

ENVIRONMENTAL HEALTH & HEALTH EQUALITIES SERVICE PLAN 2010/13

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PART A: PERFORMANCE IN 2009/10

1. Key achievements in 2009/10

Priority 1 Affordable homes

- We have published new strategies and developed action plans for Empty Homes and Private Sector Housing Renewal and have added to our intelligence base through a new house condition survey of East Devon properties. To September 2009 10 empty homes were brought back into use using private sector leasing and a further 25 using the rent/ deposit guarantee scheme.
- Living over the Shop initiative: working with the Empty Homes Partnership to identify a viable scheme in Exmouth.
- We have progressed to signed contract stage a Home Improvement Loan Scheme with Wessex Reinvestment Trust to provide low interest home improvement loans to assist vulnerable, low income homeowners to maintain their property and continue to live independently.
- Feasibility exercise undertaken to look at both the national and a regional landlords' accreditation scheme. Important links made with landlords groups through a new forum and via housing newsletters.

Priority 2 Thriving economy

- We continued with the EDGE Ahead award scheme for businesses.
- We provided advice and information on bathing water quality to help promote the area as a tourist destination`
- We invested in an energy efficiency scheme for private landlords (PLEA).

Priority 3 Safe, clean and green environment

- We have contributed to joint training initiatives with the Police and other agencies to improve intelligence sharing and enforcement to address issues of anti social behaviour.
- We have maintained our inspection and monitoring programmes on food, public health and safety and air quality.
- A Private Sector House Condition Surveys (HCS) has been conducted as required and provides a means of maintaining a detailed picture of housing conditions in the private sector. Such a picture forms a useful evidence base on which to build strategies and inform investment and enforcement decisions and priorities, as well as feeding into statistical returns and other reports.
- The overall proportion of dwellings in East Devon with Category 1 hazards has reduced to 18.8% compared to a figure of 21.9% in the previous year..
- We have promoted mobile & remote access working where it made good business sense.
- Our surveys show that through the Cosy Devon scheme we have reduced the number of households in fuel poverty in East Devon by 10% over the past two years.

Priority 4 Recycling

- We took part in a Council recycling pilot.
- We promoted recycling as part of the business EDGE Ahead award.

Priority 5 Children and young people

- Junior Lifeskills and other links with schools were continued.
- We implemented a subsidised loan scheme to assist vulnerable people including young people living in non-decent homes.
- We had an increase in home adaptations for young people.

Priority 6 Excellent service for our customers

- We have maintained the popular neighbourhood assessment programme and now work in partnership with many organisations delivering a range of benefits through advice, signposting or enforcement to many of our communities particularly those that have been more difficult to reach in the past.
- We have further improved our service performance and have retained our Customer Service Excellence Award through the Government's reassessment audit.

Priority 7 An inspirational Council

- We have implemented an action plan to improve further our corporate contribution to the Best Councils Survey.
- We obtained the Customer Service Excellence award.

2. Customer understanding and involvement in service design in 2009/10

Engagement	
Information gathered	Use in planning/designing service delivery
Focus group on expectations of customers for service delivery	New Customer Standards have been produced and published
Business consultation	
Neighbourhood Assessments gathered information on enforcement activity, community awareness, health concerns	New targeted enforcement programme introduced for dog fouling and anti social behaviour, PCT involvement in NAs stopped, Red Cross and other services included to raise awareness
Consultation meeting with Gypsies and Travellers highlighted preferences on site design and location	New criteria developed to determine suitability of potential sites
Landlords' Forum on landlords' needs	More coordinated working with Housing and Benefits' teams
Landlord questionnaires distributed with newsletters	Currently being assessed
Benchmarking	
Information gathered	Use in planning/designing service delivery
Analysis of Devonwide benchmarking results indicates variations in costs of service delivery	Further detailed analysis in cluster groups of authorities, of service variations in progress .
Work within Devon professional sub groups highlighted areas of best practice in other services, gaps in our procedural documentation	The introduction of further alternative enforcement measures for low risk premises. Revised guidelines to improve consistency in approach to dealing with development of potentially contaminated land and potentially polluting processes.
Peer reviews of enforcement procedures and techniques highlighted flaws in our approach	Revised procedures and improved quality control checks introduced
Review of Audit Commission report on private sector housing in North Devon highlighted areas of best practice.	Approach to private sector renewal currently being reassessed
Comparison of systems used to capture informal complaints and compliments in Council Tax and Building Control	Changes to computer system being introduced to ensure all feedback is being captured
Equality	
Information gathered	Use in planning/designing service delivery
Preferences of gypsies and travellers re site provision	Influenced policy on site provision
Large no. Of Polish workers in poultry agriculture	Translations of advice on fly control produced
Gaps in food safety training for ethnic minority food producers	Safer Food Better Business courses to be set up for ethnic minorities
Complaints and Compliments	
Information gathered	Use in planning/designing service delivery
Feedback from customer satisfaction indicated lack of communication on progress and outcomes of service requests	New customer standards introduced. New checks introduced into computer procedures and staff one to ones to ensure new standards being met.
Compliments received on willingness of service to react flexibly to service requests that do not	This good practice fed back to whole service and reinforced customer focused approach to

necessarily fall within the normal remit and to take on a coordinating role	service delivery
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3. Performance review for 2009/10

The delivery of the service in 2009/10 has been badly affected by the protracted migration of our computer system to CAPS. For a long period we were unable to produce performance management reports, accurate inspection programmes and information necessary to report on National Performance Indicators. It has also continued to be a drain on staff resources, particularly in our Commercial Team where the ability to comply with statutory guidance and standards has been compromised. Intensive work by ICT has moved the project forward and the migration is now almost complete. We have also had a number of extensive enforcement projects that have kept our staff at full stretch for much of the year.

Despite this, core statutory duties such as the mandatory inspection programmes and enforcement activities were largely fulfilled above .There were no variations from the Service's enforcement policy. Risk-based inspection programmes and sampling regimes were largely completed although there were some gaps caused by inaccurate data outlined above. Education and information programmes were completed without variation. The service was successful in its reassessment for the Customer Service Excellence award.

The Service's policies procedures and new standards for reactive work were implemented. Response times for service requests are currently being monitored.

PART B: PERFORMANCE MEASURES

4. Performance measures

Performance Measures for 2010/11 are under review and development through Systems Thinking exercises and, when they are finalised, they will be added to each Service Plan under the two headings below.
Leading Measures
Lagging Measures

PART C: PLANS FOR 2010/13

5. Key issues to be faced in the next 3 years

Key issues	Start Date	End Date	Lead Officer
Introduction of new Private Water Supplies Regulations	Dec2010	March 2010	EHM(PSH)
Handover of responsibility for private sewers to water company	April 2011	ongoing	EHM(PSH)
Retendering of Home Improvement Agency contract	April 2010	June 2013	EHM(PSH)
Declaration of Air quality management area	April 2010	March 2013	EHM(EP)
Re tendering of pest control and Stray Dogs contracts	April 2010	October 2010	EHM(EP)
Introduction of housing loan scheme in lieu of grants	April 2010	ongoing	EHM(PSH)
Review of Contaminated land- strategy	April 2010	March 2011	EHM(EP)
Food safety- introduce 'scores on the doors' scheme to publicise levels of compliance	June 2010	December 2010	EHM(C/A)
Introduce Health and safety Executive competency scheme	June 2010	March 2011	EHM(C/A)
Changes to the approach to regulation recommended by the Local Better Regulation Office	April 2010	Ongoing	EHM(C/A)
Implementation of a loan first scheme	April 2010	ongoing	EHM(PSH)
Set up accreditation scheme for landlords	October 2010	October 2011	EHM(PSH)
Implement scheme to assist park home owners with energy efficiency	October 2010	April 2011	EHM(PSH)
Complete bidding only for pshr grant from CLG	April 2010	October 2010	EHM (PSH)

6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the Use of Natural Resources and combating Climate Change are:</p> <p>To continue to work in partnership with the Devon Energy Advice Centre to deliver a Devon wide Affordable Warmth Strategy to which the Council have signed up. This acts as an information resource on energy efficiency measures promoted by the Government scheme Warm Front.</p> <p>We will also work with Heat Devon, an independent organisation, focusing on energy efficiency schemes outside the Government's Warm Front scheme.</p> <p>The Council's own Affordable Warmth Strategy complements the Devon-wide initiative and, through an action plan, provides target dates for the training, promotion and development of specific schemes.</p>	April 2010	March 2011	HoS/EHM(P SH)

<p>We will continue to focus our efforts on reducing fuel poverty as part of the 'Cosy Devon' (previously Warm Zones) scheme.</p> <p>Through the process of contract review we will seek to engage the Home Improvement Agency in energy efficiency work for elderly and disabled people.</p> <p>We will continue to inform ourselves through an annual house condition survey about the condition of our private sector housing stock, including information regarding Energy Efficiency deficiencies and SAP ratings in line with NI 187.</p> <p>We will continue to make a contribution to the funding of a Devon Affordable Warmth Officer post to promote Affordable Warmth, and reduce Fuel Poverty.</p>			
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to our Data Quality Policy are: recognize that data quality is crucial and the availability of complete, accurate and timely data is important in supporting inspection and investigation actions as well as managing individual and departmental performance.</p> <p>As part of the ongoing implementation of the CAPS computer system we will introduce written data quality procedures for environmental health and train all staff to ensure accuracy of input and use of the new system to its full potential for monitoring, mentoring and recording of information.</p> <p>We will ensure that timely management information is made available to ensure that the service achieves the targets expected of it.</p> <p>We will introduce systems to audit and validate information recorded and implement a feedback system to team managers to ensure that anomalies are quickly addressed.</p>	April 2010	March 2012	HoS
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to Risk Management are:</p> <p>Control actions have been identified and logged in the corporate risk register for the following risk areas:</p> <p>Decision making on contaminated land. Food safety and Health and safety enforcement. Financial controls for housing grants and loans. Correct implementation of regulatory role. Effective management of corporate health and safety.</p>	March 2010	April 2011	EHM(EP) EHM(C/A) EHM(PH) HoS HoS

7. Key service objectives planned for 2010/13

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
Priority 1 Affordable homes				
Implementation of Empty Homes Strategy.				
Introduce a loan scheme to provide alternative assistance through partners for elderly and vulnerable home owners to carry out repairs to their properties and to remain in their own homes.	yes	April 2010	ongoing	EHM(PSH)
Set up a Landlords' accreditation scheme.	yes	June 2010	March 2011	EHM(PSH)
Implement action plan in Empty Homes strategy to maximise use of existing private sector housing resources.	No	Jan 2010	March 2012	EHM(PSH)
Review in the light of future provision, the home improvement agency contract.	No	April 2010	March 2011	EHM(PSH)
Priority 2 Thriving economy				
We will encourage economic growth wherever possible by reviewing our policies and procedures to ensure we are working with existing and new businesses to provide timely advice and assistance and a fair and consistent approach to regulation.	No	March 2010	October 2010	EHM(C/A)
We will review our approach to regulation not only to embrace the guidance from the Local Better Regulation Office but also to determine what constructive help can be given to businesses during the economic downturn.	Yes	March 2010	April 2011	EHM(C/A)
We will work to protect and enhance the environment for the benefit of residents, businesses and visitors to the Jurassic Coast by providing advice and information on bathing water quality.	Yes	March 2010	April 2011	EHM(EP)
Respond to the construction and environmental demands associated with development of the west of the district.	Yes	April 2010	April 2011	EHM(EP)
Priority 3 Safe, clean and green environment				
Maintain our inspection and monitoring programmes to safeguard standards of food, public health and public safety.	Yes	March 2010	April 2011	EHM(C/A)
Maintain our statutory monitoring programmes and commitments for air quality control including declaration of Air Quality Management Area if required	Yes	March 2010	April 2011	EHM(EP)
Implement the new private water supply regulations.	No	Jan 2010	April 2011	EHM(PSH)

Carry out the mandatory house condition survey and apply housing standards in privately rented properties to ensure they are safe and have adequate facilities. Reduce the number of dwellings that have category 1 hazards.	Yes	Mar 2010	April 2011	EHM(PSH)
We will take reasonable and proportionate action to investigate problems and enforce the law in respect of people who commit environmental crime and cause noise, pollution, fly tipping and dog fouling in particular.	Yes	Mar 2010	April 2012	EHM(EP)
Review feasibility of enhanced mobile and remote access working.	Yes	Mar 2010	April 2011	HoS
Through the Cosy Devon (previously Warm Zone) initiative work in partnership with energy providers and other agencies to improve energy efficiency of houses and reduce fuel poverty. – reduce by 5% the estimated number of 6400 households in fuel poverty in East Devon.	No	Mar 2010	April 2011	EHM(PSH)
Monitor the Government's proposal to handover the responsibility for maintenance of private sewers to the Water Company.	No	Sept 2010	April 2011	EHM(PSH)
Review the contracts for provision of pest control and dog warden services.	No	April 2010	Dec 2010	EHM(EP)
Priority 5 Children and young people				
Implement junior Lifeskills and health promotion events in schools	Yes	March 2010	April 2011	EHM(C/A)
Participate in the 11million a day scheme	No	March 2010	April 2011	EHM(C/A)
Priority 6 Excellent service for our customers				
Carry out review of key areas of service delivery using systems thinking principles.	No	Jan 2010	Jun 2011	HoS
Maintain the neighbourhood assessment programme by assessing customers' needs for service and signposting them to appropriate partners and agencies where necessary.	Yes	March 2010	April 2011	EHM(EP)
Implement revised action plan to improve customer service to further exceed standards achieved by our Customer Service Excellence Award.	No	March 2010	October 2011	HoS
Develop a profile of our main customer groups and their characteristics and use understanding of customer need and access to our services to strengthen our service delivery.	Yes	March 2010	October 2011	EHMS/HoS
Review the effectiveness of our current wide	Yes	March	October	HoS

range of methods of engaging and consulting with customers and develop a more strategic approach.		2010	2011	
Publicise more widely customer satisfaction levels and an indicate what improvements have been made as a result of feedback.	Yes	March 2010	June 2010	HoS
Map 'customer journeys' through all parts of the service, evaluate how customers interact and identify improvements. As part of this process we will endeavour to identify customer need at the first point of contact.	No	March 2010	October 2010	EHMs/HoS
Introduce a mechanism to capture all positive and negative feedback and publicise changes made as a result.	No	March 2010	October 2011	HoS
Produce regular reports on service activity to areas undergoing Neighbourhood Assessments.	No	March 2010	October 2011	EHM(EP)

8. Service transformation in 2010/11

Changes to the service in light of the service transformation exercise	Lead Officer
Various proposals were put forward relating to delivering a comprehensive enforcement service across the Council as a means of delivering a more effective and efficient service. This is at present still under consideration	HoS

9. Customer understanding and involvement in service design in 2010/13

Engagement			
Action	Start Date	End Date	Lead Officer
We will consult with Gypsy/traveller representatives on the provision of new pitches	Jan 2010	March 2011	HoS
We will continue with our customer satisfaction surveys and publicise results and action taken	Jan 2010	ongoing	HoS
We will consult with businesses on their needs	April 2010	ongoing	EHM(Comm)
We will capture more effectively complaints and compliments and publish changes made in the light of them	Jan 2010	May2011	HoS
We will engage with remote and hard to reach groups through our Neighbourhood Assessment programme	April 2010	April 2011	EHM(EP)
We will engage with vulnerable and those in fuel poverty through the 'cosy Devon' project.	April 2010	April 2012	EHM(PSH)
We will identify our customers and the demands on the service to ensure waste is identified and processes streamlined	Jan 2010	April 2010	HoS
We will join the Plymouth and Torbay Landlords' forums	June 2010	June 2011	EHM(PSH)
We will participate in town shows to raise awareness of services and promote energy efficiency etc	April 2010	March 2011	EHM(PSH)
We will consult with the local community if an air quality management area is declared	April 2010	March 2012	EHM(EP)

We will run a HACCP course for approved food premises	Feb 2010	March 2011	EHM(C/A)
Benchmarking			
Action	Start Date	End Date	Lead Officer
Benchmarking of service procedures/policies through Devon EHOs professional sub groups.	Apr 2010	March 2011	EHMs
Benchmarking of resources and services offered through Devon wide Environmental Health Benchmarking Club.	April 2010	March 2011	HoS
Focused benchmarking of small cluster of adjoining authorities.	April 2010	Nov 2010	HoS
Equality			
Action	Start Date	End Date	Lead Officer
Through full Equalities Impact Assessments of our policies, procedures and working practices we will endeavour to ensure that there is no discrimination in the way our services are delivered.	April 2010	Mar2011	EHM(EP) HoS
Through face- to-face contacts, customer survey, focus groups, neighbourhood assessments and partnership working we will continue to try to reach minority and vulnerable groups to make available our services.	April 2010	Mar2011	EHM(EP)
We will carefully monitor feedback from users to ensure that allegations of poor or inappropriate service are investigated whenever possible and remedial action taken if appropriate.	April 2010	Mar2011	EHMs HoS
We will continue to work with the Immigration Service, Gypsy & Travellers groups, schools, citizen advice bureau, tenants, welfare and voluntary groups and statutory bodies to ensure that every individual is treated impartially and fairly.	Jan 2010	Mar 2011	HoS
We will train staff and keep them informed of equality and diversity issues and we will conduct an equality and diversity assessment of our policies and procedures.	April 2010	Mar 2011	HoS
Complaints and Compliments			
Action	Start Date	End Date	Lead Officer
Implement new procedure for capturing all positive and negative feedback	Jun 2010	Oct 2010	HoS
Publicise actions resulting from feedback	Jun 2010	Oct2011	HoS

10. Joint working – opportunities to share services and work in partnership in 2010/13

Opportunities to share services in 2010/13	Start Date	End Date	Lead Officer
Joint working on business training and awareness raising	April 2010	April 2011	EHM(C&A)
Sharing specialist officers/ expertise (eg contaminated land)	June 2010	June 2011	HoS
Potential to set up countywide air quality group	July 2010	July 2011	HoS
Partnering opportunities in 2009/12	Start Date	End Date	Lead Officer

South East Devon Empty Homes Initiative	April 2010	April 2011	HoS
Heat Devon Consortium- Cosy devon	March 2010	March 2011	EHM(HSG)
Devonwide Home Improvement agency partnership	March 2010	March 2011	EHM (HSG)
Wessex reinvestment Trust for provision of home loans etc	April 2010	April 2012	EHM (HSG)
Health and Safety Executive	March 2010	March 2011	EHM (C&A)
Food Standards' Agency	March 2009	March 2010	EHM (C&A)
Examine partnership working opportunities to deliver or commission private water supply monitoring, air quality management areas, contaminated land expertise, house condition surveys and management of warm zones and housing loan schemes.	April 2010	March 2011	HoS

11. Workforce Planning for 2010/13

Headcount	
What is the current headcount in your service?	21.49 (FTE)
Is the headcount likely to significantly change in the next three years? If yes, how?	No
Which key post holders are likely to retire in the next three years? Is there a succession planning strategy in place for this/these post(s)? If not, how would you fill this/these post(s)?	EHM, EHO Yes
Recruitment and turnover	
Which posts have you found it difficult to recruit for?	None – recruitment freeze
What action are you taking to help fill posts which are difficult to recruit for?	
Have you put market supplements in place for these posts?	
What is the current turnover for the service?	4.7%
Skills Development	
What skills gaps exist in the service and what skills need further development?	Management and professional skills require continuous development. Core competencies as identified through Performance Excellence Reviews
Have you undertaken succession planning within your service?	Yes
Have you and your managers put in place specific training plans for individuals to assist the succession planning process, for instance, special training for high potential individuals?	Yes, individuals not currently in management positions have undertaken management training and been allocated responsibilities to aid their development
Workforce Development priorities	

<p>What are the main Workforce Development priorities for the service in the next three years? <i>(This might include specific corporate or professional training, training for staff in partnership working, systems reviews, sharing service provision with other councils, individual training plans for succession planning.)</i></p>	<p>Systems' Thinking training. Partnership and sharing service provision. Management development programmes for individuals not currently in management positions.</p>
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12. Review of Action Plan in response to the Best Councils Survey findings and, if appropriate, Happy, Healthy, Here Audits

Action	Progress
Personality profiling as part of team building exercise.	Part completed
Developing listening skills	Ongoing
Review of work/life balance through completion of best 25 Councils questionnaire at 6 month intervals	Corporate survey introduced
Ensure better communication of new initiatives within service by circulation of communications' calendars	Done
Review office accommodation to try to improve team cohesion.	Done
Explore greater opportunities for home working	In progress as part of review of mobile working
Improve use of honest competence assessment during PERs and one-to-ones	In progress
Better feedback from teams at service meetings to celebrate achievements	Done
Explore possibility of 'quiet room' or space to enable work requiring high concentration to be carried out.	Done. Constrained by available office space

13. Budget underpinning the Service Plan in 2010/13

	2010/11	2011/12	2012/13
Total Budget Requirement Revenue	£ 000's	£ 000's	£ 000's
Gross Expenditure	1238		
External Income	32		
Internal Support Service Charges	381		
Internal Income	270		
Capital Charges	20		
Net Budget	1337		
Budgets in 2011/12 and 2012/13 will depend on outcome of this year's budget setting process.			
Additional spending/Transfer of resources	2010/11	2011/12	2012/13
Gypsy site provision-preparation of grant bid	£20,000		
Air Quality monitoring	£5,000		