

The Highland Council
Community Services Committee
5 November 2015

Agenda Item	8.
Report No	COM 55/15

Environmental Health Workforce Planning and Review of Team Structure

Report by Director of Community Services

Summary

This report informs and updates Members on progress with Workforce Planning within the Environmental Health team and seeks Member approval for changes to the team structure.

1. Background

- 1.1 Members will be aware that the Council is progressing Workforce Planning with all directorates. The objective is to ensure teams have an appropriate workforce available to meet the Council's objectives and service delivery needs and to provide a quality service to the public. The process includes reviewing current workforce profile, considering demands and changes that may arise in the future and producing an action plan to ensure an appropriate workforce is in place.
- 1.2 Environmental Health has worked through the workforce planning process using the Highland Council six step model as agreed by the Members of the Finance, Housing and Resources Committee on 26 February 2014. The action plan produced will ensure the team has a sustainable workforce capable of meeting the demands in the future and fitting within the current financial challenges.

2. Environmental Health Workforce Planning

- 2.1 With assistance from Human Resources, Environmental Health reviewed the challenges facing the team in terms of current and future legislation, Government proposals, demographics, current workload demands, opportunities for improvement and current structure. The environmental analysis (PESTLE) showed that the team is operating in a changing environment and the Council has a diverse geography and population with a need to manage service delivery across large rural areas and more urban communities. Key priorities for the Council remain removing inequalities and managing the demands of an aging population.
- 2.2 A number of key issues/needs were identified and these are summarised below:

- a) Ensure a team structure is in place that:
 - a. can manage performance to meet demands and achieve objectives of service plan;
 - b. has capacity to consider strategic issues and capacity to respond to serious incidents;
 - c. has clear roles, responsibilities and priorities;
- b) Flexible workforce available to meet demands in all geographical areas and priority functions (in conjunction with issue 1 above);
- c) Sustainable workforce;
- d) Clear & consistent work procedures to improve efficiency and avoid duplication of effort;
- e) Technology fit for purpose and used to full potential to improve service delivery and performance;
- f) Review workload/demands to identify key priorities and efficiencies;
- g) Build capacity by improving learning and development process for officers;
- h) Improve profile with business and public.

2.3 To inform the process two further reviews were carried out. The first review updated data held on the full-time equivalent (FTE) being spent by every officer on the key functions provided by environmental health (listed in **Appendix 1**). This update provided key information on available staff resources, their location and the level of resources being committed to priority functions.

2.4 The second review considered the current level of activity and demands facing the team. As Members will be aware from previous committee reports, the team face constant challenges in using available resources to prioritise the key public health measures and meeting demands from the public, businesses and external agencies. The team also must maintain flexibility to address any incidents that may arise in local areas.

2.5 The review of activity, demands and performance is detailed in **Appendix 2**. The table identifies actions being taken in a number of areas to improve matters where resources permit.

2.6 A workforce planning action plan was created to address these issues and this is provided in **Appendix 3**. In summary, to ensure that the team will have the appropriate workforce in the future, taking into account the financial challenges, the following actions are proposed:

- Review and restructure the management team and roles of officers;
- Take forward improvement projects on procedures and technology to improve efficiency and effectiveness;
- Succession planning by reviewing approach to apprentices, school leavers, student and graduate training;
- Review workload to ensure resources are targeted at key priorities;
- Improve learning and development process for officers.

The team are working on all the identified actions with the aim to conclude all actions by end of March 2016.

3. Environmental Health review of team structure

- 3.1 The Environmental Health Manager has reviewed the current team structure against the outcome of the workforce planning process to identify opportunities to improve efficiency and effectiveness. The review has also been carried out within the current framework of the significant budget challenges facing the Council.
- 3.2 The current structure, as detailed in **Appendix 4**, has 3 Area Managers covering seven area offices. The Area Manager covers all environmental health functions for that area. There is a small headquarters team that comprises the Environmental Health Manager, Principal EHO (Policy and Audit), Senior Animal Health & Welfare Officer and operational staff (numbering 6) that provide Highland-wide operational work on Animal Health and Contaminated Land.
- 3.3 The workforce planning review identified a number of issues with the current management structure:
- a) There is duplication of specific functions over the 3 Area Managers which is inefficient and leads to lack of clarity over lead roles and delays in decision making;
 - b) The area structure limits flexibility to apply resources over the Highland area;
 - c) The current management structure does not provide a clear structure for performance management of specific functions;
 - d) Resources available for both the strategic and tactical management of significant public health incidents are limited particularly for any event of significant length.
- 3.4 To address these issues the review considered 3 areas:
- a) Restructure of the management team;
 - b) Deletion of existing vacancies;
 - c) Appropriate backfilling to maintain and support service delivery on high risk public health statutory functions.

4. Restructure of the management team

- 4.1 The proposal is to remove the existing EH management structure (6 posts) (at risk) providing opportunities for redeployment and/or voluntary redundancy/early retirement and replace with 5 senior EHOs (SEHOs) to take a functional, operational lead on the various disciplines within EH. This is shown in **Appendix 5**.
- 4.2 The 5 SEHO posts will be filled through matching/ringfencing/competitive interview as appropriate involving staff affected by the changes in the first instance. If there are vacant SEHO posts these will be opened out to EHOs. Successful EHOs' posts will not be backfilled.

The primary role for the SEHO posts will be operational performance for

particular environmental health functions with their secondary role to line manage the relevant area office. The new posts would retain a significant operational role with approximately 75% of time being spent on operational matters and 25% on general management.

The new job specification/description is progressing through the job evaluation process.

- 4.3 The current management structure comprises the Environmental Health manager and the 3 Area Environmental Health Managers line managing approximately 60 officers. Very limited, specific line management is carried out by the Senior Animal Health & Welfare officer (line manages 2 posts) and the Principal EHO (line manages 1 post).

The proposed changes will reduce the FTE committed to overall general management. The improvement in efficiency through addressing the inefficiencies identified in paragraph 3.3 will balance this loss. Strategic Environmental Health management will continue to be provided by the Environmental Health Manager with support from the 5 Senior EHOs. Further work will also be done on expanding the role of EHOs in managing specific projects. With the complex and diverse range of functions provided by the team it is felt it is appropriate to commit this level of resource to management.

- 4.4 The function responsibilities to be covered by the 5 SEHOs will be broadly as described below:

- 1 COMMERCIAL: Health and Safety at work enforcement, Licensing enforcement, accident investigation, smoking ban
- 2 PUBLIC HEALTH: Nuisance investigation and control, water supply quality, communicable disease, public health burials
- 3 ENVIRONMENT: Pollution Control, air quality, contaminated land, Planning, Noise, radon
- 4 FOOD SAFETY: Food Hygiene, Food Standards, inspection programmes, outbreak investigation
- 5 COMMUNITY: Health inequalities, Housing enforcement, housing scheme of assistance, community enforcement role (Litter, fly-tipping, waste)

- 4.5 The management team restructure will result in an overall reduction of 4 posts and a saving of £218,002 based on salary including on-costs.

5. Deletion of existing vacancies

- 5.1 The team have held a number of vacancies pending completion of the team review. The workloads covered by these posts has been addressed by reducing demand by employing alternative approaches to certain work (e.g.

contaminated land) and prioritisation of duties among remaining officers. The proposed backfilling will assist with the long term provision of priority work associated with some of the vacant posts.

5.2 The vacant posts will be deleted leading to a reduction of 2.5 posts and a saving of £116,605 based on salary including on-costs.

6. Backfilling to maintain/support service delivery on high risk public health statutory functions

6.1 Given the loss of posts through the management review and deletion of vacancies it is crucial there is appropriate backfilling to ensure high risk public health statutory functions continue to be resourced. Through the workforce planning process a review of activity, demands and performance was carried out and there are areas of statutory work currently not receiving any attention due to resources being focussed on higher risk matters.

6.2 To maintain performance on high risk areas the review has considered demands and the proposals are to recruit 3 Food Safety Officers, 1 private water supply officer and increase an existing private water supply post by 0.2 FTE. The proposed posts all have existing job descriptions and specifications. Recruitment of fully qualified food safety officers may be challenging so the posts will be advertised as also welcoming applications from individuals holding the required pre-requisite qualifications to qualify as a food safety officer following a six month training period.

6.3 The overall change by backfilling is the recruitment of 4.2 posts at a cost of £144,574 based on salary including on-costs.

7. Summary and conclusions

7.1 Summary of proposed team changes

Details of the changes are provided in **Appendix 6** and are summarised below:

1. **Management restructure:**
overall reduction of 4 posts
saving £218,002
2. **Vacancy management:**
reduction of 2.5 posts
saving £116,605
3. **Backfilling to maintain/support service delivery on high risk public health statutory functions:**
Recruitment of 4.2 posts
Cost £144,574

Overall:

reduction of 2.3 posts
saving of £190,033

7.2 **Consultation**

To date the proposed changes have been discussed informally with the Trade Unions. All officers within Environmental Health are aware of the changes and informal meetings have been held with all available staff. If approved, formal proposals will be put to the Unions on the implementation plan and arrangements made for formal consultation meetings with affected staff.

7.3 **Conclusion**

The current Environmental Health management team have followed the workforce planning process and reviewed the team structure. Regard was also taken of the challenging financial situation facing the Council. The proposals are to secure an improved management structure and to ensure officers are available to protect and improve the public health of the population of the Highlands.

8. **Implications**

8.1 Resource

The Council's policy is to avoid compulsory redundancies wherever possible and this should be achievable but the process of adjustment could involve one-off costs arising from voluntary severance.

8.2 Funding for these changes will be met from within existing Service resources.

8.3 Risk

The Environmental Health team prioritise actions that control risk associated with item CMS1 in the corporate risk register 'Consequences of serious food and water borne disease outbreak'. The implementation of the workforce action plan and the proposed restructure will strengthen the team's ability to control this risk.

8.4 Legal

As detailed in Appendix 2, resources do not permit all statutory responsibilities to be implemented as per official guidance. This leaves the Council open to criticism and possible sanction by external agencies/Government. The team ensures resources are committed on areas of greatest public health significance with work being appropriately prioritised.

8.5 There are no Equalities, Climate Change/Carbon Clever, Gaelic or Rural implications arising from this report.

Recommendations

The Committee is invited to:

1. Note the Workforce Planning Action Plan for Environmental Health, as detailed in Appendix 3 to this report;
2. Agree the proposed structure changes for the Environmental Health team structure as set out in Appendices 5 and 6 of this report.

Designation: Director of Community Services

Date: 26 October 2015

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Background Papers: na

APPENDIX 1

Summary of Environmental Health Activities

1 Food Hygiene

Food Hygiene Premises Inspections
Food Hygiene complaint Investigation
Provision of food hygiene advice to food businesses & the public
Approval of premises
Export Health Certificates

2 Food Standards

Food Standards premises inspections
Food Sampling
Provision of food standards advice to food businesses & the public
Food standards complaint Investigation

3 Shellfish Official Control Sampling

Shellfish sampling, administration and management associated with FSS official control shellfish sampling contract

4 Health and safety at work enforcement

Premises Inspections
Accident investigations
Complaints

5 Water supplies

Private water supplies - monitoring
Private water supplies - enforcement
Private water supplies - grant scheme
Mains water incidents

6 Animal Health and Welfare

Animal Health Regulation and Advice (includes preparing for being ready to deal with notifiable disease outbreaks, advising on legal requirements, animal traceability and some animal welfare e.g. animals in transit & at markets)
Responding to welfare complaints relating to pet animals (which are not included under animal health regulation or animal licensing requirements)
Combined AH, Food & Feed Hygiene farm Visits

7 Licensing

Miscellaneous licensing - administration and enforcement:
animal boarding, riding establishments, pet shops, Dangerous Wild Animals, Zoos, Caravan Sites, Cinemas, Theatres, Sports Grounds, Venison dealers
Civic Government licensing enforcement:
HMO's, public entertainment licensing, sun beds, skin piercing, street traders, markets, boat hire

8 Public Health

General nuisance investigation and control
Dirty houses etc.
Port Health
Communicable disease investigation: food or waterborne, norovirus, legionnaires disease
Section 50 burials, exhumations, home burials, mortuaries

Radon
Disposal of whale etc. strandings
Pest Control enforcement
Smoking ban
Sewage/septic tank issues

9 Housing

Housing - scheme of assistance
Housing Enforcement
Private housing disrepair
Housing surveys
ASB and Registration of Private Landlords

10 Contaminated Land

Inspection of land
Responding to planning consultations
Provision of environmental information

11 Pollution Control

Noise Pollution
Air quality & Atmospheric Pollution
Bathing Waters
Blue-green algae
Flytipping and other duty of care requirements

12 General management

non-operational management of functions

Appendix 2

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
1	food hygiene	Food Hygiene Premises Inspections, complaint Investigation, Provision of food hygiene advice to food businesses & the public	S	High risk insps (A & B). Some Cs and prioritised high risk unrated.	<ul style="list-style-type: none"> - significant number of medium/low risk overdue for inspection - Significant number of unrated (not inspected). Approx. 550 on database and estimate 500+ not on database (B&Bs). Currently 4th worst in Scotland, 11th worst in UK. If all B&Bs added would be worst in UK. - Very little progress with requirements regarding egg producers - Not carrying out regular inspection of fish landings at Scrabster - Not making Fishery Charges (very little income for significant admin) 	New Scottish food body: Food Standards Scotland (FSS) - possibility of increased audits	Increased likelihood of foodborne illness. Failure to meet statutory PI's. Criticism and possible enforcement action from Food Standards Scotland.	For 2015/16 continue focus on high risk, work on inspection all overdue C. Project to improve registration of B&Bs.
2	food hygiene	Approval of premises	S	All inspected on time. Administration ok.	- review of overall standards	Future involvement of FSS - increased scrutiny/administration	impact on ability of food businesses to trade	implement new requirements from FSS
3	food hygiene	Export Health Certificates	NS	Currently meeting demands (approx. 1800 per year)	na	Further scrutiny from FSS, and audit from third countries.	impact on ability of food businesses to export, loss of income	implement proposed new guidance

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
4	food hygiene	IUU certificates	S	Currently meeting demands (approx. 240 per year)	Not inspecting batches	Further scrutiny from HMRC and FSS, and audit from third countries.	impact on ability of food businesses to import fish into Europe	static
5	food standards	Food standards Premises Inspections, complaint Investigation, Provision of food standards advice to food businesses & the public	S	High risk insps (A) and medium risk manufacturers. When in caterers for FH also doing FS.	- significant number of medium/low risk overdue for inspection - significant number unrated (approximately 1800)	Further scrutiny from FSS. Possible combined programme	Increased likelihood of food fraud and failure to local businesses to comply with food labelling/composition legislation. Criticism and possible enforcement action from FSS.	Static - Await proposals on combined programme
6	food standards	Food Samples	S	approx. 800 samples per year	target of 1000	Further scrutiny from FSS	Statutory duty to carry out routine sampling. However, no numbers specified. Impact of cuts is possible increase of foodborne illness, fraud and failure to local businesses to comply with food labelling/composition legislation.	static
7	Shellfish Official Control Sampling Contract	Shellfish sampling, administration and management associated with	NS	All contract targets	na	Ensure compliance with contract	Contract work. Contract with FSS to provide core funding for 4.5 officers	Static. Contract runs until 31/3/17. Further tender process to retain contract.

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
		FSS official control shellfish sampling contract						
8	Health and safety at work enforcement	Premises Inspections, accident investigations, complaints	S	- Reduced proactive inspection programme following UK Government targets. - Still achieving accident investigations and complaint response	- Identifying and targeting new premises effectively in all areas. - Proactive swimming pool work	More projects to improve conditions of local workers	Statutory duty for the local authority to make adequate arrangements for the enforcement of the relevant statutory provisions. Council could be open to criticism and reported to the ombudsman for failure in carrying out its duties	Further project work. Promote use of RIDDOR selection criteria and EMM to ensure consistency of enforcement.
9	Health and Safety - primary authority agreements	Currently primary authority for Boots UK	NS	Providing requirements of agreement	na	Further companies e.g. Boot opticians	Income loss	Maintain agreement

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
10	Water supplies	Private water supplies monitoring, enforcement and grant scheme. Mains water incidents	S	Targeting 100% A (high risk)	Need to ensure all Type A supplies identified. Some supplies failing statutory standards. Very limited work Type B supplies. Legislation requires that all properties on Type A supplies are monitored. At present the commercial properties (1389) on the 700 Type A supplies are checked. However the 1600 domestic properties on Type A supplies are not monitored.	PIs	Statutory function to reduce the risk of illness or death from water borne infection. Sampling frequency set out in regulations. Funded posts from government assisting at present (0.6) Should funding be removed this will leave manpower shortfall in carrying out this function. Increased likelihood of illness and where sampling has not been undertaken in accordance with the legislation, risk of legal action against the Council.	Increase resource committed to ensure 100% A achieved.
11	Animal Health and Welfare	Animal Health Regulation and Advice (includes preparing for being ready to deal with notifiable disease outbreaks, advising on legal requirements,	S		Little in way of outbreak exercises unless proposed by APHA. Very few checks on imports. Very few Out of hours checks.		Statutory function to minimise risk of introduction & spread of animal diseases, for example foot & mouth disease, and including ones which can spread to humans such as avian influenza and anthrax. Failure to carry out role can result in	Static

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
		animal traceability and some animal welfare e.g. animals in transit & at markets)					Central Government carrying out work & recovering costs from local authority (Animal Health Act 1981, section 59).	
12	Animal Health and Welfare	Enforcement of endemic disease Regulations introduced at request of industry (e.g. Sheep Scab & BVD)	S	Act when receive adequate information.	na	Hope better communication with other bodies, particularly in relation to BVD, will enable targeted inspections to advise farmers and promote eradication.	Could reduce ability to respond to complaints of endemic diseases.	Static
13	Animal Health and Welfare	Animal Identification & record keeping	S	Few routine (PP visits) and reacting to complaints	Very little done in relation to poultry establishments			

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
14	Animal Health and Welfare	Responding to welfare complaints relating to animals which are included under animal health regulation or animal licensing requirements. Minor non-statutory work on pet animal welfare complaints.	S	Act when receive adequate information. Also some routine enforcement at markets	Out of hours checks.	Introduction of new market strategy.	Out of hours checks part of "Market Strategy" so could affect LA ability to deliver.	Static
15	Animal Health and Welfare	Combined AH, Food & Feed Hygiene farm Visits – FSS funded	S	Targets being met	Very limited number of inspections (25 per year)	Funding available for 2015/16	Combined visit undertaken to minimise visits to farms. Cuts may impact on this efficiency	Static
16	Animal Health and Welfare	Animal By-products includes on farm and from grocers/cafes/restaurants etc.	S	Carry out some checks on farms & at other places if complaint made but relatively few. APHA inspect places like fish farms where need approval for incinerators etc.	Very limited proactive checks at food businesses (grocers/cafes etc.)	Plan joint visits with APHA to fish farms (recent FVO visit may identify concerns)	Less work carried out	Static

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
17	Licensing	Miscellaneous licensing, animal boarding, riding establishments, pet shops, DWA etc.	S	visits for renewal and complaints being followed up.	No proactive inspections outwith licence renewal - no spot checks on compliance. Could do more to detect unlicensed operators (particularly internet pet sales). Information on caravan sites out of date. Possibility of some unlicensed businesses.	improvements in admin	Statutory function, premises will operate illegally if unlicensed	Licensed caravan sites to be visited during 2015
18	Licensing	Civic Government licensing, HMO's, public entertainment, sun beds, skin piercing etc.	S	visits for renewal and complaints being followed up.	No proactive inspections outwith licence renewal - no spot checks on compliance. No checks on persons issuing electrical certificates.	na	Statutory function, premises will operate illegally if unlicensed. Increased risk of public health and of accidents occurring.	Static
19	Public Health	General Nuisance investigation and control, Dirty Houses, Sewage/septic tank issues. Smoke emitted from premises, artificial light emitted from premises, insect emanating from premises, odour/dust /effluvia arising from premises.	S	complaints being followed up.	na	na	Statutory duty to investigate public health complaints, statutory nuisance complaints and to serve notice to require the abatement of nuisance where required. Increased risk of public health and Council could be open to criticism and reported to the ombudsman for failure in carrying out its duties	Static

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
20	Public Health	Port Health	S	inspection requests being achieved	limited proactive work with port and airports	FSS audit on controls	Failure to respond to incidents and request for sanitation certificates. Loss of income. Infection controls for new illness	Increase surveillance on water services at ports through sampling.
21	Public Health	Communicable disease investigation: food or waterborne, norovirus, legionnaires disease	S	incidents being followed up.	na	-	Spread of illness in the community, lack of staff to investigate outbreaks of illness	Static
22	Public Health	Section 50 burials, exhumations, home burials, mortuaries	S	S.50 burials being done.	work on responsibilities for mortuaries to continue	Further work with NHS Highland	Statutory duty	Static
23	Public Health	Radon	S	Council co-ordination work continuing.	na	-	Less proactive work	Static
24	Public Health	Disposal of whale etc. stranding's	S	Reactive work occurring	Na	-	Lower response, further complaints smell/public health	Improvement of procedures
25	Public Health	Pest Control enforcement: Prevention of Damage by Pests Act 1949. Duty to deal with rats and mice.	S	Reactive work occurring	-	-	Statutory duty - Lower response, delays.	Static

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
26	Public Health	Smoking ban	S	Reactive work occurring	No proactive work	Wider legal restrictions/e-cigarette controls	Lower response to complaints	Static – review new legal requirements
27	Housing	Housing - scheme of assistance: statutory obligation under the Housing Act for all councils to establish and operate a SOfA. Although this does not make any requirement for the provision of grants for repairs, it does include for the mandatory provision of grants for disabled adaptations.	S	Grants being processed in accordance with internal guidance	na	-	No support to those requiring disable adaptations.	Static
28	Housing	Housing Enforcement	S	Responding to complaints	Limited proactive work	-	Failure to protect the health and welfare of tenants, neighbours. Council has a duty to ensure that houses which do not meet the tolerable standard are closed, demolished or brought up to the	Static

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
							tolerable standard	
29	Housing	Private housing disrepair	S	Responding to complaints	Limited proactive work	changes coming in 2016 where the Council can refer issues directly to PRHP which might increase workload.	Failure to protect the health and welfare of tenants, neighbours. Council has a duty to ensure that houses which do not meet the tolerable standard are closed, demolished or brought up to the tolerable standard	Static
30	Housing	Housing surveys for points	S	Responding to requests	na	-	Failure to protect the health and welfare of tenants, neighbours	Static
31	Housing	Housing surveys for immigration	S	Responding to requests	na	-	-	Static
32	Housing	ASB and Registration of Private Landlords	S	Responding to complaints	no proactive work EH currently don't enforce non-compliance with Landlord Registration	-	Failure to meet statutory requirements	Static

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
33	Contaminated land	Inspection of land under Part IIA	S	Work progressing on strategy, meeting budget provision.	Some scientific uncertainty of Unacceptable Risk. Some site investigations not concluded due to this uncertainty.	Review approach. Improved National guidance may be coming.	Failure to identify current threats to human health and water environment. Failure to fulfil statutory duty. Failure to meet SG/SEPA expectations regarding threats to the water environment	Review strategy
34	Contaminated land	Planning Consultation - 'suitable for use' brownfield land development	S	Proactive review and consultation, meeting target response times.	na	-	Statutory Duty to protect future use/users and the wider environment. Failure to safeguard health and the environment should development go ahead on unsuitable sites. Potential (costly) legal liability for Council not carrying out statutory duty. Failure to meet performance target. Redevelopment of previously-used land is recognised as being sustainable development.	Static

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
35	Contaminated land	Provision of environmental information to public/external bodies.	S/NS	Reactive work occurring	na	Implementation of new data management system. Dounreay advisory role.	Failure to comply with statutory duty to provide environmental information; the information requested requires interpretation and cannot simply be retrieved from files.	Static
36	Contaminated land	Council Asset management and Regeneration	S/NS	Reactive work occurring	no proactive work	Future Council land asset rationalisation, ongoing VDLF projects and partnership housing projects	Failure to safeguard health and the environment. Council liability.	Promote a cross service/area consultation on potential contamination issues for land asset management and regeneration. Potential for in house work for other services to reduce Council expenditure on consultancy services.
37	Pollution Control	Noise Pollution	S	Responding to complaints	na	-	Statutory duty to investigate noise complaints and to serve notice to require the abatement of nuisance where required. Increased risk of public health and Council could be	Static

	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
							open to criticism and reported to the ombudsman for failure in carrying out its duties	
38	Pollution Control	Air quality & Atmospheric Pollution	S	Undertaking basic requirements and taking forward AQMA in Inverness	Completing statutory annual review and assessment reports but have been delays	AQMA puts additional burden for work relating to action planning	Statutory duty. The Scottish Environmental Protection Agency reserve powers under section 85 of the Environmental Act 1995 to direct local authorities where it appears they are not meeting their obligations under the act, subject to the approval of Scottish Ministers.	Implementation of AQMA in Inverness City Centre and funding is being secured from Scottish Executive
39	Pollution Control	Air Quality - DEFRA air quality monitoring network contract (Inverness)	NS	Fulfilling contract	na	Further tender	Income Loss	Static
40	Pollution Control	Bathing Waters	S/NS	non-statutory sampling being carried out	Further work needed on responding to pollution incidents and new signage requirements	-	Potential minimal impact upon tourism	Static
41	Pollution	Blue-green	S/NS	preparations in place.	na	na	Delays in response.	update risk

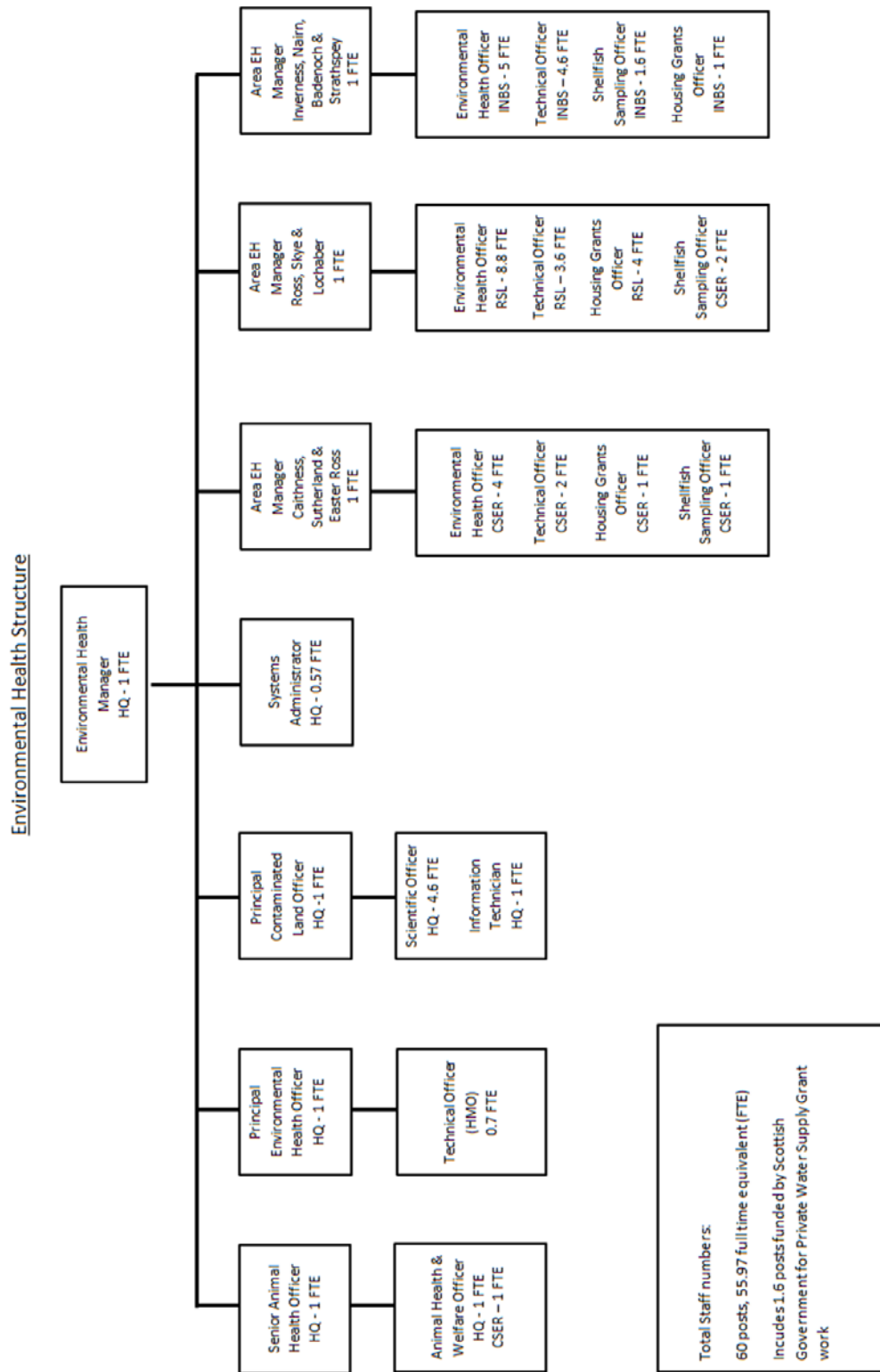
	function	activity	Statutory or Non statutory? (S/NS)	Currently Achieving	Currently not doing	Future changes	Consequences of further cuts in Service	Actions going forward (e.g. improve, decrease activity, static)
	Control	algae						assessments
42	Pollution Control	Flytipping and other duty of care requirements	S	Limited work	Very limited proactive work.	further work in response to demands	Statutory duty.	Static
43	General	EH Planning Consultation	S	Consultation and review of applications	Not meeting response times for Planning consultations. Variation across areas in terms of responses.		Potential for unsuitable developments to give granted permission result in complaints by members of the public.	Static

Environmental health Team - Workforce Planning Action Plan

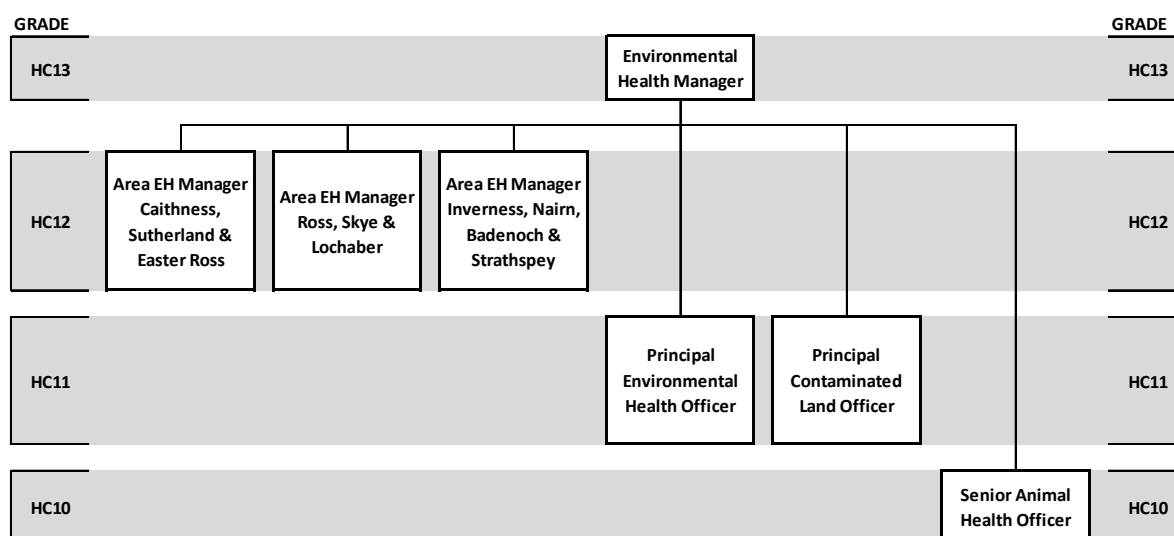
	Issue/need	Actions	Outcomes	Lead	Timeline
1	Ensure team structure in place that: - can manage performance to meet demands and achieve objectives of service plan - has capacity to consider strategic issues and capacity to respond to serious incidents - has clear roles, responsibilities and priorities	1. review roles and responsibilities of current EH management structure 2. review EH team structure 3. review role of EHOs to lead on topics/projects; possible further supervisory role; 4. review TO role to consider appropriate flexibility; 5. clearly identify audit roles; 6. Confirm resources and prepare report for approval 7. Review and update all job and person specifications	1. Have team structure that addresses the issues/needs identified. Ready for Trade Union consultation and committee approval	Actions 1-6: Alan Yates to review team structure and prepare proposal; Action 7: Alan Yates	Actions 1-6: Aug 2015 Action 7: Mar 2016
2	flexible workforce to meet demands in all geographical areas and priority functions (in conjunction with issue 1 above)	1. review out of hours provisions	1. clarify requirements and resources regarding out of hours work in line with CS/HR flexible workforce action within Service WFP Action Plan	Alan Yates	Dec-15
3	sustainable workforce	1. review approach to students, graduates, apprentices and school leavers.	1. Ensure student programme is sustainable to meet workforce demands.	Angus Hogg	Dec-15
4	Clear & consistent work procedures to improve efficiency and avoid duplication of effort.	1. maintain ongoing review of procedures under PSIF processes.	Clear & consistent work procedures in place to avoid duplication	Angus Hogg	Mar-16
5	technology fit for purpose and used to full potential to improve service delivery and performance	1. Conclude ongoing PSIF project on improving use of Civica APP (flare) information management system; 2. Work with corporate and CS service IT improvements re-integration of Lagan with back office systems; 3. Consider mobile working options in	1. PSIF project concluded 2. Lagan/Civica APP link in place 3. Appropriate mobile working solution identified 4. Update website with enhanced self service function	Action 1: Alan Yates Action 2: Archie Lang Action 3: Archie Lang Action 4: Angus Hogg	Action 1: Mar 16 Action 2: Dec 15 Action 3: Dec 16 Action 4: Mar 16

	Issue/need	Actions	Outcomes	Lead	Timeline
		conjunction with WFP and Corporate Action Plan - Caroline Campbell lead officer; 4. Improve web site content and self-service functionality.			
6	Review workload/demands to identify key priorities and efficiencies	1. Review approach to CL regime; 2. review workload to clearly identify where statutory requirements not being met; 3. review high frequency service requests to consider different approaches where not urgent/high priority.	1. Agreed approach for CL regime 2. demonstrate current shortfall in resources 3. reduce workload/stress on officers introduce work positive to identify key stressors and provide action plan for minimising or eradicating stressors identified 4. present proposal on service request management	Action 1. Alan Yates to review Action 2&3 Alan Yates/Angus Hogg	Action 1: Feb 16 Actions 2&3: Dec 15
7	build capacity by improving learning and development process for officers	1. Ensure ERD process is fully implemented; 2. Conclude PSIF project on training policy; 3. Conclude PSIF Project on improving efficiency of team meetings and working groups; 4. Ensure records of training being maintained.	1. More flexibility and efficiency 2. ERDs to be complete by agreed calendar date 3. delivery of PSIF project on training policy 4. delivery of PSIF project on efficiency of team meetings and working groups 5. completed training records presented	Action 1: all managers Action 2: Chris Ratter Action 3: John Lee Action 4: all managers	Action 1: May 15 Action 2: Mar 16 Action 3: Mar 16 Action 4: Jun 15
8	Improve profile with business and public	1. Develop annual programme of communications to tie in with national initiatives 2. website improvements- covered by action 6.4	1. Raised profile with business and public 2. annual programme of communication and raised profile completed and implemented for 2015/2016	Action 1. John Lee	Action 1: Mar 16

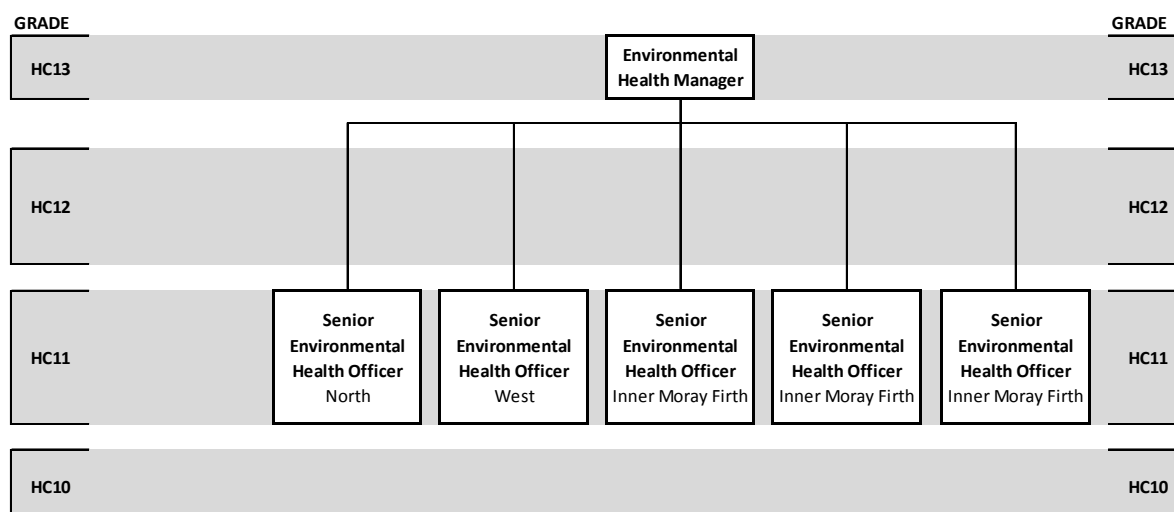
Current Environmental Health Structure



Detailed proposals for new Environmental Health Management Structure



Proposed Environmental Health Management Structure



Function responsibilities for Senior EHOs will be broadly described as below. Final responsibilities to be confirmed.

- 1 COMMERCIAL: Health and Safety at work enforcement, Licensing enforcement, accident investigation, smoking ban
- 2 PUBLIC HEALTH: Nuisance, Health inequalities, water supply quality, communicable disease, public health burials
- 3 ENVIRONMENT: Pollution Control, air quality, contaminated land, Planning, Noise, radon
- 4 FOOD SAFETY: Food Hygiene, Food Standards, inspection programmes, outbreak investigation
- 5 COMMUNITY: Animal Health & Welfare, Housing enforcement, housing scheme of assistance, community enforcement role (Litter, fly-tipping, waste)

EH structure review - budget/FTE changes

22/09/2015

Note: all salary figures include on-costs.

POSTS TO DELETE:	title	Grade	salary	fte	salary	Comments
	AEHM	HC12	£64,424	3.0	£193,272	Area EH Manager
	PEHO (P&A)	HC11	£57,135	1.0	£57,135	Principal EHO (Policy & Audit)
	SAHWO	HC10	£50,654	1.0	£50,654	Senior Animal Health & Welfare Officer
	EHO	HC10	£50,654	4.0	£202,616	no backfilling of 4 internal ehos moving up to senior ehos
				9.0	£503,677	

POST TO CREATE:	title	Grade	salary	fte	salary	comments
	Senior EHO	HC11	£57,135	5.0	£285,675	1 west, 1 north, 3 inner moray firth
				5.0	£285,675	

	fte	salary	% of EH salary budget
OVERALL MGMT SAVING	4.00	£218,002	9%

EXISTING VACANCIES - TO BE DELETED - Agreed saving April 2015

ref	date vacant	title	location	grade	salary	fte	salary	comments
1	31/10/2014	PCLO	HQ	HC11	£57,135	1.00	£57,135	Vacant post - officer left.
2	09/01/2014	EHO (0.2)	Caithness	HC10	£50,654	0.20	£10,131	Vacant part of post following flexible working application
						1.20	£67,266	

EXISTING VACANCIES - TO BE DELETED

ref	date vacant	title	location	grade	salary	fte	salary	comments
1	13/01/2014	SO (0.2)	HQ	HC9	£44,814	0.20	£8,963	Vacant part of post following flexible working application
2	May 2015	SO (0.4)	HQ	HC9	£44,814	0.40	£17,926	Vacant part of post following flexible working application
3	15/05/2012	TO(HMO) JS	HQ	HC5	£27,175	0.30	£8,153	Vacant part of job-share post
4	Aug 2015	TO2	Inverness	HC7	£35,745	0.40	£14,298	Vacant part of post following flexible working application
						1.30	£49,339	

total vacancies	2.50	£116,605
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POST TO CREATE:	title	Grade	salary	fte	salary	comments
	TO2	HC7	£35,745	3.0	£107,235	3 food safety officers (Skye/Inverness/Sutherland)
	TO1	HC6	£31,116	1.2	£37,339	1 Technical officer (private water supplies) in INBS plus increase 0.2 to existing Fort William TO (PWS) post
				4.2	£144,574	

	fte	salary	% of EH salary budget
OVERALL SAVINGS	2.30	£190,033	8.1%

Note:	£2,336,159	total current EH budget salary including on costs
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