	Service Head/KP	Events timetable	Within budget

**OBJECTIVE 2: ECONOMY**

Priority: EC3

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Secure the future of the existing leisure facilities and continue to look at options for future provision.	Ensure the smooth transition of Spectrum Leisure Complex from District Council ownership and management to community ownership and management.	Assistant Director/Service Head	April 2006	Within budget
	Develop the programme of activities available at leisure facilities to ensure continued community support.	AF	Ongoing	Within budget
	Utilise revenue and capital monies available in the 2006/07 budgets to undertake appropriate repairs and maintenance on a prioritised basis.	Assistant Director/Service Head	Ongoing through 2006/07	As per revenue and capital budget provision
	Contribute to progression of further development of partnership proposals in respect of replacement facilities in Bishop Auckland in partnership with Bishop Auckland College, St. John's School and Durham County Council.	Director/Service Head	April/May 2006	As per agreed WVDC capital contribution to the scheme.
	Contribute to the development of specific proposals in respect of future leisure facility provision in Crook – taking account of possible joint working with Crook Town FC.	Director/Service Head	ASAP	As per agreed WVDC capital contribution to the scheme.



**OBJECTIVE 2: ECONOMY**

Priority: EC4

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Further develop/improve car park arrangements as contribution to stimulating shopping and tourism visits to the District.	Ensure staffing, legal requirements and infrastructure in place to enforce pay and display regulations.	C. Rudman	Ongoing	Within budget
	Consider, with others, additional opportunities to increase pay and display car parks in Bishop Auckland and Crook.	C. Rudman	Ongoing	Within budget
	Work towards obtaining "secured car park" status for selected car parks through a programme of improvements.	T. Carver	Ongoing	Subject to continuing funding.

**OBJECTIVE 2: ECONOMY**

Priority: EC5

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Further develop quality and viability of street markets within the District.	Carry out consultation exercise on the future size, location, make up and frequency of all markets.	TC	Ongoing	Within budget
	Work with other agencies to ensure best use of markets in regeneration initiatives, e.g., Upper Weardale, market towns.	AM	Ongoing	Within budget
	Develop whole District as a consent area for street trading.	AM	March 2007	Within budget
	Administer the Farmers' Market	AM	Ongoing	Within budget

**OBJECTIVE 2: ECONOMY**

Priority: EC6

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Continue to support/develop Bishop Auckland Town Hall as a key contributor to the promotion of Bishop Auckland/Wear Valley.	Continue to serve on the Bishop Auckland Town Hall Joint Officer Working Group.	MC/SW	Ongoing	Within budget
	Continue to be represented on Bishop Auckland Town Hall Member Officer Management Group (Joint Liaison Group).	MC/SW	Ongoing	Within budget
	Adopt a pro-active role in working with Bishop Auckland Town Hall Management Team around programming issues.	SW	Ongoing	Within budget

**OBJECTIVE 3: HEALTH**

Priority: H1

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Deliver public protection arrangements in respect of food, noise, air quality, health and safety, animal welfare, caravan sites and pests in accordance with government guidance and best practice.	Continue to provide information to developers to minimise noise emissions and carry out effective promotion and enforcement of noise legislation and control methodologies.	C. Rudman	Ongoing	Within budget
	Continue to monitor, assess and review air quality within the District and carry out any improvements which are identified.	C. Rudman	Ongoing	Within budget
	Advise developers on minimising air pollution and taking effective enforcement action where necessary.	C. Rudman	Ongoing	Within budget
	Provide a quality service for the detection and eradication of public health pests.	C. Rudman	Ongoing	Subject to growth bid
	Continue to work with the National Canine Defence League and Deerness Kennels to micro-chip dogs for identification purposes.	C. Rudman	Ongoing	Within budget
	Continue to work with Durham District Food Liaison Group to implement common education and enforcement on food safety issues in accordance with Food Standards Agency guidance.	J. Burke	Ongoing	Within budget
	Advise food businesses on the safe handling and production of food for human consumption in accordance with the Food Safety Act.	J. Burke	Ongoing	Within budget

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Continue to enforce standards with food premises in accordance with the approved Council's alternative inspection strategy and effective enforcement action where necessary.	J. Burke	Ongoing	Within budget
	Continue to monitor by formal sampling the bacteriological quality of foods in the District.	J. Burke	Ongoing	Within budget
	Investigate complaints from members of the public and employers regarding food and food premises.	J. Burke	Ongoing	Within budget.
	Continue to work with Durham District Health and Safety Liaison Group to implement common education and enforcement on health and safety issues.	J. Burke	Ongoing	Within budget
	Advise commercial operations of duty to comply with the requirements of the Health and Safety at Work Act	J. Burke	Ongoing	Within budget
	Continue to enforce compliance of health and safety legislation through inspections in accordance with the approved Council's alternative inspection strategy and effective enforcement action where necessary.	J. Burke	Ongoing	Within budget
	Investigate accidents and dangerous occurrences.	J. Burke	Ongoing	Within budget
	Continue to licence pet shops, animal boarding, dog breeding and horse riding establishments and investigate complaints relating to animal welfare issues.	J. Burke	Ongoing	Within budget

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Issue licenses for holiday and touring caravan sites and itinerant scrap metal dealers	J. Burke	Ongoing	Within budget
	Sample private water supplies service both private and commercial premises.	J. Burke	Ongoing	Within budget

**OBJECTIVE 3: HEALTH**

Priority: H2

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Help prevent the spread of communicable diseases within the community.	Continue to work with the Health Protection Agency and the other county districts in preventing and investigating communicable diseases.	J. Burke	Ongoing	Within budget
	Provide advice and information to food businesses and the public in causes and prevention of communicable disease.	J. Burke	Ongoing	Within budget.

**OBJECTIVE 3: HEALTH**

Priority: H3

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Continue to work with health partners, Cardiac Rehabilitation, Exercise Referral and Walking the Way to Health programmes.	To re-evaluate the costs of the current programme in line with core funding any external funding and base budgets to maintain a programme of activities.	AF/JM/LA	April 2006	Within budget provision
	To achieve at least 7 six week Cardiac Rehabilitation III courses per annum and maintain roll-on, roll-off exercise referral programmes.	JM	Ongoing 2006/07	Within budget provision
	Continue with Walking for Health programme in line with service level agreement and action plan.	LW	Ongoing	Within budget provision including externally funded budgets
	Continue the delivery of the Wellness on Wheels project across Wear Valley.	AF/N. Drew	Ongoing	Within budget provision
	To roll out Wellness on Wheels Legacy Gym Year 1.	BM/N. Drew/KP/JT	Programme delivery for 2006/07	Within Active England external funding budget provision.



**OBJECTIVE 3: HEALTH**

Priority: H4

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Deliver Wear Valley District Council contributions to the Durham Dales Healthy Living Centre initiative.	Ensure completion of all monitoring and evaluation returns by the Big Lottery external funding regime.	JM	4 quarterly returns + 1 annual return	Within budget provision including external funding.
	Liaise with Durham Dales PCT re. the preparation of monitoring returns.	JM	Up to the end of November 2006	
	To maintain roll on HLC Partnership Board to assist in sourcing new funding sources for sustainability of the project.	AF	November 2006	

**OBJECTIVE 3: HEALTH**

Priority: H5

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
With the Durham Dales PCT and the Northern Echo, further develop the "Chance to Live" initiative in order to promote health improvement messages/ concepts/ opportunities.	Continue to work with the Durham Dales PCT, Northumbrian Water and the Northern Echo on enhancing and improving the "Chance to Live" initiative.	Director	Ongoing	Within budget
	Seek funding support from external partners/supporters with which to complement WVDC revenue provision.	Director/SAZ/ Service Head	Ongoing (possibly on project by project basis)	External funding
	Ensure the "Chance to Live" initiative is underpinned by sports development in addition to the health improvement objectives.	Director/Service Head	Ongoing	Within budget
	Maintain and, where possible, further develop: <ul style="list-style-type: none"> <li>▪ Wellness on Wheels (WOW)</li> <li>▪ WOW Legacy</li> <li>▪ Walking the Way to Health</li> <li>▪ Club Development</li> <li>▪ CPACs</li> <li>▪ Positive Futures programmes</li> </ul>	Director/ Assistant Director/Service Head	Ongoing	Within budget

**OBJECTIVE 3: HEALTH**

Priority: H6

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Provide proven arts-based activity for people suffering from or at risk of mild to moderate mental ill health and/or isolation.	Progress the Year 4 Good for the Soul action plan and confirm Year 4 outputs in conjunction with the Durham Dales NHS Primary Care Trust CHOICE programme. Undertake necessary monitoring and evaluation and progress the projects referral programme and small grants programme.	SW and DA assisted by the project Steering Group	Year 4 of project ends 31.3.07	Wear Valley District Council arts development budget funding of £1,500 from 2006/7 budget. Officer time (SW).

**OBJECTIVE 3: HEALTH**

Priority: H7

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Contribute to a partnership approach to the development of programmes which increase access to healthy food in areas which it is not easily available.	Continue to work with the Durham Dales PCT Food Strategy Group in order to develop a strategy for the Weardale and Teesdale areas.	Assistant Director	Ongoing	Within budget
	Clarify WVDC's contribution to the delivery of the Dales Food Strategy and develop plan to ensure deliver of these contributions.	Assistant Director	As per Dales Food Strategy timetable	Within budget
	Deliver programme of distribution of tooth brushes, tooth paste and educational material to under 5s in Wear Valley in partnership with Durham Dales PCT's Children's Services (Gerardine O'Connor).	Assistant Director	On an "as needs" basis, i.e., occasion of child's last visit to/ from Health Visitor, e.g., at approximately 1 year old.	Approximately £1,300 per year for 2006/07, 2007/08 and 2008/09.

**OBJECTIVE 4: COMMUNITY SAFETY**

Priority: CS1

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Continue to deliver, review, plan and prioritise the work of the Community Physical Activity Co-ordinators, Positive Futures programme and the Sport Club Development activities (re. SAZ related programmes).	Deliver Positive Futures programme by agreement with the Positive Futures Board utilising new staffing arrangements.	AF/BM/JAW	2006/07	External funding
	Continue to develop the Community Physical Activity Co-ordinators programme and its links with Positive Futures in line with new external funding from Sport England and growth budget.	JAW	Ongoing	External funding

**OBJECTIVE 4: COMMUNITY SAFETY**

Priority: CS2

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Contribution to development and implementation of consultation with young people.	To work with Council colleagues and relevant outside organisations to ensure joint working is set up wherever possible.	SW/JAW	Ongoing	Within budget
	To work with other agencies on developing appropriate consultation mechanisms.	SW/JAW	Ongoing	Within budget
	To represent Wear Valley District Council at the Children and Young People's Planning Group.	SW/JAW	Ongoing	Within budget

**OBJECTIVE 4: COMMUNITY SAFETY**

Priority: CS3

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Work with partners to expand availability of diversionary activities through the creation of three "sporting hubs" in Wolsingham, Willington and Bishop Auckland as part of a county-wide initiative.	Continue to work with the Sport Action Zone Manager to develop the principle of three "sporting hubs" including the appointment of chairs to each hub. Ensure this fits into the broader plans for sports development, inclusion and health.	AF/BM	September 2006	Within budget
	Work with Wolsingham School and Bishop Barrington on programming of sports halls to deliver CPAC programme and support to sports clubs.	AF/N. Douthwaite/ JAW	Ongoing	Within budget
	Continue to work with Parkside School and Durham County Council colleagues in respect of the school's bid for sports college status.	BM	Ongoing	Within budget
	Continue to pursue efforts in Bishop Auckland in respect of BA College, St. John's School, Bishop Barrington School and our own facilities in respect of facility development in connection with the sporting hub concept.	AF/BM	Ongoing	Within budget

**OBJECTIVE 4: COMMUNITY SAFETY**

Priority: CS4

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Develop out of school hours creative provision for young people across the District through partnership work with Bishop Auckland College and other agencies.	Attend COSIP meetings. Develop opportunities through PAYP, Children's Fund and Positive Futures. Work with CPACs where appropriate.	SW	Ongoing to 2007	Officer time (Cultural Services Manager and Youth Arts Co-ordinators)



**OBJECTIVE 4: COMMUNITY SAFETY**

Priority: CS5

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Develop corporate approach to enforcement.	Develop corporate enforcement policy in accordance with enforcement concordat.	TC	March 2007	Within budget

**OBJECTIVE 5: ENVIRONMENT**

Priority: E1

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Ensure streets are kept clear of abandoned vehicles, litter, fly tipping and dog fouling.	To continue to work with DVLA, police and other agencies on removing abandoned vehicles.	BG/JB	Ongoing	Within budget
	To continue to work in partnership with the Environment Agency, County Council and other District Councils to employ the County Durham Fly Tipping Officer.	BG/DH	Ongoing	

**OBJECTIVE 5: ENVIRONMENT**

Priority: E2

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Implement proposals for improvements to cemeteries.	Undertake recommendations highlighted in the Cemeteries Action Plan.	BG	March 2007	Subject to successful revenue bid
	Produce a management plan for each cemetery.	BG	September 2006	Subject to successful revenue bid

**OBJECTIVE 5: ENVIRONMENT**

Priority: E3

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Further develop and improve partnerships re. grounds maintenance service in order to improve service standard.	Continue to develop the partnership with Sones Environmental Ltd., ensuring that further improvements are carried out within the District.	BG	Ongoing	Within budget
	To work closely with Groundwork West Durham as part of the grounds maintenance partnership to deliver improvements throughout the District.	BG	Ongoing	Within budget
	Investigate options available upon cessation of Grounds Maintenance Partnership Agreement in March 2007.	BG/cross departmental working group	August 2006	Within budget

**OBJECTIVE 5: ENVIRONMENT**

Priority: E4

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
To modernise the refuse collection service taking into account the community's aspirations and statutory requirements.	Continue to implement the Waste Management Strategy.	BG/JB	Ongoing	Within budget
	Investigate the possibility of expansion of the current green waste collection service to the appropriate properties within the District	BG/DH/JB	May 2006	Subject to successful capital bid
	To find a suitable location for a new depot.	BG/cross departmental	Ongoing	Need to identify
	Investigate the possibility of introducing a limited trade waste collection service following implementation of wheeled bins.	BG/DH	September 2006	Within budget
	Plan implementation of a twin bin refuse/recycling service throughout the District	BG	April 2007	Subject to successful capital bid

**OBJECTIVE 5: ENVIRONMENT**

Priority: E5

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Develop educational programmes re. recycling and waste minimisation.	To put in place a Council work plan to develop recycling/waste minimisation internally amongst staff.	JB	March 2007	Existing budget
	To promote business recycling and waste minimisation via national campaigns and the use of local reprocessors.	JB	Ongoing	Existing budget
	To implement waste minimisation education initiatives in conjunction with Durham County Council.	JB	Ongoing	Existing budget and Durham County Council
	To continue the Schools Recycling Programme throughout the District utilising local contractors and in-house resources.	JB	Ongoing	Existing budget

**OBJECTIVE 5: ENVIRONMENT**

Priority: E6

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Further develop, with partners, proposals to reduce/prevent flooding in the District.	To work with the Environment Agency on flood defence schemes.	BF	Ongoing	Within budget
	To ensure that the watercourses that are the responsibility of the District Council are kept clear to ensure the free flow of water.	BF/BE	Ongoing	Within budget

**OBJECTIVE 5: ENVIRONMENT**

Priority: E7

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Continue pride campaign agenda.	To work closely with local schools and community groups promoting anti-littering and other environment friendly issues.	JB	Ongoing	Within budget
	Secure funding for 2007/08 which will enable the mainstreaming of the previous Pride Campaign Officer's role to continue and thereby enhance the pride campaign.	BG	Ongoing	Subject to successful revenue bid



**OBJECTIVE 5: ENVIRONMENT**

Priority: E8

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Integration/rationalisation of street cleansing, refuse collection and grounds maintenance services.	Move towards a cleansing service operation as opposed to street cleansing and refuse collection.	BG/DH/BE	December 2006	Within budget
	To operate street cleansing and refuse collection under one supervision regime.	BG/DH/BE	December 2006	Within budget
	To ensure all schedules are co-ordinated.	BG/DH/BE/ Sones	December 2006	Within budget
	To introduce new vehicles for street cleansing as funding becomes available.	BG/BE	August 2005	Subject to successful capital bid

**OBJECTIVE 5: ENVIRONMENT**

Priority: E9

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Continue to work with internal and external partners on environmental improvement schemes.	Complete Open Space Strategy in partnership with Groundwork West Durham and Steering Group	Director/ Assistant Director	August/September 2006	Funded by £50k NRF allocation.
	To continue to be involved in working groups on the development of Bishop Auckland and Crook town centres.	BG	Ongoing	Within budget
	Complete implementation of new toilet provision throughout the District.	BG/MC	June 2006	Within budget
	To continue to work with partners on improving bus shelter provision throughout the District.	BF	Ongoing	Within budget

**OBJECTIVE 5: ENVIRONMENT**

Priority: E10

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Continue to develop recycling services and facilities throughout the District taking into account the community's aspirations and statutory requirements.	Review, implement and update the existing recycling plan as part of the waste strategy.	JB	Ongoing	Existing budget
	Implement and continue to develop the kerbside collection service across the district.	JB	Ongoing	Existing budget
	To seek additional grant funding in order to introduce new recycling initiatives.	JB	March 2007	New funding required
	Upgrade, improve and maintain existing bring sites across the district and introduce new recycling sites in areas of need.	JB	Ongoing	Existing budget
	Promote the use of County Council household waste recycling centres.	JB	Ongoing	Existing budget
	To encourage enhanced infrastructure and site developments for the purposes of recycling.	JB/BG	Ongoing	Existing budget

**OBJECTIVE 5: ENVIRONMENT**

Priority: E11

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Update the Waste Management Strategy	To update the strategy in line with the county-wide Waste Strategy developed by Durham County Council	BG/JB	September 2007	Within budget

**OBJECTIVE 5: ENVIRONMENT**

Priority: E12

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Take forward plans for future playground, recreation ground and open space provision.	Continue to develop Open/Green Space Strategy for the District with specific proposals/action plans for play area areas, sports pitches, parks, allotments and cemeteries.	AF/BG	September 2006	£50,000 NRF funding
	To work with Groundwork West Durham and Regeneration Department on delivering existing open space improvements and future projects.	AF	Ongoing	External funding
	To continue to modernise service delivery to enhance the maintenance of open spaces.	BG	Ongoing	Within budget
	Implement improvement plan for play areas.	AF/BG	Ongoing	Subject to successful capital fund and external funding
	Continue to develop community links to utilise Section 106 finance where appropriate.	AF/BG	Ongoing	Within budget
	Investigate availability of external funding to improve parks and recreation grounds.	AF/LA	Ongoing	External funding
	Work with arts, health and physical activity sections to ensure plans are complementary to and aid community consultation and contact.	AF/Others	Ongoing	Within budget

**OBJECTIVE 6: LIFE LONG LEARNING**

Priority: L1

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Provide, over five years, at least 30 Foundation Modern Apprenticeship placements.	Secure required ongoing funding in order to facilitate continued recruitment of annual quota.	LB	Ongoing	Within budget
	Recruit at least six FMAs in 2006/07, ensure their programme of work reflects the changing role of sports development and leisure.	LB	October/November 2006	Within budget and SAZ funding
	Ensure appropriate mix of academic and job-based training is provided in conjunction with Bishop Auckland College.	LB	Ongoing	Within budget and LSC funding
	Ensure adequate levels of trained WVDC staff to oversee the training of the FMAs and that all therefore complete their qualifications as part of the training programme.	LB	Ongoing	Within budget
	Develop a support scheme and work with partners to investigate opportunities for the MA's future employment.	LB	Ongoing	Within budget

**OBJECTIVE 6: LIFE LONG LEARNING**

Priority: L2

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Develop external partner arrangements in order to provide a range of job-related qualifications and experience.	Maintain and expand current arrangements with, particularly Bishop Auckland College, Durham Dales PCT, Education in the Community and others and Technogym in order to ensure a wider mix of training opportunities.	LB	Ongoing	Within budget - funding opportunities LSC/SRB, etc.

**OBJECTIVE 6: LIFE LONG LEARNING**

Priority: L3

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Pursue a programme of accredited NVQ qualifications and work-based development opportunities.	Assist Bishop Auckland College in maintaining "A" level grades when our NVQ programme is externally verified.	LB	Ongoing	Within budget
	To continue to develop refuse and street cleansing staff and to engage those who have not yet gained NVQ.	LB	Ongoing	Within budget
	To investigate further NVQ opportunities for other skill areas within the department, e.g., business administration, parking attendants.	LB	Ongoing	Within budget
	Ensure that all young people who are worked with are encouraged and supported to enter or re-enter education and training opportunities.	LB	Ongoing	Within budget Funding opportunities



**OBJECTIVE 6: LIFE LONG LEARNING**

Priority: L4

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Introduce a "mentor" programme into the department.	Introduce a process of job/task rotation for FMAs and other staff to ensure as wide a mix of training opportunity as possible.	LB	Ongoing	Within budget
To further develop and encourage staff to assist in the support of modern apprentices and new staff	Attach to above; ensure a process of training needs assessment is used to enhance the training experience of all staff.	LB	Ongoing	Within budget
	Introduce, as appropriate, training support for members of staff giving support to individuals.	LB	Ongoing	Within budget

**OBJECTIVE 6: LIFE LONG LEARNING**

Priority: L5

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Further develop, with Bishop Auckland College, the NVQ-based Institute for Football and Sports Development - fifth student intake in September 2006	Continue to provide support to the physical elements of the NVQ course and to assist with the development of the competitive aspects of the students' activities.	LB/KP	Ongoing	Within budget

**OBJECTIVE 6: LIFE LONG LEARNING**

Priority: L6

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
Develop partnership work with Bishop Auckland College and Wear Valley LSP Education Sub-Group to progress strategic development of life long learning opportunities.	Contribute to joint working between District secondary schools and Bishop Auckland College to progress creative learning opportunities.	SW	March 2007	Officer time

**OBJECTIVE 6: LIFE LONG LEARNING**

Priority: L7

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Develop proposals for a district-wide public arts strategy	Contribute to implementation of Durham County Strategic Arts Officers consultancy regarding public art in County Durham.	SW	March 2007 Delivered during 2006/07	Officer time
	Progress internal discussion with Planning/Regeneration Department to establish policy/view regarding preference for and funding of public art in Wear Valley.	SW	As soon as possible in 2006/07	Officer time
	Develop action plan informed by above consultancy and corporate discussion.	SW	March 2007	Officer time

**OBJECTIVE : ORGANISATIONAL AND MANAGEMENT ARRANGEMENTS**

Priority: O1

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
Utilise, wherever possible, IT in order to improve both standards of service delivery and efficiency of processes.	To maximise the functionality of both leisure management and wellness systems across leisure complexes and the Wellness on Wheels mobile unit.	AF/BD/MA/JM	Ongoing	Within budget
	Continue to develop MVM public protection system particularly in relation to licensing and online systems	JB/CR	Ongoing	Within budget
	Continue to liaise with other departments in developing and implementing the Customer Relations Model for service delivery.	LA	Ongoing	Within corporate budget
	Continue to develop and implement systems in line with e-government requirements, in order to meet government set standards and deadlines.	LA	Ongoing	Within corporate budget

**OBJECTIVE : ORGANISATIONAL AND MANAGEMENT ARRANGEMENTS**

Priority: O2

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
To ensure that service delivery takes account of Best Value Reviews and the outcome of CPA.	To support the Council's best value process.	Director	Ongoing	Within budget
	To continue to deliver the department's section of any Action Plan(s) resulting from CPA inspections, Best Value Review and resulting action plans.	Director/All	Ongoing	Within budget

**OBJECTIVE : ORGANISATIONAL AND MANAGEMENT ARRANGEMENTS**

Priority: O3

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
To work with employees to improve the management and organisation within the department.	To continue to develop the health and safety database for the department.	TC	Ongoing	Within budget.
	To continue to utilise two pages of Team Talk for departmental staff information.	LB	Ongoing	Within budget.
	To implement a departmental communication strategy.	LB	Ongoing	Within budget
	To review policies and procedures within the department and develop procedural manuals.	MC/TC/AF/BG	Ongoing	Within existing budget.