

Report

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Report to:	Community Resources Committee
Date of Meeting:	16 June 2009
Report by:	Executive Director (Community Resources)

Subject:	Best Value Service Review Better Regulation - Environmental Health and Consumer and Trading Standards (CATS)
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present findings of the Best Value Review of Environmental Health and Consumer and Trading Standards (CATS) which focussed on service performance against the background of the new UK Better Regulation agenda and recent Scottish Government policies towards health.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the findings of the review be noted
- (2) that the proposed best value service improvement plan at Appendix 2 be approved

3. Background

- 3.1. The review was driven by changes in UK government policy towards regulatory activities aimed at minimising burdens on business and improving competitiveness; ensuring that regulation is evidence based, fair, consistent and proportionate; and promoting more efficient approaches to regulatory activities.(i.e. the 'Better Regulation agenda'). Environmental Health and Consumer and Trading Standards (CATS) both perform a wide range of statutory regulatory functions at a local level. It was therefore considered important to consider how well our services are meeting these principles in the context of a best value review.
- 3.2 During the course of the review, the Scottish Government published two key policy documents, 'Equally Well' and 'Good Places, Better Health', which highlight the importance of the environment as a key factor in determining population health. These documents were considered crucial to the future direction of the service.
- 3.3 The review team comprised management and field officers within Environmental and Strategic Services with a representative from Enterprise Resources, Economic Development.

- 3.4 The review was carried out in accordance with the Council's best value review guidance and included an assessment of current service delivery in terms of the best value 'four C's', i.e. consult, compare, challenge and compete. Issues that emerged through the review were summarised in the form a SWOT analysis (strengths, weaknesses, opportunities, threats) leading to service delivery options appraisal and a proposed improvement plan.

4. Service Profile

- 4.1. Environmental Health was defined in a recent report by Dr. David Old as:

"That area of public health activity which strives to improve, protect and maintain health and wellbeing through action on the physical environment and on life circumstances".

While the range of environmental health functions has expanded significantly over the years, the primary purpose of the service, to improve and protect public health has changed little since the early days of local government. During a typical year the service:

- ◆ Carries out approximately 2,000 comprehensive inspections of food premises
- ◆ Investigates 2,300 samples of food, water, air, and soil to check compliance with statutory standards
- ◆ Carries out over 900 health and safety inspections and investigations
- ◆ Acts on 2,500 enquiries relating to environmental nuisance
- ◆ Acts on over 3,000 enquiries in relation to litter, fly-tipping and dog fouling
- ◆ Responds to over 4,000 pest control requests.
- ◆ Investigates over 2,300 environmental and antisocial behaviour noise complaints
- ◆ Investigates over 240 cases of infectious disease and workplace accidents

- 4.2 The Consumer and Trading Standards service aims to protect consumers through controls governing the sale of goods and services. Through its operations the service helps to promote a fair trading environment for the benefit of both consumers and legitimate business. During a typical year CATS:

- ◆ Visits 400 premises in relation to tobacco and solvents
- ◆ Provides advice and assistance to over 3,600 complaints from consumers
- ◆ Assists 100 consumers to exercise their legal rights in the Small Claims court
- ◆ Obtains over £1,000,000 of redress for local consumers
- ◆ Undertakes 3,000 complaint and project initiated visits to businesses
- ◆ Carries out 250 visits to maintain animal health and feedstuff standards
- ◆ Makes 300 visits relating to the licensing of trade premises for the sale of petroleum, poisons and explosives including fireworks
- ◆ Handles 430 approaches for advice from local businesses

- 4.3 Both services have statutory responsibility for the regulation and enforcement of a wide range of legislation. The services also contribute to several Council Plan objectives and values, in particular:

- ◆ Improve the quality, access and availability of housing
- ◆ Improve the quality of the physical environment
- ◆ Improve health and increase physical activity

- ◆ Support the local economy by providing the right conditions for growth, improving skills and employability
- ◆ Improve community safety
- ◆ Sustainable development

- 4.4 Both services work in partnership with a range of local and national agencies including the NHS, Scottish Environment Protection Agency (SEPA), Health and Safety Executive (HSE), Food Standards Agency (FSA), State Veterinary Service, Office of Fair trading (OFT), Strathclyde Police and the national telephone helpline for consumers, Consumer Direct. CATS predominantly enforce UK wide legislation, while Environmental Health Services has responsibility for both devolved and reserved legislation.
- 4.5 The effectiveness of the service is dependent on suitably qualified and competent staff. Employee costs account for 75% of the service's controllable revenue budget of £5,735,000. 17% of the controllable budget is attributable to central support costs leaving 8% of expenditure spread across all other budget lines. Environmental Health is based centrally at Atholl House, East Kilbride while CATS is located at Ballast Stadium, Hamilton.
- 4.6 A previous best value service review in 2001 led to a move away from geographically located teams to a functional management approach with a consequent reduction of five management posts. There have however been additional service changes since that time, the most important of which have been:

Responses to changes in legislation

- ◆ Enforcement of the smoking in public places legislation
- ◆ Improved enforcement of antisocial behaviour noise
- ◆ Private drinking water regulatory regime to comply with the EU directive
- ◆ Civil injunctive process under the Enterprise Act
- ◆ Test purchasing of age restricted products

Service improvements

- ◆ Food safety training to businesses including delivery in minority languages
- ◆ Introduction of shift working (4 day on, 4 day off) seven day a week service from 8.45am till 3am, 7 days a week
- ◆ Tendering of scientific services resulting in an annual saving of £200,000
- ◆ Development of a financial education service through Fairer Scotland funding
- ◆ Development of proactive business support services and alternatives to formal enforcement actions (e.g. targeted training)
- ◆ Expansion of air quality monitoring capability

5. Policy context

- 5.1. The Better Regulation agenda is a UK wide policy priority aimed at:

- ◆ Reducing administrative burdens on business;
- ◆ Ensuring that regulation is evidence based, fair, consistent and proportionate;
- ◆ Promoting more efficient approaches to regulatory activities.

- 5.2 The new Government policy agenda was initiated following the Hampton Review ('Reducing administrative burdens: effective inspection and enforcement') published in 2005. The review sought to promote more efficient approaches to regulatory inspection and enforcement, without compromising regulatory standards or outcomes. It established the following principles for all regulatory enforcement activities:
- ◆ Regulators and the regulatory system as a whole should use comprehensive risk assessment to concentrate resources on the areas that need them most.
 - ◆ No inspection should take place without a reason
 - ◆ Regulators should provide authoritative accessible advice easily and cheaply
 - ◆ The few businesses that persistently fail to comply with the regulations should be identified quickly and face proportionate and meaningful sanctions
 - ◆ Regulators should recognise that a key element of their activity will be to allow or even encourage economic progress and only to intervene when there is a clear case for protection
 - ◆ Regulators should be accountable for the efficiency and effectiveness of their activities while remaining independent in the decisions they take.
- 5.3 A series of reports and announcements followed, culminating in the publication of a 'Better Regulation Action Plan' and the creation of a Local Better Regulation Office (LBRO).
- 5.4 The Better Regulation Action plan sets out a set of principles (known as the 'Hampton' principles) which should be followed by regulators. LBRO exists to drive the application of the Hampton principles locally by tackling inconsistencies in enforcement between different local authorities, issuing guidance, and influencing priorities for regulatory enforcement.
- 5.5 The regulatory situation is complicated by the split in devolved and reserved legislation. LBRO's jurisdiction in Scotland only covers reserved legislation. A Regulatory Review Group (RRG) under the Chairmanship of Professor Russel Griggs OBE, has been commissioned by the Scottish Government to:
- ◆ Create better regulation for both business and government in Scotland; and
 - ◆ Make Scotland the leading country in Europe in terms of better regulation
- 5.6 During the course of the Best Value review the Scottish Government published two documents which impact on the services under review. The documents 'Equally Well' and 'Good Places, Better Health' have been considered by the review team and service improvements have in some cases been designed to address both these new policies and plans in conjunction with the Better regulation agenda.
- 5.7 The Scottish Government's 'Equally Well' strategy is aimed at tackling the inequalities in health which persist in Scotland despite years of health improvement and regeneration activity. 'Equally Well' highlights the key role played by the environment in improving people's life circumstances and reducing people's exposure to factors in the physical and social environment that damage health and wellbeing and lead to health inequalities.

- 5.8 'Good Places, Better Health' is an implementation plan detailing a new approach to environment and health in Scotland which is both policy relevant and pragmatic. Both documents challenge local stakeholders such as Environmental Health and CATS to adopt new approaches to improve health and wellbeing through positive action on the physical and social environments. In order to meet the challenge of the new policy context the service needs to go beyond its traditional role as regulator and to embrace a more proactive approach and further develop existing partnership arrangements with NHS Lanarkshire and forge new links with the Community Health Partnership.
- 5.9 'Equally Well' and 'Good Places, Better Health' strike at the heart of the purpose of Environmental Health and the social and economic dimensions also make them relevant to Consumer and Trading Standards. Both documents set strategic and service challenges which are not at odds with the Better Regulation agenda in that the services will require to take more inclusive and integrated approaches which look outwards at national objectives as opposed to an insular approach which focuses on the specifics of legislative requirements.

6. Compare

- 6.1 SPI performance ranks highly compared to other Scottish councils. Appendix 1 details the latest performance comparisons for the service areas most closely related to regulatory functions.
- 6.2 Food safety inspection (see Appendix 1, table 1) is one of the service's most critical regulatory activities with significant implications for maintenance of health and wellbeing. The service has consistently carried out all scheduled inspections of high risk premises on time and currently ranks in first place among Scottish councils. Only eight other Scottish councils equalled the service's achievement of 100% for medium risk premises.
- 6.3 Health and safety inspection (see Appendix 1, table 2) is a further area of regulatory work which is critical in maintaining health through the avoidance of accidents in local small and medium sized enterprises. The service achieved 100% of inspections within timescale in the top two risk categories and 98.1% in the next category.
- 6.4 South Lanarkshire has consistently performed above the Scottish average for the number of inspections of high and medium risk trading premises carried out on time (see Appendix 1, table 3). In 2007/08 almost all (99%) inspections were carried out on time, 3.5% higher than the national average and ranking the service 7th in Scotland.
- 6.5 The percentage of business advice requests dealt with within 14 days of receipt has been steadily improving over the last three years (see Appendix 1, table 4). In 2006/2007 just over 98% of requests were dealt with within the target timescale, around the same as 2007/2008 which was the eighth highest performance in Scotland.

6.6 Previous underperformance in the handling of consumer complaints has been addressed over recent years (see Appendix 1, table 5). By 2007/08, 74% of complaints were dealt with within the target of 14 days. Performance is now better than the national average of 72.8% and the service ranks 15th in Scotland. Clearly there is room for further improvement, but services between the highest ranking authorities are not strictly comparable.

6.7 Overall, in the context of recognised performance indicators the service has performed extremely well in comparison with other Scottish councils. Performance also shows that a risk based approach is being adopted with best levels of performance being achieved in the most critical enforcement areas. Lower performance in relation to CATS in previous years has been effectively addressed.

7. Consult

7.1 Environmental Health and CATS undertake structured consultation with service users (both businesses and consumers) on an ongoing basis. These consultation exercises are managed through the ISO9001 Quality Management system and are designed to assist in the continuous improvement process.

7.2 Customer satisfaction rates have been consistently high since implementation of the process in 1997. In 2008 satisfaction rates were recorded at 94% for the public and 99% for business.

7.3 To inform the best value review, the service undertook an extensive survey of the businesses it regulates. This survey again showed very high levels of satisfaction with 79% of respondents stating that they were either satisfied or very satisfied with the way in which regulatory functions are carried out. Only 4% reported that they were unsatisfied.

7.4 The survey was also specifically designed to ascertain business views on aspects of the Better Regulation agenda. The results shown below indicate that a very high majority of businesses consider the service to be fair and that contact with the service has been helpful.

Service feature	Strongly agree	Agree	Neither	Disagree	Strongly disagree
Treated fairly	63%	30%	6%	0%	1%
Contact helpful	50%	38%	7%	5%	0%
	V satisfied	Satisfied	Neither	Dissatisfied	V dissatisfied
Staff knowledgeable	48%	39%	10%	2%	1%
Easy to understand	45%	46%	8%	1%	0%

7.5 All service complaints are investigated in line with quality procedures and a review is carried out every six months. There are no clear patterns which might highlight problems with performance. The service receives very few complaints (10 in 2006, 11 in 2007 and 4 in 2008) suggesting performance is excellent.

8. Compete

8.1. Due to the statutory nature of the service under review and the legal obligations and undertakings incumbent on the Council there is not a readily available market in which the service can compete.

- 8.2. There is an emerging market in relation to specialist agencies that can deploy both qualified Environmental Health and Trading Standards officers to cover temporary vacancies, although none are established in Scotland at present. The quoted agency recharge rates and average current in house costs (including employee on costs) are given below:

Officer	Agency recharge/hr	Current SLC Average /hr
EHO/TSO	£35-£38	£21.65

- 8.3 Several elements of the service have been subjected to competitive tender to ensure that the Council achieves best value resulting in quantifiable savings. Areas of work currently outsourced through contract are:

- ◆ Pest Control and ancillary services
- ◆ Removal of abandoned vehicles
- ◆ Laboratory and analytical services
- ◆ Dog kennelling services

In the past the dog warden service was outsourced but due to a lack of interest in the market the service was brought in-house.

- 8.4 There has been a gradual reduction in staff numbers employed across Environmental Health and CATS since reorganisation. There are now 96 full time equivalent (FTE) posts employed compared to 105 in 1996. However, the current total includes 14 FTEs employed to carry out new duties of antisocial behaviour noise, environmental crime and smoke-free environments, through additional funding received from the Scottish Government. On a like by like basis there are 22% fewer staff now employed across both services than at reorganisation.

9. Challenge

- 9.1. Both services are already subject to a number of external audits all of which assess performance against national standards, codes of practice and guidance. These include:

- ◆ Food Standards Agency audits (every three years)
- ◆ Trading Standards peer review audits (every five years)
- ◆ ISO 9001 Quality Management accreditation audits (annual)
- ◆ Investors in People (II)) accreditation audits (every three years)
- ◆ Customer Service Excellence (Charter Mark) (annual)

From 2011, the HSE will introduce local audits against national enforcement criteria.

- 9.2 Auditors require services to demonstrate that they carry out and act on ongoing formalised self-assessment. External audit reports have consistently shown that both service areas have achieved high levels of compliance with regulatory codes and performance against evaluation criteria.
- 9.3 The service has operated within the ISO 9001 Quality Management framework since 1997. It was designed by and for the service. A key element of the system is the demonstration of continuous improvement and the service has strived towards this goal on an ongoing basis.

- 9.4 The service was one of the first in Scotland to prepare and publish an Enforcement Policy. Local businesses, consulted prior to its approval, were pleased to note that the policy applied to principles of openness, fairness, consistency and proportionality. These principles set a number of challenges for the service.
- 9.5 The Regulatory Enforcement and Sanctions Act 2008, one of the legislative outcomes of the Hampton review, has established the primary authority scheme into the regulatory context. The scheme aims to address concerns that businesses which operate across more than one local authority may be subject to inconsistent guidance and enforcement in different parts of their network. The Council has to register its involvement with LBRO for businesses in this situation where a head office is located in its area and effectively becomes the lead authority for regulation. Other authorities cannot thereafter take action against a business without contacting the primary authority beforehand. South Lanarkshire is home to the head offices of a number of multi-site businesses and this scheme has the potential to challenge existing capacity and approaches to regulation.
- 9.6 The service has and continues to respond positively to the challenge to implement continuous improvement in an environment which places additional duties and demands on the service within a climate of diminishing resources. Efficiency savings are being made on a year by year basis (2006/07 £46,000, 2007/08 £75,000 and 2008/09 £126,000). The continual challenge for the service in this respect is to achieve more with less. This is nothing new to the service and it will continue to meet the challenge through implementing a risk assessment of its duties and priority plan accordingly. This will result in some activities being reduced and in some cases stopped.

10. Summary and Options Appraisal

- 10.1. The key findings of the review are summarised below in the form of a SWOT (strengths, weaknesses, opportunities, threats) analysis together with other observations from the review team:

Strengths

- ◆ Good performance in SPI and other measures compared to other authorities
- ◆ Hampton principles of better regulation already well established in service
- ◆ Service has been able to manage significant changes in legislation and service provision
- ◆ A culture of continuous improvement is already in place
- ◆ Qualified staff have a broad range of skills and competences
- ◆ Customer opinion of the service is excellent
- ◆ Level of complaints very low compared to number of customer transactions

Weaknesses

- ◆ Staff base split between two locations limits integration opportunities to meet Better Regulation principles.
- ◆ Flexibility to achieve financial savings is restricted due to the high proportion of overall expenditure on staffing and central support
- ◆ The service does not have a consistent approach to proactive business support and advice
- ◆ Current work allocation within team limits staff ability to broaden competence

- ◆ From businesses point of view, regulatory advice may require contact with several different sections of the service
- ◆ There is a need to refocus the service on the environmental challenges which contribute to inequality in health

Opportunities

- ◆ New policy agenda in respect of health and wellbeing now explicitly recognises the importance of the environment
- ◆ National policy regime is now more flexible and open to alternative interventions (e.g. education, joint initiatives with the private sector)
- ◆ National policy is dictating that priorities for enforcement can be determined on the basis of risk
- ◆ New legislation requires an extension of the service role
- ◆ Changes in SPIs could enable the service to focus on key outcomes
- ◆ Recent changes in staff management structure could facilitate greater service integration
- ◆ Development of mobile and flexible working could facilitate greater service integration

Threats

- ◆ Year on year efficiency savings
- ◆ Budget substantially made up of staff costs
- ◆ Expenditure outwith our control (central support costs)
- ◆ Additional workload (i.e. new legislation)
- ◆ Difficulty in recruiting suitably qualified staff

10.2 The service delivery options considered by the review team were:

- ◆ No change (i.e. continue to operate the service in the same manner)
- ◆ Outsource (i.e. contract to private agency all or part of service)
- ◆ Shared service (i.e. service provided jointly by one or more councils)
- ◆ Improve service in house

No Change

10.3 Given its current high performance levels compared to other councils it could be considered reasonable to make no significant changes in service delivery methods. This option is however rejected for the following reasons:

- ◆ New challenges require to be tackled and these require a different approach which focuses less on outputs and more on outcomes
- ◆ The compartmentalised approach to service delivery, while successful in the past is no longer appropriate

Complete or partial outsourcing

10.4 There is no clear justification for outsourcing of the full service on the grounds of poor performance. In the absence of a corporately agreed policy favouring this approach to service delivery, this option could be considered appropriate if service quality could be maintained and net savings could be achieved.

- 10.5 This option is not without difficulty as services would be difficult to specify in output terms making the management of the Council's statutory responsibilities extremely challenging. The policy drivers highlighted in the review will not easily be addressed by specifying outputs.
- 10.6 As outlined in section 8.3, the service has secured financial savings through contracting out some functions such as analytical and laboratory services previously provided under consortium arrangements with Glasgow City Council). Further services could be considered, but there are no obvious functions which would offer similar economies at present. The provision of professional staffing through external agencies is for example rejected purely on the grounds of cost.

Shared Service

- 10.7 As these are statutory functions that all local authorities must undertake and are subject to the same central government policies, an argument could be put forward to have one authority take the lead and manage services on behalf of a number of authorities. It could even be argued that this could reduce inconsistent regulation and advance the Better Regulation agenda. Shared service is however being looked at in other forums.
- 10.8 It is the view of the review team that for a shared service to deliver improvements in service delivery, whilst simultaneously achieving efficiencies, involving both Environmental Health and Trading Standards services in conjunction with analytical services would require to be undertaken. This would require a nationally agreed mandate.

Improve service in house

- 10.9 Since 2001 the Environmental Health function has been delivered through functional management with one section delivering environmental protection activities and another food safety/health and safety at work activities. Since 1996 the function has reduced its management/supervision capacity by 42%. The planned integration of the two sections will further reduce management capacity and generate the efficiency saving identified for 2009/10.
- 10.10 Whilst achieving the identified efficiency saving of £55,000 for 2009/10, integration of the sections will provide for a more flexible use of resources whilst retaining specialist knowledge and skills. Teams will possess a mix of specialist knowledge and skills and work within defined geographical areas although remain centrally based at Atholl House, East Kilbride. Service integration will also assist in achieving better regulation for local businesses as required under the six Hampton Principles. It is also recognised that the service must fully adopt a risk-based approach to enforcement in order to operate within future financial constraints.
- 10.11 It has been noted during the review that the service has expertise in many regulatory areas where the Council itself has a duty to comply. These skills are not being utilised to their full potential, possibly resulting in increased costs. National agencies dealing with regulatory reform are suspicious that local government is 'gold plating' compliance rather than achieving a 'fit for purpose' standard. The service's expertise could be used more widely within the Council to ensure a balanced approach to regulatory compliance.

10.12 This is the favoured service delivery option for a number of reasons:

- ◆ There is considerable scope for further improvement through better integration and associated service changes
- ◆ If handled correctly, this option has the potential to strengthen the professional capacity of the service
- ◆ This option avoids unquantifiable risks of outsourcing in terms of cost and reduced service performance
- ◆ The ability to outsource specific functions is retained
- ◆ Control of enforcement policy and priorities is retained
- ◆ The direct linkage to other policy areas e.g. health improvement is retained
- ◆ Potential for mobile and flexible working

11. Improvement Plan

- 11.1. The review team believe that integration of the Environmental Health function will provide the impetus to approach new challenges brought about by the Better Regulation Agenda, 'Equally Well' and 'Good Places, Better health' in a positive manner and should be reflected in an ambitious and challenging improvement plan.
- 11.2 Further integration involving CATS will require vacating the Ballast Stadium and CATS re-locating to Atholl House, East Kilbride. This will result in both services maximising service integration, thereby satisfying Better Regulation principles in respect of consistency and a more proactive holistic approach to business advice. Asset management will be consulted to ensure that the proposed re-location satisfies the efficient use of assets on a corporate basis. The timescale of the re-location may therefore depend on other factors.
- 11.3 The relocation of CATS staff to Atholl House could be achieved through re-configuring existing accommodation and utilising space as the majority of staff are peripatetic and others work night shifts. An existing meeting room can also be converted to work space.
- 11.4 The proposed service improvement action plan is detailed in Appendix 2. In summary the following actions are proposed:
- ◆ Integrate the two function areas of Environmental Health (Environmental Services and Environmental Protection)
 - ◆ Develop and implement staff training programme to ensure successful integration process
 - ◆ Relocate CATS staff to Atholl House, East Kilbride when feasible
 - ◆ Introduce mobile and flexible working for Environmental Health and CATS personnel to coincide with relocation of CATS staff
 - ◆ Review enforcement policy to ensure it conforms to better regulation principles
 - ◆ Provide a portal for business advice and support on regulatory and enforcement matters
 - ◆ Organise and facilitate a regulatory forum for local business
 - ◆ Scope which regulatory compliance schemes the Council undertakes
 - ◆ Further review of staff structure following relocation of CATS to Atholl House
 - ◆ Implement a student training programme for both EHOs and TSOs

12. Employee implications

- 12.1. The service further reduced its management capacity in April 2009 when the post of Environmental Services Manager (Grade 5) was deleted. The review suggests that further rationalisation of staff could be achieved but this would be dependent on the relocation of CATS to Atholl House, East Kilbride. This further staffing review would be undertaken in consultation with the trade unions with implications reported on at that point.

13. Financial Implications

- 13.1. The deletion of the post of Environmental Services Manager resulted in an annual saving of £55,000 from 2009/10. The improvement plan identifies further potential savings of £60,000 in 2010/11, offset by £26,000 in 2010/11 and £8,000 per year thereafter due to the provision of laptop computers to facilitate mobile and flexible working.

14. Other Implications

- 14.1. None.

15. Equality Impact Assessment and Consultation Arrangements

- 15.1. An equality impact assessment has been carried out on the recommendations contained in this report and, where issues were identified, remedial action has been taken. The assessment is that the proposals do not have any adverse impact on any part of the community covered by equalities legislation, or on community relations, and the results of the assessment will be published on the Council website.

Norrie Anderson

Executive Director (Community Resources)

26 May 2009

Link(s) to Council Objectives and Values

- ◆ Improve the quality, access and availability of housing
- ◆ Improve the quality of the physical environment
- ◆ Improve health and increase physical activity
- ◆ Support the local economy by providing the right conditions for growth, improving skills and employability
- ◆ Improve community safety
- ◆ Sustainable development
- ◆ Accountable, effective and efficient

Previous References

None

List of Background Papers

- ◆ 'Reducing administrative burdens: effective inspection and enforcement', (the 'Hampton Review'), HM Treasury report by Philip Hampton
- ◆ 'Equally Well', Scottish Government report by Dr. Harry Burns, Chief Medical Officer
- ◆ 'Good Places, Better Health', Scottish Government report by Professor George Morris, Scientific Adviser
- ◆ 'Report of the working group on the future of the environmental health profession in Scotland' by Dr. David Old for Royal Environmental Health Institute of Scotland (REHIS)

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Appendix 1 Performance indicators comparison tables

Table 1 Food safety Inspections

Percentage of premises inspected on time by risk category

Risk category	Category A (High Risk)					Category B (Medium Risk)				
	04/05	05/06	06/07	07/08	Rank	04/05	05/06	06/07	07/08	Rank
SLC	100%	100%	100%	100%	1 of	98.2%	99.5%	100%	100%	1 of
Scotland	95.4%	99.3%	97.8%	97.6%	30	95.7%	96.1%	98%		32

Table 2 Health and safety inspections

Percentage of health and safety inspections carried out on time by risk category

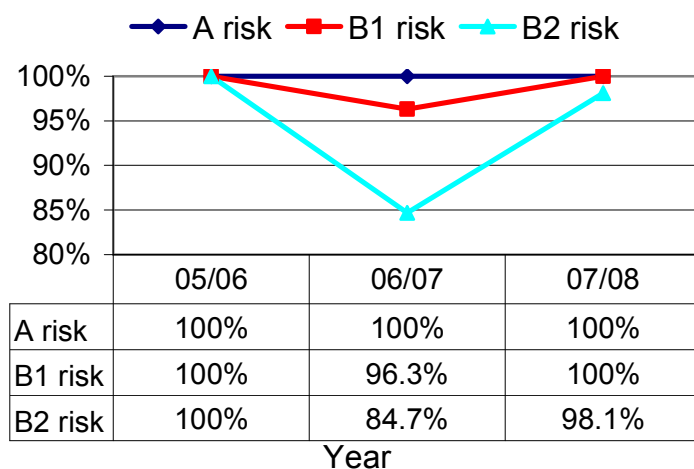


Table 3 Inspection of trading premises

Percentage of inspections of high and medium risk trading premises carried out on time

Inspections	2005/06	2006/07	2007/08	2008/09
South Lanarkshire	100%	98.3%	99.8%	99%
Scotland	75.9%	85.7%	96.3%	-

Table 4 Business advice requests

Percentage of business advice requests dealt with within 14 days

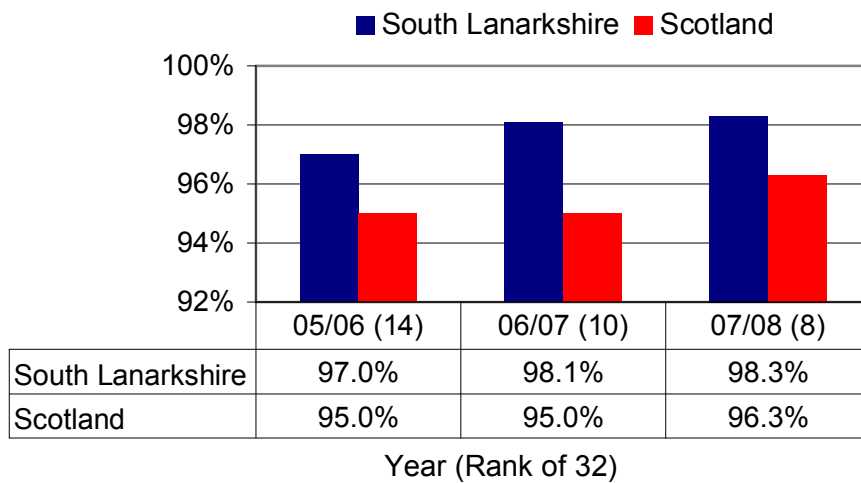
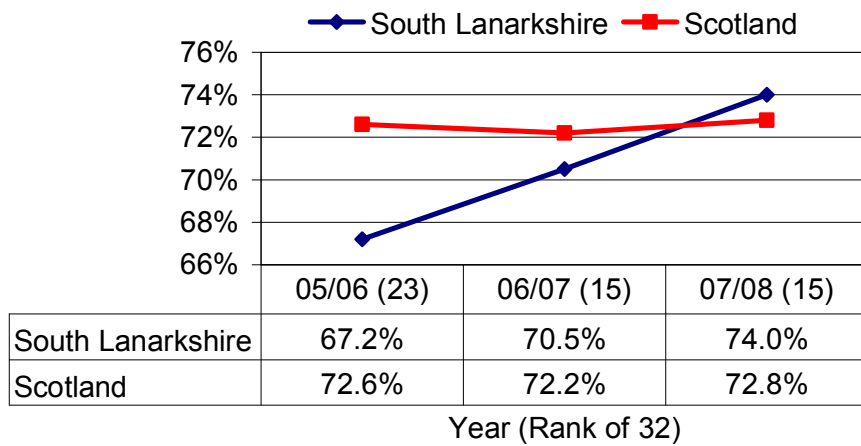


Table 5 Consumer complaints

Percentage of consumer complaints dealt with within 14 day timescale



Appendix 2 Service Improvement Plan

Ref	Improvement action	Impact and benefits	Timescale	Financial impact
1	Integrate the two function areas of Environmental Health (Environmental Services and Environmental Protection)	<ul style="list-style-type: none"> • Reduced management capacity. • Greater flexibility in the use of staff resources • A more integrated response to business 	May 2009	£55,000 (identified within 2009/10 revenue savings)
2	Develop and implement staff training programme to ensure successful integration process	<ul style="list-style-type: none"> • Increased the knowledge, competence and capability of staff in a variety of specialist areas to ensure that resources can be used flexibly without compromising the Council's statutory duties. • Ensure staff can respond to business needs with a more integrated approach 	May 2009 (ongoing)	Costs met by reprioritising existing budgets
3	Relocate CATS staff to Atholl House, East Kilbride	<ul style="list-style-type: none"> • Saving in property costs associated with the existing Ballast stadium location • Closer working with Environmental Health colleagues • Meets requirements of Better Regulation principles in simplifying cross cutting-issues for business • Creates further opportunities for rationalisation 	April 2010	No initial efficiency saving. This may accrue over a period of time dependent on other property re-locations within the Council.
4	Introduce mobile and flexible working for Environmental Health and CATS personnel to coincide with relocation of CATS staff	<ul style="list-style-type: none"> • Atholl House accommodation not sufficient to house all staff, so mobile and flexible working is necessary to facilitate the relocation. 	April 2010	One off IT costs of £18,000 and £8,000 through the provision of laptop computers.
5	Review enforcement policy to ensure it conforms to better regulation principles	<ul style="list-style-type: none"> • Ensures that the Council's regulatory undertakings are appropriate and in line with national policies to reduce burdens on business 	September 2009	Nil

6	Provide a portal for business advice and support on regulatory and enforcement matters	<ul style="list-style-type: none"> • Ensures that the principle of providing authoritative, accessible advice easily and cheaply is achieved 	June 2010	Nil
7	Organise and facilitate a regulatory forum for local business	<ul style="list-style-type: none"> • Ensures business consultation on regulatory issues 	November 2009	Nil
8	Scope which regulatory compliance schemes the Council undertakes and determine: <ul style="list-style-type: none"> • How process is undertaken • Cost to undertake • Appropriateness of action • Compliance with better regulation principles 	<ul style="list-style-type: none"> • Exercise would inform Council whether current compliance programmes are fit for purpose and achieve value for money • May result in changes to the compliance programme 	March 2010	Scoping would be carried out with existing resources Any costs or savings would only be identified at the end of the process
9	Further review of staff structure following relocation of CATS to Atholl House	<ul style="list-style-type: none"> • Further enhance service integration • Reduce management/admin capacity 	June 2010	<ul style="list-style-type: none"> • Projected efficiency saving of £60,000
10	Implement a student training programme for both EHOs and TSOs	<ul style="list-style-type: none"> • Address the shortage of suitably qualified and experienced personnel • Future proofs the Council's ability to recruit and nurture a motivated workforce • Ensures continuity in relation to service quality and development • Ensures future staff are trained to meet the challenges of better regulation, Equally Well and Good Places, Better Health 	June 2010	Financed from current employee budget