

<b>HEALTH &amp; BUILT ENVIRONMENT 2018 / 19 BUSINESS PLAN UPDATE</b>	<b>6<sup>th</sup> November 2018</b>
<b>TO: ENVIRONMENTAL SERVICES COMMITTEE</b>	
<b>FOR INFORMATION</b>	

<b>Linkage to Council Strategy (2015-19)</b>	
<b>Strategic Theme</b>	Resilient, Healthy and Engaged Communities Protecting and Enhancing our Environments and Assets Accelerating our Economy and Contributing to Prosperity
<b>Outcome</b>	
<b>Lead Officer</b>	Head of Health & Built Environment
<b>Cost: (If applicable)</b>	N/A

The purpose of this report is to update members as to progress on delivery of the Health & Built Environment Business plan.

Further to ES Committee Minute 180501 item 8 and the approval of the annual business plan, an update has been provided as to progress against each of the strategic objectives identified. This may be found in the attached Appendix 1.



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# *HEALTH & BUILT ENVIRONMENT*

## *BUSINESS PLAN 2018/2019*

## **SECTION 1**

### **Purpose of this plan**

- Give a clear sense of what the service is for and the challenges it faces.
- Show how it is supporting Council's priorities.
- Show how it is contributing to the efficiency drive and transformation of service delivery.
- Show how it is aligning its resources to meet the challenges ahead.
- Help us to hold ourselves to account and ensure we deliver for Council and its residents.
- Bring key information together in one place about the service, which Members, staff and stakeholders can understand.

### **The Vision for the service area**

The vision for the service area is to protect and improve the health, safety and wellbeing of local residents, visitors and people who work in the Borough by providing high quality services that help create a Borough that is a safe place for all.

### **Strategic Themes / Functions**

This Service Plan sets objectives, targets, and actions that will be addressed over the period 2018-19 which are integral to the success of the Council Strategy. It gives an overview of the Health & Built Environment function within Council which incorporates the enforcement of legislation across the following areas:

Food Control, Health & Safety and Consumer Protection  
Environmental Health, Environmental Protection, Private Sector Housing and including wellbeing initiatives),  
Licensing, including Entertainment, Petroleum, street trading, Dog Control, Animal Welfare, Emergency Planning and Business continuity  
Building Control, Street naming and postal numbering, dangerous structures dilapidation and neglected sites.



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### **Strategic Aims of the Service**

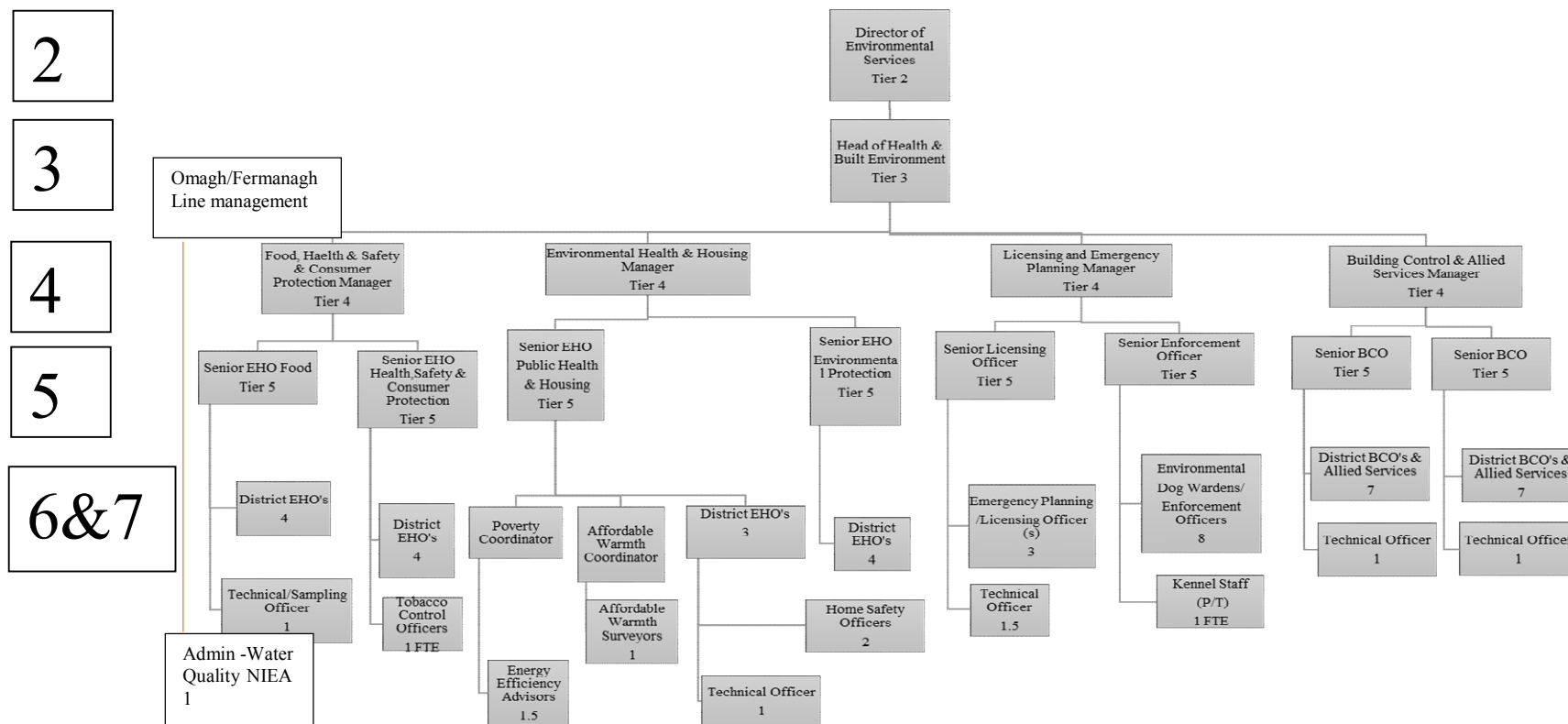
- To protect the community and built environment through an extensive range of statutory, and advisory services.
- To protect and improve health, safety and the built environment for the people who live in, work in or visit the Borough.
- To contribute to health improvement and reduce health inequalities to our citizens in conjunction with our partners.
- To improve the efficiency of services to customers.

### **Organisational Structure**

**PLEASE SEE OVER**

### Head of Health & Built Environment

Functions – Environmental Health, Building Control, Licensing  
£2.9m Budget, 69F/T Staff



## SECTION 2

### SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Professional, competent qualified staff</li> <li>• Staff who are flexible, adaptable, creative, motivated, innovative, committed and offer a wide range of skills.</li> <li>• Continually identifying the training needs of our staff</li> <li>• Produce an annual service level delivery plan.</li> <li>• Formed many partnerships and relationships with other voluntary, community and statutory bodies to promote a range of health, safety and wellbeing initiatives</li> <li>• Tascomi – Web based technology for all of the HBE services</li> <li>• Established Emergency out of hours service</li> <li>• Valued relationship with both internal and external customers.</li> <li>• Consistent impartial service providers.</li> <li>• Tele conferencing facility</li> <li>• Extensive archive of Building Control Records.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• A wide range of complex legislation to deliver.</li> <li>• Difficulty in recruiting qualified officers due to budgetary constraints and the need for competencies in specific areas.</li> <li>• Growing consumer base with greater expectations and awareness of consumer rights.</li> <li>• No structure or regular consultation with our customers.</li> <li>• Slow to embrace new technology.</li> <li>• Lack of consistent out of hour's service response.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Source external funding from other bodies e.g. PHA, DfC, NIHE, Ulster University, and FSA for a range of initiatives.</li> <li>• Promote health and wellbeing initiatives</li> <li>• Share expense and knowledge across authorities through cluster working.</li> <li>• Promote delivering the principals of sustainability.</li> <li>• Developing a culture of Health and Safety</li> <li>• e-technology to enhance Customer Services</li> <li>• To provide leadership and co-ordination in the event of a major incident</li> <li>• Exploit opportunities to generate additional revenue.</li> <li>• Licensing opportunities e.g. offer trading rights to sell goods from Council lands, Pavement Cafes, Road Closures for special events</li> <li>• Contracting out of specific services (e.g. Dog Kennelling)</li> <li>• Partnership working with LPS to generate additional revenue for the service area</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Budgetary constraints year on year savings to achieve 0% cost increase in the future.</li> <li>• New legislation, additional duties without extra funding Increasing</li> <li>• Reduction in funding from Central Government.</li> <li>• Reduction of internal budget/resources leading to re-prioritisation</li> <li>• Other statutory organisations e.g. HSENI, to undertake duties that are currently delivered by Council.</li> <li>• Outsource work to the private sector.</li> <li>• Major accident/incident. Or Emergency situation.</li> <li>• External audits, focus is generally on the quantitative rather than the qualitative aspects of the work we do, increased work load, less staff/resources.</li> <li>• Increasing numbers of FOI Requests</li> <li>• GDPR Impact</li> <li>• Loss of local knowledge.</li> </ul>



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## **Summary Narrative**

The service retains highly professional and competent staff. There are strong relationships with statutory, community and voluntary organisations across the Borough. The section has a reputation of providing a consistent and impartial service. With the appointment of functional managers and the assimilation of almost all staff, improvements in the consistency of service delivery continue to be made. There are continuing difficulties in recruiting qualified officers due to budgetary constraints and the need for particular competencies in certain areas. There is a growing expectation from customers and a lack of a consistent out of hour's response service. Officers have a strong local knowledge having developed relationships over a number of years with key stakeholders through partnership working and joint project delivery both internally and externally, and as the service now settles together with the introduction of mobile working there continues to be challenges ahead. There are opportunities to increase income through the introduction of licensing of pavement cafes, special events and HMO's legislation and the review of certain fees.

## PESTEL Analysis

<b>Political</b>	Brexit, uncertainty at Stormont; imposed austerity cuts from central government. Regular changes in Departments at Stormont and the new program for government may lead to different priorities. Regular engagement with Elected members through monthly committee meetings, specific functional working groups and workshops assist in service delivery
<b>Economic</b>	Reliance remains on tourism and agriculture as potential growth sectors. Implementation of both Pavement Café Licensing and mandatory display of food hygiene scores may help boost this sector. There is an Up-turn in the building sector leading to additional workload for the department and job opportunities in the Borough e.g. new hotels developments. Opportunity to review certain fees to generate additional income.
<b>Social</b>	Increased reliance in growth of private rented sector. Increase in levels of food and fuel poverty. Strong links with Public Health Agency and the Ulster University to deliver initiatives to reduce health inequalities.
<b>Technological</b>	To maximize potential of existing software programmes to achieve greater working efficiencies e.g. increasing online applications, customer reporting/engagement and digital storage of paper records. The introduction of mobile working/hot desking will necessitate an adequate home working policy is in place. Ability to access sector specific online knowledge base to improve consistency.
<b>Environmental</b>	Excellent working, living and recreational environment. Need to develop closer links between Environmental Health, Building Control and Planning Service to enhance the development control process, particularly with the imminent review of the Council's development and community plans. There remains a need to identify and address areas within the Borough which are suffering from dilapidation and explore funding opportunities to address these.
<b>Legal</b>	Transfer of responsibility to administer legislation relating to House in multiple Occupation. Review of Animal Welfare service delivery. Response to consultation requirements for any legislation enforced by section. The in house legal service has lead to better consistency and response from our department.



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### **Summary Narrative**

The Borough still suffers from economic and social issues which have an impact on the work and services provided by the section. The up-turn in the property market will continue to affect service delivery and may necessitate an investment in resources. There are pockets of deprivation and health inequalities requiring specific solutions and innovative ideas to address. Further investment in technology and working practices will be necessary to effect continuing service improvement. New legislation and the future transfer of responsibilities from central government departments and others will require retraining of staff and the appropriate increase in resources.

## SECTION 3

### Strategic Aims and Objectives Aligned with Council's Strategic Aims and Objectives

1. Leader and Champion.
2. Accelerating our Economy and Contributing to Prosperity.
3. Innovation and Transformation.
4. Resilient, Healthy and Engaged Communities.
5. Protecting and Enhancing our Environments and Assets.

Strategic Objective					
1. To protect the community and built environment through a range of statutory, and advisory services.					
Link to Corporate Aims and Objectives					
<ul style="list-style-type: none"> <li>Protecting and Enhancing our Assets</li> </ul>					
Work Streams / Operational Actions / Outcomes	Responsible Officer	Budget £	Time-scale	Performance Indicators	Six monthly Review
Develop Service Plan For delivery of Food Control, Health & Safety and Consumer Protection.	Food, Health & Safety and Consumer Protection Manager	Officer Time spend	April 2018	Detailed service specific plan completed including review and report of previous year.	Complete
Develop Service Plan For delivery of Environmental Health, Environmental Protection and Well-being initiatives.	Environmental Health & Housing Manager	Officer Time spend	April 2018	Detailed service specific plan completed including review and report of	Complete

				previous year.	
Develop Service Plan For delivery of Licensing, Emergency Planning and Business Continuity.	Licensing & Emergency Planning Manager	Officer Time spend	April 2018	Detailed service specific plan completed including review and report of previous year.	<b>Complete</b>
Develop Service Plan for delivery of Building Control.	Building Control Manager	Officer Time spend	April 2018	Detailed service specific plan completed including review and report of previous year.	<b>Complete</b>
To implement Council agreed framework for the management and control of bonfires across the Borough	Environmental Health & Housing Manager	Officer Time spend	On-going	To continue to engage with all bonfire organisers to mitigate against environmental damage	<b>Ongoing</b>

<b>Strategic Objective</b>					
<b>2. To protect and improve health, safety and the built environment for the people who live in, work in or visit the Borough</b>					
<b>Link to Corporate Aims and Objectives</b> <ul style="list-style-type: none"> <li>Accelerating our Economy and Contributing to prosperity</li> </ul>					
<b>Work Streams / Operational Actions / Outcomes</b>	<b>Responsible Officer</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>	
To adopt and implement a dog control order with respect to fouling across the Borough.	Licensing & Emergency Planning Manager	£3500	October 2018	Implementation of a new Dog Control Order.	<b>Completed Operational as of 1<sup>st</sup> November 2018</b>
To carry out a campaign to increase awareness and reduce littering and dog fouling within the Borough.	Licensing & Emergency Planning Manager	£4000	Ongoing	Deliver an initiative to increase awareness and reduce complaints of litter and dog fouling.	<b>Ongoing</b>
To implement a Licensing scheme for Pavement Cafes within the Borough.	Licensing & Emergency Planning Manager	Officer Time spend.	April 2019	Processing of licences applications received in respect of pavement Cafes (estimate 60)	<b>Ongoing. Liaison with Planning Service and awaiting Technical guidance from DFI</b>

To complete a test exercise of the organisations preparedness and ability to respond in the event of an emergency	Licensing & Emergency Planning Manager	£1000	October 2018	Deliver a test exercise to validate the organisations emergency plan.	<b>Ongoing. Council Participation in live incidents Storm Ali and Establishment of a Rest Centre September 2018</b>
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<b>Strategic Objective</b>					
<b>3. To contribute to health improvement and reduce health inequalities with our working partners.</b>					
<b>Link to Corporate Aims and Objectives</b>					
<ul style="list-style-type: none"> <li>Resilient, Healthy and Engaged Communities</li> </ul>					
<b>Work Streams / Operational Actions / Outcomes</b>	<b>Responsible Officer</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>	
To deliver the affordable warmth programme in partnership with the Department of Communities and NIHE	Environmental Health & Housing Manager	£68780.00	1 <sup>st</sup> April 2018 to 31 <sup>st</sup> March 2019	To provide referrals to NIHE as specified by service level agreement	<b>Ongoing. Referrals made on weekly basis. to NIHE.</b>
To deliver a minimum of 5 projects in partnership with the Public Health Agency to tackle food and fuel poverty.	Environmental Health & Housing Manager	£20798.24	March 2019	Delivery & Evaluation of 5 projects to address poverty	<b>In progress. Cooking with Toddlers, Causeway Food Forum Grow Your</b>

					<b>Own and Batch Cooking.</b>
To deliver a home energy advice service in partnership with the Public Health Agency (North and West)	Environmental Health & Housing Manager	£39149.13	March 2019	Delivery of an Energy advice service in conjunction with PHA (North & West)	<b>Ongoing, Q1 &amp; Q2 monitoring returns made to PHA. Programmes on target</b>
To deliver a home safety assessment and advice service in partnership with the Public Health Agency (North and West) & Fermanagh & Omagh District Council	Environmental Health & Housing Manager	£60,000	March 2019	Delivery of a Home safety assessment and advice service in conjunction with PHA (North & West)	<b>Ongoing, Q1 &amp; Q2 monitoring returns made to PHA. Programmes on target</b>
To deliver a Poverty Coordinator service in partnership with the Public Health Agency (North)	Environmental Health & Housing Manager	£44529.11	March 2019	Delivery of an Poverty coordinator service in conjunction with PHA (North)	<b>Ongoing, Q1 &amp; Q2 monitoring returns made to PHA. Programmes on target</b>

<b>Strategic Objective</b>					
<b>4. To improve the efficiency of services to customers.</b>					
<b>Link to Corporate Aims and Objectives</b>					
<ul style="list-style-type: none"> <li>Innovation and Transformation</li> </ul>					
<b>Work Streams / Operational Actions / Outcomes</b>	<b>Responsible Officer</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>	
To implement mobile working across all functional areas to improve service delivery	Head of Health & Built Environment	£40,000	June 2018	Mobile working devices allocated to all officers	<b>All field officers provided with Mobile devices. Continuing to review working practices to gain efficiencies</b>
To review and determine suitability of online reference database to assist with consistency and improved service delivery for Environmental Health functions.	Head of Health & Built Environment	£5000	June 2018	Determination of suitability of online reference database.	<b>Online reference service available to all field officers</b>
To review and redesign out of hours service delivery for Health & Built Environment functions	Head of Health & Built Environment	£20,000	June 2018	Service provided. Consistent Out of hours service	<b>Out of hours service paper prepared and awaiting completion of staff consultation</b>
Provide online complaint/request for service submission for all customers	Head of Health & Built Environment	£3000	October 2018	Service provided	<b>Awaiting Commencement</b>



Introduce an efficient and effective customer engagement process	Head of Health & Built Environment	£3000	December 2018	Service review process Customer feedback availability	<b>Awaiting Commencement</b>
To provide additional up to date information of service demand and response for agreed parameters.	Head of Health & Built Environment	£5000	March 2019	Information provided on website	<b>Awaiting Commencement</b>

## **SECTION 4**

### **Financial Position for 18/19**

	Budget 2018-2019
Food, Health & Safety, Consumer Protection	£ 594,647
Environmental Health & Housing (Includes PHA Funding Poverty Co-Ordinator, Energy Efficiency Advice and Affordable Warmth Programme)	£547,568
Licensing, Enforcement & Emergency Planning	£805,714
Building Control	£404,352
Total	£2,352,281