

THE EXECUTIVE

Tuesday, 7 September 2004

Agenda Item 8. Food Safety Business Plan (Pages 1 - 36)

Agenda Item 9. Health and Safety Business Plan (Pages 37 - 62)

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CONTENTS

	Page No.
1. Introduction and Purpose of the Plan	2
Best Food in Barking & Dagenham Award	2
Food Hygiene Courses	3
Staffing	3
Framework Agreement	3
2. Background	4
Organisational structure	5
The Borough's Political Structure	5
Council Services	6
Health and Consumer Services	6
Scope of the Food Function	7
Demands on the Food Service	10
Reactive Work	10
Enforcement Concordat; BVPI 166 and BVPI 157	14
3. Service Aims and Objectives	15
Community Priorities	15
The Strategy Map	15
Health and Consumer Services Balanced Scorecard	19
4. Resources	20
Financial Allocation	20
Staffing Allocation and Development	20
Investors in People	21
5. Quality Management	22
Food Standards Agency Audit	22
6. Review	24
7. Service Delivery	25
Proactive Food Hygiene Inspections	26
Proactive Food Standards Inspections	27
Food Complaints	28
Advice to Business	29
Home Authority & Food Sampling	30
Infectious Disease	31
Liaison	32
Food Safety Incidents	33
Food Safety and Standards Promotion	34
Microbiological Sampling Plan 2004	35
Manufacturers Sampling Plan 2004	36

1. Introduction and Purpose of the Plan

This Service plan has been produced in order to give clear details of the services to be provided and how they will be carried out in the coming year. It also details how the Food Safety Service in Health and Consumer Services contributes to and supports others in delivering the Corporate Objectives to the Community as a whole.

We realise that we have a unique position in the Council by visiting around one thousand business owners each year and we strive to use our time with these businesses to the best effect. During these visits we promote the reputation of the Council, advise them about recent changes in their legal responsibilities and tell them about training opportunities we may be offering and of course inspect to tackle any deficiencies found where they may be putting the wellbeing of consumers at risk.

This is the third annual Food Safety Service Business Plan and marks the end of another year for the food team. We carried out food hygiene and food standards inspections as well as seeing the conclusion of the "Best Food in Barking & Dagenham Award".

Best Food in Barking & Dagenham Award



This competition, part funded by the Neighbourhood Renewal Fund asked the public to nominate their favourite takeaway, restaurant and café within the borough. The aim of the competition was to encourage local food outlets to provide a wider range of healthy food on their current menus. We didn't want to stop people buying fast food or visiting their favourite restaurants, but when they do, to have an informed choice and healthy option.

Each member of the public that voted was provided with an information pack about leading a healthier lifestyle. Hopefully this would go some way to try to reduce the high rate of heart disease within the borough.

In total 50 local businesses were nominated with the final judging being carried out by Councillors McKenzie, Wade and Porter.

The winners were:

Best Takeaway: Chubby Friar, 353 Ripple Road, Barking.

Runner up: Ripple Kebab, 109 Ripple Road, Barking.

Best Café: Al's Diner, 46 Ripple Road, Barking.

Runner up: Olympus Diner, 8 Faircross Parade, Longbridge Road, Barking.

Best Restaurant: Hong Kong Restaurant, 15 London Road, Barking

Runner up: Woo's, 790 Green Lane, Dagenham.

Food Hygiene Courses

The Food Team has firmly established a partnership arrangement with Barking College of Further Education to provide low cost, easy access food hygiene training.



This year the partnership has trained 33 people raising the education within the community. Last year we carried out food hygiene courses within two of the community languages. These were Bengali and Urdu.

Staffing

Last year two experienced officers decided to leave the food team meaning that their posts needed to be filled. We had a successful recruitment, with a Food Safety officer in the team receiving promotion and two new officers being appointed from outside the organisation.

Framework Agreement

In September 2000, after a period of consultation, the Food Standards Agency issued the "Framework Agreement on Local Authority Food Law Enforcement". This document provides a framework for closer liaison between the Food Standards Agency and the Council. It includes the following components:

- Service planning guidance;
- Enforcement standards setting out key aspects of the enforcement approach to be used by local authorities;
- An enhanced enforcement-monitoring scheme. (The Council has measures in place to ensure that any information requested by the Food Standards Agency can be provided.); and
- An audit scheme providing in depth qualitative information on enforcement activity

This plan has been produced following the guidance in the Framework Agreement.

2. Background

The Borough is on the North Bank of the River Thames, in East London. We have a residential population of around 167,300 and a land area of 3,419 hectares. The London Boroughs of Redbridge, Newham and Havering border us and to the South we have the River Thames and the London Boroughs of Greenwich and Bexley. **Figure 1** shows the geographic position of the Borough in relation to other London Boroughs.

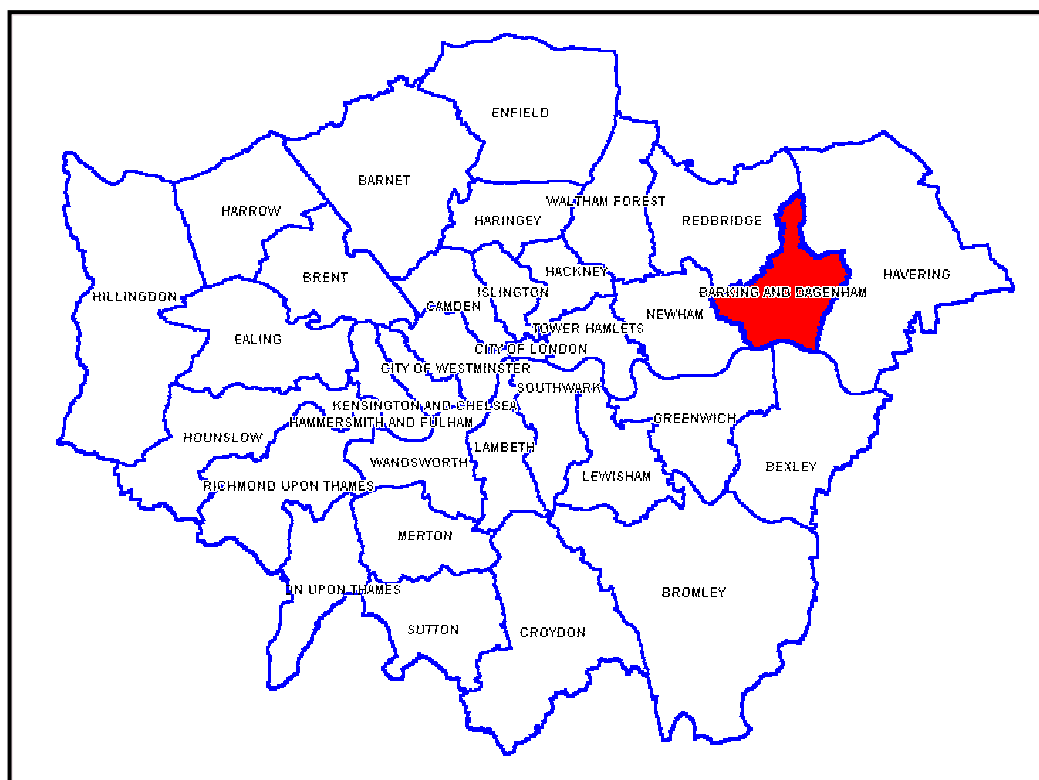


Figure 1 Barking and Dagenham in Relation to other London Boroughs.

In the early 19th Century the Borough was predominately rural and dominated by agricultural land. However, by the late 1800s the urban growth of London intensified pressure on the Borough and suburban building had begun, mainly around Barking.

In the 1920s work began on the Becontree Housing estate as part of the social housing programme to provide 'homes fit for heroes' after the First World War. It was one of the first and largest such projects, providing 26,000 homes, mainly houses. Today it still accounts for a major part of the Council owned stock. Housing development since the war has been mainly in the form of flats, with most high-rise developments (5 floors and above) being built during the sixties and seventies.

The development of the estates created new demands for employment in the Borough and led to the development of heavy industry along the Thames

Corridor and most notably the Ford Motor Works to the South East of the Borough. More recently the emphasis has shifted to small to medium sized enterprises, a significant proportion of which are food based, supplying services to central London and the surrounding counties. Most significantly the Dairy Crest Dairies site in Chadwell Heath has recently attracted significant new investment and is soon to become a state-of-the-art “*super dairy*” with the highest throughput in the UK and providing more than 180 jobs.

Organisational structure

The “*Barking and Dagenham 2000*” programme encompasses the whole modernisation agenda with new political and organisational structures. It aims to match resources to priorities set in consultation with the Community.

The new political structure was adopted in May 2000. This has an Executive, Assembly and Community Forums to give residents direct access to the political process.

The Borough’s Political Structure

Members of the Executive have recently been given portfolios, which match the Community Priorities, and this, along with the Policy Commission, will set the agenda the future direction of the Health and Consumer Services. The results of the Commission will feed into the future Business Planning process.

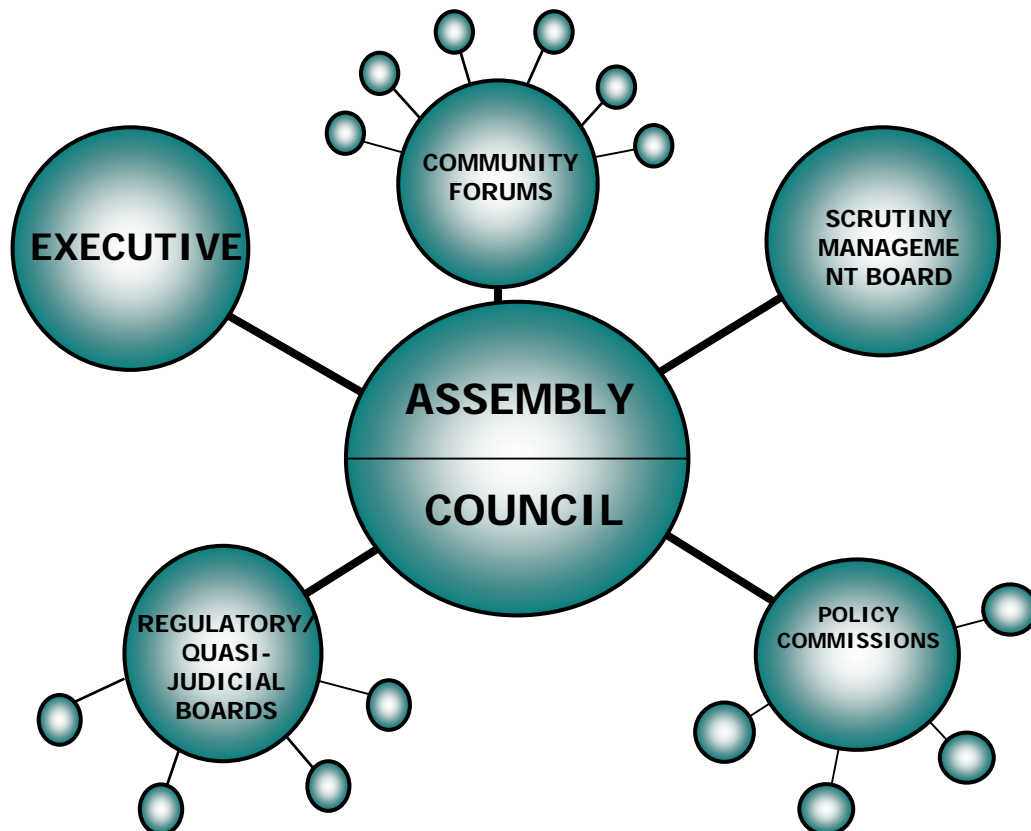


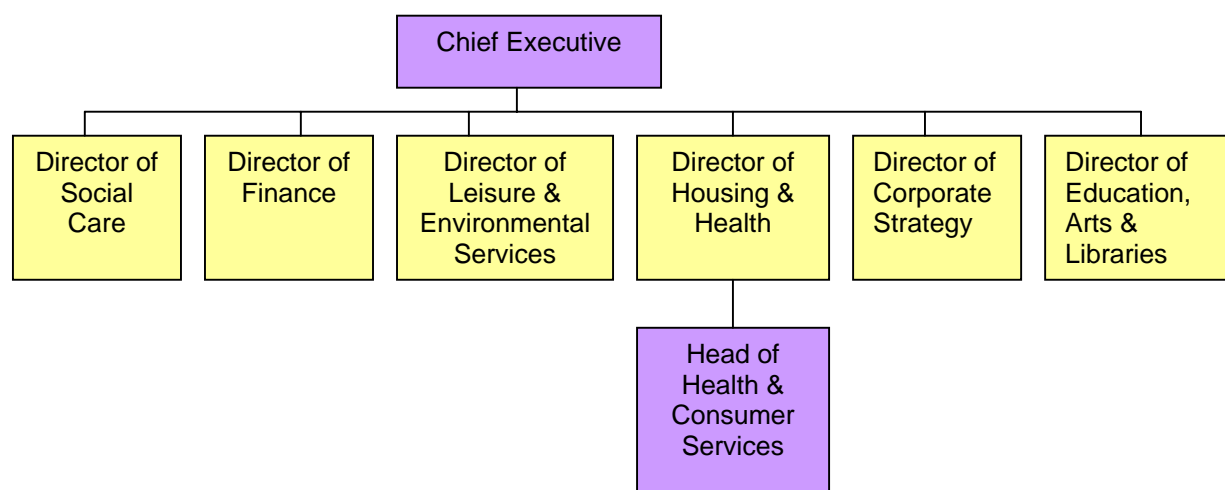
Figure 2 The Political Structure of the London Borough of Barking and Dagenham.

Council Services

The Council now consists of five Departments:

- Corporate Strategy
- Education, Arts & Libraries
- Finance
- Housing & Health
- Leisure & Environmental Services
- Social Services

Figure 3 The Council's Organisational Structure



Health and Consumer Services

Health and Consumer Services has around 60 staff, many of which help provide the Food Service to the public and business. Five officers are employed and authorised to inspect food businesses under the Food Safety Act 1990. The service also employs private sector contractors to perform food hygiene and food standards inspections. Last year we successfully outsourced all of our lower risk inspections, this year we propose to continue this process. *Figure 4* illustrates the Health and Consumer Services Management Team and the Commercial Inspections Section within which the Food Service is based.

The authority has a service level agreement with Eurofins Scientific Limited, 445 New Cross Road, London SE14 6TA, the nominated Public Analyst under the Food Safety (Sampling and Qualifications) Regulations 1990. The Public Health Laboratory Service ('PHLS'), based at Colindale provides the microbiological examination of samples. The contract with both the Public Analyst and PHLS includes a courier service that ensures Council Officer time is not wasted travelling to deliver samples.

Scope of the Food Function

Health and Consumer Services carries a wide remit that includes protection of the environment and consumers, nuisance investigations and regulation of private sector housing. The Commercial Inspections team provides Consumer Advice, Trading Standards, Health and Safety and Licensing services alongside Food Safety. Work is largely prioritised according to risk assessments and enforcement activities are combined wherever possible to achieve maximum efficiency.

Food safety work includes:

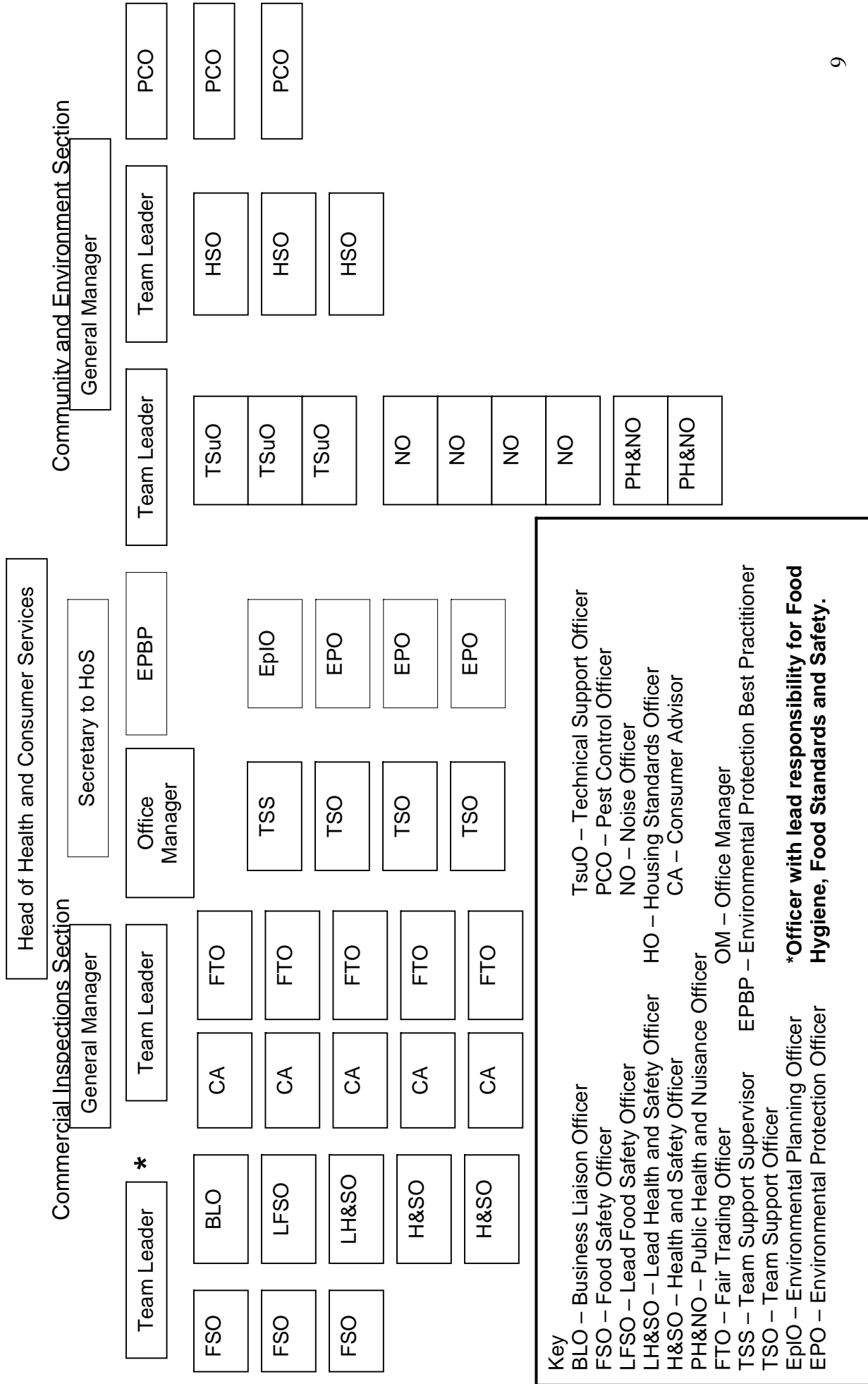
- Microbiological safety of food, including management and prevention of food borne outbreaks and illness.
- Enforcement of food safety legislation through a combination of inspections, investigations, education, advice, training and project work.
- Microbiological and chemical food surveillance which aims to ensure that the public will not be harmed by either consuming food that has been unhygienically processed or inadequately labelled.
- Encouragement of best practice through business forums and support of the home authority principle in local food manufacturers.
- Education in food hygiene for all employees in the food industry through a training partnership with Barking College of Further Education.

We also:

- advice to elected members;
- answer enquiries from the public, local and national media;
- promote our service through Council media including the Citizen Magazine that goes to every household in the Borough; and
- respond to specific requests for enforcement from the Food Standards Agency.

We contribute significantly to strategic town planning and development control, providing advice to new businesses from the outset.

Figure 4. Health and Consumer Services



Demands on the Food Service

Inspection Programme

Food Safety/Standards	-	Number of Premises	-	1034
Health & Safety	-	Number of Premises	-	1692
Licensing	-	Licensed Premises (Excluding Street Trading)	-	324

The food hygiene premises profile

Risk Category (A = Highest, F = Lowest)	Number of Premises
A	5
B	39
C	515
D	91
E	218
F	149
Total	1017

Food Standards premises profile

Risk Category	Number of Premises
High	13
Medium	444
Low	476
Total	933

Reactive Work

Last year we received:

- 693 complaints were made by the public about food premises;

- 483 proactive food hygiene inspections were carried out;
- 461 proactive food standards inspections were carried out; and
- 4 premises had to be formally closed by food officers.

Figure 5 Food Complaints Received

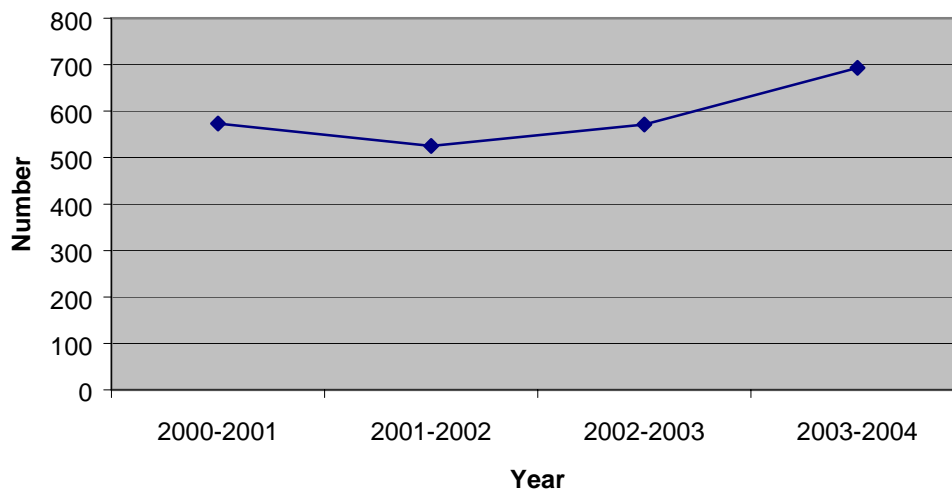


Figure 5. The Trend in Food Complaints 2000 - 2004

As the *Figure 5* above illustrates the number of food complaints the team receive each year is increasing. These complaints range from simple date marking issues to allegations of poor hygiene or pest activity that can result in immediate action being taken.

The service is well used by the local community – apparently more so than in other London Boroughs. The reasons for this are not clear but one factor is probably the high profile of the team's work in the local press.

There are 12 food manufacturers needing official approval by the Council.

These are:

Approved Premises

Dairy Crest Dairies, Selinas Lane,
Chadwell Heath

Milk processor

Essay Smoked Salmon, 935
Green Lane, Dagenham

Salting, smoking, slicing and
packaging fish

Chutnies, Unit 8 The Cromwell
Centre, Thames Road, Barking

Manufacture of meat based
prepared meals

Solanki Frozen Foods, Unit 4 Cromwell Centre, River Road, Barking	Importation and wholesale of frozen fish and fish products
Barking Cash & Carry, 125 River Road, Barking	Wholesale cash & carry of frozen fish and fish products
J.W.F. Services Limited, 30 Trafalgar Business Centre, River Road, Barking	Slicing and packing of cheese
Stockwin of London, 57 River Road, Barking	Manufacture of sausages and sausage meat
Roys Pie and Mash Limited, 3 Station Parade, Heathway, Dagenham.	Pie and Mash ready meal manufacture
C.K. Hill – Hills Cooked Meats, 30 Thames Road, Barking, Essex.	Cooked meat and fish based sandwich filling manufacture
S. I. Foods, 933 Green Lane, Dagenham, Essex.	Salting, handling and vacuum- packing of smoked herring and salted mackerel
Bonians, Unit 1 Sterling Works Rainham Road, South Dagenham Essex RM10 8TX	Manufacture of raw sausage, liver sausage, luncheon sausage & saveloys
Crème de la Crème, Freshwater Road, Barking	Manufacture of meat, fish and sandwiches

There are also 12 large manufacturers and importers that require specialist or technical knowledge they are:

Marcantonio Foods Limited, 20-22 Thames Road, Barking,	Manufacture of wafers for ice- cream
Rascal Confectionery Limited, Loxford Road, Barking,	Speciality sweet manufacture
Gregton Confectionery Ltd., 101 Wantz Road, Dagenham	Traditional sweet manufacture
Aroma Ice Cream Company, River Road, Barking	Ice-cream manufacture
Gheita Limited, Renwick Road, Barking	Milling and packing pulses and spices

Davin Foods, Renwick Road, Barking.	Prepared Vegetable manufacture for the Restaurant Trade
Pak Poultry, Unit 21-33, River Road Business Park, Barking.	Prepared Chicken for the Restaurant Trade
Hoo Hing Limited, Selinas Lane, Chadwell Heath.	Chinese Food Importer
IHB Express, Bennets Castle Lane, Dagenham	Prepared Chicken for the Restaurant Trade
Sandwich Express, 109 Ripple Road, Barking.	Sandwich Manufacturer
Quality Fresh, Freshwater Road, Dagenham	Sandwich manufacturer
Shun Cheung Lung Ltd, 21-25 River Road, Barking	Manufacture of Noodles

There are eight further food manufacturers who supply only by retail and 19 licensed butchers' shops.

Twice a year the Borough hosts two festivals; the Barking Festival and the Town Show. The larger of the two, the Dagenham Town Show, attracts over 100,000 visitors and numerous food hawkers to supply the visitors. The team offers advice to the organisers in the run up to the show and then inspects all of the food trailers on the day. This year the team will continue to provide support to the Events Section with the events that they hold. This year it is intended to hold a pop festival which will attract many visitors from both inside and out of the borough. Food safety checks will need to be carried out by the team on the food businesses that attend the festival.

Around 15% of Barking and Dagenham's population are from ethnic minority communities including Black African, Black African-Caribbean, Chinese, Indian, Pakistani, Bangladeshi, Somali, Turkish and Albanian/Bosnian. Premises in the Borough have employees who have English as a second language and some of the business owners have difficulty in understanding English. A key service aim is to achieve equal access to and availability of services. We survey all of our service users to identify priority groups and then develop mechanisms to engage them.

In order to promote equal access to our service, the Borough employs translators for routine and formal action, has leaflets in 6 community languages and we routinely translate correspondence where it is requested or felt necessary by the officer.

Health and Consumer Services are based at Roycraft House in Barking. Members of the public can access services in person via the local area housing offices at Stour Road and Becontree Avenue in Dagenham and the

Municipal Offices, Ripple Road, Barking. This service operates from 8:30am to 5pm Monday to Friday. Food Safety Officers will make a home visit whenever required to examine food or interview clients.

Enforcement Concordat; BVPI 166 and BVPI 157

The Council was one of the first authorities to sign the Enforcement Concordat and is committed to providing our enforcement functions in an equitable, practical, transparent and consistent way.

In June 2002, the team completed an audit against BV166 the audit commission Performance indicator for Environmental Health and Trading Standards. We scored 9 out of a maximum of 10. This performance is easily within the top 25% of London Boroughs.

The food team also contributes to the Council's performance against the Audit Commission Best Value Performance Indicator BVPI 157. This measures the percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using Internet protocols. Over the past year we have already set up mechanisms to allow people to seek advice, make complaints and raise concerns about local traders via the Internet. The E-Government agenda will be taken further this year by the team target of making 100% service interactions available electronically. This will include making it possible for members of the public to make licence fee payments via the Internet.

3. Service Aims and Objectives

The Council as a whole uses a single cohesive approach to managing the delivery of its services to the Community. The Balanced Scorecard approach seeks to create the right balance and perspective across the five critical success factors namely:

- Relations with our customers, citizens and the community (Public Perspective and Community First)
- Organisational development (People Matter)
- Financial Planning (Funding the Future)
- Business processes to ensure the efficient delivery of quality services (Performance Counts)

The Borough's Elected Members are clear about what they expect the Council to achieve. They describe their expectations through the 'Barking and Dagenham 2020 Vision' and the seven Community Priorities.

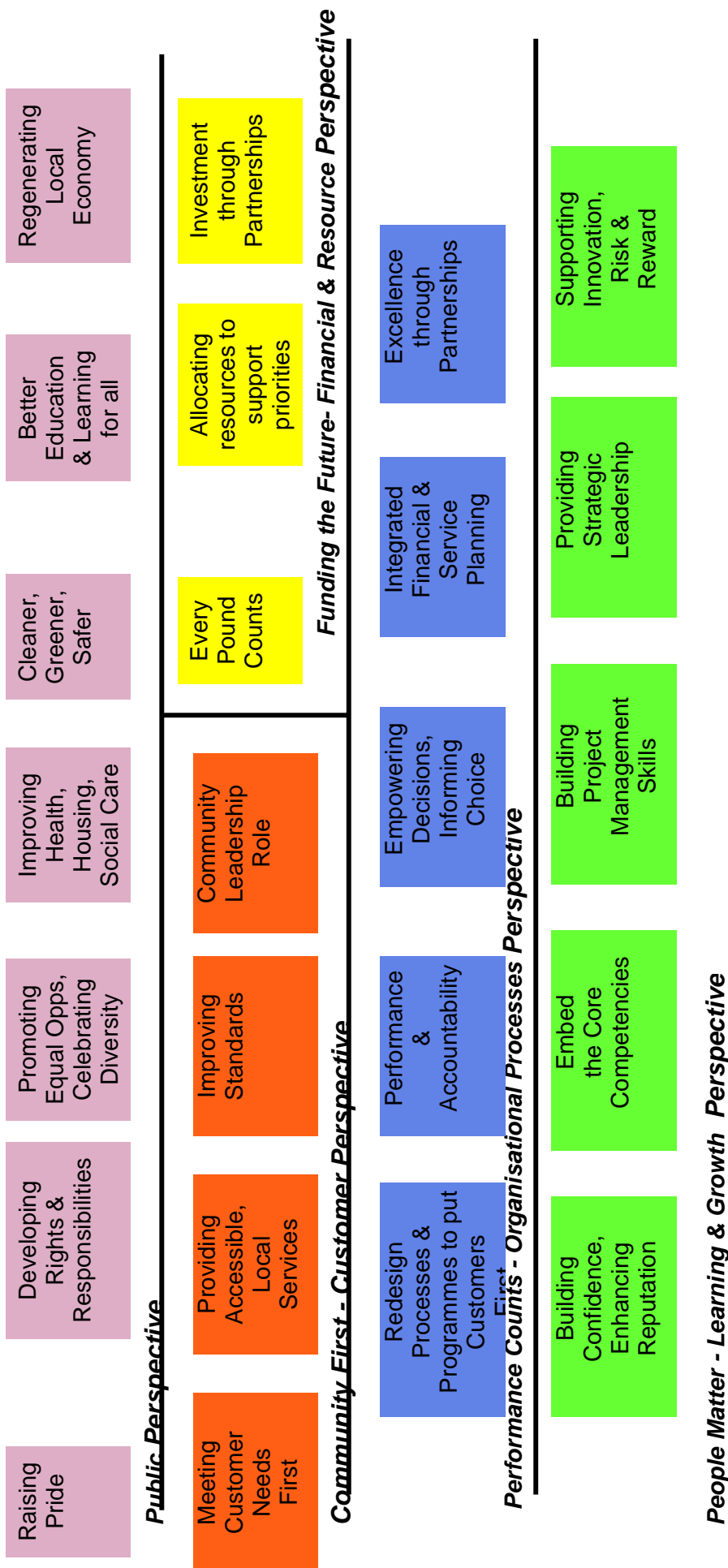
Community Priorities

- Promoting equal opportunities and celebrating diversity
- Making Barking and Dagenham cleaner, greener and safer
- Better education and learning for all
- Developing rights and responsibilities with the local community
- Improving health housing and social care
- Raising general pride in the Borough
- Regenerating the local economy

The Strategy Map

This is designed to show, (on one piece of paper) how our objectives are grouped into the five Balanced Scorecard Objectives. The Council's Balanced Scorecard is described in *Figure 6* below.

The Barking and Dagenham Balanced Scorecard Strategy Map



The Council Scorecard Performance Indicators

Public Perspective

residents with a positive perception of the Borough

- The level of the “Equalities standard” for local government to which the Council performs
- The level of the “Equalities standard” to which B&D public sector bodies perform
- Numbers of citizens involved in Council consultations
- Number of deaths by Heart Disease in B&D
- % of homes that meet the decency standard as a percentage of total public & private stock
- % of residents with a positive perception of public safety
- % of residents with a positive perception of the overall appearance of the Borough
- % of education & learning indicators at above national average
- % of education & learning indicators at or above top quartile
- Average income of B&D citizens

Community First

- % of residents satisfied with the quality of services
- % of access indicators at or above top quartile
- % of quality & service outcome indicators at or above top quartile
- % of community strategy actions delivered on time & as planned

Performance Counts

- % of interactions with the public that are delivered electronically e.g. by telephone, internet.
- % of staff who are set performance targets as a result of appraisal/appointment
- % of reports to members that are appropriate and of good quality
- % of Balanced Scorecard actions implemented on time and as planned
- % of partnership strategies/action plans delivered on time & as planned

Funding the Future

- % of cost indicators in best quartile
- % of Capital schemes delivered on time & within budget
- % of overall budget which is re-directed to priorities
- % of capital funding generated from external sources
- % of revenue funding generated from external sources

People Matter

- 1-10 rating by key stakeholders against reputation drivers
- % of staff satisfied with the quality of their appraisal & personal development planning
- % of managers trained in project management techniques
- % of staff who are satisfied that the leadership of their manager enables them to place their work in the context of the Community Priorities and/or strategic objectives
- % of BV inspections that indicate confidence in the Council’s ability to make improvement

Health and Consumer Services Balanced Scorecard.

Our Vision

The service has a key role to play in delivering the Council's Community Priorities, particularly making the Borough Cleaner, Greener and Safer and Developing Rights and Responsibilities with the local Community.

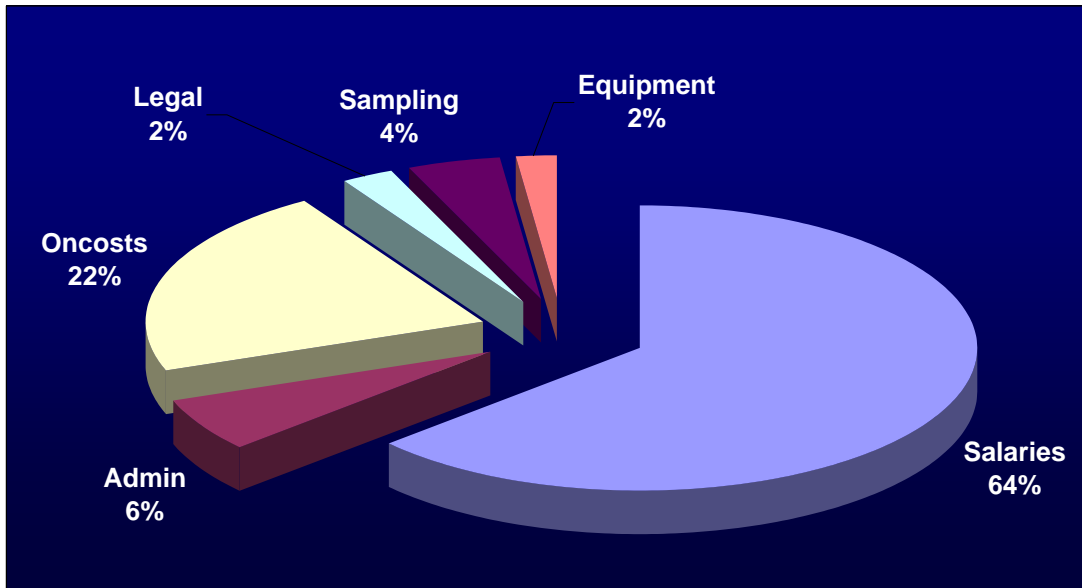
To this end, our agreed vision is:

Working with the community towards a safe, fair and healthy environment.

4. Resources

Financial Allocation

The total budget for the Food Safety Function is just over £190,000, before income from licences and training courses. 2% cost savings will be made over the coming year. The following chart demonstrates the financial resources we will use to deliver the business plan.



The Service has made considerable investments over the past year in Information Technology. Every officer has an individual PC, email access, all correspondence is filed electronically through the FLARE database system and all technical information comes from the Internet. This year we intend to invest in palm held computers to aid food officers when out in the field. This is intended to speed up the record keeping that has to occur following every visit made.

Staffing Allocation and Development

Officers from the Food Safety Team provide their service through a combination of programmed inspections, advice, education and enforcement. There are four full time Food Safety Officers plus a Business Liaison Officer who leads on development of business forums and consultation. The Team leader is nominated under Code of Practice 19 to have lead responsibility for Food Standards, Hygiene and Safety. Two officers are registered lead auditors. We actively encourage all officers in Health and Consumer Services to gain the qualifications needed to enforce food law under Code of Practice 19. The Team has two officers authorised to issue emergency prohibition notices.

Investors in People

We have many of the systems needed for accreditation such as annual appraisal, personal development plans, personal work plans and quarterly validation inspections.

Our staff development plan commits the authority to providing each food officer with a minimum of 10 hours of update training per year in addition to internal cascade training provided through team meetings.

We also intend to apply for a Chartermark for the section.

5. Quality Management

The Balanced Scorecard approach to performance management builds on national Best Value, sets performance standards and sets local performance indicators to ensure the five critical success factors are considered as described in section 3.

During the coming year we have set the local performance indicator of making 60% of our processes quality assured to ISO 9000:2000.

During the coming year the service will be externally audited against ISO 14001 and an action plan produced to develop an Environmental Management System.

Monthly monitoring reports are produced for all performance indicators to identify areas where the service is not adhering to our planned objectives. These are used extensively to monitor the team's performance in relation to the sampling plan, inspection programme and complaint response times.

Quarterly reviews will also be conducted to scrutinise the service's performance against this business plan. Where significant shortfalls in performance are identified, action plans will be developed. The Council's performance against this plan is published annually in June.

The service has a documented food safety inspection validation procedure. The procedure is based on Codes of Practice 8 and 9 and includes pre-inspection research, the inspection itself and the action taken by the Officer when breaches of legislation are found. The procedure examines how our staff justify each decision they make in line with the Council's Enforcement Policy and procedures and nationally published industry guides. It verifies that the action achieves the improvements needed. All staff and private sector contractors are assessed against the standards described in the procedure. The score obtained is used to determine the period to the next inspection. This is between one month and a maximum of three months.

Monthly monitoring of work progress is also carried out through performance 1:1's with the Team Leader. Complaint, food poisoning and sampling investigations are reviewed and the officer presented with action points to be completed over the following month.

The Council is committed to the principle of external inter-authority auditing to provide a comprehensive and consistent review of food safety enforcement procedures.

Food Standards Agency Audit

In March 2004 the Food Team were audited by the Food Standards Agency.

The audit covered the internal monitoring arrangements and our involvement in Inter Authority Auditing and 3rd party/peer review schemes, with regard to food hygiene, food standards and feeding stuffs law enforcement.

The Food Standards Agency will be publishing a report following the audit which will outline their findings.

6. Review

The performance of service against this business plan is monitored quarterly and will be formally reviewed at the end of September 2004 and in March 2005. The Council's performance against this plan is published annually in June.

7. Service Delivery

The following tables set out the way in which the Council will provide the food safety service during 2004/05. The tables describe the policy the team adopts in each service area, the level of service achieved in 2003/04 and the level we will achieve during the coming year. The tables also describe the approach we take in distributing our resources to the various service tasks and the targets we will judge our performance against.

Proactive Food Hygiene Inspections

Service Task	Performance Measure	Policy	Level Of Service Achieved 2003/04	Service Level For 2004/05	Resource (Productive Hours)	Cost (£)
Food Hygiene Inspections	Upper quartile performance as measured by BV166 100% of formal actions taken are successful 90% of Customers satisfied with service Chartermark Accreditation 60% of processes are quality assured	To carry out all food hygiene and food standards inspections within the required frequencies set out in Food Safety Act Codes of Practice. To take enforcement action in line with the councils enforcement policy when breaches of legislation are found. To verify the adequacy of the food waste storage and removal facilities at all premises and to seek the views of business of the usefulness of the inspection process following each inspection.	High risk 100%	Customer Satisfaction levels monitored for all services provided	150	4,054
			Low risk 100%	100% high risk	Cat A 10 Cat B 34 Cat C 256	2050
			10% revisited	Cat D 41 Cat E 16 Cat F 51	Performed by private sector contractor Supervision	3,500 9,858


Proactive Food Standards Inspections

Service Task	Performance Measure	Policy	Level Of Service Achieved 2003/04	Service Level For 2004/05	Resource (Productive Hours)	Cost (£)
Food Standards Inspections	Upper quartile performance as measured by BV166 100% of formal actions taken are successful 90% of Customers satisfied with service Chartermark Accreditation 60% of processes are quality assured	To carry out all food hygiene and food standards inspections within the required frequencies set out in Food Safety Act Codes of Practice. To take enforcement action in line with the councils enforcement policy when breaches of legislation are found. To verify the adequacy of the food waste storage and removal facilities at all premises and to seek the views of business of the usefulness of the inspection process following each inspection.	580 food standards inspections carried out	Customer Satisfaction levels monitored for all services provided High Risk (100%) 7 Medium Risk (100%) 179 Low Risk (100%) 42		

Food Complaints

Service Task	Performance Measure	Policy	Level Of Service Achieved 2003/04	Service Level For 2004/05	Resource (Productive Hours)	Cost (£)
Food Complaints	Upper quartile performance as measured by BV166 100% of formal actions taken are successful 100% service interactions available electronically 90% of Customers satisfied with service Chartermark Accreditation 60% of processes are quality assured	To respond to all complaints within 2 working days and to attempt to provide a resolution to the complaint in the shortest time. To provide a written conclusion to 90% of complaints.	96% of service requests were responded to in 2 days. 594 food complaints 108 samples	<ul style="list-style-type: none"> Estimated 620 requests for service 112 samples submitted for analysis 	1100 Public Analyst Fees	28,120 2385 4,054

Advice to Business

Service Task	Performance Measure	Policy	Level Of Service Achieved 2003/04	Service Level For 2004/05	Resource (Productive Hours)	Cost (£)
Advice to Business	Identify priority Customer group. 20 % increase in number of people aware of public protection issues (50% for priority Groups) 25% Increase in the number of consumers and business aware of rights & responsibilities 100% service interactions available electronically	<p>We use every opportunity to help business comply with the law.</p> <p>We provide low cost easy access Food Hygiene Training through a Partnership with Barking College of Further Education.</p>  <p>The London Borough of Barking & Dagenham Food and Health & Safety Training Partnership Barking College</p>	100% pass rate for food hygiene course run in partnership with Barking College Provide training to non-English speakers Offer advice and good practice during every visit Employ interpreters when necessary	Insert this years (advice to business) Provide food hygiene training in non- English for 20 people Employ interpreters when necessary Offer advice and good practice during every visit	343 100 100	9,271 2,703 2,703 1,500

Home Authority & Food Sampling

Service Task	Performance Measure	Policy	Level Of Service Achieved 2003/04	Service Level For 2004/05	Resource (Productive Hours)	Cost (£)
Home Authority Principle	25% Increase in the numbers of consumers and businesses aware of rights & responsibilities Upper quartile performance as measured by BV166	We support the home authority approach and provide advice and facilitate training at all premises within the borough where we act as home or originating authority.	Home authority relationship updates begun	<ul style="list-style-type: none"> Formalise the home authority relationship with all manufacturers. Continue to offer advice when requested and if a significant regulatory change occurs. 	300	8,436
Food Sampling	60% of processes are quality assured Upper quartile performance as measured by BV166	To target sampling activity at home or originating authority premises, high risk food premises and in line with sector or LACOTS co-ordinated projects. N.B. (Sampling plan produced separately as <i>APPENDIX A.</i>)	108 Samples taken	31 samples taken from manufacturers within the borough take part in 12 sector projects	analysts fees 250	4,000 6,757

Infectious Disease

Service Task	Performance Measure	Policy	Level Of Service Achieved 2003/04	Service Level For 2004/05	Resource (Productive Hours)	Cost (£)
<p>Control and investigation of outbreaks of food related infectious disease</p>	<p>60% of processes are quality assured 20 % increase in number of people aware of public protection issues (50% for priority Groups) Upper quartile performance as measured by BV166 90% of Customers satisfied with service</p>	<p>We investigate all cases of infectious disease reported to us by the public or via GPs and Barking and Dagenham PCT. We are committed to working together with the PCT and the HPA to target health promotional advice at recent sufferers of food poisoning</p>	<p>103 food poisoning investigations</p>	<ul style="list-style-type: none"> • To investigate all cases of food poisoning where a food premises in the borough is implicated or where food handlers are involved. • Memo of understanding from HPA • Use of Coserve 	<p>400</p>	<p>10,812</p>

Liaison

Service Task	Performance Measure	Policy	Level Of Service Achieved 2003/04	Service Level For 2004/05	Resource (Productive Hours)	Cost (£)
Liaison with other organisations	Upper quartile performance as measured by BV166 100% Level in Investors in People Standards achieved. 60% of processes are quality assured	The authority is committed to taking every opportunity to work in liaison with neighbouring authorities through the London food study group, the London food safety benchmarking group and any other body aimed at facilitating consistent enforcement.	Participation in the LFCG Food safety benchmarking Group Quarterly meetings with Barking and Dagenham PCT Continuing attendance at the North East London Food Liaison Group and sampling subgroup.	<ul style="list-style-type: none"> Continuing attendance at the North East London Food Liaison Group and sampling subgroup. Polices and procedures developed through North East London Food Liaison Group Joint working arrangements with PCT in the Surestart programme 	200	6,572

Food Safety Incidents

Service Task	Performance Measure	Policy	Level Of Service Achieved 2003/04	Service Level For 2004/05	Resource (Productive Hours)	Cost (£)
Food safety incidents	Upper quartile performance as measured by BV166 60% of processes are quality assured	We have a formal procedure that ensures we respond to category A or B food hazard warnings immediately. We are committed to working with the health authority, local business and the PHLS to identify food safety incidents and notify the food standards agency immediately.	65 food hazard warnings received	<ul style="list-style-type: none"> All notifications responded to within target time and follow procedures. 	100	2,812

Food Safety and Standards Promotion

Service Task	Performance Measures	Policy	Level Of Service Achieved 2003/04	Service Level For 2004/05	Resource (Productive Hours)	Cost (£)
Food safety and standards promotion	Upper quartile performance as measured by BV166 Identify priority Customer group. 20 % increase in number of people aware of public protection issues (50% for priority Groups) 25% Increase in the number of consumers and business aware of rights & responsibilities	The authority is committed to working with Barking and Dagenham Primary Care Trust to promote awareness of the safety and wholesomeness of food at every opportunity.	Best Food in Barking & Dagenham Award Completed	Use Food Safety Week to raise awareness of Food Hygiene in the home, food nutrition and consumer rights. Target Sampling work at relevant local issues Provide advice day Press releases	100	2812

Microbiological Sampling Plan 2004

Date (week Beginning)	Food	Survey	Reason for sampling	No of Samples	Premises type
April - December	Raw meat	Micro	LACORS		various
. 3 May	Butter	Micro	EU Survey	5	retail and catering
May	Samosas	Chemical - TVP, fat and salt content	NE Sector	5	various
.7 June	Bottled water / water from office coolers	Micro	Pan London	7	Offices / retailers
July	Curries	Chemical - level of colourings	LBBB	10	Indian / Chinese restaurants and takeaways
.2 August	Spices	Micro	EU Survey	7	Various - inc retail warehouses?
.6 September	Cheeses	Micro	EU Survey	7	Various
.4 October	Fresh Refrigerated raw poultry	Micro	EU Survey	6	Various
November	Adult & children's convenience foods	Chemical - comparison of nutrition	NE Sector	7	Various
December	Bakery products	Chemical - presence of Nuts	NE Sector	7	Various
December	Alcohol	Chemical - Spirit authenticity tests - Smirnoff, Gordon's and Bacardi	LBBB	3 samples @ 10 premises	Pubs and clubs
.3 January	Mushroom	Micro	Pan London	7	Various
January	Sausages	Chemical - meat content	NE Sector	7	Various - include manufacturers
February	Low fat products	Chemical - comparison of low fat v normal	NE Sector	7	Various

Manufacturers Sampling Plan 2004

Month	Manufacturer	Reason for sample	Type of sample	No of Samples	Approx Cost
April	Shun Cheong Lung Ltd	Manufacturer	Colourings	1	£97
	Hills Cooked Meats	Manufacturer	Colourings	2	£194
May	Hot Shot Beverages	Importer	Microbiological	3	£165
	Hot Shot Beverages	Importer	Labelling	3	£244.50
	Sandwich Express	Manufacturer	Microbiological	2	£110
June	Stockwin of London	Manufacturer	Meat Content	2	£230
	Essay Smoked Salmon	Vacuum Packer	Fish Content	2	£144
July	Marcantonio Foods Ltd	Manufacturer	Colourings	2	£194
	Best Food Manufacturing	Manufacturer	Aflatoxins	1	£74
August	Odysea Ltd	Importer	Microbiological	3	£165
	Aldinga Ltd	Importer	Microbiological	3	£165
September	Aroma Ice Cream	Manufacturer	Labelling	2	£163
November	Chutnies	Manufacturer	Colourings	3	£291
January	Ghetia Ltd	Packer	Aflatoxins	2	£148
					<u>£2,385</u>

CONTENTS

1.	Introduction and Purpose of the Plan	2
	Council Award for Innovation.....	2
	Inter Borough Audit	3
	Slips, Trips and Falls	3
	Licensing Act 2003	3
	Staffing	4
	Health and Safety Commission Guidance	4
2.	Background.....	5
	Organisational structure	6
	The Borough's Political Structure	6
	Council Services.....	7
	Health and Consumer Services.....	7
	Scope of the Health & Safety Function.....	7
	Demands on the Health & Safety Service	10
	Reactive Work	10
	Enforcement Concordat; BVPI 166 and BVPI 157	11
3.	Service Aims and Objectives	12
	Community Priorities	12
	The Strategy Map.....	12
	Health and Consumer Services Balanced Scorecard.....	15
4.	Resources	16
	Financial Allocation	16
	Staffing Allocation and Development.....	16
	Investors in People.....	17
5.	Quality Management.....	18
	Quality management System	18
	Business Directory	19
6.	Review	20
7.	Service Delivery.....	21
	Proactive Health and Safety Inspections.....	22
	Health and Safety Complaints.....	23
	Accidents in the Workplace	24
	Licensing Administration	25

1. Introduction and Purpose of the Plan

This Service plan has been produced in order to give clear details of the services to be provided and how they will be carried out in the coming year. It also shows how the Health & Safety Service within Health and Consumer Services contributes to and supports others in delivering Corporate Objectives to the Community as a whole.

We realise that we have a unique position in the Council by visiting around one thousand businesses each year and we aim to use our time with these businesses to the best effect. During these visits we promote the reputation of the Council, advise business owners about recent changes in their legal responsibilities and tell them about training opportunities we may be offering and, of course, we also tackle any deficiencies in business operations which we find where they may be putting the wellbeing of employees or customers at risk.

This is the third annual Health & Safety Service Business Plan and it follows guidance issued by the Health & Safety Commission ('HSC'). In recent years a number of high profile national safety issues, such as those on the railways and more recently the debate concerning passive smoking, have brought into focus the need for a new emphasis in health and safety enforcement.

Council Award for Innovation

In December 2002 the Health and Safety Executive / local Authorities Liaison Committee ('HELA') made an award to the Council for Innovation. This is the highest accolade that can be given to a health and safety service within local authorities. The award was for work that we did on a warehouse project. This focused on warehouse health and safety within the Thames, River and Gascoigne Wards and was recognised by the Health & Safety Commission as providing an innovative service to the community.

As a result of the initiative 20 businesses attended a training seminar designed to help them meet their health and safety requirements. The next phase of the initiative was to audit businesses and examine their procedures and documentation. The final stage was to visit those not responding to the audit questions.

In some cases we needed to take formal enforcement action and we served 5 improvement notices and 1 prohibition notice. At one other business



conditions were so poor that the Council is prosecuting for serious health and safety offences.

Inter Borough Audit

During 2002 our service took part in an audit scheme run by Environmental Health managers in London. We underwent an external audit to check the standard of our service. The auditors reported that we were developing effective arrangements for measuring and monitoring activity and for strategic performance monitoring. As a result they assessed the service to have a compliance score of three out of four with two areas being selected as examples of best practice in health and safety enforcement. We are among the top performing London Boroughs in the field of Health and Safety.

Slips, Trips and Falls

In March 2004, we worked in partnership with the HSE to run a workshop on slips, trips and falls.



Members of the business community were invited along to the free workshop, which aimed to give businesses a better understanding of their responsibilities and to help them to prepare action plans and risk assessments.

Steve Thorpe from the Health and Safety Laboratory gave a presentation on reducing the risks of slips and trips, and demonstrated the Pedestrian Slipping Tool. This tool demonstrated how wet a floor remains even after drying, how various types of floor surface react differently when wet and the resulting risks to pedestrians.

Licensing Act 2003

Preparations are currently underway for the expected changes to the law on Liquor Licensing. Last year the Licensing Act 2003 received Royal assent and the Government have announced that responsibility for liquor licensing of pubs, clubs, restaurants and off licenses will become a new responsibility for the Council during 2005.

We are currently doing the preparatory work necessary to take on this new challenge and a licensing policy is being drafted. The views of local businesses, the community and a wide range of stakeholders will be taken into account before the Council's licensing policy is finally adopted.

The policy will have four key objectives that are:

- The prevention of crime & disorder;
- Public safety;
- The prevention of public nuisance; and
- The protection of children from harm.

Staffing

Currently the team consists of two health and safety officers and one Lead Health and Safety officer. Two of these officers are qualified to the Health and Safety Commission's recommended level of NVQ with the third officer now studying to gain the qualification.

Health and Safety Commission Guidance

Under the Health and Safety at Work Act the Council must have regard to guidance from the HSC when fulfilling its health and safety enforcement functions. In the view of HSC, the following elements are essential for any local authority to fulfill its duty as an enforcing authority:

- a clear published statement of enforcement policy and practice;
- a system for prioritised planned inspection activity according to hazard and risk consistent with any advice given by the Health and Safety Executive and Local Authorities Enforcement Liaison Committee (HELA);
- a service plan detailing the Local Authority's priorities and its aims and objectives in enforcing health and safety;
- the capacity to investigate workplace accidents and to respond to complaints by employees and others alleging health and safety failures;
- arrangements for benchmarking performance with peer Local Authorities;
- provision of a trained and competent inspectorate; and
- arrangements for liaison and co-operation in the Lead Authority Partnership Scheme.

This Business Plan has followed the HSC guidance.

2. Background

The Borough is on the North Bank of the River Thames, in East London. We have a residential population of around 167,300 and a land area of 3,419 hectares. The London Boroughs of Redbridge, Newham and Havering border us and to the South we have the River Thames and the London Boroughs of Greenwich and Bexley. **Figure 1** shows the geographic position of the Borough in relation to other London Boroughs.

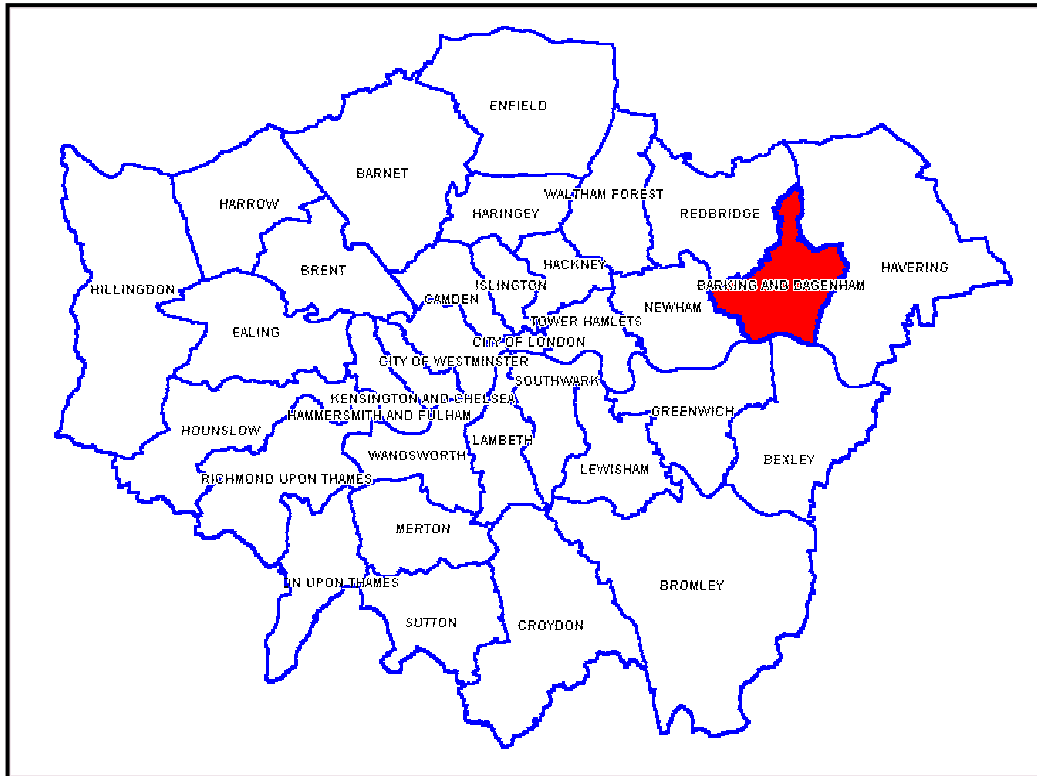


Figure 1 Barking and Dagenham in Relation to other London Boroughs.

In the early 19th Century the Borough was predominately rural and dominated by agricultural land. However, by the late 1800s the urban growth of London intensified pressure on the Borough and suburban building had begun, mainly around Barking.

In the 1920s work began on the Becontree Housing estate as part of the social housing programme to provide 'homes fit for heroes' after the First World War. It was one of the first and largest such projects, providing 26,000 homes, mainly houses. Today it still accounts for a major part of the Council owned stock. Housing development since the war has been mainly in the form of flats, with most high-rise developments (5 floors and above) being built during the sixties and seventies.

The development of the estates created new demands for employment in the Borough and led to the development of heavy industry along the Thames

Corridor and most notably the Ford Motor Works to the South East of the Borough. More recently the emphasis has shifted to small to medium sized enterprises, a significant proportion of which are warehouses.

Organisational structure

The “*Barking and Dagenham 2000*” programme encompasses the whole modernisation agenda with new political and organisational structures. It aims to match resources to priorities set in consultation with the Community.

The new political structure was adopted in May 2000. This has an Executive, Assembly and Community Forums to give residents direct access to the political process.

The Borough’s Political Structure

The Borough’s political structure is shown in *Figure 2* below.

Members of the Executive have been given portfolios which match the Community Priorities and this, along with the Policy Commission, will set the agenda for the future direction of Health and Consumer Services. The results of the Commission will feed into Business Planning.

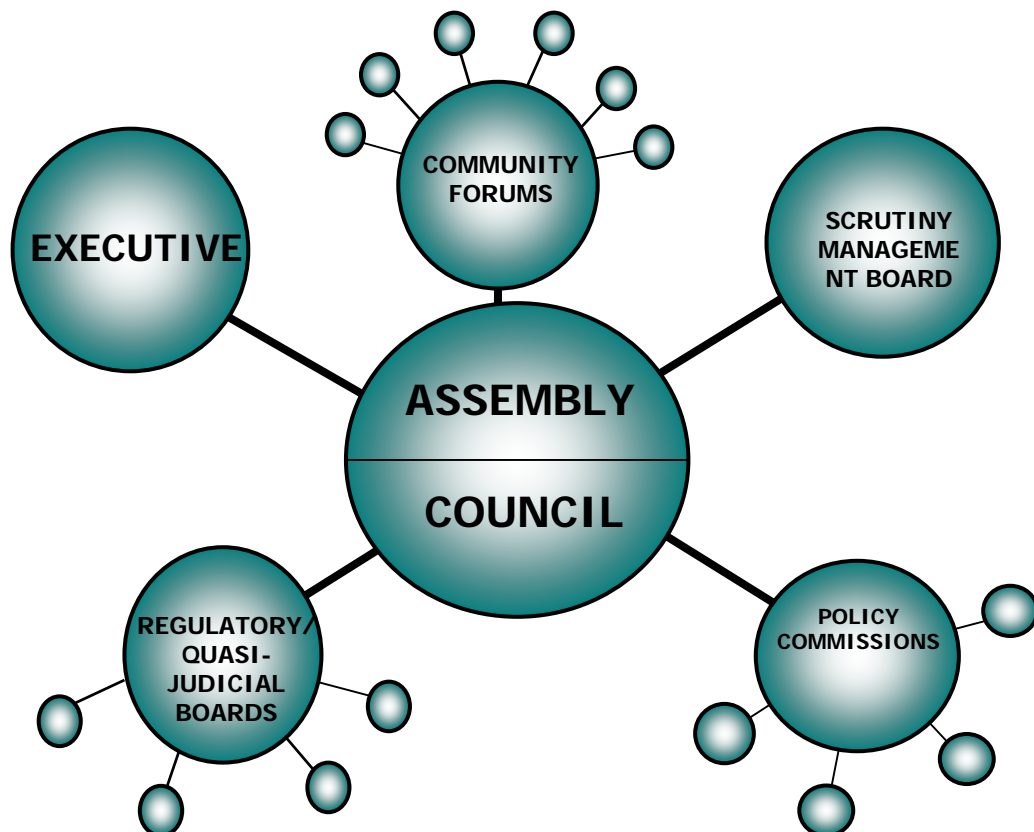


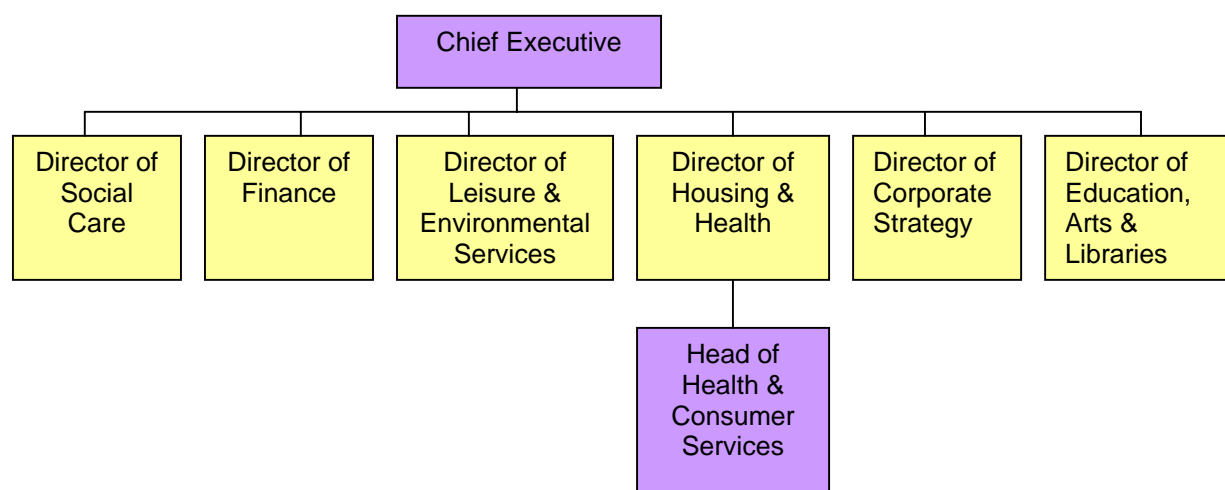
Figure 2 The Political Structure of the London Borough of Barking and Dagenham.

Council Services

The Council now consists of six Departments:

- Corporate Strategy
- Education, Arts & Libraries
- Finance
- Housing & Health
- Leisure & Environmental Services
- Social Services

Figure 3 The Council's Organisational Structure



Health and Consumer Services

Health and Consumer Services has around 60 staff, most of who are engaged in enforcement activities of one kind or another. Three officers are dedicated to health and safety work and inspect local businesses under the Health & Safety Act. *Figure 4* illustrates the Health and Consumer Services Management Team and the Commercial Inspections Section within which the Health and Safety Service is currently based.

Scope of the Health & Safety Function

Health and Consumer Services carries a wide remit that includes protection of the environment and consumers, nuisance investigations and regulation of private sector housing. The Commercial Inspections team provides Consumer Advice, Trading Standards, Food Safety and Licensing services alongside Health & Safety. Work is largely prioritised according to risk assessments and enforcement activities are combined wherever possible to achieve maximum efficiency.

Health & Safety work includes:

- Workplace health and safety, advising business on their responsibilities to their staff, visitors and customers;
- Enforcement of Health and Safety legislation through a combination of inspections, investigations, education, advice, training and project work;
- Responding to concerns raised by traders and members of the public;
- Providing traders and the public with opportunities to learn about work related health and safety issues and the rights and responsibilities of employees and employers;
- Investigating work place accidents;
- Ensuring activities and premises are licensed where appropriate;
- Encouraging best practice through business forums and by supporting the Lead Authority Partnership Scheme; and
- Educating in health and safety for all employees in local industry through a training partnership with Barking College of Further Education, the Local Business Partnership and other forums.

We also:

- Advise elected members;
- Answer enquiries from the public, local and national media;
- Promote our service through Council media including 'The Citizen' Magazine which goes to every household in the Borough; and
- Respond to specific requests for enforcement from the Health and Safety Commission.

We contribute significantly to strategic town planning and development control, providing advice to new businesses from the outset.

Demands on the Health & Safety Service

Inspection Programme

Food Safety	Number of Premises	1034
Health & Safety	Number of Premises (including food premises)	1692
Licensing	Licensed Premises (Excluding Street Trading)	324

Health and Safety Premises Profile

Risk Category (A = Highest, C = Lowest)	Number of Premises
A	17
B1	40
B2	71
B3	454
B4	201
C	909
Total	1692

Reactive Work

Last year we received:

- 292 complaints about workplaces from the public and employees;
- 196 workplace accidents notified to the team, one of which was a fatal injury; and
- 295 proactive health and safety inspections carried out.

Twice a year the Borough hosts two festivals; the Barking Festival and the Town Show. The larger of the two, the Dagenham Town Show, attracts over 100,000 visitors. The team offers advice to the organisers before the show on health and safety at large events. This year the Council will hold a pop festival, which will attract many visitors from both inside and out of the borough; health and safety checks will need to be carried out by the team on the stages that will be used at the festival.

Around 15% of Barking and Dagenham's population are from ethnic minority communities including Black African, Black African-Caribbean, Chinese, Indian, Pakistani, Bangladeshi, Somali, Turkish and Albanian/Bosnian. Premises in the Borough have employees who have English as a second language and some of the business owners have difficulty in understanding English. A key service aim is to achieve equal access to and availability of services. We survey all of our service users to identify priority groups and then develop mechanisms to engage them.

In order to promote equal access to our service, the Borough employs translators for routine and formal action, has leaflets in 6 community languages and we routinely translate correspondence where it is requested or felt necessary by the officer.

Health and Consumer Services are based at Roycraft House in Barking. Members of the public can access services in person via the local area housing offices at Stour Road and Becontree Avenue in Dagenham and the Municipal Offices, Ripple Road, Barking. This service operates from 8:30am to 5pm Monday to Friday. Health and Safety Officers will make a home visit whenever required.

Enforcement Concordat; BVPI 166 and BVPI 157

The Council was one of the first authorities to sign the Enforcement Concordat and is committed to providing our enforcement functions in an equitable, practical, transparent and consistent way.

In June 2002, the team completed an audit against BV166 the audit commission Performance indicator for Environmental Health and Trading Standards. We scored 9 out of a maximum of 10. This performance is easily within the top 25% of London Boroughs.

The health and safety team also contributes to the Council's performance against the Audit Commission Best Value Performance Indicator BVPI 157. This measures the percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using Internet protocols. Over the past year we have already set up mechanisms to allow people to seek advice, make complaints and raise concerns about local traders via the Internet. The E-Government agenda will be taken further this year by the team target of making 100% service interactions available electronically. This will include making it possible for members of the public to make licence fee payments via the Internet.

3. Service Aims and Objectives

The Council as a whole uses a single cohesive approach to managing the delivery of its services to the Community. The Balanced Scorecard approach seeks to create the right balance and perspective across the five critical success factors namely:

- Relations with our customers, citizens and the community (Public Perspective and Community First)
- Organisational development (People Matter)
- Financial Planning (Funding the Future)
- Business processes to ensure the efficient delivery of quality services (Performance Counts)

The Borough's Elected Members are clear about what they expect the Council to achieve. They describe their expectations through the 'Barking and Dagenham 2020 Vision' and the seven Community Priorities.

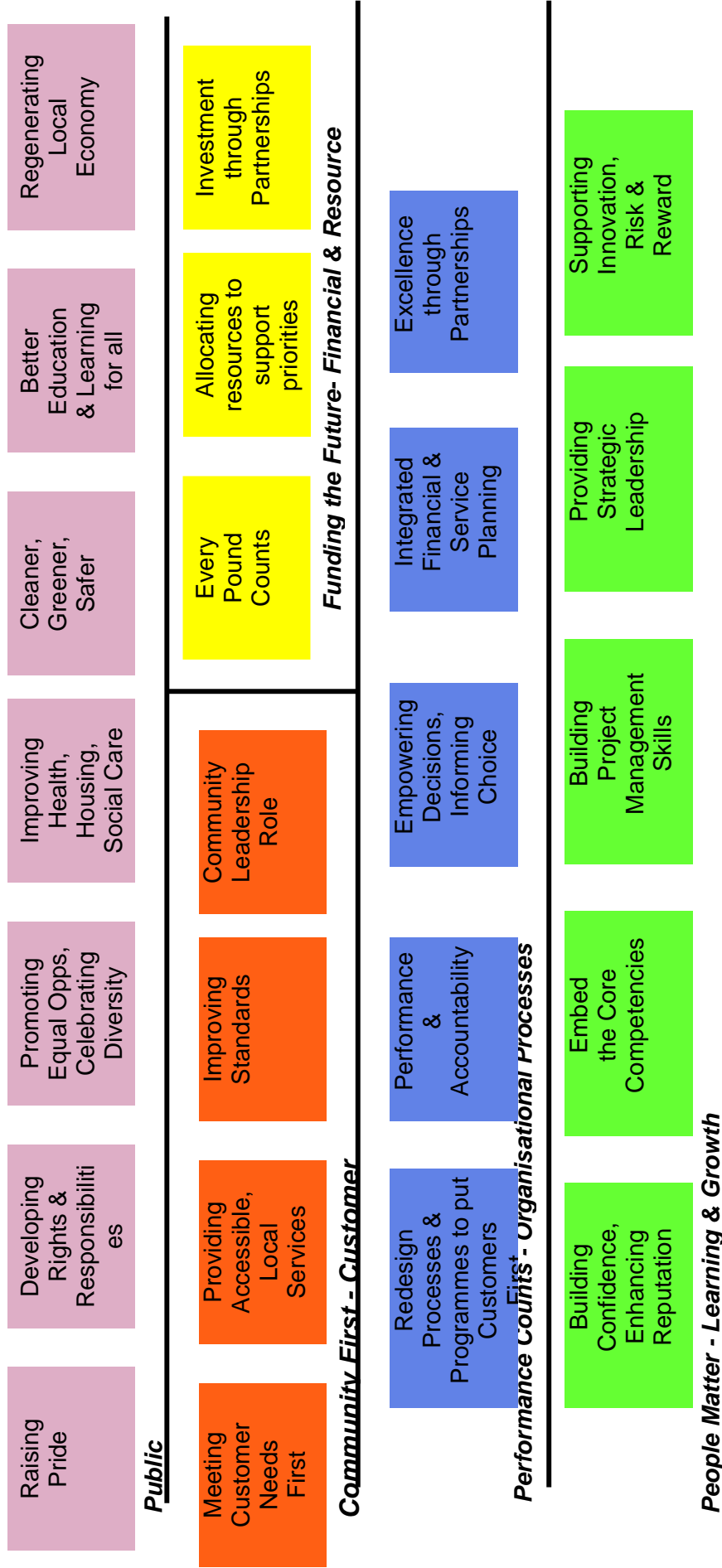
Community Priorities

- Promoting equal opportunities and celebrating diversity
- Making Barking and Dagenham cleaner, greener and safer
- Better education and learning for all
- Developing rights and responsibilities with the local community
- Improving health housing and social care
- Raising general pride in the Borough
- Regenerating the local economy

The Strategy Map

This is designed to show, (on one piece of paper) how our objectives are grouped into the five Balanced Scorecard Objectives. The Council's Balanced Scorecard is described in Figure 5 below.

The Barking and Dagenham Balanced Scorecard Strategy Map



The Council Scorecard Performance Indicators

<p>Public Perspective residents with a positive perception of the Borough</p> <ul style="list-style-type: none"> • The level of the “Equalities standard” for local government to which the Council performs • The level of the “Equalities standard” to which B&D public sector bodies perform • Numbers of citizens involved in Council consultations • Number of deaths by Heart Disease in B&D • % of homes that meet the decency standard as a percentage of total public & private stock • % of residents with a positive perception of public safety • % of residents with a positive perception of the overall appearance of the Borough • % of education & learning indicators at above national average • % of education & learning indicators at or above top quartile 	<p>Community First</p> <ul style="list-style-type: none"> • % of residents satisfied with the quality of services • % of access indicators at or above top quartile • % of quality & service outcome indicators at or above top quartile • % of community strategy actions delivered on time & as planned 	<p>Funding the Future</p> <ul style="list-style-type: none"> • % of cost indicators in best quartile • % of Capital schemes delivered on time & within budget • % of overall budget which is re-directed to priorities • % of capital funding generated from external sources • % of revenue funding generated from external sources <p>People Matter</p> <ul style="list-style-type: none"> • 1-10 rating by key stakeholders against reputation drivers • % of staff satisfied with the quality of their appraisal & personal development planning • % of managers trained in project management techniques • % of staff who are satisfied that the leadership of their manager enables them to place their work in the context of the Community Priorities and/or strategic objectives • % of BV inspections that indicate confidence in the Council’s ability to make improvement
<p>Performance Counts</p> <ul style="list-style-type: none"> • % of interactions with the public that are delivered electronically e.g. by telephone, internet. • % of staff who are set performance targets as a result of appraisal/appointment • % of reports to members that are appropriate and of good quality • % of Balanced Scorecard actions implemented on time and as planned • % of partnership strategies/action plans delivered on time & as planned 	<p>Community First</p> <ul style="list-style-type: none"> • % of residents satisfied with the quality of services • % of access indicators at or above top quartile • % of quality & service outcome indicators at or above top quartile • % of community strategy actions delivered on time & as planned 	<p>Funding the Future</p> <ul style="list-style-type: none"> • % of cost indicators in best quartile • % of Capital schemes delivered on time & within budget • % of overall budget which is re-directed to priorities • % of capital funding generated from external sources • % of revenue funding generated from external sources

Health and Consumer Services Balanced Scorecard.

Our Vision

The service has a key role to play in delivering the Council's Community Priorities, particularly making the Borough Cleaner, Greener and Safer and Developing Rights and Responsibilities with the local Community.

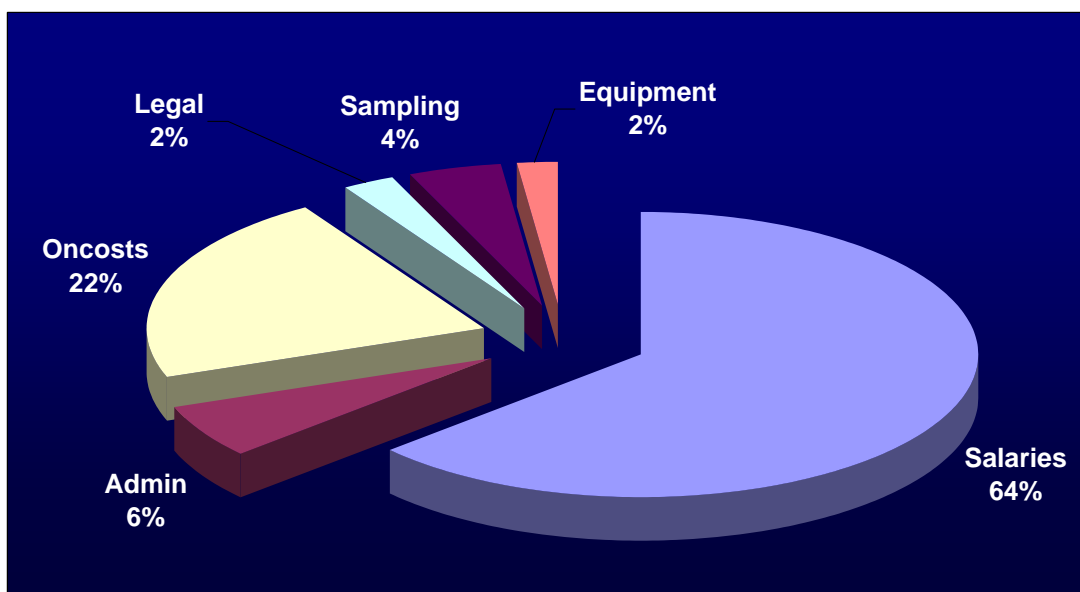
To this end, our agreed vision is:

Working with the community towards a safe, fair and healthy environment

4. Resources

Financial Allocation

The total budget for the Health and Safety Function is just over £190,000, before income from licences and training courses. 2% cost savings will be made over the coming year. The following chart demonstrates the financial resources we will use to deliver the business plan.



The Service has made considerable investments over the past year in Information Technology. Every officer has an individual PC, email access, all correspondence is filed electronically through the FLARE database system and all technical information comes from the Internet. This year we intend to invest in palm held computers to aid food officers when out in the field. This is intended to speed up the record keeping that has to occur following every visit made.

Staffing Allocation and Development

Officers from the Health & Safety Team provide their service through a combination of programmed inspections, advice, education and enforcement. There are three full time Health & Safety Officers plus a Business Liaison Officer who leads on development of business forums and consultation. We actively encourage all officers in Health and Consumer Services to gain the qualifications needed to enforce health and safety law

Investors in People

We have many of the systems needed for accreditation such as annual appraisal, personal development plans, personal workplans and quarterly validation inspections.

We also intend to apply for a Chartermark for the section.

5. Quality Management

The Balanced Scorecard approach to performance management builds on national Best Value, sets performance standards and sets local performance indicators to ensure the five critical success factors are considered as described in section 3.

During the coming year we have set the local performance indicator of making 60% of our processes quality assured to ISO 9000:2000.

Monthly monitoring reports are produced for all performance indicators to identify areas where the service is not adhering to our planned objectives. These are used extensively to monitor the team's performance in relation to the sampling plan, inspection programme and complaint response times.

Quarterly reviews will also be conducted to scrutinise the service's performance against this business plan. Where significant shortfalls in performance are identified, action plans will be developed. The Council's performance against this plan is published annually in June.

The service has a documented health and safety inspection validation procedure. The procedure includes pre-inspection research, the inspection itself and the action taken by the Officer when breaches of legislation are found. The procedure examines how our staff justify each decision they make in line with the Council's Enforcement Policy and procedures and nationally published industry guides. It verifies that the action achieves the improvements needed. All staff and private sector contractors are assessed against the standards described in the procedure. The score obtained is used to determine the period to the next inspection. This is between one month and a maximum of three months.

Monthly monitoring of work progress is also carried out through performance 1:1's with the Team Leader. Complaint and accident investigations are reviewed and the officer presented with action points to be completed over the following month.

The Council is committed to the principle of external inter-authority auditing to provide a comprehensive and consistent review of health and safety enforcement procedures.

Quality management System

During the coming year the service will be externally audited against ISO 14001 and an action plan produced to develop an Environmental Management System.

Business Directory

This is an initiative for businesses to have the chance to trade locally and promote their business to other local traders. It also provides businesses with numerous contacts within the council and external organisations. The directory also contains general information and advice relating solely towards businesses.

The directory has enabled us to update our database of businesses making it far more accurate. There is both a printed copy along with an online directory. It is an ongoing project, especially the online directory that can be updated by businesses themselves.

6. Review

The performance of service against this business plan is monitored quarterly and will be formally reviewed at the end of September 2004 and in March 2005. The Council's performance against this plan is published annually in June.

7. Service Delivery

The following tables set out the way in which the Council will provide the health and safety service during 2004/05. The tables describe the policy the team adopts in each service area, the level of service achieved in 2003/04 and the level we will achieve during the coming year. The tables also describe the approach we take in distributing our resources to the various service tasks and the targets we will judge our performance against.

Proactive health and safety inspections

Our policy is to target the resources that we have to the maximum effect. Therefore we target the businesses within the borough that have the highest risk. We do this through the use of the HELA risk rating system. Business premises will fall into one of 6 risk rated categories; A, B1, B2, B3, B4 and C with A being the highest risk.

To ensure that resources are used to their most effective we intend to carry out a physical inspection on all of the premises that have a risk rating of A-B2. Those that fall within B3 will be either visited or sent a self-assessment form and information pack.

It is also the intention of the team along with help from the Business Liaison Officer to produce a health and safety advice day. The idea behind this has sprung from health and safety seminars that have been held in the past. Often at these events people have queries concerning health and safety, which they feel they can ask whilst attending a seminar. This need for short questions and answers has led to the idea of an advice day, where businesses can approach officers outside of the normal inspection regime.

Proactive Health and Safety Inspections

Service Task	Performance Measure	Level Of Service Achieved 2003/04	Service Level For 2004/05	Resource (Productive Hours)
<p>Risk based inspection programme following HELA guidance</p>	<p>Upper quartile performance as measured by BV166</p> <p>70% of formal actions taken are successful</p> <p>90% of Customers satisfied with service</p> <p>Chartermark Accreditation</p> <p>80% of processes are consistent, reliable and quality assured to ISO 9000 standard</p>	<p>94% of category A, B1, B2 and B3 premises inspected</p>	<p>100% of category A, B1, B2, B3 premises inspected</p> <p>A = 17</p> <p>B1 = 27</p> <p>B2 = 17</p> <p>B3 = 311</p> <p>Apply for Chartermark accreditation</p>	

Health and Safety Complaints

	Performance Measure	Level of Service Achieved 2003/04	Service Level for 2004/05	Resource
Complaints by members of the public concerned about health and safety standards in local businesses	<p>Upper ¼ performance as measured by BV166</p> <p>70% of formal actions taken are successful</p> <p>90% of request for service responded to within 2 days</p> <p>90% of customers satisfied with the service</p> <p>Chartermark Accreditation</p> <p>80% of processes are consistent, reliable and quality assured to ISO 9000 standard</p>	96% of complaints received responded to within 2 days	Requests for service addressed within published service standards and follow procedures	

Accidents in the Workplace

	Performance Measure	Level of Service Achieved 2003/04	Service Level for 2004/05	Resource
Investigate workplace accidents	<p>Effective service delivery to a score of 9 for the BV166</p> <p>70% of formal actions taken are successful</p> <p>Investigate 100% of accidents where appropriate</p> <p>80% of processes are consistent, reliable and quality assured to ISO 9000 standard</p>	<p>100% of accidents investigated where appropriate</p> <p>196 initial contacts with injured person made</p>	<p>Investigate any fatal injury reported</p> <p>Investigate major injuries where appropriate</p>	

<p>Develop Liquor licensing Policy</p>			<p>Consult with community and other stakeholders on the policy</p> <p>Produce the Liquor licensing policy following consultation with stakeholders and with respect to statutory guidance</p> <p>Ensure that final copies are in Plain English and available within local libraries, council public access buildings and on website</p>	
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