



## Service Policy Panel

Report of: Head of Planning, Health & Environment

Date: 21<sup>st</sup> November 2006

Open

### Internal Review of Key Lines of Enquiry (KLOE) for Environmental Health & Licensing

#### 1. Background

- 1.1 Although there is no programmed Audit Commission inspection under CPA guidelines programmed for the Environmental Health & Licensing Section at present, it is recognised that, since the Best Value Inspection programme was superseded by the CPA Service Inspection programme, there has never been a review of the Environmental Health & Licensing Services and it is therefore anticipated that it could well be a candidate for a service inspection after the 2007 Cultural Services inspection.
- 1.2 The Audit Commission issued Key Lines of Enquiry for Trading Standards and Environmental Health in May 2005 which are likely to form the basis of any formal service inspection.
- 1.3 When combined with the generic KLOEs this enables two judgements to be considered:
  - *Judgement 1* : How good is the Service?
  - *Judgement 2*: What are the prospects for improvement?
- 1.4 Over the course of the summer, the Head of Planning, Health & Environment, in conjunction with the Environmental Health & Licensing Manager and Principal Officers from the Food & Safety, Licensing and Pollution Control teams, together with other internal colleagues as required, have undertaken a self assessment of the Environmental Health & Licensing function using the Audit Commission published KLOEs.

#### 2. Key Issues

- 2.1 The Self Assessment is included for consideration at Appendix 1, together with a recommended Improvement Plan at Appendix 2.
- 2.2 Members are asked to consider the Self Assessment Report and the attached Improvement Plan and to recommend the Improvement Plan to Cabinet for consideration, particularly where there are budgetary implications for consideration as part of the 2007/08 budget setting process.

- 2.3 As Members will be able to ascertain from the Self Assessment, the Environmental Health Service comprises mandatory services which are delivered by a cost effective, value for money team which performs at a comparatively high level.
- 2.4 However, there remains some concern that legislative changes and the expectations of service users are beginning to make service delivery at current levels of performance, with current resources, less sustainable without intervention and resource improvement in some areas.

### **3. Conclusion**

- 3.1 This Self Assessment using the Audit Commission's published KLOEs is an important part of the process of continual review of service delivery and will form the basis of any future formal inspection.

### **4. Appendices**

*Appendix 1:* Environmental Health & Licensing completed self assessment.

*Appendix 2:* Environmental Health & Licensing recommended Improvement Plan.

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## Service Inspection: self assessment

<b>Name of organisation:</b>	WYRE FOREST DISTRICT COUNCIL
<b>Title of Inspection</b>	ENVIRONMENTAL HEALTH AND LICENSING
<b>Date:</b>	JUNE – NOVEMBER 2006

### Section 1 – Setting the Scene

Maximum of two A4 pages

#### INTRODUCTION

Although there is no programmed Audit Commission inspection under C.P.A. guidelines programmed for the Environmental Health and Licensing Section, there has never been a review of Environmental, Health and Licensing Section, and it is therefore anticipated that it could well be a candidate for a service inspection after the 2007 Cultural Services inspection.

Services included in this assessment are:

- Food and Health and Safety: Responsible for inspection of 1044 registered food premises and 1800 premises for health and safety, also infectious disease control and food complaints.
- Pollution Control: Deals with Air Quality, noise complaints, licensing of certain industries and identifying and dealing with contaminated land.
- Licensing: Primarily concerned with protecting public safety; responsible for issuing a range of 21 types and 4 different types of registrations of licence from the retail sale of alcohol under the Licensing Act 2003 to issuing a Zoo Licence to the West Midlands Safari Park.
- The 'traditional' environmental health functions of pest control and abandoned vehicles currently lie within Cultural, Leisure &

Commercial Services and have not been included in this assessment.

## **CONTEXT**

- Wyre Forest District is situated in North Worcestershire one of six districts in the County. The total population is over 97,000 in a mixture of urban and rural communities. The three main town are Kidderminster (55k) Stourport on Severn (20k) and Bewdley (9k).
- The Council has 42 elected Members: 18 Conservative, 9 Independent Health Concern, 7 Liberal, 4 Labour, 2 Liberal Democrats and 2 Independent Councillors.
- There are just under 500 employees in six divisions: Strategy and Performance, Cultural Leisure and Commercial Services, Financial Services, Human Resources, Legal & Democratic Services and Planning, Health & Environment.

## **BACKGROUND**

- The Council's C.P.A. rating in 2004 was 'Fair' and improving and a three year Improvement Plan was agreed for 2005-08 under 5 themes, Social Inclusion, Performance Management, Capacity, Value For Money and Communication.
- The more recent Environment & Communications Inspection in 2006 was judged 'fair' with 'promising prospects for improvement'.
- The Council's 3 stated priorities for 2006/07 are:
  - Service (Access to services, customer service, environmental health, licensing, community health, etc.)
  - Efficiency (Performance management, budgets, legal, etc.)
  - Prosperity (Employment, Town Centres/Management, Regeneration), Community Development, Parks and Open Spaces, Sustainability, Housing and Community Safety.

## **BUDGET**

- The combined original budget for the function for 2005/06 was £644,040; this breaks down into £322,710 for food and health & safety, £209,150 for pollution control and £112,180 for licensing.

### **ENVIRONMENTAL, HEALTH AND LICENSING PRIORITIES 2006/07**

- To respond to 95% of noise complaints within 3 days.
- To inspect 100% of scheduled high risk food premises and 80% low risk and awareness of 'Safer Food Better Business')
- To inspect all Part B processes (Pollution Control)
- To prepare a Gambling Policy.
- To report to Council on Liquor Licensing Policy.
- To inspect 100% of A and B Health and Safety Premises and participate in F.I.T.3 Programme.
- Audit 1 Licensing Committee
- Contaminated land, carry out 100 site investigations.
- Air Quality, prepare annual report to DEFRA.
- Taxi Licensing – annual report to Council.
- Improve accessibility to information.
- Carry out a Review of Environmental Health and Licensing.

## **Service Inspection: self assessment**

### **Section 2 – How good is the service?**

**Score:**

**Maximum of four A4 pages**

#### **Q1 WHAT HAS THE SERVICE AIMED TO ACHIEVE?**

A. Community Strategy Theme: A Better Environment

B. Corporate Plan Theme: Managing the Local Environment

C. Annual Priorities 2006/7 links to Efficiency (v.f.m.) and service (access to services)

D. Divisional Business Plan (see background)

- Environmental Health has been represented on the Environmental Wellbeing Working Group developing the Community Strategy.
- The delivery of the service has reflected national and local priorities in strategic and operational action plans.
- The service has been delivered in partnership with local and national agencies through joint working initiatives
- Examples of joint working include:
  - Strategic and operational work with P.C.T.
  - Health and Safety Executive/Wyre Forest D.C. Partnership Agreement.
  - Health Protection Agency/Memorandum of Understanding on roles and responsibilities joint out break plan
- Through the Divisional Business Plan, Corporate Plan and Community Strategy the service contributed to the following National Strategies as a priority:

NATIONAL CONTEXT

DIVISIONAL ACTION

N.H.S. 'Choosing Health'

(Smoking, obesity, alcohol, healthy eating)

National Air Quality Strategy

(Targets for 8 Pollutants)

Crime Reduction Strategy (1999)

(Licensing Act Policy Statement)

Good Practice in Managing the Evening and late Night economy (2004)

(Licensing Act Policy Statement and Taxi Deregulation)

Tackling Drugs Misuse

(Licensing Policy Statement)

Foods Standards Agency

(Meeting F.S.A. requirements)

- Food Safety
- Eating for Health

Health and Safety Executive  
Strategy for Workplace Health and Safety  
In Great Britain to 2010 and beyond.

(Compliance with H.S.E. requirements)

D.C.M.S. Strategic Plan to 2006

(Gambling and Licensing Policies)

DEFRA Public Service Agreement 2005-08

(Air Quality Action Plan and Air Quality Strategy)

**Q2 IS THE SERVICE MEETING THE NEEDS OF THE COMMUNITY AND OR USERS?**

- Within the Service we have the following service charters standards:

- MVM system has response times for all categories of complaint and enquiry.
- Service Charter for Food published on web
- Hackney Carriage Service standards in Deregulation Plan.
- Noise Policy
- Licensing Service Plan
- Health and Safety Service Plan
- Draft Pollution Service Plan

- The service has the following national and local indicators and the following performance was achieved in 2005/6

**National:** [needs explanation]

BV166a	<i>checklist for Environmental Health</i>	96.6%	target	90%	(top quartile)
(new) BV216a	} <i>dealing with contaminated land</i>	860	target	860	
BV216b		7.59%	target	10%	(staff shortages led to fewer inspections)
(new) BV 217	<i>pollution control improvements</i>	81.3%	target	75%	

**Local:**

LP01	% noise complaints per 1000 people	4.74	target	4.1
LP02	% noise complaints responded to within 3 days	93.5%	target	95%
LP03a	% high risk food inspected	95%	target	100%
LP03b	% low risk food inspected	74%	target	80%

- New local performance indicators were introduced for Taxi Licensing for 2006/07 and the second quarters results show all these to be at 100%.



- Customer satisfaction questionnaires have been sent out as part of an extensive consultation exercise and across the whole of the service customers who rate the various services satisfactory or better is >80%.
- Greatest dissatisfaction is a failure to keep people informed, which can be up to 18% in some areas.
- The service has published enforcement policies together with guidance leaflets.
- The enforcement policy makes it clear all enforcement actions are risk based targeted and proportionate.
- Use of the Enforcement Management Model for Health and Safety and consultation always takes place with Legal and Democratic Services on enforcement issues.
- Enforcement powers are used as appropriate and 11 noise abatement notices and two seizures of noise equipment have already taken place this year. Similar enforcement action is carried out across the service, for example, prosecution of the Swan Hotel under the Food Act and enforcement of the taxi licensing conditions in conjunction with West Mercia police.
- Over the past year, the service has consulted widely on the Council's Liquor Licensing policy, Gambling policy and Street Trading policy and, before that, on its Air Quality Action Plan for the two Air Quality Management Areas in the district.
- The service also consults and collaborates with a variety of outside enforcement agencies such as Police, Trading Standards and Customs and Excise.
- Visits to businesses, shops and to deal with complaints are made both in and outside office hours.
- Noise complaints are investigated at night and at weekends and the Council employs a part time Enforcement Officer who works 'out of hours'. An emergency 'out of hours' number is available 24 hours per day.
- The service has a good relationship with the media and has a record of releasing proactive press releases.
- The service has a record with partners, of a wider promotion of Health and Safety and Sustainability.  
e.g. (a) Smoke Free Wyre Forest in conjunction with the P.C.T. and Worcestershire Tobacco Alliance.

(b) Heart Smart with P.C.T.

(c) Alcohol Reduction with County Council

- The Council has developed a full food hygiene training programme from 'basic' to 'advanced' for local businesses and employs a 'self funding' 18.5 hour post specifically for this training which also enables additional food sampling work to be undertaken.
- There is targeting of businesses/sectors which give rise to high levels of problems.
  - e.g. Schools - healthy lunchbox – ensuring children eat healthily (the Council has had two successful FSA bids of £10,000 and £8,200 In the last two financial years to employ a part time healthy eating in schools co-ordinator)
  - Taxis - change in conditions to provide wheelchair accessible vehicles
- The service can provide evidence that it is having an impact in reducing malpractice and improving levels of compliance.
  - e.g. Licensed door staff – since gaining authority from the Security Industries Authority regular checks have ensured in non licensed staff being eliminated; food inspections and meeting BV217 have improved compliance and two separate events undertaken in conjunction with the police to ensure enforcement of taxi compliance with conditions in March 2006 and November 2006 have been undertaken
- A comprehensive scheme of delegation/authorisation is in place and has recently been updated. This allows delegation to the most appropriate level depending on experience/qualifications
- The Council's Air Quality Assessment is fully up to date and an action plan and Air Quality Strategy have been developed. Close working with the County Council has resulted in a commitment, supported by resources within the Local Transport Plan 2, to eliminate the two AQMA's by 2011.
- Air Quality information is published on the web but not real time.
- Audits by F.S.A., H.S.E. and Inter Authority Audits between the District Council's within Worcestershire show a high level of compliance.

- Recent internal audits of food safety and licensing of hackney carriages and private hire vehicles indicated some weaknesses of internal control which have now been addressed whilst the audit of liquor licensing found the service to be operating satisfactorily
- The service has identified different groups within the community which require the services of environmental health and housing and customer satisfaction and stakeholder questionnaires are used (contain BME question) to identify community needs. Separate exercises, e.g. with the Bangladeshi community, have been undertaken.
- The service actively engages with the public and stakeholders to gauge their view of the service provided.
  - e.g. WFDC/PCT Strategic Board
  - Taxi Liaison Group
  - Health Protection Agency
  - Customer satisfaction surveys
- The service can show that consultation has led to policy changes. A good example is taxi deregulation where following representations from the trade a 12 month period of grace was agreed with existing operators of saloon vehicles before the full deregulation came into force.
- A range of consultation techniques are used including liaison groups, questionnaires, forums etc.

### **Q3 IS THE SERVICE DELIVERY VALUE FOR MONEY?**

- Monthly Budget monitoring is carried out which identifies variance to base budget.
- A recent benchmarking exercise within our family group has enabled the service to compare costs and level of performance quality of services, of 7 local authorities, Wyre Forest were found to be:
  - 4<sup>th</sup> position in overall cost of Environmental Health out of 6 respondents (£7.97 per head of population)
  - The lowest staffed service of the 7 respondents
  - The Service has more premises requiring inspection per F.T.E. than any of the other respondents within the family group.

- Benchmarking of Performance Indicators BV166a shows the authority in the top quartile and % of planned inspections carried out places us 1<sup>st</sup> out of 7 for food and 3<sup>rd</sup> out of 7 for Health and Safety.
- In summary, Wyre Forest District Council is a comparatively high performing, low cost authority with fewer FTE's but delivering a good quality service.
- Individual budget headings are available at management level for Food and Health and Safety, Pollution and Hackney Carriages, General Licensing and Registration and Licensing Act 2003.
- A Time Recording exercise has been carried out to enable costings and comparative costings to be carried out.

Salary allocations and hourly costs have been obtained to allow detailed analysis and calculations of costs of various processes.

- Analysis of trends has started to be undertaken to establish if we are allocating resources efficiently.

Example:

From 2001 – 2006 the number of noise complaints rose by a total of 11% but the resources allocated to deal with them remained static.

There was no loss in performance as measured by local performance indicators.

As an example of delivering value for money, more has been achieved with the same resources.

- A self financing post to carry out food hygiene training was established, financed from training provision but also providing a sampling service for the Council, thus providing a value for money solution to the previous lack of sampling resource within the service.
- External bids to the FSA have resulted in the following awards:
  - SFBB £216,963 between Wyre Forest District Council, Redditch District Council and Worcester.

- Imported food £65,000 between the Counties of Herefordshire and Worcestershire.
- School lunches £8,200 in 2006 and £10,000 in 2005
- There are clear fees and charges for licensing and other services which are reviewed annually by Council
- Extensive information on all aspects of the service is available on the Council's website and forms can be downloaded and service requests made on line.
- The public are made aware of their right to complain and details are on the website. Complaints are monitored by the Head of Planning, Health & Environment and Cabinet on a monthly basis.

## Service Inspection: self assessment

Section 3 – What are the Prospects for Improvement?	Score:	Maximum of four A4 pages
<b>4 WHAT IS THE SERVICE TRACK RECORD IN DELIVERING IMPROVEMENT?</b>		
<ul style="list-style-type: none"><li>• Good record in national and local indicators BV166a top quartile.</li><li>• Generally close to meeting or exceeding targets within the divisional business plan relating to the delivery of strategies and plans of national and local performance indicators.</li><li>• Benchmarking would indicate that the service has a low staffing ratio, to population, comparatively low costs and yet achievements are high in relation to outcomes i.e. performance indicators, numbers of inspections made and enforcement.</li><li>• The service has worked to ensure that strategies are linked and that partnerships lead to added value.  Example:  Planning, Health and Environment and Primary Care Trust Strategic Board to integrate and co-ordinate strategies.</li><li>• Customer satisfaction is currently exceeding 80%.</li><li>• The service is subject to the following inspections and reviews:<ul style="list-style-type: none"><li>➤ Peer reviews (food, health and safety and pollution)</li><li>➤ Internal audit</li><li>➤ C.P.A. Self Assessment</li><li>➤ Service Planning</li><li>➤ F.S.A./H.S.E. Audits</li><li>➤ Scrutiny/Policy Panels</li><li>➤ Budget Panels</li></ul></li><li>• The service can evidence changes implemented which have delivered clear benefits for users.</li></ul>		

Example:

Prior to 2003 the authority was not carrying out any formal food sampling and was censured by the F.S.A; as part of the business planning process a self funding (by training) post was created which would also carry out the sampling work.

- The Licensing team was increased by 2 F.T.E. to cope with the requirements of the Licensing Act 2003. The Council's Licensing Policy was prepared with full consultation and on time and all applications have been processed within the statutory time period.
- Air Quality – Continued developments within this area led to the purchase of air monitoring equipment resulting in more accurate assessments of air quality and making improvements easier to achieve.
- Main national indicator BV166a is improving year on year:

<b>2003/4</b>	<b>2004/5</b>	<b>2005/6</b>	
76%	86%	96.6%	<b>(Top Quartile)</b>

- Customer satisfaction rate is in excess of 80%
- There is clear accountability in decision making and to support this:
  - Regular meetings with Cabinet Member
  - Agenda setting meetings with Chair and Vice Chair of Licensing Committee
  - Written procedures are available governing committee and regular training and briefing held with Members
  - Member and Officer Code of Conduct
  - Regular scrutiny and budget reviews
  - All items in the Business Plan must be included in the Forward Plan; regularly monitored by DMT and CMT.
  - Division Risk Management register regularly updated

- **IMPROVEMENT MADE AND SUSTAINED OVER TIME**

EXAMPLE:

Contaminated land under the priority of Community wellbeing. The Council invested in software and appointed a Contaminated

Land Officer in 2004.

All potentially contaminated sites have been identified, all Council owned land assessed and site visits are currently at the 100 a year level.

- The service can demonstrate effective use of resources. Over the last 5 years the number of noise complaints has risen by 11% and the pollution section has dealt with these increases with no increase in staffing levels and no dip in performance.

#### **Q5 HOW WELL DOES THE SERVICE MANAGE PERFORMANCE?**

- Business planning is started each year with a S.W.O.T. Analysis and the weaknesses wherever possible identified for rectifying within the Business Plan. Weaknesses identified in respect of internal audit or customer satisfaction are also included where appropriate.
- The Community Strategy aims are derived from consultation with the public and there are links between the Community Strategy, Corporate Plan and Divisional Business Plan.
- Performance Indicators and aims and objectives are contained within the Divisional Business Plan and whenever possible linked to Council priorities.
- Further work is being undertaken in setting Local Performance Indicators through training and input from the IDEA
- Further work is ongoing to ensure that the views of consultees and other third parties are included in our business planning.
- There are good examples of how the service contributes corporately e.g. part of the Development Team Approach on major planning applications.
- Further work is required to link business planning, 'what needs to be done', resources and value for money.
- Further work is required to link a vision for the service to medium and long term plans, i.e. the service could be clearer on "where it wants to be in 5 years" and how it is going to get there.
- Embedding of performance DMT monitors performance management on a quarterly basis and inputs are made into the Covalent



system. Cabinet member meetings take place regularly; Cabinet regularly reviews performance against the CPA Improvement Plan and Annual Improvement targets to deliver priorities. Reports regularly made to Cabinet Scrutiny Committee

- Further work on monitoring performance over time and linking this to the Business Planning Process is ongoing.
- Further work is required to ensure that mechanisms are in place to report performance to the wider public and partners.
- The service aims to continue looking for examples of 'best practice' in others and to undertake regular 'systematic scans' for opportunities to deliver improvements.

#### **Q6 DOES THE SERVICE HAVE THE CAPACITY TO IMPROVE?**

- The service does think ahead with E.D.R.s and annual training assessments and there is an ongoing training programme to post graduate level.
- Current salary levels are less competitive and, coupled with a national shortage of qualified EHO's have led to the service experiencing difficulty recruiting and retraining suitably qualified staff and the number of Environmental Health Officers employed renders the service fragile and susceptible to minor human resource fluctuations.
- A recent Internal Audit Report on the Food and Health and Safety component of the service has concluded:  
  
"Consideration be given to seeking additional resource for the Food and Health and Safety Section, to ensure statutory required standards are maintained."
- The service has found it difficult to recruit suitably qualified and experienced staff which has resulted in the erosion of the skills base of the service and a relatively inexperienced team structure.
- The capacity and, in some cases, lack of experience of key postholders gives rise for concern. Due to the existing skills gap, the loss of 2 or 3 key individuals would effectively prevent the service from meeting its statutory duties.
- The development of suitable I.T. solutions, such as D.I.P./workflow is being progressed, with implementation due early 2007. The Service has developed an Action Plan based on the PARSOL stretch targets for electronic service delivery management is ongoing within the Division; the Council has a Performance Management Framework;

- Time Recording has shown that many professional staff are spending significant amounts of time, 20-30%, on routine administrative functions and data inputting thus highlighting a need for additional technical support within the service.
- Without significant additional resources the service does not have the capacity to improve and indeed the standard of service will be likely to deteriorate.
- The service has used innovative methods to increase resources one such example being the creation of a self financing (through training) post to provide training and sampling services.
- The service works closely with neighbouring local authorities and a number of joint initiatives to cross train staff etc are underway.
- Examples of good practice are exchanged between the Worcestershire Authorities.
- Local agreements and protocols between the Primary Care Trust Health Protection Agency and the Police have been agreed to help increase capacity. Example: agreement between the police and licensing on roles and responsibilities under the Licensing Act 2003.
- Sources of external funding are actually sought out and recent significant results:
  - £216,963 – joint bid with Redditch Borough Council and Worcester City to provide training to caterers
  - £35,000 – a joint bid with Hereford and Worcester authorities to sample imported foods.
  - £8,200 in 2006 and £10000 in 2005 – to improve nutrition and hygiene in schoolsAll of the above is Food Standards Agency Funding.

**PLANNING, HEALTH AND ENVIRONMENT DIVISION**  
**Environmental, Health and Licensing Improvement Plan**

<b>PROPOSED ACTIONS</b>	<b>RESOURCES</b>	<b>RESPONSIBLE OFFICERS</b>	<b>TIMESCALE</b>	<b>MEASURES (How will we monitor it?)</b>	<b>PROGRESS MADE (Performance against Measures)</b>
1. Improve and make clear linking of service business plan aims and priorities to corporate aims and priorities	No additional resources	MK	Business Plan published by 1 <sup>st</sup> April 2007	Publish clear vision in 2007/08 Divisional Business Plan	
2. Wherever appropriate, the Divisional Business Plan and section service plans should plan 3 years ahead	No additional resources	MK	Business Plan published by 1 <sup>st</sup> April 2007  Sectional service plans reviewed 2007/08	Where appropriate 3 year rolling targets set in Plans	
3. Improve proactivity of media releases.	No additional resources	KJ RW BK	1 <sup>st</sup> April 2007	No. of press releases Information updated 3 monthly and considered by Cabinet/CMT at monthly meetings	
4. Improve content of website through use of new control management	No additional resources	MK PL	1 <sup>st</sup> April 2007	Annual IEG Statement	

PROPOSED ACTIONS	RESOURCES	RESPONSIBLE OFFICERS	TIMESCALE	MEASURES (How will we monitor it?)	PROGRESS MADE (Performance against Measures)
system					
5. Develop, implement and publish suitable service standards as part of Divisional Service Standards	No additional resources	MP DMT	1 <sup>st</sup> April 2007	Performance against standards	
6. Ensure that information on performance is publicised and published to Members and public	No additional resources	MK RW KJ BK	30 <sup>th</sup> January 2007	<ul style="list-style-type: none"> <li>• Figures published on website 6 monthly</li> <li>• Information in Member bulletin</li> <li>• Information included with Council Tax bills</li> <li>• Develop EH &amp; L newsletter for publication twice a year.</li> </ul>	
7. Ensure regular monitoring of Business Plan and Service Plan targets and embed improvement plans into Business Plan	No additional resources	MK MP	Business Plan published by 1 <sup>st</sup> April 2007	Monitor by DMT and team leaders	

PROPOSED ACTIONS	RESOURCES	RESPONSIBLE OFFICERS	TIMESCALE	MEASURES (How will we monitor it?)	PROGRESS MADE (Performance against Measures)
8. A 2 yearly satisfaction survey of the public and stakeholders to be carried out	Administrative time	MK	1 <sup>st</sup> survey by April 2008	Percentage of customers satisfied with service	
9. Develop, in consultation with public and stakeholders, new local performance indicators concentrating on service outcomes	No additional resources	MP MK	1 <sup>st</sup> April 2008	<i>Performance against indicator.</i> Undertake consultation with Citizens Panel	
10. Establish and maintain unit costs, e.g. cost per head of population of service, and routinely monitor and benchmark trends reported	No additional resources	MK BK RW KJ	1 <sup>st</sup> April 2007	Considered by DMT as part of monthly performance management.	
11. Training in Value for Money to be provided to all managers, and a programme to be developed to look at VFM in each area of the service	Costs of training	MP MK	1st September 2007	Report on VFM in each area to DMT	
11. Performance Management - undertake IDEA	No additional resources	MK	By end December 2006	Inclusion of targets in Business Plan	

PROPOSED ACTIONS	RESOURCES	RESPONSIBLE OFFICERS	TIMESCALE	MEASURES (How will we monitor it?)	PROGRESS MADE (Performance against Measures)
Workshop training to develop local PI targets		RW BK KJ		2007/08	
12. Record an audit trail to show how priorities are chosen in the annual business plan	No additional resources	MK	1 <sup>st</sup> April 2007	Record maintained annually by EH & L Manager	
13. Review complaints system so that continuous improvement can be maintained	No additional resources	MP MK	1 <sup>st</sup> April 2007	Service delivery changes resulting from review.	
14. Improve level of technical support	Yes e.g. 37 hour Grade D post £20,110 inc on costs	MP MK	1 <sup>st</sup> April 2007	Additional technical support hours achieved	
15. Review of Workforce Development Plan to ensure capacity of professional posts is maximised	Unknown	MK Human Resource	1 <sup>st</sup> April 2007	Officer turnover	
16. Any skills gaps to be identified and addressed through the EDR and	Within existing budgets	MK RW	1 <sup>st</sup> March 2007	Training needs identified in Annual Training Plan	

PROPOSED ACTIONS	RESOURCES	RESPONSIBLE OFFICERS	TIMESCALE	MEASURES (How will we monitor it?)	PROGRESS MADE (Performance against Measures)
annual training plan		BK KJ			
17. Use of IDEA toolkit and other websites/training to ensure continuous improvement and performance management embedded at team leader level	Training costs	MK MP	1 <sup>st</sup> April 2007	IDEA training to be undertaken by end December 2006.  Additional training needs to be incorporated into annual training plan	
18. Maximise use of proposed Dip & Workflow system to achieve efficiencies through use of technology	Funding already in place	MK PL	1 <sup>st</sup> April 2007	Efficiencies and service improvements through electronic service delivery	
19. Develop Action Plan for electronic service improvements	No additional resources	MP	1 <sup>st</sup> April 2007	Performance against action in the plan	