

SERVICE PLAN OVERVIEW

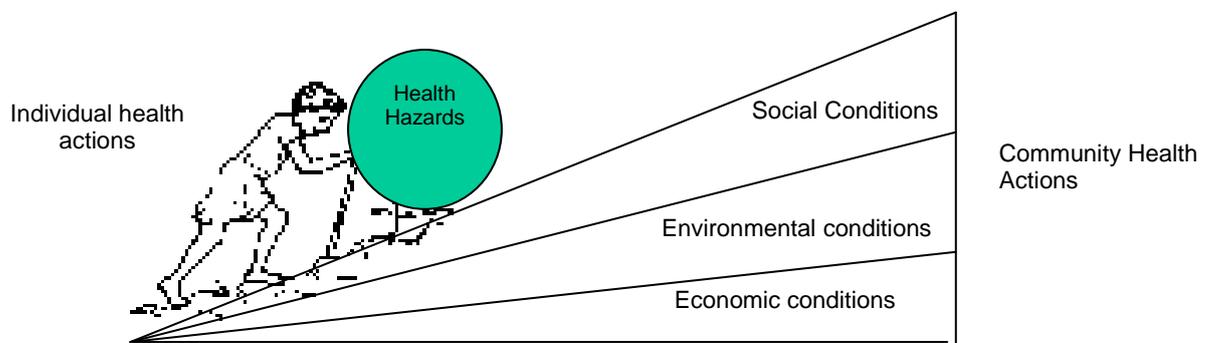
1. Key Functions and Responsibilities

1.1. Profile of Service

The Health & Environmental Services service takes a holistic view of the interaction of people with their home, work, leisure and natural environment. The essence of the service is the prevention, detection and control of environmental hazards that affect human health, with 'health' defined in its broadest sense as “ a state of complete physical, mental and social well-being”. It is made up of a very broad and intertwined set of sub-services and activities, many of which are aligned to legislative and regulatory requirements. Environmental and public health is an inescapable part of our daily lives. The services provided can influence and provide protection for us all from the moment we wake up in the morning to during the night when we are looking for a good night's sleep.

The very existence of local government has its roots in the early Public Health Acts when the precursors of local government were created (1848 -Local Boards of Health and 1872 Urban & Rural Sanitary Authorities). Central Government has reaffirmed the important role local government has in delivering public health through the local authority community leadership role and the influences it has on the wider determinants of health i.e. economic prosperity, poor housing conditions, crime, living and working conditions, water and sanitation. The task of the service is to lessen the affect of those factors (Figure 1 below) that impact the individual's health & well-being.

Figure one: Conditions affecting an individual's well-being



All activities stem from legislative requirements in the first instance although the way they are provided can in some circumstances involve a small element of discretion, enabling a more effective and improved service that meets local needs. Advice, educational and promotional activities are designed to reduce the regulatory burden for businesses and the public and are a cornerstone of the national better regulation agenda, which is designed to ensure the economic prosperity of the country.

The pace of legislative change required never stands still and many issues are likely to come to the fore in the year that has not been specifically identified here.

1.2. Key Service Areas

The service can be subdivided into the following key service areas delivering statutory functions;

1.2.1. Food and Health & Safety

1.2.1.1. Core Functions: -

- Food hygiene control
- Food Safety Alerts response
- Food premises & food related complaints
- Food sampling
- Food safety education & promotion
- Acupuncturists and tattooists registration
- Food poisoning investigation
- Infectious diseases control
- Food and health & safety business advice
- Health & safety control
- Health & safety accident/ occupational disease investigation
- Food premises registration
- Workplace complaints
- Health & safety awareness education and promotion
- National Assistance burials
- Private water supplies
- Asbestos removal control
- Zoo licensing

1.2.2. Health Protection (inc pest control)

1.2.2.1. Core Functions: -

- Contaminated land
- Air Quality
- Public health – Partnership working
- Smoking harm reduction inc. Smoke free compliance
- Pest Control treatment & advice/enforcement
- Home Energy Conservation
- Planning policy advice
- Development control consultations
- Health promotion

1.2.3. Environmental Protection

1.2.3.1. Core Functions: -

- Pollution control – IPC and LAAPC permits to operate
- Noise nuisances
- Odour, dust and Light nuisances
- Foul sewerage and drainage
- Private sector housing standards
- Caravan site licence control
- Development control consultations
- Smoke control/nuisance

1.2.4. Licensing

1.2.4.1. Core Functions: -

- Premises licensing (alcohol & entertainment)
- Riding Establishments licensing
- Personal licences (to sell alcohol)
- Pet shop and dangerous wild animal
- Gambling Premises licenses
- Street trading licences

- Animal breeding and boarding licenses
- Taxi/private hire vehicles and drivers licensing
- Lotteries, door to door and motor salvage licensing

1.2.5. Refuse and Recycling

1.2.5.1. Core Functions: -

- Domestic collections
- Bulky household collections
- Enforcement, promotional and educational activities
- Kerbside dry recycling collections
- Domestic Clinical waste collections
- Development control consultations and planning policy
- Bring bank recycling
- Trade waste collection
- Waste strategy and policy inc partnership working
- Kerbside compostable collections
- Septic and cesspool collections

1.2.6. Street cleansing & enviro-crime

1.2.6.1. Core Functions: -

- Mechanical street cleaning
- Litter picking
- Abandoned vehicle control
- Litter and dog waste bin provision and clearance
- Fly-tipping
- Stray dog control
- Litter control
- Graffiti control and clearance
- Enforcement, promotional and educational activities

1.2.7. Awarded watercourses

1.2.7.1. Core Functions: -

- Mechanical and manual maintenance
- Flooding emergency response
- Land drainage - development control consultations and planning policy

1.2.8. Home improvement agency

1.2.8.1. Core Functions: -

- Mandatory Disabled facilities grants
- Home repair assistance grants
- Handy person scheme
- Benefits advice and sign-posting
- Technical, application support and advice service

2. Context

2.1. External Drivers

2.1.1. National Enforcement Priorities

Widely welcomed five national enforcement priorities (and one time limited one) have been agreed by central government, four of which are regulated by Health & Environmental Services. Table one list those priorities together with why they are considered to be of high importance to the Nation. These will be reviewed by LBRO in due course but at present remain the same as last year.

Table 1: National enforcement priorities for Local authority regulatory services¹

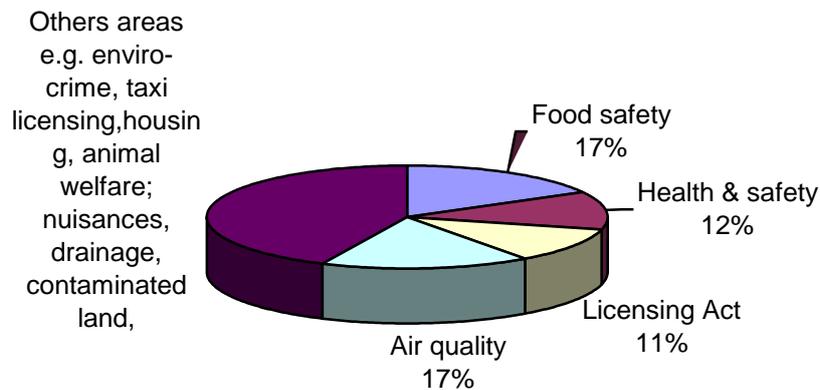
<i>National enforcement priority area</i>	<i>Why?</i>
Air Quality, including regulation of pollution from factories and homes	<ul style="list-style-type: none"> • Contribution to tackling climate change • Damages health, quality of life and shortens life expectancy • Health impacts from particulates in 2005 cost £9.1 - £21 billion • Important issue for citizens and local authorities • Hugely politically important
Alcohol, entertainment and late night refreshment licensing and its enforcement	<ul style="list-style-type: none"> • 1 in 5 violent incidents in or around public houses • Up to 22,000 premature deaths per year related to alcohol consumption • 17 million working days lost through alcohol related absence • 35% of total A & E costs are alcohol related • Public perception is that drunk, rowdy behaviour is getting worse.
Hygiene of businesses selling, distributing and manufacturing food and the safety and fitness of food in the premises	<ul style="list-style-type: none"> • A death a day arising from food business operations. • 1,467 cases of food borne disease per day • 33 hospitalisations per day • Considered a priority area by businesses and citizens • In 2005 poor standards cost the economy £900 million
Improving health in the workplace	<p>In Local authority enforced sectors</p> <ul style="list-style-type: none"> • 560,000 workers experience ill-health or illness caused by or made worse by their work. • 410 people per day start an episode of work-related illness • £360 - £610 million costs to employers of ill-health • Several £billion cost to economy each year

As anticipated some of the national performance indicators for local authorities reflect these national enforcement priorities.

¹ Rogers Peter (2005) – National enforcement priorities for local authority regulatory services – Cabinet Office, London

It is believed that the service already reflects the need to prioritise the regulatory activity in the four national priority areas as indicated by the estimated full time equivalent staff allocated to them (figure two refers).

Figure 2: Estimated number of FTE equivalent field staff allocated to national priority enforcement areas as proportion of total field staff employed



2.1.2. Regulatory Reform Agenda

Fronted by the Prime Minister the Government has set in train a significant programme of regulatory reform. Gordon Brown sees this reform as essential to the Country's economic and social goals. Regulation provides essential protections to society and brings invaluable benefits. It can help businesses treat customers fairly while not standing in the way of effective competition, which drives greater choice and value for money. The Hampton Review in 2005 recommended a new approach to regulation with the emphasis on 'securing compliance' rather than routinely carrying out inspections. The language of risk-based regulation is growing in importance and will be a major driver on the service in the future. Fundamental to this approach is that the majority of businesses, which are complaint, will receive a lighter touch, meanwhile rogue businesses will be expected to face quick, meaningful and proportionate action and penalties.

The government has set up a new department under the first Secretary of State for Regulatory Reform placing the agenda at the heart of Government. The newly established statutory body, Local Better Regulation Office (LBRO), will issue best practice guidance to local authority regulators and look to drive up performance. The Government also accepted in full the recommendations of the Macrory Review of Regulatory Penalties, and has enshrined them within part 3 of The Regulatory Enforcement & Sanctions Act 2008.

2.1.3. New Legislation

2.1.3.1. Regulatory Enforcement & Sanctions Act 2008

Stemming from the regulatory reform agenda, the Regulatory Enforcement and Sanctions Act received Royal Assent in July 2008. The effects of this Act are likely to be far reaching cutting across the majority of services provided by Health & Environmental Services. However as an enabling Act much of its impact will be felt

from the development of regulations to follow. Parts 1,3 and 4 of the Act came into effect on the 1st October 2008.

Part 1 places LBRO on a statutory footing with the functions of:

- i. Guidance to Local Authority regulatory services promoting adherence to the principles of better regulation
- ii. Advice to Ministers
- iii. Financial support and assistance to Local Authority regulatory services
- iv. Co-ordinating Local Authority regulatory functions through Primary Authority Principle.
- v. Revising and updating the National enforcement priorities

As a regulatory authority, Environmental health and licensing services at South Cambridgeshire DC has a duty to have regard to LBRO's guidance and the national enforcement priorities.

Part 3 provides regulators an extended toolkit of alternative civil sanctions as a more proportionate and flexible response to non-compliance. This will allow regulators to remove the financial benefit gained by businesses that deliberately seek to gain an advantage through non-compliance. The power to use these new sanctions will however only be granted by ministerial order following advice from LBRO on whether, in a particular field, local authorities in general are Hampton compliant. To date the necessary ministerial order has not been made.

Statutory Regulator's compliance code came into force on the 1st April 2008 – to promote effective and efficient approaches to regulatory enforcement and inspection. In working to the principles in the Code, Environmental health and licensing regulatory services at South Cambridgeshire should be operating effectively and efficiently, without imposing unnecessary burdens.

Part 2 will come into force on the 6th April 2009 establishing the Primary Authority scheme, the details of which are now being consulted upon, which aims to achieve consistency in enforcement for businesses, charities that operate in different local authority areas. A Primary Authority is a local authority that is registered by LBRO as having responsibility for giving advice and guidance to a particular business or organisation. As such any other Local Authority proposing to take any of a range of enforcement actions against that organisation must contact the Primary Authority first. The primary authority can block the action if it considers the action to be inconsistent with advice or guidance it had given to the organisation previously. The scheme does not apply to activities under the Licensing and Gambling Acts. LBRO is able to adjudicate in matters of disagreement between the relevant authorities.

Although it is difficult at this moment to predict it is likely that South Cambridgeshire Environmental Health will be requested to act as the Primary Authority for Subway and Kidds Unlimited. The resource take this will require is difficult to assess without the detailed guidance however it is anticipated that this may be substantial.

2.1.3.2. Government proposals following Bristol Report²

In response to the Bristol University report the Government has agreed to a phased increase the mandatory disabled facility grant (DFG) limit from £25,000 to £50,000. In 2008 the limit rose to £30,000 but is unlikely to rise again in the short term. In addition it is unlikely that any further changes over the next few years will be made to consolidate the existing test of resources with the system with the Fairer Charging for

² DCLG (2007); Disabled Facilities Grant programme: The Government's proposal to improve programme delivery. London. The Stationery Office

Care services principles. It is believed that the current level of DFG funding will need to be increased in 2011/12 to meet the demand and potential increases in the mandatory thresholds.

2.1.3.3. The Private Water Supplies (England) Regulations 2008

An important policy objective is to ensure that everyone who uses or consumes water from a private water supply can be assured of its quality and safety. In line with the better regulation agenda, DEFRA are consulting on how to update the existing legislation to bring it more in line with the requirements of EU Directive 98/83/EC. This will require all of our 139 private water supplies to be individually risk assessed for potential public health impact over a five-year period. Implementation is anticipated to be sometime in 2009. Given the Authority will have five years to carry out the task it is considered that these requirements can be met within existing resources.

2.1.3.4. Taxi Licensing Reform

The Government has for the devolved administration for Northern Ireland put onto the statute books a proposal for amalgamating the licensing regimes covering Hackney carriages and private hire vehicles. They have asked Local Authorities and the Trade to put together a set of proposals for their consideration. South Cambridgeshire's Licensing Officer is a member of the taxi licensing reform working party tasked with this project. Amalgamation would be at least three years away and would be beneficial in updating antiquated legislation and lead to improved clarity and efficiency of the licensing process.

2.1.3.5. Licensing Act 2003 Review

A minor change to the Licensing Act 2003 is likely to come force in 2009 covering the requirement for village halls to have a premises supervisor when selling alcohol. Early discussions are also being held on whether a size threshold should be applied to premises requiring entertainment licensing. This would have far reaching implications for South Cambridgeshire's community and the progress of this initial proposal needs to be carefully tracked.

2.1.3.6. Implementation of the Services Directive

Described as a genuinely market opening measure, the EU Services Directive takes effect from 28th December 2009. It aims to make it easier for businesses to set up in another Member state or to provide services across borders or on a temporary basis. The Department for Business, Enterprise and Regulatory Reform (BERR) is charged with implementing the Directive, but, although unclear at present, many practicalities are expected to affect Local Authorities, for example:

- Applications for certain licences granted by LA's will have to be possible on line.
- Associated adjustments to LA websites may be needed
- Possibly some simplification and standardisation of application forms, procedures.
- Simplification of regulations enforced by LA's
- LA's will need to respond to enquiries from, and liaise with regulators in other Member States

It will therefore be necessary to ensure that our software systems are fully web enabled.

2.1.3.7. The Pitt Review and Proposed Floods and Drainage Bill

For years SCDC's responsibilities for flooding and surface water management have remained largely unchanged. However, primarily as a result of the floods that affected large parts of the country last summer, this period of stability is set to come

to an end. The Sir Michael Pitt has published his final report into those floods and the Government is now considering his recommendations.

Whilst it is difficult at this stage to provide clarity as to what Sir Michael's recommendations will mean to SCDC, his recommendations considered of direct relevance include:

Recommendation 12: All local authorities should extend eligibility for home improvement grants and loans to include flood resistance and resilience products for properties in high flood-risk areas (potential financial budget bid in 2010/11)

Recommendation 13: Local authorities, in discharging their responsibilities under the Civil Contingencies Act 2004 to promote business continuity, should encourage the take up of property flood resistance and resilience by businesses.

Recommendation 14: Local Authorities should lead on the management of local flood risk, with the support of relevant organisations.

Recommendation 15: Local authorities should positively tackle local problems of flooding by working with all relevant parties, establishing ownership and legal responsibility.

Recommendation 16: Local authorities should collate and map the main flood risk management and drainage assets (over and underground), including a record or their ownership and condition.

Recommendation 19: Local authorities should assess and, if appropriate, enhance their technical capabilities to deliver a wide range of responsibilities in relation to local flood risk management.

Recommendation 20: The Government should resolve the issue of which organisations should be responsible for ownership and maintenance of sustainable drainage systems (SUDs).

Recommendation 26: The Government should develop a single set of guidance for local authorities and the public on the use and usefulness of sandbags and other alternatives, rather than leaving the matter wholly for local discretion.

Recommendation 28: The forthcoming flooding legislation should be a single unifying Act that addresses all sources of flooding, clarifies responsibilities and facilitates flood risk management.

As a result of Sir Michael's interim report the Government has already announced its intention of introducing a draft Floods and Water Bill for consultation in 2009. The detailed provisions of the Bill are being scoped but they will reflect Sir Michael's recommendations and the Bill will be designed to cover:

- The legislative and institutional framework within which flood risk management is delivered in England. It is unclear how this will affect the Acts governing the Awards.
- The simplification and streamlining of flood risk management legislation including the interrelationship of roles and responsibilities between Environment Agency, Local Authorities, Internal Drainage Boards, and Government.

2.1.4. Other External Influences

2.1.4.1. Economic Down-turn

There are a number of potential impacts on the service that may result from the economic downturn now affecting the Country. Some of these relate to the slowing of housing growth mentioned in section 2.1.5.1. However other possible affects may include:

- ❖ Increased levels of anti-social behaviour, fly tipping, graffiti etc
- ❖ The level of regulatory compliance

- ❖ Increases in fuel poverty
- ❖ Deterioration in housing conditions
- ❖ Increased grant and loan applications
- ❖ Increased abandoned vehicles (if scrap metal price falls)
- ❖ Budget impacts especially on income generating services

These potential affects have yet to materialise. Some policies/changes have recently been implemented which should mean that the services are better placed to mitigate and/or deal with these e.g. employment of an assistant environment enforcement officer; grants for replacement boilers and renewable energy; loans for Cat 1 hazards; new contract for removal of abandoned vehicles. The services involved will need to monitor the situation carefully so that they are in a position to mitigate and/or deal with these.

2.1.4.2. Scores on the Doors - National Scheme

The Food Standards Agency is currently consulting on a national Scores on the Door's scheme. Their original proposal was based on a scoring system substantially different from that currently operated by the majority of local authorities including South Cambridgeshire. Indications are that as a result of consultation and lobbying by local authorities the national scheme will mirror the 5 star scheme operated in South Cambridgeshire.

2.1.4.3. Waste Management Research

A report on the health impacts of alternate weekly refuse and recycling collection is due to be published in the autumn of 2008. In addition noise and manual handling health and safety concerns have been raised with kerbside source separation of glass and weight of kerbside boxes. The outcome of both these matters is unknown at present but their findings will have to be considered as part of the strategic procurement options appraisal work now being undertaken.

2.1.4.4. Introduction of further Air Quality Objectives

Consultations are already being held into the introduction of a new air quality objective for PM_{2.5} and an exposure reduction approach. Progress of these proposals will need to be monitored throughout the year.

2.1.5. Local Demands

2.1.5.1. Housing Growth & Demographic changes

The effects of the credit crunch are expected to lead to a substantial downturn in the housing completion rate from that predicted last year. The District will still see its population grow but the growth rate and timing of that growth has yet to be remodelled. As a result the need for further investment in for example refuse collection vehicles will be able to be put back from that anticipated in last years plan. However, growth has already exerted pressure on services and budget increases in the refuse and recycling service will be required in 2009/10 to deal with these.

Alongside the population growth commercial and public facilities will also grow to service the greater population. The new town of Northstowe will look and feel different to any other settlement in South Cambridgeshire and may require a different service delivery model from that provided today. The re-modelled anticipated housing and population trajectory, as detailed in table 2, has shown that ???????

Table 2: Anticipated Housing and Population trajectory to 2016 (To be updated in November / December when figures available)

Financial Year	Trajectory (as at September 2008)	Variance (on September 2007)	Population (at 2.3 persons per household)
2007/08			
2008/09			
2009/10			
2010/11			
2011/12			
2012/13			
2013/14			
2014/15			
2015/16			
Total			

In addition to this the age structure of the population in South Cambridgeshire is still expected to alter with a greater proportion in the 65 year plus age bands. This is likely to have a differential impact on some of our services especially around nuisance complaints; assisted collections, clinical waste collections and disabled facility grant referrals.

2.1.5.2. Review of Home Improvement agencies

Supporting People in Cambridgeshire initiated a review of the Home Improvement Agencies across Cambridgeshire. One of the main outcomes of this review is likely to be the setting up of a commissioning group and the progression of a competitive tendering process for HIA services in Cambridgeshire. Different delivery models will need to be appraised but the current model of delivery will remain until 1st April 2011 to allow for the preparations for competitive tendering. However the PCT has reduced its funding to SCDC in 2009/10 by £4,000 and is unable to commit beyond this point.

2.1.5.3. Housing Futures

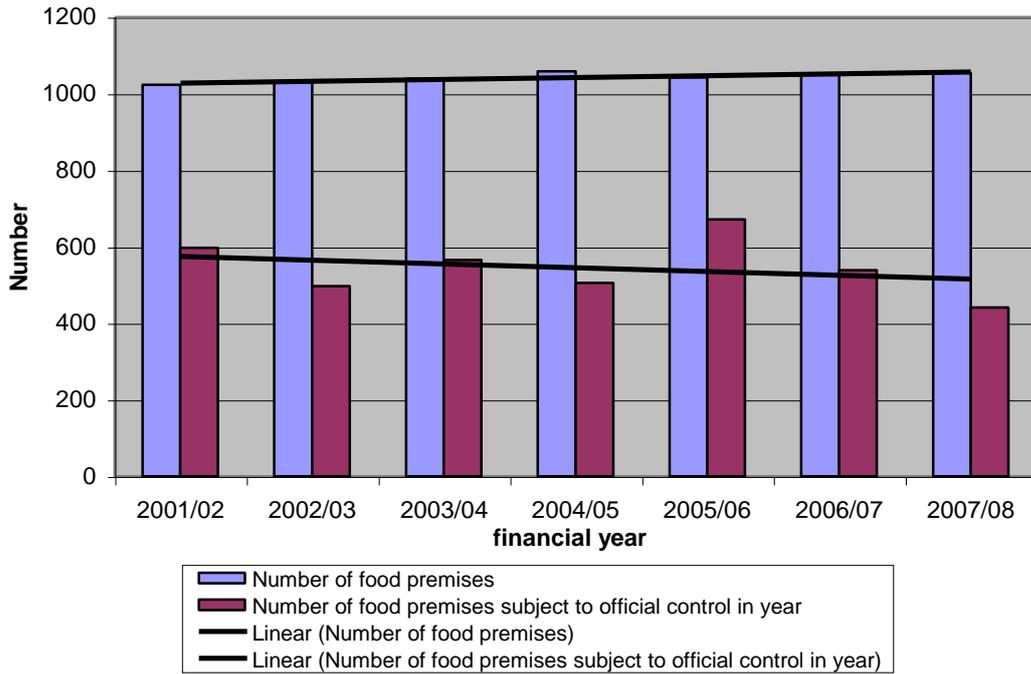
Whatever the result of the housing futures project is, its affects will be far reaching e.g. increased referrals of disabled facility grants, financial and staff, depot size, services provide for housing, emergency response capabilities etc. Officers within Health & Environmental services will need to ensure that they continue to liase with the project team to ensure these potential impacts are known and taken into account in future service planning.

2.1.5.4. Activity Demands on the Service

In line with the growth agenda and as exemplified by the food control statistic (figure 3 below) we are seeing a gradual increase in the number of commercial establishments. This growth can currently be accommodated within existing resources following efficiency improvements agreed from changes to the regulatory regime allowing environmental health practitioners to deal with low risk premises by alternative strategies other than by inspection.

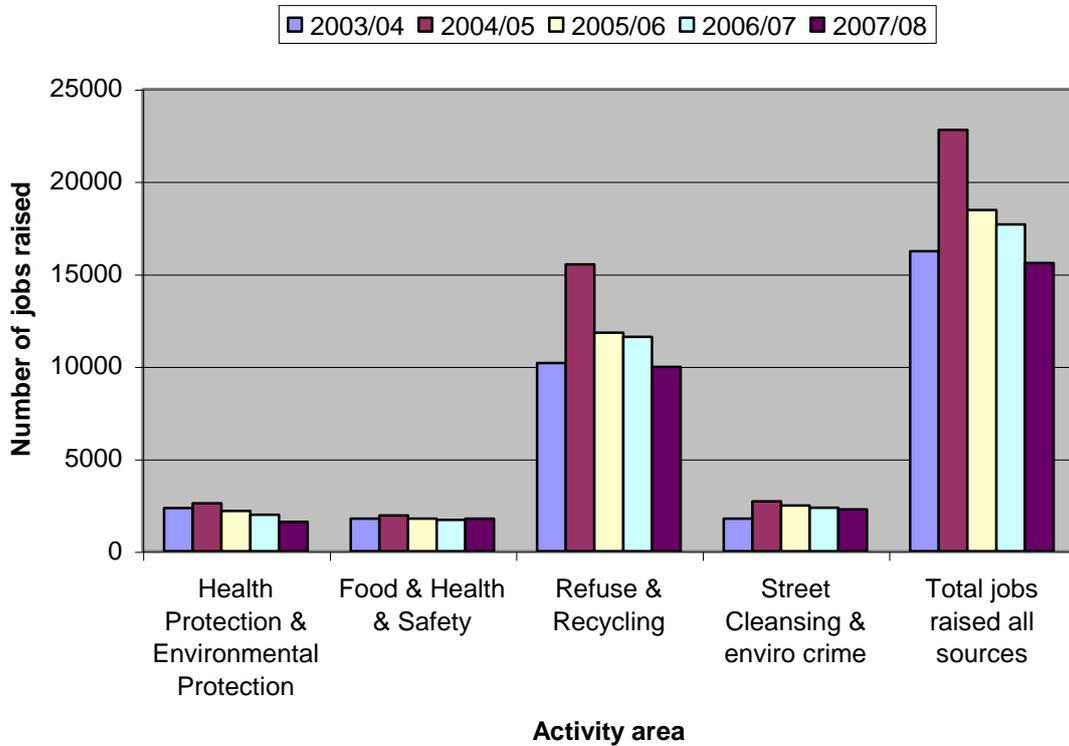
Reactive activity across the various service areas in figure 4 above remains reasonably stable, except in refuse and recycling where the number of requests for service are declining. The large increase in activity in 2004/05 coincides with the changes made to the refuse and recycling service.

Figure 3: Food control in South Cambridgeshire



Source: Food Standards Agency Returns: Table 2.1 Food hygiene - Compliance with inspection programme 2001/02 to 2007/08

Figure 4: Reactive activity in year by area

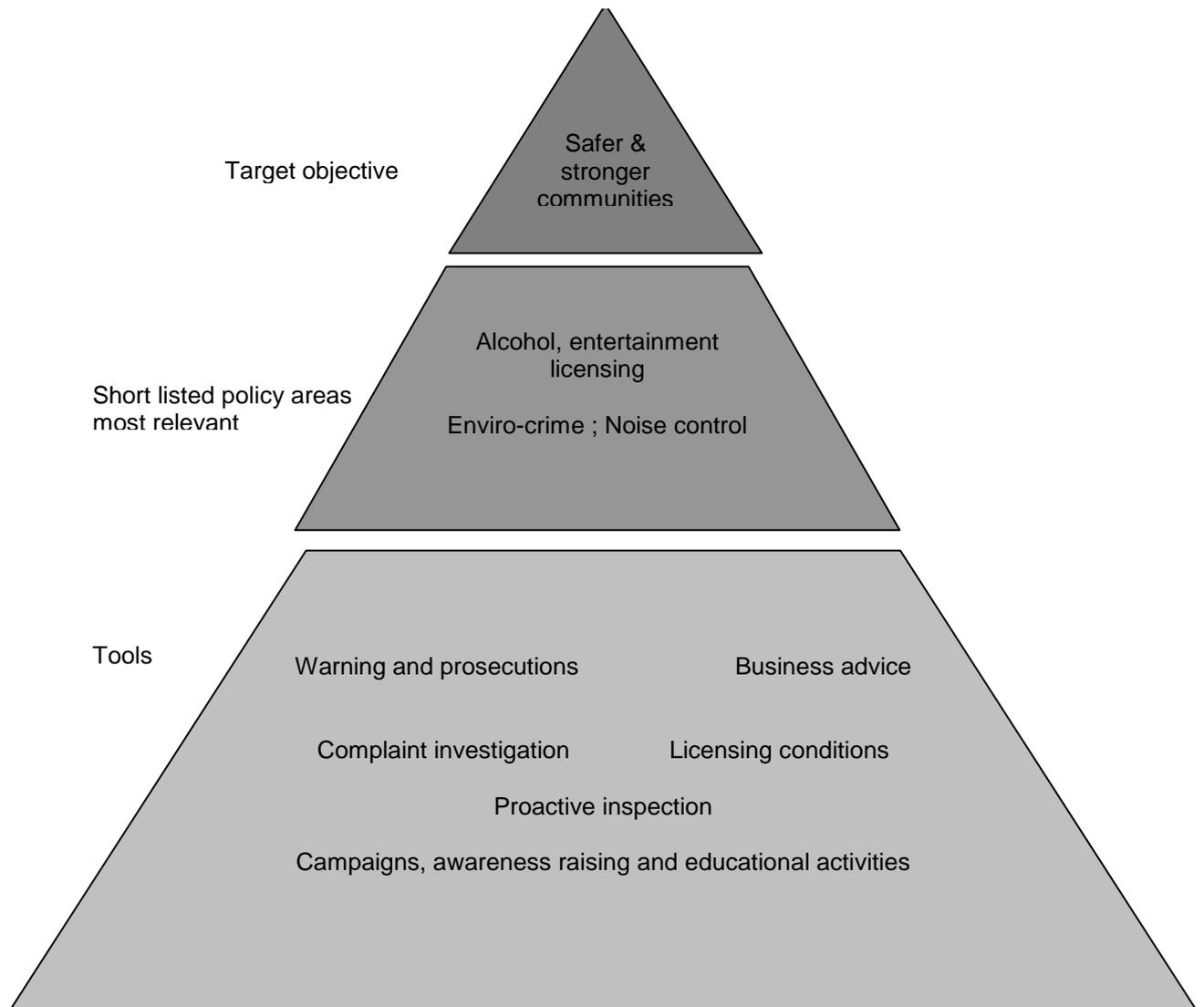


Source: Performance reports Proactive SDCD 2003/04 to 2007/08

2.1.6. Cambridgeshire's Local area Agreement and South Cambridgeshire's Community Strategy /LSP Draft Strategic Objectives

Local Area Agreement's (LAA's) are about the local delivery of better standards, with more partners, and outcomes geared to communities. Regulatory services have not always had a high enough profile in LAA's yet their contribution can be very great. Figure 5 below demonstrates how enforcement activity can contribute to the outcomes of the 'Safer and stronger communities' block³.

Figure 5: Example of enforcement contributing to safe and stronger communities



The Cambridgeshire LAA has recently been agreed and includes targets where Health & Environmental Services will have a considerable contribution to make especially surrounding anti-social behaviour, business satisfaction with regulatory services and public health matters around smoking, obesity, alcohol and health inequalities.

³ Rogers Peter (2005) – National enforcement priorities for local authority regulatory services – Cabinet Office, London

Targets of direct relevance in the Cambridgeshire Together Local Area Agreement include:

- NI 17: Perceptions of anti-social behaviour
- NI 56: Obesity among primary school children
- NI 120: All age all cause mortality rate
- NI 123: 16+ current smoking prevalence
- NI 131: Delayed transfers of care from hospital
- NI 172: % of businesses showing growth
- NI 182: Satisfaction of businesses with local authority regulation
- NI 186: Per capita emissions of CO2 in the area
- NI 188: Adapting to climate change

The South Cambridgeshire Local Strategic Partnership is in the process of agreeing the strategic objectives and priorities to be included in the Sustainable Community Strategy. These reflect the Councils own Aims and Approaches. It is anticipated that the Health & Environmental service policy areas will contribute to the following proposals.

	Strategic Objectives		Priorities
1	Active, healthy and inclusive communities where residents can play a full part in community life, with a structure of thriving voluntary and community organisations.	c	Tackling health inequalities by ensuring that health needs are met, particularly in relation to the health of Travellers and new migrant populations
		d	Promoting independence for older people and reducing falls in older people
		e	Preventing obesity through promoting healthy eating, physical activity and mental health and well-being
		g	Meeting housing need through the provision of new affordable housing and adaptations to existing housing in established communities
		j	Promoting sustainability for the benefit of the local and global environment
2	Safe and clean communities where residents do not feel vulnerable or isolated and need not fear crime or anti-social behaviour.	b	Reducing levels of crime and anti-social behaviour including hidden crimes such as domestic violence
		d	Reducing the harm from alcohol and other substance misuse
		e	Reducing the fear of crime
		f	Protecting and enhancing the environment and cleanliness of our communities
		g	Promoting smoke free environments and reducing the number of people who smoke
3	Building successful new communities , where developments include affordable homes to meet local needs and form attractive places where people want to live, and which are supported by a full range of quality services and social networks.	d	Ensuring good health and mental well-being through the delivery of joint service provision and community development
4	A sustainable infrastructure and	c	Seeking to minimise climate change through promoting a low energy future and minimising waste

<p>environment with good transport links and access to the countryside of the district, which is itself protected and improved, and with sustainable measures, which minimise waste and tackle climate change.</p>	<p>f</p>	<p>Supporting the start-up and development of new businesses and social enterprises</p>
---	----------	---

Targets within the Sustainable Community Strategy of direct relevance to Health & Environmental Services are:

- NI 119 Self reported measure of people’s overall health & well-being
- NI192 Household waste recycled and composted
- NI195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting)
- NI196 Improved street and environmental cleanliness – Fly tipping
- % people who feel safe when outside in their local area after dark

2.2. Key Partners

Key partners are wide ranging, involving joint contracting and partnership working through shared services, staff and ‘virtual’ approaches. Partnership working influences the way we deliver services and can bring many benefits provided the right approach and effort is expended. An audit of key strategic/high level external partnership arrangements has just been undertaken. The RECAP waste partnership has been ranked in the top ten council partnerships. It has achieved Beacon Status and has been extremely successful in ensuring the best value for the council taxpayer of Cambridgeshire. The Improving Health Partnership and the Countywide Health & Well-being partnerships, under the LSP and LAA structures respectively are also seen as key partnerships.

Other key partners and partnerships include:

- *Central Government departments* – Department of Communities and Local Government, Cabinet Office, DEFRA, Home Office, Department of Health
- *Central Government agencies/bodies* – Food Standards Agency, Health & Safety Executive, Local Better Regulation Office, Environment Agency, Health Protection Agency.
- *Councils* – Cambridgeshire & Peterborough Association of Local councils, Parish Councils, Cambridgeshire County council, Cambridge City Council, Huntingdon District Council, Fenland District Council, East Cambridgeshire District Council, Internal drainage boards.
- *Health related-* Cambridgeshire primary care Trust, NICE, Cambridgeshire Tobacco Control Alliance, Ambulance Trust,
- *Crime and criminal justice related* – Cambridgeshire Constabulary, Probation service; Trading Standards
- *Contractors-* Donarbon, Veolia, Pearsons, Waste recycling Group, Charlton recycled Autoparts Ltd, NETCEN, Transparency data, Northgate.

2.3. Internal Drivers

The Council continues to undergo a period of substantial change. A number of corporate initiatives will have a substantial bearing on the way the service is delivered i.e. Service First, performance management, communication strategy, housing futures, equalities to name but a few. The service will be expected to play its part in this agenda. Although savings for 2009/10 have not specifically been called for it is an overriding requirement that services look for efficiencies in everything they do. This is aligned to the requirement to find 3% Gershon savings.

The Members have just revised and published their revised Aims, Approaches and actions for 2009/10 onwards. Those that have a direct relevance to Health & Environmental services include:

[AIMS]		
A. WE ARE COMMITTED TO BEING A LISTENING COUNCIL, PROVIDING FIRST CLASS SERVICES ACCESSIBLE TO ALL.		
[Approaches]	[Actions]	
We will do this by	We will	lead member
<ul style="list-style-type: none"> ii. working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership iii. making South Cambridgeshire District Council more open and accessible iv. achieving improved customer satisfaction with our services 	<ul style="list-style-type: none"> 1. work with voluntary organisations to establish a relationship with hard-to-reach and vulnerable residents 2. work with voluntary groups to provide information and advice at events in 20 villages a year by 2010 3. establish a system of satisfaction surveys by May 2010, that will be used to improve all the services that we provide 	<ul style="list-style-type: none"> Simon Edwards Mark Howell Simon Edwards
B. WE ARE COMMITTED TO ENSURING THAT SOUTH CAMBRIDGESHIRE CONTINUES TO BE A SAFE AND HEALTHY PLACE FOR YOU AND YOUR FAMILY		
We will do this by	We will	lead member
<ul style="list-style-type: none"> ii. working with partners to combat Anti Social Behaviour iii. promoting active lifestyles and increasing opportunities for sport and recreation to improve the health of all age groups iv. understanding where health inequalities exist and 	<ul style="list-style-type: none"> 2. carry out a review by 2010 of the provision and effectiveness of existing CCTV in the District 5. increase the number of residents taking up sport or formal exercise by 1% in 2009 6. work closely with partners including NHS Cambridgeshire to identify and target key groups and provide 	<ul style="list-style-type: none"> Ray Manning David Bard David Bard

focussing on areas of need	increased opportunities for sport and recreation for the most vulnerable groups	
----------------------------	---	--

C. WE ARE COMMITTED TO MAKING SOUTH CAMBRIDGESHIRE A PLACE IN WHICH RESIDENTS CAN FEEL PROUD TO LIVE

We will do this by	We will	lead member
i. working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community	3. working with other agencies, adopt a revised Gypsy and Travellers policy by June 2009	Mark Howell
ii. extending and encouraging the use of recycling opportunities	4. extend plastic bottle recycling so that all villages and schools are served by 2010	Sue Ellington
	5. introduce further opportunities for businesses to recycle their waste	Sue Ellington
iii. working to improve the cleanliness of our villages	6. by 2009 establish a programme of at least 10 Community Clean Up events per year throughout the District	Sue Ellington
	7. on top of our regular litter picks, improve the verges alongside the A14 and A11 by in depth Spring and Autumn litter picks	Sue Ellington
	8. install and empty litter bins at our 10 dirtiest lay-bys on the major roads into and out of the District	Sue Ellington
	9. in addition to our regular street cleaning activities improve the appearance within 10 of our larger villages by increasing the amount of street cleaning that is undertaken	Sue Ellington
	10. introduce our own Best Kept Village Competition	Sue Ellington
iv. taking account of climate change in all the services that we deliver	11. have a Climate Change Action Plan in place by 2010	David Bard

D. WE ARE COMMITTED TO ASSISTING PROVISION FOR LOCAL JOBS FOR YOU AND YOUR FAMILY

We will do this by	We will	lead member
i. working closely with local businesses	1. set up a Business Forum and introduce a series of regular Business Breakfast meetings in the District by	David Bard

ii. promoting economic development	2009 2. support businesses to comply with the law while targeting those who flout it 3. promote the development and uptake of business space already allocated in the District	Sue Ellington David Bard
E. WE ARE COMMITTED TO PROVIDING A VOICE FOR RURAL LIFE		
We will do this by iv. maximising planning gain for neighbouring communities	We will	lead member

2.4. Strengths and Weaknesses

A SWOT analysis has been undertaken taking into account the external and internal drivers and performance of the services. Table 3 represents the main conclusions from this assessment.

Table 3: Main Strengths, Weaknesses, Opportunities and Threats

<p>Strengths:</p> <ul style="list-style-type: none"> • Customer service quality circle • Emphasis on the four National enforcement priorities • Risk based approach adopted • Refuse and recycling performance • Net expenditure per head for core Env. Health services • Value for money refuse & recycling services (SPARSE benchmark) • Refuse & recycling productivity • Customer satisfaction and service; EH services; pest control; street cleaning, refuse collection • Partnership working • Improved abandoned vehicle removal arrangements and perceptions • Investors in People accreditation • Beacon status • Professional, highly trained and skilled workforce • Pollution control, licensing, Food & health and safety performance • Low level staff sickness in EH 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Enviro-crime website enhancements • Community strategy objectives • Risk based enforcement strategies • Local Better Regulation Office • Housing and population growth and demographic changes • New performance framework • Review of Home Improvement Agencies • Customers quality of life factors i.e. clean streets, level of pollution, low level of crime • Efficiency requirements • Technology and ICT advances • Flexible and mobile working • Waste collection strategic procurement review • Members 3A's • Closer working with Business sector • Customer service standard • Trade waste recycling services
--	---

<ul style="list-style-type: none"> • Ability to access external funding • Flexible staff • Air Quality website • Scores on the doors • Nationally recognised experts 	
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Website information and navigation • Street cleansing, detritus clearance and fly posting and graffiti removal performance • Customer satisfaction with local recycling facilities including tidiness; bulky household waste collections • Staff employed on core Env Health functions per 1000 population • Management capacity • Recruitment & retention of EHO's. • CPC training for HGV drivers • Management capacity • Home Improvement Agency staffing resources to meet demand • Dog control service • Up to date Private sector stock condition information • Long term sickness levels in Environment operations • Dry recycling performance 	<p>Threats:</p> <ul style="list-style-type: none"> • Staff/EHO ratio per 1000 population • Local Better Regulation Office • Primary Authority Principle • Government's response to Bristol report into DFG's • Housing and population growth and demographic changes • Efficiency requirements • Naming and shaming if do not perform • New software solution not performing as sold • Corporate aspirations and requirements • Depot size • Economic downturn impacts • Waste collection strategic option and Awarded watercourse tendering possible threat to staff morale and motivation.

3. Service Objectives

As detailed in section 1.1 the service is made up of a broad set and intertwined set of sub-services and activities. Staff within each of these services have considered the objectives of each of their services and how they can be brought to together in one overall Statement of Purpose for Health & Environmental Services. In so doing they have ensured that the Statement of Purpose below reflects and fully embraces the Council's new 3A's (Aims, approaches and Actions) as in table 4 below.

Table 4: Health & Environmental Services Statement of Purpose and Links to Corporate Aims & Approaches

Health & Environmental Services Objectives	Links with Council Aims	Links with Council Approaches	Links with Council Actions
Health & environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:	A; B; C; D; E		
❖ <i>Protect and enhance the environment now and in the future</i>	C; D; E	Cv; Cvi; Cvii; Cviii; Di; Dii; Ei	C3; C4; C5; C6; C7; C8;

			C9; C10; D1; D2
❖ <i>Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses</i>	B; C, E	Bi; Bii; C; Ei	B2
❖ <i>Safeguard and improve public health</i>	B; D	Biii; Biv; Di; Dii	B5; B6; C3; D1; D2
❖ <i>Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.</i>	A; B; E	Aii; Biii; Biv; Ei	A3; B5; B6; C3
Values			
❖ <i>High quality customer service to the public</i>	A; D	Di	D1
❖ <i>Target resources to areas of greatest risk/effect/change.</i>	A; D	Av; Dii	A4; D2
❖ <i>Provide sensible, clear, open, honest and fair decisions</i>	A; D	Aiv; Di	D1
❖ <i>To improve service to the public that represents best value</i>	A; D	Av; Di	D1
❖ <i>Be professional, consistent and equitable, showing mutual respect towards others.</i>	A; C; D	Civ; Di	C3; D2
❖ <i>Use common sense</i>	A; D		
❖ <i>To engage and listen and be responsive and flexible to people's needs</i>	A; C; D; E	Ai; Aii; Civ; Di; Eii	A1; A3; A5; C3; D1; D2
❖ <i>Set standards by which to be judged</i>	A; C; D	Dii	D2

4. Progress/Performance Overview

4.1. Overall Performance against Best Value Indicators and Local Indicators

The service's performance benchmarked against the national best value performance indicators and including trends over the last three years and is given in Appendix 1 together with performance trends against local performance Indicators.

The main issues to be highlighted from those tables are: -

Good Performing Areas	Average Performing Functions	Poor Performing Functions
<ul style="list-style-type: none"> • Overall amount waste recycled/composted and amount of residual waste per household • Waste/recycling collection value for money • Pollution control improvements • Customer satisfaction with street cleanliness and household waste 	<ul style="list-style-type: none"> • Abandoned vehicles investigations within 24 hrs • Prompt removal of abandoned vehicles. • Dry recycling percentage of total weight collected • Cost of waste collection services 	<ul style="list-style-type: none"> • Home Improvement Agency time taken to complete works • Street cleanliness (detritus); visible graffiti and fly-posting removal • Satisfaction with local recycling facilities (i.e. banks) • Range of dog control services

- collection
- Staff sickness levels in Env. Health
- Refuse & recycling collection dependability and customer services
- General customer service including paying invoices and responsiveness
- Food hygiene and health safety inspection of high risk premises
- Dealing with contaminated land
- Value for money of environmental health services
- Staff vacancy rate
- Level of sickness in environment operations staff

Performance improvements of note over last year include: responsiveness in dealing with complaints; dealing with contaminated land; although much still needs to be done street cleanliness; and staff vacancy rate.

4.2. Customer Consultation & Satisfaction

Overall the service has seen some significant improvements in customer satisfaction and perceptions as detailed in tables 5 to 7 below. Generally the services achieve high levels of customer satisfaction. This is especially true of the refuse and recycling services, environmental health, and pest control. Improvements in perceived anti-social behaviour matters have been achieved, the most dramatic of which being in the perception of problems with abandoned vehicles.

It is difficult to explain why satisfaction in street cleanliness has improved so much as measured by BV89 yet at the same time equal percentages of people felt things had either improved or got worse. Residents would appear to have considered that recycling bank facilities had improved but they are still not overall satisfied with them, possibly due to cleanliness issues and the poor performing plastic recycling bank service. It is anticipated that major improvement in this regard will be achieved through the introduction of the kerbside plastic recycling scheme and withdrawal of the plastic recycling banks. In turn the introduction of this service is expected to lead to improved waste collection and recycling satisfaction results.

Early indications from the NI182 survey (satisfaction of businesses with local authority regulation services) show a generally good picture from both compliant and non-compliant businesses with an estimated 70% plus being satisfied.

Table 5: % Of Customers Who Felt The Service Had Got Better Or Worse Since 2003

	Better	Worse	
Kerbside collection of recycling	42%	7%	😊
Recycling Bank facilities	36%	6%	😊
Household waste collection	34%	15%	😊
Street and open space cleanliness	16%	14%	😞

Table 6: Satisfaction with Aspects of Refuse & Recycling, Environmental Health and Pest Control Services

	Very/fairly satisfied		Fairly/very dissatisfied	Trend
	2003	2006	2006	
Household waste collection				
Black bin	83%	86%	8%	↑
Cleanliness of street after collection	78%	85%	8%	↑
Bulky household waste collection	61%	53%	20%	↓
Kerbside recycling				
Recycling containers	73%	81%	13%	↑
Cleanliness of street after collection	78%	82%	10%	↑
Kerbside collection overall	76%	79%	13%	↑
Recycling banks and other recycling facilities				
Location	77%	75%	15%	↓
Items that can be deposited	73%	74%	16%	↑
With cleanliness and tidiness of site	67%	65%	20%	↓
	2004/05	2006/07		
Environmental Health				
Overall satisfaction	82%	86%		↑
Received full explanation as to action taken	77%	82%		↑
Pest Control	85%	97%		↑

Customers also indicated that low level of crime (anti-social behaviour and environmental crime), affordable/decent housing, clean streets and the level of pollution were important factors in affecting their quality of life. In addition they felt that clean streets and pollution improvements were needed to improve their local area.

Table 7: What Did Residents Consider To Be A Anti-Social Behaviour Problem In Their Area

<i>Anti-social behaviour</i>	<i>Very big/big problem</i>		
	2003	2006	Trend
Rubbish and litter lying around	37%	28%	↑
Vandalism, graffiti and other deliberate damage to property or vehicles	48%	25%	↑
People being drunk or rowdy in public places	35%	14%	↑
Noisy neighbours or loud parties	13%	8%	↑
Abandoned or burnt out cars	48%	6%	↑

5. Controllable Budget (To be completed in February once budget agreed)

2009/10 costs Health & Environmental Services

£

Capital	_____
Revenue	
Expenditure	
Employees	
Premises-related expenditure	
Transport-related expenditure	
Supplies and services	
Third party payments	_____
Income	_____
	=====

6. Value for Money Overview

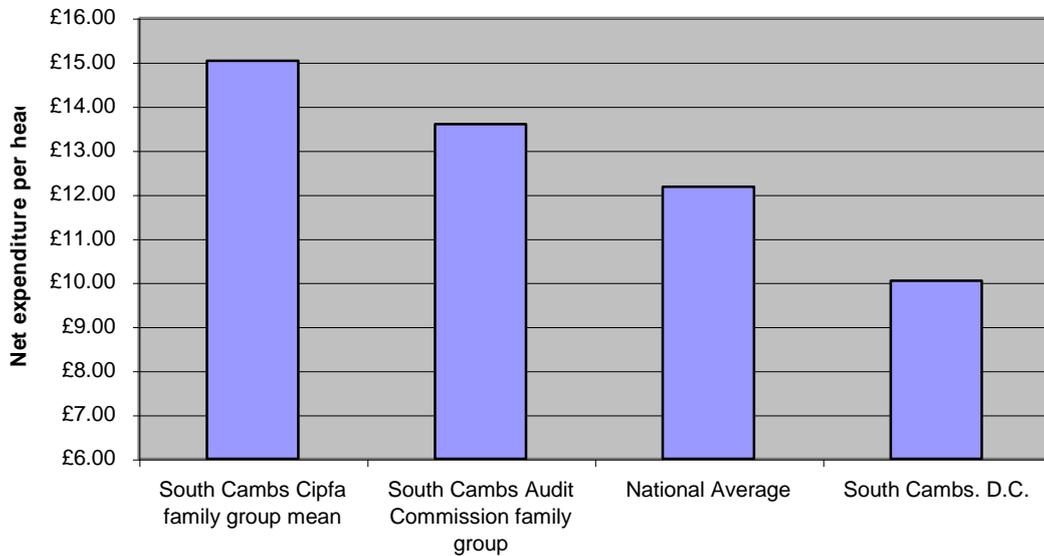
6.1. Core Environmental Health Functions

The primary measure of value for money comparison for core Environmental Health functions is the net expenditure on Environmental Health per head of population. This can be benchmarked against our Cipfa and Audit Commission family groups, and the national average as in Figure 6 below. South Cambridgeshire's net expenditure in 2006/07 was substantially below the benchmark groups.

Figure 7 demonstrates that although net expenditure has risen and the gap between the national average and South Cambridgeshire's net expenditure has closed slightly up to 2005/06 the amount spent by South Cambridgeshire District Council per head remains substantially below the national average figure. Indeed last year

expenditure per head dropped to below that spent in 2004/05, widening the gap with national average again.

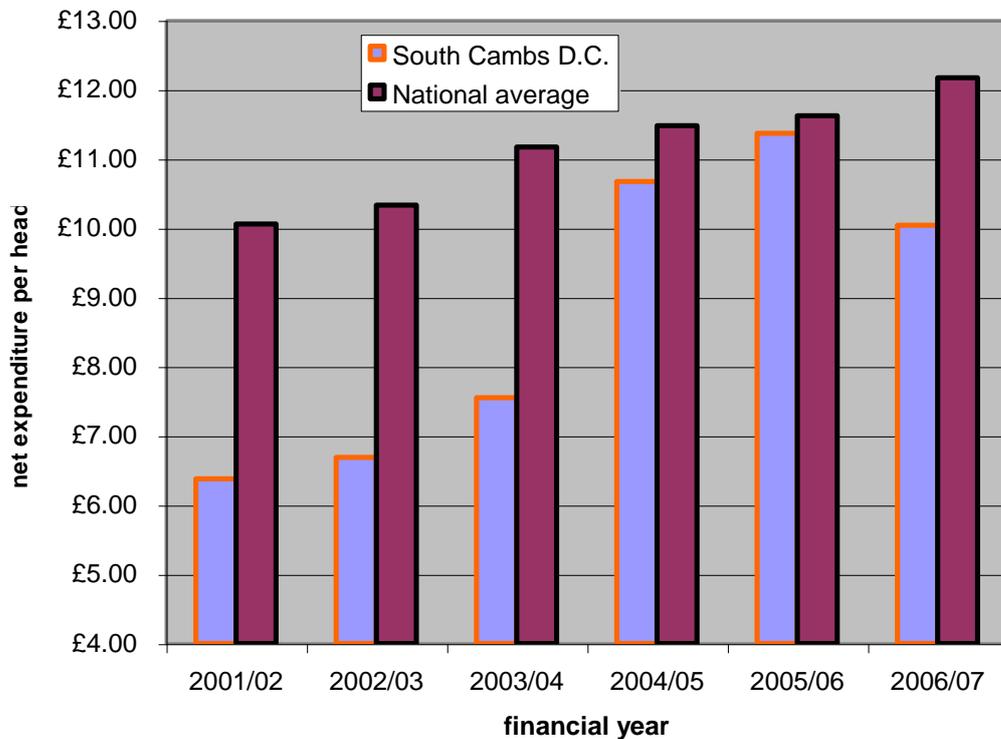
Figure 6: Net expenditure on EH per head 06/07 actuals



Source: CIPFA 2007; Environmental Health Statistics 2006/07 actuals; SIS ref 65.07; London

Given the reasonably good performance of the service against this low level of expenditure compared to our benchmarks the service can be said to offer good value for money.

Figure 7: South Cams D.C. Net expenditure per head on EH compared to national average

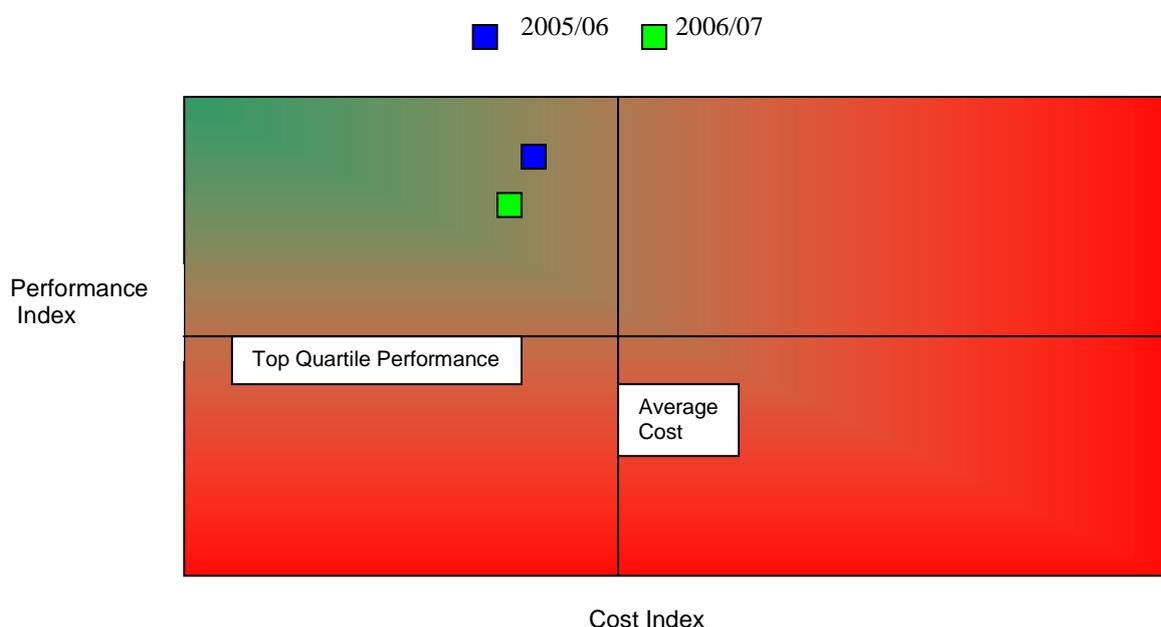


Source: CIPFA; Environmental Health Statistics 2001/02 to 2006/07 actuals; SIS ref 65.01 - 07; London

6.2. Waste Management Functions

South Cambridgeshire's waste management services have been performance profiled against 76 other district council members in the SPARSE group. South Cambridgeshire DC had the 4th highest recycling rate of 76 SPARSE authorities⁴. This independent benchmarking group also undertook a value for money assessment for South Cambridgeshire's waste management services the results of which are shown in figure 8. In 2006/07 South Cambridgeshire recycling services achieving top quartile performance at below average cost.

Figure 8: Value for Money analysis between composite performance and cost of recycling: 2005/06 and 2006/07



Source: SPARSE Profiling Service for South Cambridgeshire D.C, <http://www.rsnonline.org.uk/> Accessed October 2008.

RSM Robson Rhodes as part of the 2005/06 waste management best value review undertook a detailed financial analysis of the service, which concluded that the service should review the procurement options available. This review commenced in 2008 and will go on into 2009. The main outcomes expected from the review are; cost effective & efficient service; high level of customer satisfaction; future flexibility to respond to external influences and minimising environmental impact.

6.3. Efficiency Measures and Proposals for Savings

Health & environmental Services has a very good track record in identifying and implementing efficiency and cost savings. The ability to do so is however getting increasingly difficult. The waste collection strategic option review, awarded watercourse tending and the Home Improvement agency review all currently in progress may provide further efficiency and cost savings. The proposal for the introduction of a trade waste cardboard recycling service has the potential to be an

⁴ SPARSE Performance profiling service 2006/07 figures: available from www.rsnonline.org.uk

income generator as has the increase expected in dry recycling tonnages via recycling credits.

Other potential cashable savings may be achieved by providing more training courses for businesses, reducing the frequency of portable appliance testing, improved procurement arrangements for equipment provided under DFG's, a focus on identifying houses in multiple occupation that require licensing and the introduction of the Best Bar None scheme. Non-cashable efficiency savings can be expected from mobile and remote working capabilities.

7. Workforce Overview

7.1. Investors In People

Health & Environmental Services was last re-accredited against the Investors In People standard in May 2006 and will have to re-accredited by May 2009 if it is to retain its status as an Investor in People service. Spending on training within the service as a percentage of the total environmental health salary budget has fallen to approximately 1.2%. Although lower than in previous years this is felt to be sufficient to meet all urgent and essential staff training and business needs of the service.

7.2. Staff Sickness and Vacancy Rate

Staff sickness excluding environment operations remains relatively low 1- 3%. Sickness in environment operations, via good management techniques, dropped substantially from 11% – 12% to around 5% but in 2008/09 has grown again (mainly due to long term sickness) back to 10% - 11%.

The economic downturn may assist in the recruitment and retention of posts that have in recent years been difficult to recruit into e.g. HGV drivers and street cleansing operatives. It is not expected to assist with the recruitment and retention of qualified EHO's because of the national shortages and the movement to the private sector. Employment of Student EHO's on a bursary has helped but more needs to be done as this Bursary is no longer attractive to the best students as it no longer covers the cost of living. The service is therefore looking to increase this Bursary to £10,000.

The age profile of the work force has become more balanced with less coming close to retirement however there are still a number of employees expected to retire in the next few years that will need replacing. Although retention is not so problematical, once vacant it has taken a considerable amount of time to recruit into these positions due to local and national labour force shortages and other conditions surrounding these groups of worker. Managers have worked hard to reduce this downtime. Currently the staff vacancy rate is very good but this will need to be carefully monitored to ensure this remains the case.

The service will continue to provide in house training schemes and has bid for CPC training funds for HGV drivers to ensure the Council has sufficient to meet the needs.

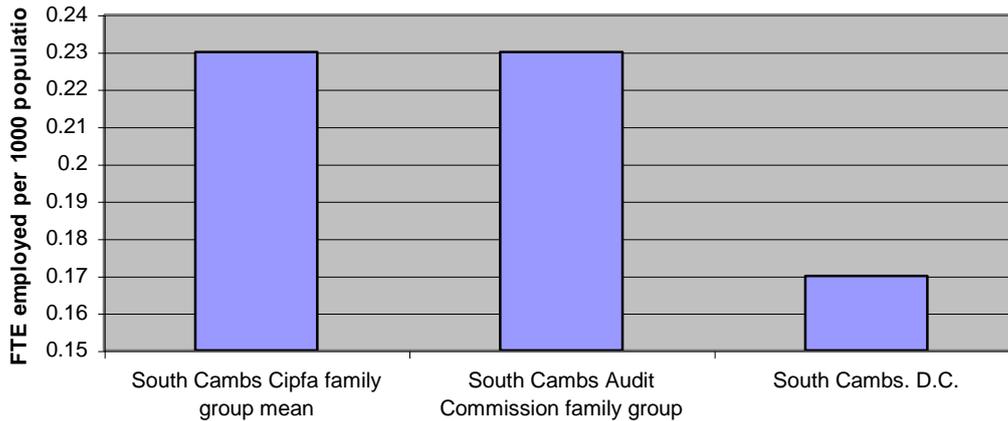
7.3. HGV Drivers Certificate of Professional Competence

From September 2009, under The Vehicle Drivers (CPC) Regulations 2007, all drivers of vehicles exceeding 7.49 tonnes gvw will need to carry a card proving they have undertaken drivers CPC training. If the Council does not provide this training then there is a real risk that the authority will struggle to employ sufficient drivers to provide its services.

7.4. Staffing Benchmarks

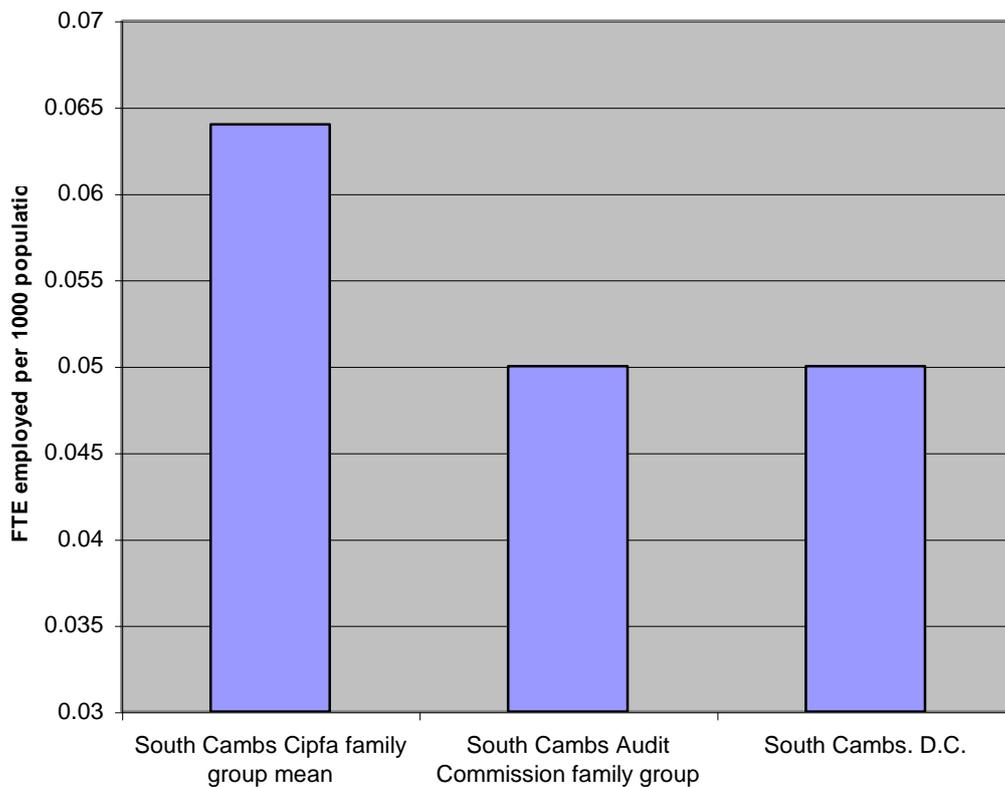
A good benchmark of staffing resources employed is the number of staff employed as a rate per 1000 population. The rate of staff and EHO's employed on core environmental health functions per 1000 population has fallen since 2001. As demonstrated by Figures 8 and 9 in 2006/07 it remains below our benchmarked family groups. The rate of staff employed on core environmental health functions gap with our family groups widened in 2006/07.

Figure 8: Staff employed on core Env. Health Functions per 1000 population (06/07 Actuals)



Source: CIPFA 2007; Environmental Health Statistics 2006/07 actuals; SIS ref 65.07; London

Figure 9: EHO's employed per 1000 population 06/07 actuals



Source: CIPFA 2007; Environmental Health Statistics 2006/07 actuals; SIS ref 65.07; London

The pace of population growth in the district is uncertain however in order to ensure that this rate gap does not grow further field staff members will need to be employed as the population increases. This was expected to be one every two years, starting in 2009/10, and including an EHO every four years, commencing in 2011/12. In the short term although the gap with our family groups has widened in 2006/07, the credit crunch means that the planned programme of recruitment can be delayed one year until 2010/11. The activity profiles in section 2.1.4.3 provide further confidence that this can be accommodated without negatively effecting service provision or customer expectations.

8. Equalities Overview

The Council has achieved equalities standard level one in 2007/08 and is looking to progress to level 2. Health & Environmental Services will make a contribution to the consultation and scrutiny of the comprehensive equality policy and will implement equality impact and needs/requirements assessments initially for the services and policies with greatest impact. These will be chosen via a risk assessment process in the fourth quarter of 2008/09 and the assessments themselves undertaken in 2009/10. All new policies presented will be equality Impact assessed and From 1st April 2009.

9. Risk Overview

The Health & Environmental Services risk register is attached at Appendix 2. This provides an analysis of the major risks affecting the service over the next 12 months and is built from much of the preceding commentary. The greatest risks to the service revolve around recruitment and retention and other staffing issues such as management capacity, and staff morale; the better regulation agenda and specifically the Regulatory Enforcement & Sanctions Bill. Actions have been proposed to reduce and manage these risks within the change and improvement plans that follow. The links to these are shown in table 8.

Table 8: Actions proposed to manage the identified risks

Risk Number	Short Title/description	Action/Change/Improvement proposed
2	Recruit & retention	<ul style="list-style-type: none"> • Economic down turn will ease the pressure in certain areas i.e. street cleansing operatives, HGV drivers but not with EHO's. Bid to increase Bursary for student included. • Corporate workforce plan implementation. • CPC training provided for HGV drivers.
10	Disabled facility grant demand	<ul style="list-style-type: none"> • Bid to re-instate post of Assistant Surveyor in HIA unit • Assessment of the existing capital budget provision indicates this should be sufficient until 2011/12 • Risk of increased mandatory limit receding in short term
11	Meeting air quality A14 corridor	<ul style="list-style-type: none"> • Implementation of air quality strategy • Agreement and implementation of air quality action plan for A14 corridor

Risk Number	Short Title/description	Action/Change/Improvement proposed
13	Depot size	<ul style="list-style-type: none"> • Continue discussions on possible depot move and bid for moving costs in 2010/11 • Pedestrian/ vehicle separation works implemented • Dependant on outcome of Housing futures and PFI project works. • Additional permanent refuse collection rounds delayed
15	Staff perception of a Council wide privatisation agenda	<ul style="list-style-type: none"> • Improved local Communication with staff involved
6	Primary Authority implementation demands	<ul style="list-style-type: none"> • Awaiting results of Govt. consultation • Two businesses likely to request.
16	Management Capacity to meet demands	<ul style="list-style-type: none"> • Bid for employment of business manager • Senior management informed
12	Withdrawal of support from IT supplier for existing Environmental Health workflow system	<ul style="list-style-type: none"> • Alternative suppliers being sourced via contract procurement procedures

OPERATIONAL PLAN: Food & Health & Safety Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live
- D. We are committed to assisting provision for local jobs for you and your family

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Working with voluntary organisations, parish councils and Cambridgeshire county council to improve services through partnership
- Making South Cambridgeshire District Council more open and accessible
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- Working closely with local businesses
- Promoting economic development
- Effectively to promote tourism
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses
- Safeguard and improve public health
- Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.

Over-arching Supporting Performance Indicators contributing to the service supporting objectives

Workforce and Learning	SE209; SE211; SE227; SE228
Finance, Efficiency & VFM	SE213; SE214; SE229
Customer Service	NI182; SE203; SE222; SE226; SE235; SE236; SE237; SE238

Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline for action			Lead Officer
		09/10	10/11	11/12	
To ensure food establishments are compliant with food hygiene law	NI 184 Food establishments in the area which are broadly compliant with food hygiene law	90%	92%	94%	CA
	SE 206 % food premise inspections carried out for high risk premises	100%	100%	100%	CA
To investigate Infectious diseases and food borne illness	To respond to all notification within 24 hours of receipt by letter of telephone				CA
To investigate complaints about the fitness of food or hygiene of premises	NI 184 Food establishments in the area which are broadly compliant with food hygiene law	90%	92%	94%	CA
	SE 203 % of EH complaints responded to within 3 working days	95%	95%	95%	JGK
To carry out food and water sampling and initiate action on receipt of unsatisfactory results	As per programme for LACORS and Eastern Centre				CA
To respond to food safety Alerts	Within 24 hours of receipt				CA
To improve the health, safety and welfare of people at work and to protect others from risks arising from work activities	SE204 % of health & safety inspections carried out for priority premises identified in topic based inspections regime	96%	96%	96%	CA
To investigate complaints about the fitness of food or hygiene of premises	SE 203 % of EH complaints responded to within 3 working days	95%	95%	95%	JGK
To hold people to account and prevent further injury through the investigation of reportable accidents	Investigate within 24 hours of notification				CA

To ensure welfare and health & safety standards are maintained within Zoo's pet shops and other animal establishments	Inspect and license as per the legislative requirements and model conditions				CA	
To ensure the health of consumers of potable water from private water supplies is not at risk	Carry out the sampling and inspection programme as determined by the legislation				CA	
To maintain an appropriate level and quality of service as determined by the Portfolio holder	SE217 Total points score in the Quality & service level Hampshire matrix for sections of relevance i.e Food, Health & safety, ID's,	Food Safety	40.4	40.4	40.4	JGK
		Public Health	29	29	29	
		Health & Safety	32.9	32.9	32.9	

OPERATIONAL PLAN: Health Protection (inc Pest Control) Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- B. We are committed to ensuring that south Cambridgeshire continues to be a safe and healthy place for you and your family
- C. We are committed to making south Cambridgeshire a place in which residents can feel proud to live
- D. We are committed to assisting provision for local jobs for you and your family

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Working with voluntary organisations, parish councils and Cambridgeshire county council to improve services through partnership
- Making South Cambridgeshire District Council more open and accessible
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Promoting active lifestyles and increasing opportunities for sport and recreation to improve the health of all age groups
- Understanding where health inequalities exist and focussing on areas of need
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- Taking account of climate change in all the services that we deliver
- Promoting low carbon living and delivering low carbon growth through the planning system
- Working closely with local businesses
- Promoting economic development
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups
- Implementing planning policies to achieve successful new communities

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Protect and enhance the environment now and in the future
- Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses
- Safeguard and improve public health
- Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.

Over-arching Supporting Performance Indicators contributing to the service supporting objectives					
Workforce and Learning	SE209; SE211; SE227; SE228				
Finance, Efficiency & VFM	SE213; SE214; SE229				
Customer Service	NI182; SE203; SE222; SE226; SE235; SE236; SE237; SE238				
Supporting Objective	Key Performance Indicator or SMART Milestone	PI target or deadline for action			Lead Officer
		09/10	10/11	11/12	
To fulfil the Council's obligations under the Civil Contingencies Act by providing in partnership an effective emergency planning response to major incidents	NI 37 Awareness of civil protection arrangements in the local area.	To be set once first set of data received	improvement from 09/10	improvement from 10/11	LG
To ensure a smoke free environment	Premises complying with Health Act (high risk equals categories a – c and vehicles) <ul style="list-style-type: none"> • Links to NI137; NI119; NI120; NI121; NI122; NI123 • Health Act Regulation visits, advice and education • Camquit & national clean air awards promotion 				IG
To reduce the incidence of ill health through CHD, obesity, and alcohol consumption	Links to NI's 137; 39; 55; 56; 119; 120; 121; 122. <ul style="list-style-type: none"> • Exercise referral scheme • Planning for growth • Score on the doors • Food & health plan implementation 				IG
To reduce anti-social behaviour associated with alcohol consumption	Links to NI's 39; 17; 21; 27; 41; 138; <ul style="list-style-type: none"> • Proof of age scheme • Best Bar None • Effective licensing regime 				IG
To ensure that reductions in CO2 emissions are achieved in the Home and people live in warm homes	NI187 –tacking fuel poverty <ul style="list-style-type: none"> • Links to NI119; NI120; NI186 	To be set once set of data received	improvement from 09/10	improvement from 10/11	IG

To protect public health and the environment by ensuring the impact of growth is appropriately considered and mitigated against including the development of healthy communities.	Links to various NI's including:-137; 55; 56; 119; 120;121;122; 187; 186; 138;154; 170. <ul style="list-style-type: none"> Review and responding to planning policies and development proposals Writing and reviewing supplementary planning guidance Health Impact and sustainable Environmental statements Supporting the growth area corporate processes and groups 					SW
To improve air quality and reduce the impacts of polluting emissions on public health	Compliance level with National air quality objectives <ul style="list-style-type: none"> Air quality monitoring, assessment and reporting Air quality management action plans implementation Link to NI186 					SW
To ensure that public health and other receptors are not harmed through contaminated land	Old BV216b – Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as % of all sites of potential concern <ul style="list-style-type: none"> Links to NI 170; 154 	10%	10%	10%		SW
To maintain an appropriate level and quality of service as determined by the Portfolio holder	SE217 Total points score in the Quality & service level Hampshire matrix for sections of relevance	Pest Control	24.9	24.9	24.9	JGK
		Environmental Control	39.8	39.8	39.8	
To ensure the effective control of vermin and public health pests within the District	SE225 the % of pest control first treatments carried out within 4 working days	95%	95%	95%		PMQ
	SE223 - % pest control customers who were overall satisfied with the service	95%	95%	95%		PMQ

OPERATIONAL PLAN: Environmental Protection Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live
- D. We are committed to assisting provision for local jobs for you and your family

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Working with voluntary organisations, parish councils and Cambridgeshire county council to improve services through partnership
- Making South Cambridgeshire District Council more open and accessible
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Working closely through our crime and disorder reduction partnership to reduce crime and the fear of crime
- Working with partners to combat anti social behaviour
- Making affordable housing more available to local people
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- Taking account of climate change in all the services that we deliver
- Promoting low carbon living and delivering low carbon growth through the planning system
- Working closely with local businesses
- Promoting economic development
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups
- Implementing planning policies to achieve successful new communities

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Protect and enhance the environment now and in the future
- Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses
- Safeguard and improve public health
- Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.

Over-arching Supporting Performance Indicators contributing to the service supporting objectives					
Workforce and Learning	SE209; SE211; SE227; SE228				
Finance, Efficiency & VFM	SE213; SE214; SE229				
Customer Service	NI182; SE203; SE222; SE226; SE235; SE236; SE237; SE238				
Supporting Objective	Key Performance Indicator or SMART Milestone	PI target or deadline for action			Lead Officer
		09/10	10/11	11/12	
To monitor and respond to reports of incidents of water, drainage, land and air pollution	SE 203 % of EH complaints responded to within 3 working days links to NI14. <ul style="list-style-type: none"> Out of office hours service maintained 	95%	95%	95%	JGK
To respond to and investigate complaints of all forms of statutory nuisance including noise, smoke, odour, dust and light pollution.	SE 203 % of EH complaints responded to within 3 working days Links to NI14. <ul style="list-style-type: none"> Out of office hours service maintained Also links to NI17; NI21; NI24; NI25; NI27; NI186, NI138 	95%	95%	95%	JGK
To effectively control emission from permitted processes	Old BV217 % of pollution control improvements completed on time	100%	100%	100%	BH
To ensure that private sector housing conditions are safe, healthy and suited to the occupants needs.	NI 12 Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity (Indicator deferred. Definition likely to significantly alter from existing draft) <ul style="list-style-type: none"> HMO licensing, compliance and enforcement activity 	To be set when definition known	To be set when definition known	To be set when definition known	BH
	<ul style="list-style-type: none"> Investigation of living conditions, repairs etc by tenants Caravan site licensing, compliance and complaint activities SE 203 % of EH complaints responded to within 3 working days. Link to NI14	95%	95%	95%	JGK

To protect public health and the environment by ensuring the impact of development proposals are appropriately considered and mitigated against	Links to NI 170; 154 <ul style="list-style-type: none"> • Review and responding to planning policies and development proposals • Supporting the growth area corporate processes and groups 				BH	
To maintain an appropriate level and quality of service as determined by the Portfolio holder	SE217 Total points score in the Quality & service level Hampshire matrix for sections of relevance	Out of Hours	33	33	33	JGK
		Housing	33.9	33.9	33.9	

OPERATIONAL PLAN: Licensing Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live
- D. We are committed to assisting provision for local jobs for you and your family

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Making South Cambridgeshire District Council more open and accessible
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Working closely through our crime and disorder reduction partnership to reduce crime and the fear of crime
- Working with partners to combat anti social behaviour
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- Taking account of climate change in all the services that we deliver
- Working closely with local businesses
- Promoting economic development
- Using cultural activities
- Effectively to promote tourism
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups
- Playing our part in improving rural services including transport links

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Protect and enhance the environment now and in the future
- Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses
- Safeguard and improve public health
- Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.

Over-arching Supporting Performance Indicators contributing to the service supporting objectives					
Workforce and Learning	SE209; SE211; SE227; SE228				
Finance, Efficiency & VFM	SE213; SE214; SE229				
Customer Service	NI182; SE235; SE236; SE237; SE238				
Supporting Objective	Key Performance Indicator or SMART Milestone	PI target or deadline for action			Lead Officer
		09/10	10/11	11/12	
Ensuring public safety through the provision of a safe and accessible private hire and taxi transport system	SE233 % of taxi licensing applicants notified of determination within 10 working days of receiving all relevant information <ul style="list-style-type: none"> • Vetting systems as part of applications • Joint reactive and proactive compliance testing, inspection and complaint investigation 	95%	96%	96%	MB
To ensure the licensing Act 2003 objectives of <ul style="list-style-type: none"> • Prevention of public nuisance • Prevention of crime and disorder • Protection of children • Promotion of public safety are achieved through an effective Licensing service 	SE 230A % of licensing Act 2003 applications determined within 2 months for premises and 3 months for personal licence applications <ul style="list-style-type: none"> • Vetting systems as part of applications • Joint reactive and proactive compliance testing, inspection and complaint investigation • Licensing procedures • Safety advisory group for large scale events • Links to NI's 39; 17; 20; 21; 27; 41; 138 	100%	100%	100%	MB

<p>To ensure the Gambling Act objectives of</p> <ul style="list-style-type: none"> • prevention of gambling being a source of crime and disorder • ensuring gambling conducted in a fair and open way • Protect vulnerable persons from being harmed or exploited by gambling <p>Are achieved through an effective Licensing service</p>	<ul style="list-style-type: none"> • Vetting systems as part of applications • Joint reactive and proactive compliance testing, inspection and complaint investigation • Licensing procedures 				MB	
<p>Ensuring public safety, protection of vulnerable people, reduction in crime and protection of public health is achieved through effective licensing of street trading, house to house collections; motor salvage licensing; lotteries and fruit machines.</p>	<p>Links to NI's 39; 17; 21; 27; 41; 138</p> <ul style="list-style-type: none"> • Vetting systems as part of applications • Joint reactive and proactive compliance testing, inspection and complaint investigation • Licensing procedures 				MB	
<p>To maintain an appropriate level and quality of service as determined by the Portfolio holder</p>	<p>SE217 Total points score in the Quality & service level Hampshire matrix for sections of relevance</p>	Licensing	20	20	20	JGK

OPERATIONAL PLAN: Refuse & Recycling Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live
- D. We are committed to assisting provision for local jobs for you and your family

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Working with voluntary organisations, parish councils and Cambridgeshire county council to improve services through partnership
- Making South Cambridgeshire District Council more open and accessible
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- Extending and encouraging the use of recycling opportunities
- Working to improve the cleanliness of our villages
- Taking account of climate change in all the services that we deliver
- Working closely with local businesses
- Promoting economic development
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups
- Implementing planning policies to achieve successful new communities

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Protect and enhance the environment now and in the future
- Safeguard and improve public health
- Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.

Over-arching Supporting Performance Indicators contributing to the service supporting objectives

Workforce and Learning	SE211; SE232
Finance, Efficiency & VFM	SE213; SE229
Customer Service	SE235; SE236; SE237; SE238

Supporting Objective	Key Performance Indicator or SMART Milestone	PI target or deadline for action			Lead Officer
		09/10	10/11	11/12	
To promote and provide a sustainable waste management solution for South Cambridgeshire residents which enhances the environment, reduces greenhouse gas emissions and maintains public health	NI 191 Residual household waste per Household	505kg	504kg	503kg	SH/C
	NI 192 Household waste recycled and composted	55%	55%	56%	SH/C
	Old BV 82ai % tonnage of household waste recycled	22%	22%	22%	SH/C
	Old BV 82 aii Tonnage household waste sent for recycling	11,300	11,400	11,500	SH/C
	Old BV 82 bi % household waste composted or anaerobically digested	33%	33%	34%	SH/C
	Old BV 82 bii Tonnage household waste composted or anaerobically digested	20,500	20,500	20,500	SH/C
To Improve the levels of public satisfaction with the refuse and recycling services	Old BV 90a Satisfaction with Household Waste Collection <i>(*Satisfaction with Refuse collection)</i>	88%	88%	89%	SH/C/ (IG survey)
	SE 246 (Old BV90b) Satisfaction with local recycling facilities overall <i>(*Satisfaction with doorstep recycling)</i>	85%	82%	85%	SH/C/ (IG survey)
	SE 247 Satisfaction with of the accessibility of recycling facilities	70%	70%	70%	SH/C/ (IG survey)
	SE 248 Cleanliness after kerbside collection	85%	85%	85%	SH/C/ (IG survey)
	SE 249 Satisfaction with cleanliness and tidiness of recycling bank sites	75%	80%	80%	SH/C/ (IG survey)
	SE ??? Cleanliness of street after waste collection	85%	85%	85%	SH/C/ (IG survey)
	SE ??? Satisfaction with the range of recyclables able to be deposit at recycling facilities	75%	75%	75%	SH/C/ (IG survey)

To ensure sustainable waste management is promoted within new developments by ensuring the impact of development proposals and planning policies are appropriately considered and mitigated against	Links to NI191; 192; 193; 186 <ul style="list-style-type: none"> Review and responding to planning policies and development proposals Writing and reviewing supplementary planning guidance Supporting the growth area corporate processes and groups 				PMQ/ SH/C
To ensure the refuse and recycling services provide value for money and high levels of productivity	SE234 Unit cost of recycling- VFM analysis – Rank in SPARSE benchmark family	Top 15	Top 15	Top 15	SH/C/ DSR
	Old BV86 – Cost of waste collection per household	To be set after budget rounds	To be set after budget rounds	To be set after budget rounds	SH/C
To ensure the dependability of the service and maintain an effective customer orientated service	SE201 – The number of collections missed per 100,000 collections Link to NI14	45	45	40	SH/C
	SE 224 The percentage of missed collections put right by the end of the next working day following the reporting period being two days after the scheduled collection Link to NI14	100%	100%	100%	SH/C

OPERATIONAL PLAN: Street Cleansing & Enviro-crime Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live
- D. We are committed to assisting provision for local jobs for you and your family

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Working with voluntary organisations, parish councils and Cambridgeshire county council to improve services through partnership
- Making South Cambridgeshire District Council more open and accessible
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Working closely through our crime and disorder reduction partnership to reduce crime and the fear of crime
- Working with partners to combat anti social behaviour
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- Working to improve the cleanliness of our villages
- Taking account of climate change in all the services that we deliver
- Working closely with local businesses
- Promoting economic development
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Protect and enhance the environment now and in the future
- Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses
- Safeguard and improve public health
- Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.

Over-arching Supporting Performance Indicators contributing to the service supporting objectives						
Workforce and Learning	SE211; SE232;					
Finance, Efficiency & VFM	SE213; SE229					
Customer Service	NI182; SE203; SE235; SE236; SE237; SE238					
Supporting Objective	Key Performance Indicator or SMART Milestone	PI target or deadline for action			Lead Officer	
		09/10	10/11	11/12		
To keep the District looking clean, free from litter and reducing levels of detritus	NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting)	NI195a Litter	1%	1%	1%	SH/C
		NI195b detritus	30%	30%	28%	
		NI195c Graffiti	3%	2%	2%	
		NI195d Fly-posting	2%	2%	2%	
To ensure that the District is not spoiled by fly-tipping	NI 196 Improved street and environmental cleanliness – Fly tipping Links to NI's 17; 21;27; 138;	Very effective 1	Very effective 1	Very effective 1	PMQ	
To ensure that the District is not spoiled by abandoned vehicles	Old BV 218a % of new reports of abandoned vehicles investigated within 24 hours of notification Links to NI's 17; 21; 27; 138; 33;	96%	97%	98%	PMQ	
	Old BV 218b % abandoned vehicles removed within 24 hrs of when LA legally entitled to remove the vehicle Links to NI's 17; 21; 27; 138; 33;	96%	97%	98%	PMQ	
To Improve the levels of public satisfaction with the cleanliness standards	Old BV89 Satisfaction with Cleanliness (*Satisfaction with keeping public land clear of litter) (links to place survey questions for NI17)	80%	85%	85%	SH/C/ (IG survey)	
To maintain an appropriate level and quality of service as determined by the Portfolio holder	SE217 Total points score in the Quality & service level Hampshire matrix for sections of relevance	Dog control	15	15	15	JGK

OPERATIONAL PLAN: Awarded Watercourse Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Working with voluntary organisations, parish councils and Cambridgeshire county council to improve services through partnership
- Making South Cambridgeshire District Council more open and accessible
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Taking account of climate change in all the services that we deliver
- Working closely with local businesses
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups
- Implementing planning policies to achieve successful new communities

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Protect and enhance the environment now and in the future
- Safeguard and improve public health

Over-arching Supporting Performance Indicators contributing to the service supporting objectives

Workforce and Learning	SE211; SE232;
Finance, Efficiency & VFM	SE213; SE229
Customer Service	SE235; SE236; SE237; SE238

Supporting Objective	Key Performance Indicator or SMART Milestone	PI target or deadline for action			Lead Officer
		09/10	10/11	11/12	
To mitigate against possible flooding by ensuring the free flow of water through the Award Drains under the Council's control whilst ensuring conservation and biodiversity matters are taken into account	To maintain approx 220 miles of wards by a risk categorisation process as per the three-year programmed maintenance plan. Cat A wards – High priority - annually maintained Cat B awards – Medium priority Cat C Awards – Low Priority				PM
To respond to flooding emergencies as per emergency plans.	Response time for high priority work Up to 3 hours				PM
	Response time for medium priority work Up to five working days				
	Response time for low priority work As per annual programme				
	Provision of sand bags as per policy				SH/C
To ensure that land drainage matters are effectively taken into account in plan making and in development proposals thereby ensuring the potential future flooding is avoided.	<ul style="list-style-type: none"> Review planning policies and development proposals and respond to planning sustainable Environmental statements 				PM

OPERATIONAL PLAN: Home Improvement Agency Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live
- D. We are committed to assisting provision for local jobs for you and your family

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Working with voluntary organisations, parish councils and Cambridgeshire county council to improve services through partnership
- Making South Cambridgeshire District Council more open and accessible
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Working closely through our crime and disorder reduction partnership to reduce crime and the fear of crime
- Understanding where health inequalities exist and focussing on areas of need
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- Taking account of climate change in all the services that we deliver

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses
- Safeguard and improve public health
- Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.

Over-arching Supporting Performance Indicators contributing to the service supporting objectives

Workforce and Learning	SE209; SE211; SE227; SE228				
Finance, Efficiency & VFM	SE213; SE229				
Customer Service	SE235; SE236; SE237; SE238				
Supporting Objective	Key Performance Indicator or SMART Milestone	PI target or deadline for action			Lead Officer
		09/10	10/11	11/12	
To enable the vulnerable to live independently in their own homes by supporting them in accessing	SE218 Average weeks taken to complete works of value <£1000 Links to NI131; NI138; NI139; NI142	16	16	16	MN

grant funding to adapt their homes, making them suitable, safe and energy efficient.	SE219 Average weeks taken to complete works of value >£1000 Links to NI131; NI138; NI139; NI142	45	45	45	MN
	SE 220 Average weeks taken between first contact and first visit Links to NI131; NI138; NI139; NI142	3	3	3	MN

Over-arching Supporting Performance Indicators relevant to the above service operational plans	PI Target or deadline for action			Lead Officer
	2009/10	2010/11	2011/12	
Workforce and Learning				
SE209 % time lost to sickness (Excluding Env. Operations staff)	2.0%	2.0%	2.0%	DSR
SE 211 % staff with completed Employee Development Scheme interviews (Appraisals)	100%	100%	100%	DSR
SE 227 % working time lost to vacancies (Excluding Env. Operations staff)	4 %	4%	4%	DSR
SE 228 Training spend as % of total EH salary budget (TO3) (Excludes Env. Operations staff)	1.5%	1.5%	1.5%	JGK
SE 232 % Env Operations staff working time lost to sickness (days lost in brackets)	8%	7%	6%	SH/C
Finance, Efficiency & VFM				
SE 213 % EH undisputed invoices processed within 10 working days of receipt. (Links to NI14)	97%	97%	97%	PMQ
SE 214 Net spending per head on core Environmental Health functions	Below national average in 07/08	Below national average in 08/09	Below national average in 09/10	DSR
SE 229 Overall EH Portfolio bottom line actual budget variance compared to original estimate	< 3%	< 3%	<3%	DSR

Customer Service (links to NI14)				
NI 182 Satisfaction of businesses with local authority regulation services	To be set once data obtained estimated to be 70%	Improvement on 09/10	Improvement on 09/10	IG survey
SE 203 The % of environmental health complaints responded to within 3 working days	95%	95%	95%	JGK
SE 222 % of customers who felt they had received a full explanation as to actions taken	87%	88%	88%	IG survey
SE 226 The % of customers who are satisfied overall with the way their request for a service, complaint or request for information was handled	88%	88%	90%	IG survey
SE 235 % telephone calls answered within 20 secs	98%	99%	99%	PMQ
SE 236 % telephone calls abandoned	4%	3%	2%	PMQ
SE 237 Letters responded to in 10 working days	95%	96%	97%	PMQ
SE238 % complaints about service escalated to level 2 or above	5%	5%	5%	PMQ

COUNCIL ACTIONS IMPLEMENTATION PLAN: Health & Environmental Services

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Working closely with Partners including NHS Cambridgeshire to identify and target key groups and provide increased opportunities for sport and recreation for the most vulnerable groups	i. To continue to support TEAM project, falls prevention and fitness for health projects ii. Consider and produce the most appropriate interventions for reduction and prevention of childhood obesity after consideration of the sport England active needs survey	<p>Additional Resources Required: None Outputs: Courses, report and business plan Outcomes: Reduction in falls; contribute to the national indicator on childhood obesity seeking to halt the rise in childhood obesity, and contribute to the countywide obesity strategy. Risks: Funding insecure; drop out rate; weight and measuring programme leads to unmet demand Other services affected: New communities</p>	i. Ongoing ii. July 2009	Iain Green
Support businesses to comply with the law while targeting those who flout it.	<p>Continue the enforcement mix of services provided within Environmental Health including;</p> <ul style="list-style-type: none"> ❖ Inspection programme ❖ Complaint investigation ❖ Advisory visits ❖ Newsletters ❖ Business Forum events ❖ Surgeries ❖ Safety hazards awareness days ❖ Courses etc 	<p>Additional Resources Required: None Outputs: As per actions Outcomes: Improved regulatory compliance; reduction in health and environmental risk; protection of the public and environment; economic viability of businesses Risks: Reputation if against public wishes; not in line with LBRO guidance; lack of business support Other services affected: None</p>	Ongoing	Service Managers

COUNCIL ACTIONS IMPLEMENTATION PLAN: Health & Environmental Services

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Support businesses to comply with the law while targeting those who flout it.	To review the requirements placed on the service as result of guidance issued by Local Better Regulation Office.	<p>Resources: Considerable Staff and Management time in all areas but in particular DSR, EHMT and team leaders. Costs dependant upon final requirements and gap analysis; staff and member training</p> <p>Outputs: Redrafted policies and procedures; risk assessment processes for regulatory and sanction activity</p> <p>Outcomes: Effective targeted regulation; compliance with legislative requirements placed on SCDC; High performance against relevant NI's, economic prosperity.</p> <p>Risks: Change required greater than anticipated; unable to achieve required improvements within timescale; risk assessment results and sanctions unpopular with general complainants and Members</p>	i. Dependant upon timetable for guidance ii Ongoing	Dale Robinson
Support businesses to comply with the law while targeting those who flout it.	To ensure consistent application of the Environmental Health Enforcement Policy.	<p>Resources: within existing staffing and financial resources</p> <p>Outputs: written assessment against enforcement policy criteria within every prosecution file.</p> <p>Outcomes: Fair, proportional and consistent enforcement activity</p> <p>Risks: Assessment incorrectly carried out leading to legal challenge; Public cry for action against enforcement criteria.</p>	Ongoing	Dale Robinson

COUNCIL ACTIONS IMPLEMENTATION PLAN: Health & Environmental Services

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Support businesses to comply with the law while targeting those who flout it.	To effectively implement Part 2 of the Regulatory Enforcement & Sanctions Act 2008 introducing the Primary Authority Scheme and consider all requests by businesses for South Cambs. to be their Primary Authority.	<p>Resources: Could be substantial on food and health & safety team dependant upon number of requests and size & nature of business.</p> <p>Outputs: Guidance and advice to other authorities.</p> <p>Outcomes: Consistency of regulation/enforcement; improved relationships with businesses concerned; enhanced reputation; improved staff morale and motivation.</p> <p>Risks: Resources unable to meet demand or expectations; poor national advice/ guidance leading to reputation damage; LBRO adjudications</p>	End of October 2009	JGK
Establish a system of satisfaction surveys by May 2010 that will be used to improve all the services that we provide	<p>i. To comply with better regulation agenda re-introduce the annual Health & Environmental Services customer satisfaction survey</p> <p>ii. To continue to survey against NI 182 requirements</p>	<p>Additional Resources Required: H&ES customer survey £5K; NI 182 survey £5K</p> <p>Outputs: Customer satisfaction survey reports and analysis; NI 182 results into LAA</p> <p>Outcomes: Services that meet the needs of customers; compliance with LAA requirement for NI182</p> <p>Risks: Unable to deliver of customers expectations; poor results leading to reputation damage</p> <p>Other services affected: Policy and performance in undertaking Place Survey.</p>	<p>i. March 2010</p> <p>ii. April 2009</p>	Iain Green

COUNCIL ACTIONS IMPLEMENTATION PLAN: Refuse & Recycling Service

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Extend plastic bottle recycling so that all villages and schools are served by 2010	Install plastic recycling banks at Village Colleges requesting the service	<p>Additional Resources Required: bank installation and servicing costs together with potential loss of trade income £26K 2009/10; £23K onwards</p> <p>Outputs: Plastic recycling banks installed at village colleges</p> <p>Outcomes: Customer need met; increased recycling performance; less waste to landfill, improved Council reputation</p> <p>Risks: Emptying schedules unable to meet demand</p> <p>Other services affected: None</p>	Service to be available by end of December 2009	Stuart Harwood Clark
Introduce further opportunities for businesses to recycle their waste	To build on existing trade waste paper recycling service through the introduction of a trade waste cardboard collection service.	<p>Additional Resources Required: RCV purchased by County Council; driver; trade waste recycling officer; bins and vehicle operating costs. Income offsets costs -£15K revenue (09/10) -£30K (10/11)</p> <p>Outputs: Trade waste cardboard recycling service</p> <p>Outcomes: provision of service requested by customers; compliance with legal duties; income for the Council; reduction in waste to landfill; contribution to meeting RECAP waste strategy; reduced risk of County Council not meeting its LATS targets.</p> <p>Risks: Service doesn't deliver as per business plan</p> <p>Other services affected: None</p>	End of July 2009	Stuart Harwood Clark

COUNCIL ACTIONS IMPLEMENTATION PLAN: Street Cleansing & Enviro-crime Service

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
By 2009 establish a programme of at least 10 Community Clean up events per year throughout the district	As per Council action	<p>Additional Resources Required: staff time; environment operations staff; £1.5K for equipment and kit provision</p> <p>Outputs: 10 Community clean up events held</p> <p>Outcomes: Cleaner district/area improved NI 195 results; improve reputation and customer satisfaction results</p> <p>Risks: Lack of community support; Health & safety concerns not taken into account</p> <p>Other services affected: Partnerships officer; environment operations staff; Community safety officer</p>	10 clean-ups by end of March 2010	Paul Quigley
On top of our regular litter picks, improve the verges alongside the A14 and A11 by in depth Spring and Autumn litter picks	Undertake litter picking of the A14 and A11 on a six monthly basis.	<p>Additional Resources Required: Procurement of specialist contractor, annual cost £30K</p> <p>Outputs: Litter pick of A14 and A11</p> <p>Outcomes: Reduction in windblown litter; improved cleanliness of district; improved NI 195 results; improve reputation and customer satisfaction results</p> <p>Risks: Contractor doesn't perform to standard</p> <p>Other services affected: Procurement Officer</p>	First litter pick End of May	Stuart Harwood Clark

COUNCIL ACTIONS IMPLEMENTATION PLAN: Street Cleansing & Enviro-crime Service

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
<p>Install and empty litterbins at our 10 dirtiest lay-bys on the major roads into and out of the District.</p>	<p>As per Council action</p>	<p>Additional Resources Required: Bins purchase and installation costs £17K Capital, £2K revenue; emptying within existing resources Outputs: Bins installed at 10 lay-bys Outcomes: Reduction in windblown litter; improved cleanliness of district; improved NI 195 results; improve reputation and customer satisfaction results Risks: vandalism; fly-tipping next to bins; inability to service Other services affected: DLO for installation pads</p>	<p>October 2009</p>	<p>Stuart Harwood Clark</p>
<p>In addition to our regular street cleaning activities improve the appearance within 10 of our larger villages by increasing the amount of street cleaning that is undertaken.</p>	<p>Implement enhanced street operations within 10 village centres in 2009/10 and 2010/11</p>	<p>Additional Resources Required: LAA reward money; £37K over two years top up. Outputs: Enhanced street cleaning within 10 village centres Outcomes: improved cleanliness of district; improved NI 195 results; improve reputation and customer satisfaction results Risks: Workforce unavailable to undertake additional cleaning; greater number of village centre requesting service Other services affected: None</p>	<p>End of July 2009</p>	<p>Stuart Harwood Clark</p>

COUNCIL ACTIONS IMPLEMENTATION PLAN: Street Cleansing & Enviro-crime Service

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
Introduce our own Best Kept Village Competition.	To investigate and report to Members on options available for the introduction of a Best Kept Village Competition including criteria to be applied for possible introduction in 2010.	Additional Resources Required: Running and publicity costs £15K revenue; PMQ; DSR; SH/C Outputs: Member report on viable schemes; competition scheme itself Outcomes: Pride in village, objectives dependant upon scheme chosen Risks: To be defined within member report for the various options Other services affected: Partnerships officer; New Communities	Report by December 2009	Paul Quigley

NB Improvement objectives greyed out will not be progressed in 2009/10 due to funding not being agreed or External reason for not proceeding.

IMPROVEMENT PLAN: Health & Environmental Services				
<p>Relevant Council Aim/s:</p> <ul style="list-style-type: none"> A. We are committed to being a listening council, providing first class services accessible to all. B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live D. We are committed to assisting provision for local jobs for you and your family 				
<p>Relevant Council Approach/es:</p> <ul style="list-style-type: none"> • Listening to and engaging with our local community • Making South Cambridge Shire District Council more open and accessible • Achieving improved customer satisfaction with our services • Ensuring that the council demonstrates value for money in the way it works • Working closely through our crime and disorder reduction partnership to reduce crime and the fear of crime • Working with partners to combat anti social behaviour • Understanding where health inequalities exist and focussing on areas of need • Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community • Working to improve the cleanliness of our villages • Taking account of climate change in all the services that we deliver • Protecting existing communities, villages and the countryside 				
<p>Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:</p> <ul style="list-style-type: none"> • Protect and enhance the environment now and in the future • Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses • Safeguard and improve public health • Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically. 				
Improvement Objective	Actions	Supporting Information	Completion by Month	Responsible Officer

IMPROVEMENT PLAN: Health & Environmental Services				
Increase efficiency and improve customer accessibility to service	<p>i. Procure and implement new workflow software solution for Environmental Health service including enhanced web/mobile working access facilities and connectivity with Contact Centre</p> <p>ii. Implement full capability for interactive enviro-crime website.</p>	<p>Resources: Project team, licences, corporate ICT corporate and existing budget estimates. Tablets, laptops £20K capital 09/10 (£4K capital 10/11)</p> <p>Outputs: Upgraded software capabilities for job allocation, monitoring/recording of workflow and customer relationship management.</p> <p>Outcomes: Improved customer access via web enabled services, increased remote working capabilities and improved customer service at point of first contact; Improved NI14 result and capability of meeting EU Services Directive.</p> <p>Risks: Testing highlights substantial failings in system; delayed go-live date, actual migration system down time greater than anticipated 4 days.</p>	<p>i. Go live date July 2009</p> <p>ii. Oct 2009</p>	<p>i Susan Walford</p> <p>ii Iain Green</p>
To ensure equal access to services and the promotion of good relations in all sections of the community in order to meet the requirements of the equality legislation	To carry out systematic equality impact assessments of priority services, including those assessments of organisational and individual requirements required for compliance with the DDA	<p>Resources: Project team dependant upon area chosen; Iain Green, corporate equality team</p> <p>Outputs: Possible re-drafting of policies and service re-configuration.</p> <p>Outcomes: Compliance with legal duties and qualification of level 2 of Equality standard. Equity of service provision for all our community.</p> <p>Risks: In ability to re-configure the service; cost consequences; reputation damage</p>	March 2010	IG
To increase management capacity to support service and corporate improvement/ change agenda	Employment of business manager	<p>Resources: 1FTE 2009/10 £23K; 2010/11 £45.7K</p> <p>Outputs: Staff member employed, performance analysis reports, business planning, customer support, consultation, data reporting and returns</p> <p>Outcomes: Improved business planning and customer information; management capacity released to support corporate objectives.</p> <p>Risks: Unable to recruit suitable candidate.</p>	October 2009	DSR

IMPROVEMENT PLAN: Health & Environmental Services				
To address the specific staff issues within key service roles	i. Increase the EHO student bursary . ii. Introduce HGV drivers Certificate of Professional competence training	Resources: Bursary from 37.5K to £10K; CPC training £5K 09/10, £10K 10/11 Outputs: Recruitment of suitable student. Competent HGV drivers Outcomes: Employment of the best students and greater chances of successfully recruiting into vacant EHO posts. Compliance with legislative requirements, Risks: Unable to recruit suitable candidate.	i. April 2009 ii. Sept. 2009	i. Geoff Keerie ii. Stuart Harwood-Clark
To ensure staff are effective, efficient and productive by ensuring high levels of morale and that they are they are well trained and motivated.	To obtain re-accreditation of Investors In People status .	Resources: Staff time in re-accreditation process, assessment costs £4K Outputs: Assessment report and re-accreditation against the standard Outcomes: Well trained, informed, motivated workforce to achieve organisational goals. Assist with recruitment and retention. Risks: fail to be re-accredited	End of May 2009	Dale Robinson

IMPROVEMENT PLAN: Refuse & Recycling Service				
<p>Relevant Council Aim/s:</p> <p>A. We are committed to being a listening council, providing first class services accessible to all. B. We are committed to making South Cambridgeshire a place in which residents can feel proud to live D. We are committed to assisting provision for local jobs for you and your family</p>				
<p>Relevant Council Approach/es:</p> <ul style="list-style-type: none"> • Listening to and engaging with our local community • Achieving improved customer satisfaction with our services • Ensuring that the council demonstrates value for money in the way it works • Extending and encouraging the use of recycling opportunities • Working to improve the cleanliness of our villages • Taking account of climate change in all the services that we deliver • Working closely with local businesses • Promoting economic development • Protecting existing communities, villages and the countryside • Working more closely with parish councils and local groups 				
<p>Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:</p> <ul style="list-style-type: none"> • Protect and enhance the environment now and in the future • Safeguard and improve public health • Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically. 				
Improvement Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
To ensure that the waste and recycling collection service provides best value into the future	To implement the result of the SCDC strategic procurement options appraisal for the provision of future of waste & recycling collection services	<p>Resources: Staff time DSR; PMQ; SH/C; HR and accountancy staff, implementation 09/10 £50K precautionary item</p> <p>Outputs: Dependant upon option chosen.</p> <p>Outcomes: Best value is obtained and service future proofed against known risks</p> <p>Risks: No clear strategy available; Management time unavailable to direct project. Uncertainty for staff.</p>	Dependant upon option chosen	Dale Robinson

IMPROVEMENT PLAN: Street Cleansing & Enviro-crime Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Working closely through our crime and disorder reduction partnership to reduce crime and the fear of crime
- Working with partners to combat anti social behaviour
- Working to improve the cleanliness of our villages
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Protect and enhance the environment now and in the future
- Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses

Improvement Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
To improve the responsiveness of the graffiti removal service	To consider and implement improvements in the graffiti removal service using existing resources to ensure that removal is action as soon as is practicable.	Resources: Staff time PMQ; KJ; MC. Existing budget, national probation service, Phil Aldiss Outputs: reconfigured vehicles; retraining of officers; improved reporting and management procedures; purchase of removal kits for Parish Council use. Outcomes: more timely graffiti removal, improved NI 195c, improved customer service and improve reputation. Risks: Unable to meet expectations; demand outstrips supply.	October 2009	Paul Quigley

IMPROVEMENT PLAN: Environmental Protection Service				
<p>Relevant Council Aim/s:</p> <p>A. We are committed to being a listening council, providing first class services accessible to all.</p> <p>B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family</p>				
<p>Relevant Council Approach/es:</p> <ul style="list-style-type: none"> • Listening to and engaging with our local community • Ensuring that the council demonstrates value for money in the way it works • Making affordable housing more available to local people • Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community 				
<p>Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:</p> <ul style="list-style-type: none"> • Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses • Safeguard and improve public health • Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically. 				
Improvement Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
To ensure that the authority has a good understanding of the condition of private housing stock to inform investment decisions and strategies for improvement.	To carry out the 5 yearly private stock house condition survey in South Cambridgeshire.	<p>Resources: £55k capital 09/10; £8K revenue annual updating & review; C Evans and procurement service</p> <p>Outputs: Private sector stock condition report</p> <p>Outcomes: better informed investment decisions and strategies for improvement within private Sector Housing renewal strategy. Meets audit Commissions KLOE.</p> <p>Risks: Survey implemented and/or analysed poorly; procurement processes do not provide competent contractor.</p>	March 2010	Chris Evans

IMPROVEMENT PLAN: Licensing Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Achieving improved customer satisfaction with our services
- Working closely through our crime and disorder reduction partnership to reduce crime and the fear of crime
- Working with partners to combat anti social behaviour
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- Working closely with local businesses
- Promoting economic development
- Effectively to promote tourism
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses
- Safeguard and improve public health
- Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.

Improvement Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
To assist in meeting the objectives of the Licensing Act 2003 and contribution to alcohol harm reduction	To investigate and consider the introduction of the Best Bar None scheme in South Cambridgeshire.	Resources: Staff in licensing; existing budgets Outputs: Report for members consideration Outcomes: Decision on whether to introduce scheme in South Cambridgeshire Risks: Risks of introducing scheme to be included in report.	December 2009	Myles Bebbington

IMPROVEMENT PLAN: Health Protection Service

Relevant Council Aim/s:

- A. We are committed to being a listening council, providing first class services accessible to all.
- B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C. We are committed to making south Cambridgeshire a place in which residents can feel proud to live

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Making South Cambridgeshire District Council more open and accessible
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Understanding where health inequalities exist and focussing on areas of need
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- Taking account of climate change in all the services that we deliver
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups
- Implementing planning policies to achieve successful new communities

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Protect and enhance the environment now and in the future
- Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses
- Safeguard and improve public health
- Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.

Improvement Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
Ensuring accuracy of data monitoring	Replace the existing air quality monitor	<p>Resources: £50k capital</p> <p>Outputs: Completion of procurement process. Purchase and installation of new equipment.</p> <p>Outcomes: Accurate, real-time data available to measure progress of air quality action plan within the A14 corridor air quality management area. NI 194; NI185; NI186.</p> <p>Risks: If not done potential data failure, expensive repair bills on old equipment, inability to measure air quality improvements. Loss of reputation or dissatisfaction from members of community affected by poor air quality.</p>	December 2009	Susan Walford
To Improve customer service and improve efficiency.	To introduce pre-payment for pest control treatment.	<p>Resources: Staff time PMQ; finance and contact centre</p> <p>Outputs: Pre-payment service introduced; reduction in number of invoices sent.</p> <p>Outcomes: Reduction in bad debts and improved efficiencies, one stop shop approach for customer</p> <p>Risks: Customers unwilling to pay before job completed; software capabilities.</p>	March 2010	Paul Quigley
To improve public health especially in helping to deliver the countywide obesity strategy.	In partnership with Cambridge City Council to pilot a Healthy Eating Award Scheme in South Cambridgeshire for possible countywide roll out	<p>Resources: IG; Food & Health & safety team; City Council Env. Health; existing budgets.</p> <p>Outputs: publicly accessible information scheme linked to Scores on the doors and award that promotes business</p> <p>Outcomes: contribution to reducing obesity and healthy living through improved nutrition and diets; improved economic prosperity</p> <p>Risks: Scheme fails; business take-up low; lack of public understanding of information.</p>	March 2010	Iain Green

IMPROVEMENT PLAN: Health Protection Service				
<p>To improve public health especially for those most susceptible to poor air quality.</p>	<p>To investigate with NHS Cambridgeshire the introduction of an air quality GP early warning scheme notifying those most susceptible to when air quality is forecast to be poor using the air quality monitoring programme.</p>	<p>Resources: Existing monitoring systems, health protection team; GP's and NETCEN Outputs: Report to Members and NHS Cambridgeshire; Text messaging service to susceptible people. Outcomes: Improved management of respiratory conditions linked to poor air quality leading to improved quality of life. Risks: Technical and financial capability of partners; lack of GP support and engagement; poor in accurate forecasting; lack of public support.</p>	<p>March 2010</p>	<p>Susan Walford</p>

IMPROVEMENT PLAN: Home Improvement Agency Service				
Relevant Council Aim/s:				
B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family				
C. We are committed to making South Cambridgeshire a place in which residents can feel proud to live				
Relevant Council Approach/es:				
<ul style="list-style-type: none"> Working with voluntary organisations, parish councils and Cambridgeshire county council to improve services through partnership Achieving improved customer satisfaction with our services Ensuring that the council demonstrates value for money in the way it works 				
Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:				
<ul style="list-style-type: none"> Safeguard and improve public health Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically. 				
Improvement Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
To improve performance in HIA PI's	Re-instatement of assistant surveyor to cope with mandatory DFG referrals	<p>Resources: £13.3k (£27K 2010/11)</p> <p>Outputs: increased number of applications dealt with appropriately.</p> <p>Outcomes: Performance increases SE218; SE219; SE220; improved customer satisfaction, reduced sickness; expectations of external funders met.</p> <p>Risks: Unable to recruit suitable candidate; demand continues to outstrip staff resources</p>	October 2008	Geoff Keerie
To seek Best value in the provision of Home Improvement Agency Services across Cambridgeshire	To take part in the Cambridgeshire Home Improvement Agency Review commissioning group and the progression of a competitive tendering process for HIA services in Cambridgeshire	<p>Resources: Existing staff time JGK, MN, DSR others</p> <p>Outputs: Review report with recommendation on way forward, re-configured provider services</p> <p>Outcomes: More robust service able to deal with peak demands, improved targeting of funding and efficiencies; improve customer service to applicants leading to better protection of vulnerable clients</p> <p>Risks: Resources move away from SCDC clients, SCDC influence on policies and service reduced</p>	Dependant upon project timetable	Geoff Keerie

IMPROVEMENT PLAN: Awarded Watercourses Service				
Relevant Council Aim/s: B. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family				
Relevant Council Approach/es: <ul style="list-style-type: none"> Ensuring that the council demonstrates value for money in the way it works 				
Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to: <ul style="list-style-type: none"> Protect and enhance the environment now and in the future Safeguard and improve public health 				
Improvement Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
To ensure that a Best Value service is provided.	Implementation of the result of the tender for the awarded watercourse service	Resources: Staff time PM, DSR, Outputs: New contract (s); potential new contractor (s) delivery service Outcomes: Best value obtained and delivered. Risks: contractor unable to deliver to specification; within time of contract start date; costs not all identified	Dependant upon award date	Pat Mathews

IMPROVEMENT PLAN: Food & Health & Safety Service

Relevant Council Aim/s:

- E. We are committed to being a listening council, providing first class services accessible to all.
- F. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- G. We are committed to assisting provision for local jobs for you and your family

Relevant Council Approach/es:

- Listening to and engaging with our local community
- Achieving improved customer satisfaction with our services
- Ensuring that the council demonstrates value for money in the way it works
- Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- Working closely with local businesses
- Promoting economic development
- Protecting existing communities, villages and the countryside
- Working more closely with parish councils and local groups

Service Objective: Health & Environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses
- Safeguard and improve public health
- Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.

Improvement Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
Implementation of new regulatory requirements regarding Private Water supplies to ensure safety and water quality standards are achieved	To implement required changes as result of the new Private Water Supply regulations	Resources: Food safety team; JGK; Outputs: Revised procedures and policies; retraining of staff; Outcomes: Improved safety of water supply; targeted regulatory activity Risks: Failure to implement due to large improvement and change agenda; service not provided as per Private water supply users expectations; charging regime in-effective	Dependant upon legislative timetable	Geoff Keerie

Appendix 1: Performance & Trend analysis as measured against Best Value & Local Performance Indicators

Ref	Performance indicator	Performance				Trend	Quartile position 06/07	Top quartile 06/07	Bottom Quartile 06/07	Median 06/07	Average 06/07
		05/06	06/07	07/08	08/09 Est						
Customer Service											
NI 37	*Awareness of Civil protection arrangements	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a
NI 182	Satisfaction of businesses with local authority regulation services	N/a	N/a	N/a	70%	N/a	N/a	N/a	N/a	N/a	N/a
BV 89	Satisfaction with Cleanliness (*Satisfaction with keeping public land clear of litter)	63%	74%	74%	74%	↑	Top	74%	64%	71%	69.47%
BV 90a	Satisfaction with Household Waste Collection (*Satisfaction with Refuse collection)	87%	84%	84%	84%	↓	Second	86%	73%	81%	79.09%
BV 90b (now SE 246)	Satisfaction with local recycling facilities overall (*Satisfaction with doorstep recycling)	68%	69%	69%	69%	↑	Third	77%	68%	72%	72.21%

Ref	Performance indicator	Performance				Trend	Quartile position 06/07	Top quartile 06/07	Bottom Quartile 06/07	Median 06/07	Average 06/07
		05/06	06/07	07/08	08/09 Est						
SE 247	Satisfaction with of the accessibility of recycling facilities	75%	N/a	N/a	N/a	↑	N/a	N/a	N/a	N/a	N/a
SE 248	Cleanliness after kerbside collection	82%	N/a	N/a	N/a	↑	N/a	N/a	N/a	N/a	N/a
SE 249	Satisfaction with cleanliness and tidiness of recycling bank sites	65%	N/a	N/a	N/a	↓	N/a	N/a	N/a	N/a	N/a
SE ???	Cleanliness of street after waste collection	85%	N/a	N/a	N/a	↑	N/a	N/a	N/a	N/a	N/a
SE ???	Satisfaction with the range of recycables able to be deposit at recycling facilities	74%	N/a	N/a	76%	↑	N/a	N/a	N/a	N/a	N/a
SE 203	The % of environmental health complaints responded to within 3 working days	88%	86%	96%	96%	↔	N/a	N/a	N/a	N/a	N/a
SE 226	The % of customers who are satisfied overall with the way their request for a service, complaint or request for information was handled	85.5%	86%	No survey that year	N/a	↔	N/a	N/a	N/a	N/a	N/a
SE 220	Home Improvement Agency; average weeks taken between first contact and first visit. (ODPM set)	2.6	1.8	2.4	3.0	↓	N/a	N/a	N/a	N/a	N/a
SE 222	% of customers who felt they had received a full	85%	82%	No survey	N/a	↓	N/a	N/a	N/a	N/a	N/a

Ref	Performance indicator	Performance				Trend	Quartile position 06/07	Top quartile 06/07	Bottom Quartile 06/07	Median 06/07	Average 06/07
		05/06	06/07	07/08	08/09 Est						
	explanation as to actions taken			that year							
SE 223	The % of pest control customers who were overall satisfied with the service	95%	97%	94%	N/a	↓	N/a	N/a	N/a	N/a	N/a
SE 224	The % of missed collections put right by the end of the next working day following the reporting period being two days after the scheduled collection	100%	100%	100%	100%	↔	N/a	N/a	N/a	N/a	N/a
SE 235	% telephone calls answered within 20 secs	N/a	97%	99%	98%	↔	N/a	N/a	N/a	N/a	N/a
SE 236	% telephone calls abandoned	N/a	7.5%	4.2%	4%	↔	N/a	N/a	N/a	N/a	N/a
SE 237	Letters responded to in 10 working days	N/a	N/a	96%	95%	↔	N/a	N/a	N/a	N/a	N/a
SE 238	% complaints about service escalated to level 2 or above	N/a	N/a	10%	4%	↑	N/a	N/a	N/a	N/a	N/a
Workforce & Learning											
SE 209	% work time lost to sickness (excl: Env. Operations staff) Days lost in brackets.	2.56%	2.9% est	1.54%	1.5%	↔	N/a	N/a	N/a	N/a	N/a

Ref	Performance indicator	Performance				Trend	Quartile position 06/07	Top quartile 06/07	Bottom Quartile 06/07	Median 06/07	Average 06/07
		05/06	06/07	07/08	08/09 Est						
SE 227	% work time lost to staff vacancies (excl: Env. Operations staff)	13%	9.9%	7.3%	1%	↑	N/a	N/a	N/a	N/a	N/a
SE 211	% staff with completed Employee Development Scheme interviews (Appraisal)	100%	100%	100%	100%	↔	N/a	N/a	N/a	N/a	N/a
SE 228	Training spend as % of total EH salary budget. (T03) (Excludes Env Operations Staff)	1.69%	1.45%	1.62%	1.17%	↓	N/a	N/a	N/a	N/a	N/a
SE 232	% Env Operations staff working time lost to sickness. Days lost in brackets.	5.17% (13dpe)	5% est (12.6 dpe)	6.65%	9%	↓	N/a	N/a	N/a	N/a	N/a
Finance, Efficiency & Value for Money											
BV 86	Cost of waste collection per household	£46.74	£50.50	£47.31	£54.90	↓	Second	£44.53	£57.62	£50.76	£51.23
SE 213	% EH undisputed invoices processed within 10 working days of receipt.	95%	98%	97%	97%	↔	N/a	N/a	N/a	N/a	N/a
SE 214	Net spending per head on Environmental Health	£8.31	£9.50 Below 05/06 national	£9.01 below 06/07 national	£9.48	↑	N/a	N/a	N/a	N/a	N/a

Ref	Performance indicator	Performance				Trend	Quartile position 06/07	Top quartile 06/07	Bottom Quartile 06/07	Median 06/07	Average 06/07
		05/06	06/07	07/08	08/09 Est						
			ave. £11.62	average							
SE 229	Overall EH portfolio bottom line actual budget variance compared to original estimate	N/a	6.64%	7.8%	1%	↑	N/a	N/a	N/a	N/a	N/a
SE 234	VFM analysis – Rank in SPARSE benchmark family	N/a	2nd	4th	Top 10	↓	N/a	N/a	N/a	N/a	N/a
Service Quality / Provision											
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	N/a	N/a	N/a	90%	N/a	N/a	N/a	N/a	N/a	N/a
NI 187	Tackling fuel poverty	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a	N/a
NI 12	Refused & deferred HMO licence applications leading to immigration enforcement (Deferred indicator)	N/a	N/a	N/a	Definition under consultation	N/a	N/a	N/a	N/a	N/a	N/a
NI 191	Residual waste per household	N/a	N/a	N/a	510Kg	N/a	N/a	N/a	N/a	N/a	N/a
NI 192	Household waste recycled and composted	49.4%	50.9%	53.2%	54%	↑	Top	46.66%	24.73%	34.74%	35.9%

Ref	Performance indicator	Performance				Trend	Quartile position 06/07	Top quartile 06/07	Bottom Quartile 06/07	Median 06/07	Average 06/07
		05/06	06/07	07/08	08/09 Est						
Old BV 82ai	% tonnage of household waste recycled	18.1%	18.2%	18.7%	19%	↑	Bottom	26.83%	18.94%	22.6%	23%
Old BV 82 aii	Tonnage household waste sent for recycling	10,615	10,930	11,107	11,285	↑	Second	11,188	6,530	8,834	9,127
Old BV 82 bi	% household waste composted or anaerobically digested	31.3%	32.7%	34.5%	35%	↑	Top	19.83%	5.79%	12.14%	12.9%
Old BV 82 bii	Tonnage household waste composted or anaerobically digested	18,330	19,610	20,503	20,800	↑	Top	8,273	1,862	4,569	5,392
NI 195 a**	% of relevant land and highways surveyed having deposits of litter that fall below an acceptable level	BV199 30% combined	BV199 24% combined	BV199 24% Combined	NI195a 1%	↑	BV199 Bottom	BV199 5.9% Combined	BV199 12% Combined	BV199 9% Combined	BV199 9.5% Combined
NI 195 b**	% of relevant land and highways surveyed having deposits of detritus that fall below an acceptable level				NI195b 33%						
NI 195 c**	% of relevant land and highways surveyed from which unacceptable levels of graffiti are visible	BV199 6%	BV199 6%	BV199 6%	4%	↑	BV199 Bottom	BV199 0%	BV199 3%	BV199 1%	BV199 2%
NI 195	% of relevant land and highways surveyed from	BV199 3%	BV199 5%	BV199 5%	4%	↑	BV199 Bottom	BV199 0%	BV199 1%	BV199 0%	BV199 1%

Ref	Performance indicator	Performance				Trend	Quartile position 06/07	Top quartile 06/07	Bottom Quartile 06/07	Median 06/07	Average 06/07
		05/06	06/07	07/08	08/09 Est						
d**	which unacceptable levels of fly-posting are visible										
NI 196	Improved street and environmental cleanliness – Flytipping	1	3	2	N/a	↑	N/a	N/a	N/a	N/a	N/a
Old BV 216 b	% sites for which sufficient detailed information is available to decide whether remediation of the land is necessary.	9%	8.5%	10.1%	15%	↑	Second	11%	2%	4%	12%
Old BV 217	% pollution control improvements completed on time	66%	100%	100%	100%	↔	Top	100%	93%	100%	94%
Old BV 218 a	% abandoned vehicle new reports investigated within 24 hrs	76%	91%	95%	98%	↑	Third	100%	86%	96%	89.8%
Old BV 218 b	% abandoned vehicles removed within 24 hrs of when the LA legally entitled to remove the vehicle	85%	82%	80%	98%	↑	Third	100%	77%	90.5%	85.1%
SE 217	Total points score improvement in the Quality and Performance Hampshire matrix	5pts	5.3pts	6.6pts	6.2pts	↑	N/a	N/a	N/a	N/a	N/a
SE 217 a	improvement in the Quality and Performance Hampshire matrix – Food safety	39.2	40	40.4	40.4	↔	N/a	N/a	N/a	N/a	N/a

Ref	Performance indicator	Performance				Trend	Quartile position 06/07	Top quartile 06/07	Bottom Quartile 06/07	Median 06/07	Average 06/07
		05/06	06/07	07/08	08/09 Est						
SE 217 b	improvement in the Quality and Performance Hampshire matrix – Public health	25	28	29	29	↔	N/a	N/a	N/a	N/a	N/a
SE 217 c	improvement in the Quality and Performance Hampshire matrix – Health & Safety	34.3	31.8	32.9	32.9	↔	N/a	N/a	N/a	N/a	N/a
SE 217 d	improvement in the Quality and Performance Hampshire matrix – Pest Control	19.6	23.9	24.9	24.9	↔	N/a	N/a	N/a	N/a	N/a
SE 217 e	improvement in the Quality and Performance Hampshire matrix – Environmental control	37.8	38.3	39.8	39.8	↔	N/a	N/a	N/a	N/a	N/a
SE 217f	improvement in the Quality and Performance Hampshire matrix - Licensing	19	19	20	20	↔	N/a	N/a	N/a	N/a	N/a
SE 217 g	improvement in the Quality and Performance Hampshire matrix – Dog control	14	15	15	15	↔	N/a	N/a	N/a	N/a	N/a
SE 217 h	improvement in the Quality and Performance Hampshire matrix - Housing	25.6	34.3	33.9	33.9	↔	N/a	N/a	N/a	N/a	N/a
SE 217j	improvement in the Quality and Performance Hampshire matrix – Out of Hours	32	32	33	33	↔	N/a	N/a	N/a	N/a	N/a
SE 225	The % of pest control first treatments carried out within 4 working days	85%	97%	96%	96%	↔	N/a	N/a	N/a	N/a	N/a

Ref	Performance indicator	Performance				Trend	Quartile position 06/07	Top quartile 06/07	Bottom Quartile 06/07	Median 06/07	Average 06/07
		05/06	06/07	07/08	08/09 Est						
SE 201	The number of collections missed per 100,000 collections of household waste	45	39	48	50	↓	N/a	N/a	N/a	N/a	N/a
SE 204	% health & safety inspections carried out for High risk premises (<i>amended in 2009/10 from high risk to priority premises identified in topic based inspections regime</i>)	100%	100%	100%	100%	↔	N/a	N/a	N/a	N/a	N/a
SE 206	% of food premise inspections carried out for High risk premises	100%	100%	100%	100%	↔	N/a	N/a	N/a	N/a	N/a
SE 218	Home Improvement Agency; Average weeks taken to complete works of value <£1000 (set by Foundations)	13.15 wks	25.6 wks	10.3 wks	14wks	↓	N/a	N/a	N/a	N/a	N/a
SE 219	Home Improvement Agency; Average weeks taken to complete works of value >£1000 (set by Foundations)	54.6 wks	42.6 wks	46.55 wks	50 wks	↓	N/a	N/a	N/a	N/a	N/a
SE 230 a	% Licensing Act 2003 applications determined within 2months for premises and 3 months for personal	N/a	N/a	100%	100%	↔	N/a	N/a	N/a	N/a	N/a

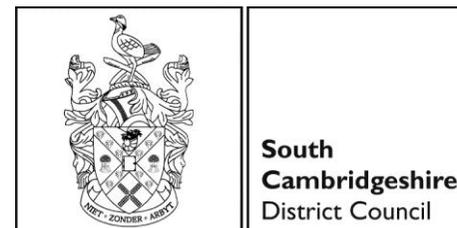
Ref	Performance indicator	Performance				Trend	Quartile position 06/07	Top quartile 06/07	Bottom Quartile 06/07	Median 06/07	Average 06/07
		05/06	06/07	07/08	08/09 Est						
	licence applications,										
SE 233	% of taxi licensing applicants notified of determination within 10 working days of receiving all relevant information	N/a	N/a	95%	95%	↔	N/a	N/a	N/a	N/a	N/a

* Included in Place survey

** NI195 is a new indicator introduced from April 2008 to replace BV199. However, when the final guidance (v3) was issued at there were a number of significant changes to NI195 from the previous BV199, which means that BV199 performance is no directly comparable to NI195 performance.

Appendix 2: Health & Environmental Service Risk Register

October 2008



No.	Title Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approach es, Actions	Owner	Timeline for Progress
13	Current depot becomes inappropriate for future requirements <i>Leading to</i> health & safety implications and inability to fulfil service provision <i>Resulting in</i> Loss of operating licence, death or injury, service failure/disruption, drop in performance, inefficiency costs	B2	→	Av, Cii, Ciii, Civ	Stuart Harwood Clark	Discussions continuing. Awaiting outcome of housing futures & PFI project Bid included for 2010/11.
12	Lack of satisfactory response from supplier to provide a Proactive workflow software solution and anticipated withdrawal of their support for MVM in October 2008 <i>Leading to</i> loss of ability to manage workflow system and breakdown <i>Resulting in</i> drop in service performance, dissatisfied customers, inefficiencies, inappropriate allocation of jobs or service, public and individual health implications	B2	↑ (from C2)	Aiii, Aiv, Av,	Susan Walford	Steering group resolved to issue invitation to tender for EH management system on open market.

No.	Title Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approach es, Actions	Owner	Timeline for Progress
15	Staff perception that there is a privatisation agenda <i>Leading to</i> uncertainty and unsettled workforce <i>Resulting in</i> lower staff morale, higher turn over of staff, drop in performance	C1	→	All	Senior Management Team, Cabinet	Local Communciati on with staff involved
16	Inability for service managers to meet the demands placed upon them <i>Leading to</i> failure to achieve service and corporate objectives and targets <i>Resulting in</i> service failure, drop in performance, inability to achieve inspire corporate plans.	C1	↑ (from C2)	All	Senior Management Team, Cabinet	Additional resources requested in 2009/10 service plan for business manager. Issue highlighted to senior management
2	Inability to recruit and/or retain appropriately skilled workforce i.e. HGV drivers, street cleansing operatives, Environmental Health Officers <i>Leading to</i> a high vacancy rate, <i>Resulting in</i> an inability to deliver statutory services, customer dissatisfaction, public health put at risk.	C2	↓ (from C1)	Aiv, Av, Biv, Cv, Cvi, Di, Dii	Dale Robinson	Economic slowdown reduces risk. Financial bid to increase student bursury in 2009/10

No.	Title Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approach es, Actions	Owner	Timeline for Progress
11	Failure to meet air quality objectives through the air quality action plan for the A14 corridor <i>Leading to</i> poorer air quality <i>Resulting in</i> increased risk to public health, failure to achieve statutory objectives, negative impacts of key lines of enquiry in comprehensive performance reviews, reputation damage, ombudsman findings	B3	→	A,B,C, D, Ei	Susan Walford	See Health Protection change and improvement plans.
10	Increased demand for mandatory disabled facility grants following demographic changes and Bristol report <i>Leading to</i> inability to met demand with existing budget and staffing resources <i>Resulting in</i> reputation damage as caring authority, Judicial review- order of mandamus, Ombudsman findings, vulnerable people living in inappropriate conditions.	C2	→	A, B,	Dale Robinson	Current level of capital sufficient. Staff resourcing issue bid placed within 2009/10 service plan
6	Number of businesses requesting SCDC environmental health to act as its Primary Authority exceeds resource capability <i>Leading to</i> inability to meet expectations of businesses concerned and LBRO <i>resulting in</i> reputation damage, LBRO intervention and breach of legislative requirements	C2	New	A, Di, Dii	Geoff Keerie	See 2009/10 service plan. Awaiting results of Govt. consultation
7	Contact centre fails to deliver customer service <i>Leading to</i> dissatisfied customers and inappropriate service provided <i>Resulting in</i> service failure, reputation damage, public health and well-being placed at greater risk, performance failures	B4	→	All	Paul Quigley	

No.	Title Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approach es, Actions	Owner	Timeline for Progress
5	Environment Agency withdraws further from offering planning advice re flood impacts for new developments <i>Leading to</i> inability to provide informed commentary on development proposals <i>Resulting in</i> increased expectation on Drainage Manager to fill the gap, increased consultancy costs, development in wrong location, flooded properties, and reputation damage.	C4	↓ (from C3)	E	Patrick Matthews	Pitt review outcomes may alter the landscape.
1	Vehicle provider ceases to trade, <i>Leading to</i> loss of vehicles <i>Resulting in</i> inability to provide service	C4	→	Cv, Cvi,	Stuart Harwood Clark	
9	Footway lighting stock deteriorates quicker than anticipated <i>Leading to</i> demand for renewals outstripping budget <i>Resulting in</i> structural failure, injury, increased fear of crime, costs and compensation claims	C4	→	Av	Paul Quigley	
17	Failure to obtain adequate qualified staff to serve the local government agenda, <i>Leading to</i> shortage in environmental health professionals in specialist areas required, <i>Resulting in</i> inability to provide professional and competent service.	B6	→	All	Dale Robinson	New CIEH competency framework being introduced 2012.

No.	Title Description (The risk event, <i>leading to</i> consequence for service/objective/priority, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approach es, Actions	Owner	Timeline for Progress
3	Non compliance with the requirements of the Local Better Regulation Office (LBRO), Compliance Code and Regulatory Enforcement & Sanctions Bill <i>Leading to</i> Intervention by LBRO and the Better Regulation Executive <i>Resulting in</i> dissatisfied customers, reputation damage, poor corporate governance result, poor morale, loss of public/business confidence	C5	→	Di, Dii	Dale Robinson	
4	Failure to engage in or be recognised by the Local Area Agreement process <i>Leading to</i> inability to influence area partner agendas <i>Resulting in</i> loss of revenue, inappropriate direction, and inability to influence corporate objectives.	C5	→	All	Dale Robinson	
8	Failure of PFI contract to deliver on contract requirements <i>Leading to</i> statutory direction by County Council to out of area disposal points <i>Resulting in</i> increased costs, breakdown of relationships, service disruption	C5	→	Av, Cv, Cvi	Dale Robinson	
18	Failure of trade business to compete in the market place, <i>Leading to</i> loss of income, <i>Resulting in</i> budgetary shortfall	C5	→	Av, Cv	Stuart Harwood Clark	

Note: Old number six removed and new number 6 added and risk number 14 removed