



FOOD SERVICE PLAN

2005/06

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1. INTRODUCTION

1.1 This Service Plan is dedicated to the food law enforcement function that is the responsibility of the Environmental Health Department by virtue of the Food Safety Act 1990.

1.2 The Environmental Health Department, as a district authority, is responsible for food safety and food hygiene matters. Food standards and descriptions, and controls on animal feedstuffs are dealt with by the County Council's Trading Standards Department.

1.3 This Service Plan is a comprehensive document covering the entire food hygiene enforcement function set out in accordance with the requirements contained in the Framework Agreement on Local Authority Food Law Enforcement, published by the Food Standards Agency.

2. SERVICE AIMS AND OBJECTIVES

2.1 Service Aims

The aims of the Food Safety Team of Environmental Health Services are:-

- ❖ To ensure that food and drink in South Cambridgeshire is handled and produced hygienically, safe to eat and healthy.
- ❖ To secure the control of communicable disease, a reduction in preventable ill-health and to promote healthy life-styles.
- ❖ To fulfil the statutory duty as a Food Authority with particular attention to Acts, Regulations, Approved Code of Practice, LACORS guidance and Industry Guides to good hygiene practice.

2.2 Links to Corporate Objectives and Departmental Plans

2.2.1 The overall objective of the Environmental Health Service is:

- ❖ Minimise environmental damage, now and in the future.
- ❖ Enhance a sense of well-being within our villages, communities and businesses.
- ❖ Safeguard and improve public health.
- ❖ Improve the quality of life of citizens generally and for those disadvantaged specifically.
- ❖ Instil a sense of pride in being associated with Environmental Health at SCDC.

2.2.2 Service Plans are reviewed and compiled yearly. The current Service Plan is attached as Appendix 1.

3. BACKGROUND

3.1 Profile of the Authority

3.1.1 The area served by SCDC is approximately 350 square miles, much of which is farmland given to primary production of food, mainly cereals and vegetables. Villages range from small rural settlements to suburban and new village settlements such as Bar Hill and Cambourne. There are no large towns within the district, the largest village currently having a population of 7,150.

3.1.2 There is increasing pressure from development, particularly research and high technology industries and new housing. The population of approximately 133,000 is rapidly expanding. New build and new villages will take the population to over 150,000 within 5 years. It is anticipated that the 102nd village of Cambourne currently under development will have a new population of 10,000 persons within 3 years.

3.1.3 With this projected growth it is anticipated that there will be an increase in the number of food businesses in the District. This increase in business numbers has already started.

3.2 Organisational Structure

3.2.1 Council Members, Cabinet Members and Department structure are attached as Appendix 2(a), 2(b), 2(c).

3.2.2 The Chief EHO, Mr D Robinson has delegated specialist food safety control issues to Principal EHO, Mr J G Keerie.

3.2.3 The following food officers have additional expert adviser roles relating to the food service:

- ❖ Mr J Keerie - infectious disease
- ❖ Miss R Walkowiak - food premises inspection and complaints
- ❖ Mr A Greenwood - private water supplies
- ❖ Mrs J Power - infectious disease and outbreak control
- ❖ Mr W Duncan - food sampling
- ❖ Mrs C Archibald – Vertical Directive premises and imported foods

3.3 Specialist Services Liaison Group

Mr J G Keerie is the named officer designated to attend the Principal Officer Food Liaison group for the Cambridgeshire County and currently chairs this group. The group is attended by the six District Authorities, Trading Standards from County Council and Peterborough City Council (Unitary Authority).

The Food Team attends the CIEH Eastern Centre Food Group and CIEH Cambridgeshire Branch group meetings and training events. Carol Archibald is currently secretary of this group.

Other groups used for information exchange include CIEH, RIPHH, LACORS, FSA, CSCI and OFSTED and for infectious disease purposes the Health Protection Agency Central Surveillance Centre at Colindale. For infectious disease purposes the Health Protection Agency, the laboratory service at, Addenbrooke's Hospital and the University of Cambridge Veterinary School.

- 3.4 The Consultant in Communicable Disease Control (CCDC) is currently Dr Bernadette Nazareth, supported by Dr Kate King and a public health network based at Huntingdon Primary Care Trust, Kingfisher Way, Hinchingsbrooke Business Park, Huntingdon, Cambs PE29 6FH.

The food examiners are the Health Laboratory Service – main contact Dr Nick Brown or Bridget Walters of PHLS, Level 6, Addenbrooke's Hospital, Hills Road, Cambridge CB2 2QW. South Cambridgeshire District Council's samples are now processed by the HPA Labs at Chelmsford.

The Public Analysts are Lincoln, Sutton and Wood Ltd, Analytical and Consulting Chemists, 6 Clarence Road, Norwich NR1 1HG.

The Product Contamination Liaison Officer (☎ 01480 456111 or 01480 428018 Daniel Middleton) is the contact within Huntingdon Police Headquarters for criminal food adulteration.

3.5 **Scope of the Food Service**

- 3.5.1 The scope of the food safety service includes:

- ❖ Inspection programme of food businesses identified by hazard rating, including mobile food vendors.
- ❖ Investigation of food premises complaints.
- ❖ Investigation of food complaints.
- ❖ Undertaking a food sampling programme.
- ❖ Investigating all notified infectious diseases which are potentially food borne.
- ❖ Immediate response to National Food Hazard warnings.
- ❖ A food hygiene training programme for food handlers.
- ❖ Food safety promotional activities carried out in conjunction with the training programme, eg national food safety week.
- ❖ Inspection of food for fitness purposes.
- ❖ Provision of Food Health Certificates for export.
- ❖ Licensing of relevant food businesses, eg butchers shops.
- ❖ Imported Foods.

- 3.5.2 The food safety team is responsible for providing this service.

- 3.5.3 If food consultants are used to supplement the food team service for any food related purpose, those contractors will meet the competency requirements of The FSA Code of Practice and follow the documented policies and procedures of the Department. They would be appropriately authorised to carry out a limited range of duties involving food premises inspection.

3.6 **Demands on the Food Service**

- 3.6.1 Appendix 3 is a copy of the food businesses profile for the District, dated 1 April 2005. This profile is updated continuously. The growth and development of the district as identified in 3.1.1 and 3.1.2 results in significant coding changes. Registered premises on 1/04/2005 numbered 1047.

- 3.6.2 Currently there is one food business seeking authorisation under the vertical directive legislation. There are 16 licensed Butchers Shops and 13 licensed Game Dealers in the District.

3.6.3 The following specialist businesses are in the district:-

- a) A production plant for Chivers Hartley trading as Premier Foods producing preserves and pickles for national and international export (Histon). They also produce dried potato products and peanut butter.
- b) A cook-chill central production unit (CPU) producing cook-chilled foods for Regional Hospitals, NHS Trusts and Care Homes.
- c) A sandwich producer for regional distribution (Melbourn).
- d) A significant number of market garden units producing products under glass eg lettuces.
- e) Cambridge City Airport.

3.7 **Service Delivery Points**

3.7.1 Service is mainly delivered during office hours. Businesses which trade out of hours, at weekends or during evenings only, are inspected accordingly. An "Out of Hours" emergency service exists for dealing with food hazard warnings and emergency food related issues. Recently a Contact service has been implemented which provides access for the public and businesses 8am to 8pm Monday to Saturday inclusive.

3.7.2 The service is delivered proactively through programmed inspections and reactively by responding to complaints and requests received by the Department. Service delivery can take place at any food business or at people's homes or place of work.

3.7.3 Emergencies such as outbreaks of infectious disease will be responded to on an Emergency call out basis.

3.8 **Enforcement Policy**

3.8.1 SCDC is a signatory to the Enforcement Concordat. The Food Safety team follows an Enforcement Policy approved by the Portfolio Holder on 20 February 2004. A procedure note F006 is an annex to this policy. Also attached are documented policies on:

- ❖ Service of Improvement Notices
- ❖ Service of Emergency Prohibition Notices; and
- ❖ Compliance with Regulation 4(3) of the Food Safety (General Food Hygiene) Regulations 1995

4. **Service Delivery**

4.1 **Food Premises Inspections**

4.1.1 Cabinet has endorsed a programme of food premises inspections which is in accordance with the FSA Code of Practice, Frequency of Inspection. Inspection achievement targets are 100% of high and medium risk premises (ie categories A, B & C) and 90% of categories D & E. Following advice from the FSA alternative contact or inspection methods will be used this year to monitor hazard and risk at category E premises.

- 4.1.2 General food premises inspections are running at a rate of approx. 600 a year. Statistics illustrate that up to 20% of the food business inspections arise from response work, eg new businesses opening, complaints from the public, requests from the trade and change in type/management of existing food businesses, licence requirements e.g. butcher shop licensing.
- 4.1.3 General Food Hygiene Inspections (Practice and Procedure note F001) are given due consideration. The purpose of inspections is to ensure food and drink is safe to eat, is produced and handled hygienically and will not give rise to food poisoning. Officers carry out an assessment of the food safety hazards associated with the business and determine whether a satisfactory system of "hazard analysis" for assessing food hazards and controlling risks has been implemented.
- 4.1.4 The philosophy of the food team is to advise, educate and enforce depending on risk and the most appropriate course of action. Advice on compliance and good practice given to food business proprietors is in line with LACORs guidance and food industry guides. Officers seek confirmation and agreements on programmes of works with proprietors minimising the need for formal action.
- 4.1.5 An Inspection Report aide-memoire, the result of a Cambridgeshire inter-authority working group is utilised during the inspection. Following post inspection interviews, Officers report their findings to the proprietor on a Report of Visit form which is left at the premises. Details of the necessary works are outlined on the Report of Visit form or a letter will follow.
- 4.1.6 A variety of educative literature is available and relevant material is enclosed with inspection correspondence. To assist proprietors in running a safe food business, a guide for hazard identification for small businesses entitled "Safe Food Scheme" has been produced regionally by an officer working group. This guide is issued and explained to proprietors during inspections free of charge.
- 4.1.7 Revisits are made in accordance with the seriousness of contraventions and the judgement of the Officers. It is estimated that 20% of general inspections require a revisit.
- 4.1.8 In addition to the programme of inspections, specialist projects are carried out, eg market garden type premises, sheltered accommodation, joint visits with The National Care Standards Commission (CSCI) for residential homes and OFSTED, for children's nurseries etc.
- 4.1.9 Inspection of aircraft will be undertaken in line with the new code of practice/guidance.

4.2 **Food Complaints**

- 4.2.1 A documented policy relating to food complaints is adhered to (Procedure Note F005). The policy is in accordance with the requirements of the Food Safety Act 1990 and FSA Code of Practice. This policy has been adopted across the six Cambridgeshire food authority district councils. A performance indicator of response within 3 working days is a Departmental standard.
- 4.2.2 The scope of the procedure currently covers:-
- ❖ receiving food complaints
 - ❖ investigation of food complaints
 - ❖ action to be taken on completion of the investigation
 - ❖ transfer of food complaints

4.2.3 We currently receive approximately 70 food complaints a year. This is twice as many as last year. The trend in receipt is currently upward and at this time, the team appears to be appropriately staffed to meet demand.

4.3 **Home Authority Principle**

4.3.1 South Cambridgeshire District Council is not currently a Home Authority for any major food producer, manufacturer or retailer.

4.3.2 We are the Originating Authority for all food manufactures in the area, of which Premier Foods Chivers Hartley production unit in Histon is the largest. C Archibald deals with all enquiries regarding food complaints that relate to this production unit, currently about fifteen complaints a year. It is estimated that approximately ten days/year are devoted to the Chivers Hartley factory.

4.3.3 The Service supports the Home Authority Principle and Officers liaise with relevant home authorities regarding advice, guidance and information.

4.4 **Advice to Businesses**

4.4.1 In support of the departmental aims, the culture of the food team is to freely offer advice and information when required or when requested. Advice to businesses is disseminated through the following.

4.4.2 Officers respond positively to requests for advice from proprietors of food businesses within 4 working days. Requests for advice from food businesses currently number approximately 300 per year. It is estimated that 1 hour per enquiry of officer time is necessary to meet this demand. This demand is currently met.

4.4.3 A guide for hazard identification for small catering businesses entitled "Safe Food Scheme", designed to assist proprietors in running a hygienic food businesses, is issued and explained to proprietors free of charge.

4.4.4 New businesses are sent an information pack containing relevant FSA and local literature. This is also available on the web site.

4.4.5 A newsletter, "South Cambridgeshire News", is produced four times a year and distributed free of charge to the 55,000 households and businesses in South Cambridgeshire. This newsletter provides an opportunity to distribute Environmental Health information.

4.4.6 An extensive range of leaflets and advisory pamphlets from a variety of sources is available and is freely distributed during visits and accompanying correspondence.

4.4.7 When new legislation/guidance makes a significant change to food law or how the food safety service is delivered, advice/information and a contact point is distributed to relevant businesses. Web site information is also available.

4.5 **Food Inspection and Sampling**

4.5.1 A documented policy relating to food sampling is adhered to (Procedure Notes reference F002 and F003). For detailed food sampling guidance the Public Health Laboratory Service protocol is followed.

- 4.5.2 The scope of food sampling includes a yearly programme agreed through a meeting with representatives from adjoining Local Authorities and the hospital laboratory services. The number of samples submitted is between 240 - 400 per year. This years programme is attached as Appendix (4). The programme for 2005/06 will be endorsed in line with the LACORS sampling programme sometime in 2005.
- 4.5.3 Food samples relating to food and food premises complaints are processed by either the HLS at Chelmsford, the public analyst or where necessary, entomology experts at Cambridge University. The anticipated number of entomology type samples/year is approximately 15-20.
- 4.5.4 Appropriate funding for sampling purposes is built into the departmental budget.
- 4.5.5 The consultancy services used for sampling are referred to in section 3.4. Accreditation of laboratories and techniques used is confirmed prior to sampling.
- 4.6 **Control & Investigation of Outbreaks & Food Related Infectious Disease**
- 4.6.1 A documented policy relating to infectious disease control is adhered to (Procedure Note ref F010). Officers commence investigation of all infectious disease notifications within 24 hours. This response time is a performance indicator included within the Council's Service Plan.
- 4.6.2 Officers follow a documented outbreak control plan when dealing with suspected or confirmed food poisoning outbreaks. The plan was formulated in partnership with the Principal Officer Liaison Group and the CCDC.
- 4.6.3 The Department received last year 45 notifications of infectious diseases and 222 food poisoning cases. Approximately 2 hours is allowed per investigation for food poisoning cases, making a total workload of approximately 534 hours. It is anticipated that demand can be meet by current staffing.
- 4.6.4 Following a review of guidance relating to infectious diseases and enteric disorders, new pamphlets have been redrafted and printed and will be distributed to all infectious diseases/food poisoning cases within the district during 2005/06.
- 4.7 **Food Alerts**
- 4.7.1 Officers respond to Food Alerts in accordance with guidance from the FSA and relevant section of the Code of Practice.
- 4.7.2 Officers are alerted to food alerts by a text message direct to their mobile phone from the Food Standards Agency.
- 4.7.3 Food alerts are now issued under two categories
- For action (replacing A, B & C)
- For Information (replacing Category D)
- 4.7.4 This year has been marked by food alerts in relationship to Sudan Dye in numerous foods. These have been in the 'For Action' category.

4.7.5 A large number of products were contaminated with Sudan 1 which gave rise to national publicity. All of our food businesses were sent a letter informing them of the problem and directing them to the food standard agency website for a full listing of contaminated foods. We also sent out this list on request from businesses. Businesses were also advised of the facility available on the FSA website to be able to have free food alerts direct to their mobile phones. This type of rapid response work can occur at any time and routine inspections are stopped temporarily in order to deal with the emergency work.

4.7.6 Inspection up to the end of March 2005 were used to check that businesses had received the information that we sent in relationship to Sudan 1 and proprietors questioned as to whether any food was found containing Sudan 1.

4.8 **Liaison with Other Organisations**

4.8.1 The established Principal Officer Food Liaison Group collaborates well. Departmental procedures are shared County-wide to promote consistency. A yearly work-plan is produced and followed. The food officer sub-groups share allocated procedural tasks.

4.8.2 A Chief Environmental Health Officers Group functions at a strategic and management level. It approves the work-plan of the Food Liaison Group and monitors its work and output.

4.8.3 The Chartered Institute of Environmental Health Officers Eastern Centre (23 LA's - Suffolk, Norfolk, Cambridgeshire) has a specialist Eastern Centre food group which meets 3-4 times a year and concentrates on food training issues. This will assist in the specialist food training requirements of officers carrying out food safety duties.

4.8.4 Liaison with LACORS exists through the Principal Officer Food Liaison Group.

4.8.5 Regular updates of food premises registration information are provided to our Trading Standards and HSE colleagues.

4.8.6 Working groups in partnership with the South Cambridgeshire Primary Care Trust and other NHS and voluntary sector groups are attended by the Chief EHO and the EHO (Public Health Specialist) with a view to implementing the South Cambridgeshire Improving Health Plan.

4.8.7 Close liaison exists inter-departmentally with Building Control and the Planning Department with reference to food businesses.

4.8.8 Resource allocation during the year 2005/06 will be monitored through a new computer system which has been installed in the Department.

4.9 **Food Safety Promotion**

4.9.1 Food safety promotion work is undertaken by the following methods:-

- ❖ Basic food hygiene training courses are run 4 times per year and on request if a business has more than 12 delegates. Specialist groups, ie care home wardens and caterers whose first language is not English, are run as required.

4.9.2 The EHO (Public Health Specialist) considers other additional food safety promotional activities as part of his annual work plan.

5. RESOURCES

5.1 Financial Allocation

- 5.1.1 The total cost of staffing the food service is £160,320.
- 5.1.2 Travel and subsistence for this service is estimated at £10,030.
- 5.1.3 Purchase/maintenance and calibration of equipment costs £7,270.
- 5.1.4 Cost of training is £2,370.
- 5.1.5 Investment in IT costs £28,930.
- 5.1.6 Sampling budget is £2,760.
- 5.1.7 Consultancy £6,880.
- 5.1.8 Total expenditure 2005/06 estimate is £218,560.
- 5.1.9 Legal action is pursued within Departmental budgets but with access to consultancy and contingency funds if required. If and when costs are awarded by the Courts, these monies are transferred back to the Departmental budget headings.
- 5.1.10 The breakdown of these costs are to some extent estimated as a refined time recording system is not in existence.

5.2 Staffing Allocation

- 5.2.1 The food team currently consists of the Principal Officer, Mr J Keerie and 3½ full time equivalent Officers, Miss R Walkowiak, A W Greenwood, Mrs C Archibald and Mrs J Power (part-time). In addition an EHO with responsibility for Public Health also has a time input into food related projects. Consultants are employed on an ad hoc basis to supplement the service offered. The 5 officers are all fully qualified EHO's maintaining their competence levels. Work relating to the food law enforcement service equates to 3½ full time equivalents.

5.3 Staff Development Plan

- 5.3.1 A personal development programme was introduced from 1 April 2001. This assisted in a departmental Investors in People Award in 2003. This has highlighted training needs identified by individual officers, their managers and service demands. These training requirements are built into officers work programmes and budgetary requirements are identified and allowed for in service plans. Both internal and external training opportunities will be utilised eg LACORS, CIEH, FSA and specialist consultants/expert advisers.

6. QUALITY ASSESSMENT

- 6.1 Performance Indicators have been identified within this Service Plan.
 - 6.1.1 Regular team meetings of the specialist food officers take place.
 - 6.1.2 Internal quality monitoring is undertaken in accordance with:
 - 6.1.2.1 The Internal Procedure Monitoring Note (Procedure note F011)
 - 6.1.2.2 Food Premises Inspections – Quality Control (Procedure Note F017).

6.1.3 Environmental Health is currently awarded Investors in People (IIP) status.

7. REVIEW

7.1 Review of the Service Plan

7.1.1 The Service Plan will be reviewed January 2006.

7.1.2 The Standards for Food Law Enforcement including food policies and procedure notes will be reviewed in accordance with the review timetable in the Internal Monitoring Procedure Note.

7.1.3 The review will be facilitated by information from the newly introduced IT system and will include trend analysis from previous year performance data.

7.1.4 Departmental performance indicators are reviewed annually under the Service Plan process.

7.2 Review of Previous Year's Performance against Service Plan

7.2.1 At the end of this financial year, the intended actions as specified in the Departmental Service Plan will be compared with what was achieved in the areas relating to food safety. The reasons for any variance identified will be stated and next year's plan will take these into account as lessons to be learnt from the previous year.

7.2.2 Targeted outcomes are reviewed on a six monthly basis.

7.2.3 The Food Standards Agency Framework Agreement requires every local authority to review its previous years performance against its service plan. The review must identify where the authority was at variance from the service plan and, where appropriate, the reasons for that variance.

7.2.4 This review details the performance of the food service for the financial year 2004/05 and must outline any significant issues that impacted on the delivery of the service.

7.3 Profile of the Authority

7.3.1 The new village of Cambourne currently has six food businesses, including a large supermarket. The existing businesses and anticipated additional food businesses can be sustained within existing staffing levels.

7.4 Food Premises Inspections

7.4.1 In 2004/05 a total of 545 food business premises required an inspection of which 421 were classed as high risk (risk group A to C) and 124 were other risk (risk group D to F).

7.4.2 Target 2004/05 was a 100% of High Risk premises which was achieved. The target for other risk premises was 90% which was also achieved (i.e. 90.48%).

7.4.3 Revisits are carried out on an ad hoc basis to premises where significant remedial work is required, or "critical control points" are not adequately controlled.

7.4.4 By 31 March 2005, 31 Improvement Notices were served, all of which were complied with within the specified timescale.

7.4.5 In addition to routine food hygiene inspections, 16 butchers licences were issued and 13 premises licensed to sell game. There were no refusals or revocations.

7.5 **Food Related Complaints**

7.5.1 Up to 31 March 2005 the service received 71 food complaints and 40 complaints about food premises.

7.5.2 All complaints about food premises were investigated promptly and efficiently, with the response deadline of 3 working days being met in 105 out of 111 complaints (95%).

7.6 **Advice to Business**

7.6.1 Officers have continued to give free advice and assistance to both the trade and public throughout the year on food safety and hygiene matters. In addition to advice given during the inspection process various advisory leaflets were produced and distributed.

7.7 **Food Inspection and Sampling**

7.7.1 A total of 291 samples were taken and submitted to the HLS for analysis. The sampling programme formulated by LACORS and the Eastern Region programme as well as our own sampling program were followed. Nine food samples were considered to be unsatisfactory. These were raw meat, herbs and sandwiches and six water samples which were found to be unacceptable. All failed samples were followed up to ascertain the cause and necessary improvements were put in place to reduce the risk of a recurrence.

7.7.2 43 more samples were taken this year in comparison with last year and seven more samples failed in comparison. This increased the work load of the sampling officers.

7.7.3 Twenty-five Food Export Certificates were issued for consignments of food that was manufactured in the district and exported to non-EU countries.

7.8 **Food-related Infectious Diseases**

7.8.1 A total of 222 notified cases of food poisoning and suspected food poisoning were received up to 31 March 2005. Investigations were carried out within 24 hours of notification. In all cases where local food premises were potentially implicated, no conclusive evidence was found to confirm that either the food or the premises was the source of the illness.

7.9 **Food Safety Incidents**

7.9.1 The service received 87 'Food Alerts' food hazard warnings from the Food Standards Agency for 2004/05. Food Alerts received by this authority are notified to other local authority environmental health departments by the cascade system. Of the food alerts received, 46 were for information and 41 for action. This is a substantial increase over the previous years work.

7.10 **Liaison with Other Organisations**

7.10.1 All existing liaison arrangements have worked successfully throughout the year and there are no planned changes to these systems.

7.10.2 The Cambridgeshire Food Liaison Group produces a yearly work plan which is adhered to and outcomes reported annually to the Chief Environmental Health Officer Group. In order to achieve this work programme, sub-groups of specialist food officers from the six Local Authorities challenge individual projects.

7.11 **Food Safety Promotion**

7.11.1 4 food Hygiene Courses were successfully completed. The reduced number on the previous year was principally due to our move to Cambourne and staff shortages.

7.11.2 A selection of new leaflets for food hygiene for both the public and local businesses will be available on the website.

7.12 **Staff Development**

7.12.1 With officers personal development plans in place, training needs are identified at the beginning of the year. Both the officer and the Principal Officer responsible for training, source and access relevant training courses. All officers secured the necessary amount of CPD as required by the FSA.

7.13 **Staffing**

7.13.1 The team is up to full strength with one officer on extended sickness leave. In addition, consultants are engaged periodically to supplement the team output and a consultancy budget has been negotiated to continue this service.

7.14 **Quality Assessment**

7.14.1 A full review of each component of the food service has been carried out by officer groups which included consideration of the procedure and practice notes.

7.15 **Identification of any Variation from the Service Plan**

7.15.1 There were no significant deviations from the Service Plan.

7.16 **Areas of Improvement**

7.16.1 The Department for a number of years has produced a Service Plan. The requirement of the Service Plan is to increase yearly the achieved percentage of identified targets and identify where possible any improvements of a qualitative nature.

7.16.2 The review of the Service Plan enables foreseeable trends and known changes that may affect service requirements and service delivery to be considered.

7.16.3 To facilitate interpretation of the Service Plan and focus the food team's attention on relevant improvements, the Hampshire Matrix has been used since 2002 to monitor progress of the food team's improvements at six monthly intervals. Recent improvements in the last year to our scores on the matrix have included adoption of a food enforcement policy. Accreditation to Investors in People standard which improved the score in the staff competency matrix. Also there was improved communication with our stake holders due to the increased amount of training courses offered and consultation services by the Bostock Marketing Group.