

Detailed PH&PP Service Objectives 2014 – 2015 (1 April 2014 – 31 March 2015)

Perspective 1 – Customer and Stakeholder Focus			
Promote and publicise PH&PP services to ensure that internal and external stakeholders are fully aware of the types and level of service we provide. Create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet their needs and support legitimate businesses to achieve economic growth.			
Objective	Task	Measure of success	Responsibilities
<p>Promote and publicise PH&PP services to ensure that stakeholders are fully aware of the types and level of services we provide. ¹ (Links to Performance Indicators 5 and 12)</p>	<p>All areas:</p> <ul style="list-style-type: none"> Optimise use of intranet / internet and improve content on the City's website as appropriate in line with user feedback. Continue to develop the use of social media e.g. Facebook, Twitter, YouTube, to provide advice and receive service requests where appropriate. Ensure that information on key legislative changes is publicised and reaches key stakeholders. <p>Remain abreast of industry views and practices, and anticipate threats and problems through regular attendance at forums and meetings, such as: Legionella Control Association; London Banks' Health & Safety Forum; Cleaning Industry Forum; Port Health and Animal Health related National and International Panels and Committees; ACTSO (Association of Chief Trading Standards Officers); London & SE Northgate M3 User Forum.</p> <p>Trading Standards:</p> <ul style="list-style-type: none"> Continue to facilitate and host seminars for London Boroughs and other Trading Standards (TS) groups and colleagues. 	<ul style="list-style-type: none"> High quality, informative and well rated website and social media content available to the public. This will be assessed by content editors and the Management Team using Google informatics, and other, solicited and unsolicited, feedback from users. <p>Provide high quality services to Stakeholders by exerting influence and providing expert assistance.</p> <ul style="list-style-type: none"> Boroughs informed of the work being done on their behalf and the value for money they receive, especially in terms of 'Scambusting'. 	<ul style="list-style-type: none"> Assistant Directors Team Managers Other officers as appropriate <ul style="list-style-type: none"> Assistant Directors Team Managers Enforcement Officers <ul style="list-style-type: none"> Trading Standards Manager

¹ Regulators should provide simple and straightforward ways to engage with those they regulate and hear their views (Regulators' Code).

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	<p>Public Protection, City based teams:</p> <ul style="list-style-type: none"> • Devise and introduce an ongoing customer feedback survey, actively encouraging service users to share their views on our performance and priorities. The surveys will commence with the Pollution Team and be rolled out across other teams if deemed successful and beneficial. <p>Port Health:</p> <ul style="list-style-type: none"> • Arrange a meeting with Importers and Agents during the first half of the year to explain arrangements following the opening of London Gateway Port and the closure of the Thamesport Office. The opportunity will also be taken to promote IT options available to Importers and Agents. 	<ul style="list-style-type: none"> • Improved dialogue, engagement, and co-operation with stakeholders. • Provision of a streamlined, effective service to our customers. Increased usage of IT systems for transactions will be assessed using data retrieved from the PHILIS (Port Health Live Interactive System) software system. 	<ul style="list-style-type: none"> • Assistant Directors, Public Protection • Team Managers • Public Protection Apprentice Support Officer • Other officers as appropriate • Official Veterinarians • Port Health Officers

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<p>In line with the Government’s new Regulators’ Code², carry out our activities in a way that supports those we regulate to comply and grow; ensure clear information, guidance and advice is made available to those we regulate to help them meet their responsibilities to comply with appropriate legislation; and act as a Regional Support Centre for the work of Regulators. <i>(Links to Performance Indicators 3-27)</i></p>	<ul style="list-style-type: none"> • Explore synergies with the City of London’s Economic Development Unit. • Review all regulatory processes to ensure that they support business and economic growth in line with the requirements of the Regulators’ Code. • Signpost businesses to other City of London services that will assist and support their economic growth. • Signpost businesses and other service users to relevant guidance available from national regulators and resources. • Develop a CoL online food premises registration form to replace the www.gov.uk form which we currently use. • Facilitate Regulators’ meetings and training events including ALEHM (Association of London Environmental Health Manager); LFCG (London Food Coordinators Group) and the London Food Approvals Group; NTSB (National Trading Standards Board). 	<ul style="list-style-type: none"> • The Service will be compliant with the Regulators’ Code. • Increased use of CoL services which support economic growth. • Businesses will use the City’s online food premises registration form. 	<ul style="list-style-type: none"> • Assistant Directors • Team Managers • Enforcement Officers

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/262915/13-1016-regulators-code.pdf

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Trading Standards Team to take appropriate enforcement action in relation to all serious breaches of consumer law, investigate scams and enforce against 'rogue traders' utilising support from the National Trading Standards Board and the Tri-Regional Scambusters Team. <i>(Links to Performance Indicator 24)</i>	<ul style="list-style-type: none"> Analyse details of complaints and service requests received and identify the priority enforcement areas. Incorporate the requirements of Trading Standards Integrated Operating Model (IOM) 2014 into the working practices of The Trading Standards Service. Successfully complete the LoTSA/Tri-Regional Scambusters Operation Rosa on Mail Forwarding Businesses across Greater London by 31 March 2015. 	<ul style="list-style-type: none"> Successful prosecution of 'rogue traders' operating in the City. The Trading Standards Services' working practices will be updated to include the IOM 2014. Operation Rosa will be completed with appropriate enforcement action taken or commenced by 31 March 2015. 	<ul style="list-style-type: none"> Trading Standards Manager
Smithfield Enforcement Team (SET) to undertake further joint initiatives with the Food Standards Agency at Smithfield Market.	<ul style="list-style-type: none"> Identify appropriate areas and undertake enforcement to achieve compliance. 	<ul style="list-style-type: none"> Improved compliance with food safety requirements. 	<ul style="list-style-type: none"> Principal Environmental Health Officer (SET) Senior Authorised Officer Authorised Officer

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Develop our Primary Authority Partnerships. ³ <i>(Links to Performance Indicator 16)</i>	<ul style="list-style-type: none"> Review and develop the Health & Safety, Food Safety and Trading Standards Teams' existing partnerships, including investigating the feasibility of any inspection plans. 	<ul style="list-style-type: none"> Our relationships with our Primary Authority partners will be sustained. 	<ul style="list-style-type: none"> Assistant Directors Team Managers Environmental Health Officers Trading Standards Officers
Implement the Health & Safety Intervention Plan. <i>(Links to Performance Indicators 15 and 16)</i>	<ul style="list-style-type: none"> Implement the 2014-15 Health & Safety Intervention Plan. The existence of and compliance with the Plan is a statutory requirement for the CoL as an Enforcing Authority under Section 18 of Health and Safety at Work Act 1974 (HSW Act). 	<ul style="list-style-type: none"> Continued provision of a competent and high quality service to City businesses and residents. 	<ul style="list-style-type: none"> Assistant Directors Principal EHO (SET) Health & Safety Team Manager
Ensure a consumer focused food law enforcement program is implemented based upon the FSA's national Framework Agreement and Food Law Code of Practice. <i>(Links to Performance Indicator 13)</i>	<ul style="list-style-type: none"> Implement the annual Food Service Plan which is based upon the format provided in the FSA Framework Agreement. Carry out a program of risk based targeted interventions for food hygiene and standards at City food businesses at a frequency determined by national risk criteria and local intelligence. Take appropriate enforcement action using the new Regulators' Code and our enforcement policy. 	<ul style="list-style-type: none"> The 2014-15 Service Plan will be implemented following approval by Committee. A positive improvement will be seen in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments by 31 March 2015, as compared with the March 2014 profile. 	<ul style="list-style-type: none"> Assistant Directors Principal EHO Food Safety Team Manager

³ Primary Authority Partnerships enable a business to form a statutory partnership with one local authority, which then provides robust and reliable advice for other councils to take into account when carrying out inspections or addressing non-compliance.

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Contribute to the development and implementation of the City of London Joint Health and Wellbeing Strategy.	<ul style="list-style-type: none"> • Through representation on the City Health and Wellbeing Board (HWB) and working with other City and London wide partners: <ul style="list-style-type: none"> ○ Promote and support City businesses and other organisations to improve workplace wellbeing and recognise achievements e.g. through the London Healthy Workplace Charter. ○ Update the City of London Air Quality Strategy to reflect air quality as a priority in the City Joint Strategic Needs Assessment (JSNA). ○ To review the City of London Noise Strategy and provide an action plan progress update to the HWB. ○ Contribute to the refresh of the JSNA. ○ Contribute to the annual refresh of the City of London Joint Health and Wellbeing Strategy. 	<ul style="list-style-type: none"> • PH&PP support will enable City businesses and organisations to achieve a Healthy Workplace Charter award. • Publication of an updated Air Quality Strategy. • Publication of an updated Noise Action Plan and Strategy Summary. • Submission of a progress report on the Noise Action Plan to the HWB. 	<ul style="list-style-type: none"> • PH&PP Director • Assistant Directors • Team Managers • Environmental Policy Officer

Perspective 2 – Operations and Finance			
Identify and manage business and health and safety risks; respond to Government and other consultations; achieve value for money; and, maximise opportunities to generate income.			
Objective	Task	Measure of success	Responsibilities
Provide high quality, value for money services. <i>(Links to all Performance Indicators)</i>	<ul style="list-style-type: none"> Review budgets monthly with the Chamberlain. 4 monthly business plan review meetings with Chief Officer on all service areas and performance indicators. Report to relevant committees on a 4 monthly basis, including updates on progress against Key Performance Indicators and Objectives and financial reports. 	<ul style="list-style-type: none"> Service standards maintained/ improved within budget. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors
Review fees and charges to maximise income.	<ul style="list-style-type: none"> Ensure changes to HARC charges reflect areas where income can be maximised. Revise charges as appropriate and obtain Committee approval. Review Port Health charges to maximise income where possible. 	<ul style="list-style-type: none"> Increased revenue to reduce the risk of having to cut front-line services or staff during current savings exercises. 	<ul style="list-style-type: none"> Assistant Directors
Prepare for and implement changes arising from Service Based Reviews.	<ul style="list-style-type: none"> Assess potential impact of agreed changes on each service. Train, prepare and inform affected staff. Implement changes in a timely manner and minimise disruption to services. Evaluate impact and adjust resource allocation accordingly, as agreed by Senior Management/Members. 	<ul style="list-style-type: none"> Compliance with Corporate policy and decisions. Impact on service delivery minimised. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors

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Objective	Task	Measure of success	Responsibilities
<p>Share expertise through the delivery of training courses and advice to external candidates and business partners in order to increase income generation. <i>(Links to Performance Indicator 16)</i></p>	<ul style="list-style-type: none"> Smithfield Enforcement Team to work with Billingsgate Seafood Training School to deliver training for student EHOs at Derby University and explore new income streams with other universities. Where demand is identified, Smithfield Enforcement Team to work with the FSA to build an income generating meat hygiene and standards course for London using Smithfield Market and Port Health facilities as potential venues. Health & Safety Team to promote and run additional health and safety enforcement training and advisory events and seek additional funding from Primary Authority activities e.g. increase number of partnerships. 	<ul style="list-style-type: none"> Two seafood training courses for student EHOs will be delivered by the end of the year (Derby University and one other). 	<ul style="list-style-type: none"> Principal Environmental Health Officer (SET) Senior Authorised Officer Authorised Officer Health & Safety Team Manager
<p>Implement and embed new legislation and adapt to revisions to existing legislation.</p>	<ul style="list-style-type: none"> Implement and embed the principles in the new Regulators’ Code. Implement Coroner reforms and evaluate additional roles for the position. Embed the changes to the FSA Food Law Code of Practice. Work with the National Trading Standards Board (NTSB) to comply with new requirements for Trading Standards enforcement. 	<ul style="list-style-type: none"> Full compliance with the requirements of the Regulators’ Code. Confirmation of the City Coroner’s role and compliance with legal requirements. The service will be compliant with the Food Law Code of Practice. Fully integrated Trading Standards enforcement. 	<ul style="list-style-type: none"> Assistant Directors Principal EHO (SET) Team Managers PH&PP Director Coroner Assistant Director (PP) Food Team Manager Trading Standards Manager

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Objective	Task	Measure of success	Responsibilities
Prepare for potential implications of new EU Animal Health legislation around importing animals as baggage rather than freight, including the possible requirement for the construction of additional facilities. <i>(Links to Performance Indicators 10, 11 and 12)</i>	<ul style="list-style-type: none"> Evaluate the impact of forthcoming changes to Regulation (EC) 998/2003 (on the animal health requirements applicable to the non-commercial movement of pet animals), which may result in increased business at the ARC, and make necessary changes to working practices and procedures. 	<ul style="list-style-type: none"> The continued provision of a high level of service to our customers (assessed through responses given to the ongoing customer feedback survey). 	<ul style="list-style-type: none"> Assistant Director Animal Health (AH)
Revise the City Air Quality Strategy to reflect the latest evidence of the impact on health, additional action required to meet air quality limit values, and the new public health responsibilities of the City Corporation. <i>(Links to Performance Indicator 19)</i>	<ul style="list-style-type: none"> Work with City communities to develop a new Air Quality Strategy for the City Corporation. Work with Transport for London to ascertain what additional action is required in the City to meet the air quality limit values by 2020. Apply for funding to support air quality improvement work. Raise the profile of air quality through community engagement programmes and by publicising and enhancing the CityAir smartphone app. Work with a range of organisations on joint action in improving air quality in central London. 	<ul style="list-style-type: none"> Publication of a revised Air Quality Strategy. Production of a list of options for achieving the limit value for nitrogen dioxide by 2020. Release of an Android and web version of the CityAir smartphone app. Engagement with Barbican and Mansell Street residents, and further engagement with City businesses. Gain funding to advance work on improving air quality in the City. 	<ul style="list-style-type: none"> Environmental Policy Officer
Produce a Revised Port Health Authority Order by 31 March 2015.	<ul style="list-style-type: none"> Redefine the boundary of the Authority to reflect changes resulting from closures of wharves and the construction of new facilities. Liase with Riparian Bodies. Use the Department of Health (DoH) Toolbox and include Legislative changes. 	<ul style="list-style-type: none"> Avoidance of legal challenge to the operational basis of the Port Health Authority. Clear boundary definition to show extent of operations to other stakeholders. 	<ul style="list-style-type: none"> Assistant Director (PH)

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Objective	Task	Measure of success	Responsibilities
Improve the Animal by Product transactional service at Smithfield Market. <i>(Links to Performance Indicator 22)</i>	<ul style="list-style-type: none"> Develop a database which will streamline the transactional service, making it more efficient. 	<ul style="list-style-type: none"> Improved accuracy for finance /invoicing. Reduced paperwork. Improved productivity. 	<ul style="list-style-type: none"> PEHO (SET) Senior Authorised Officer Authorised Officer
Transfer responsibility for Port Health food hygiene inspections on vessels to the City Food Safety Team.	<ul style="list-style-type: none"> Manage the effective transfer of responsibility for food hygiene inspections on certain river vessels to the City Food Team. 	<ul style="list-style-type: none"> A smooth transition of responsibility for this work to the City Food Team will enable a continuous, high quality service to be provided with no customer complaints received as a result of the changes. 	<ul style="list-style-type: none"> PH&PP Director Assistant Director (PH) Assistant Director (PP)
Manage business risks and develop business continuity and emergency plans.	<ul style="list-style-type: none"> Establish key business risks across PH&PP. Put emergency and business continuity plans in place. 	<ul style="list-style-type: none"> Continued provision of an effective out of hours service. The service is prepared to respond rapidly and appropriately in the event of an emergency situation. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors Team Managers

Perspective 3 – Sustainability and Site Optimisation			
Increase the sustainability of our operations; reduce energy usage where possible while recognising that an increase in commercial business success will necessitate greater energy use.			
Objective	Task	Measure of success	Responsibilities
Work to reduce energy usage at sites which are under our control, to reduce both costs and our carbon footprint.	<ul style="list-style-type: none"> • Monitor energy usage at remote sites. • Introduce energy saving measures where feasible and economic. 	<ul style="list-style-type: none"> • Achieve a 15% reduction in energy usage by March 2015 against the baseline year of 2008/09. 	<ul style="list-style-type: none"> • Assistant Director Port Health • Assistant Director Animal Health • Team Manager

Perspective 4 – People and Innovation			
To improve the quality of leadership and management throughout the service and ensure that all members of staff maintain their required level of professional competence, maximise their potential and achieve job satisfaction.			
Objective	Task	Measure of success	Responsibilities
Continue to actively manage cases of sickness absence. <i>(Links to Performance Indicator 1)</i>	<ul style="list-style-type: none"> Rigorous application of the Absence Management Policy. 	<ul style="list-style-type: none"> Achieve a sickness level of no more than 7 days absence per person by 31 March 2015, with a total of no more than 770 days across all service areas⁴. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors Team Managers
Demonstrate a professional and competent workforce, meet the requirements for Continuous Professional Development (CPD) for all regulatory officers, and comply with the competency requirements of the Regulators’ Code.	<ul style="list-style-type: none"> Assistant Directors to ensure that their teams have consistent objectives across and within the teams and that these are clearly linked to the requisite Service Plans. Match development and training with the needs of the Service Plans and key regulatory changes. Assess the competencies and training needs of all regulatory staff in relation to the appropriate Service Plans and capacity building. Professional development and culture change are being supported through the introduction of a common approach to competency, including the revised Regulators’ Development Need Analysis (RDNA). Arrange 6 monthly staff briefing sessions. Hold CPD sessions to cascade recent training. 	<ul style="list-style-type: none"> A CPD objective is included in the performance and development plan of all regulatory officers. This will be achieved and signed off by their line manager and their senior manager. EHOs, both ordinary and Chartered, will complete and sign the required annual declaration with their institute (CIEH). Chartered TSO’s will receive sign off from their line manager with their institute (TSI). Involvement of all staff to promote inclusiveness and consistent messages. 	<ul style="list-style-type: none"> Assistant Directors Team Managers Enforcement Officer
Develop the leadership and management skills of existing and potential managers.	<ul style="list-style-type: none"> All managers and potential managers to undertake a Leadership and Management Development training event and pass any associated assessments by the end of March 2015. 	<ul style="list-style-type: none"> All managers and potential managers will complete a leadership training event and pass any associated assessments by 31 March 2015. Highly skilled managers who have the ability to lead and motivate their teams to provide an efficient, high quality and cost effective service to key stakeholders. Effectiveness will be demonstrated through individual performance appraisals. 	<ul style="list-style-type: none"> Port Health & Public Protection Director Assistant Directors Team Managers

⁴ Target based upon Full Time Equivalent (FTE) members of staff at 31 December 2013 (110).

