


Slide 1



Lancaster City Council
Health and Housing

Suzanne Lodge
Chief Officer (Health and Housing)
May 2017

LANCASTER CITY COUNCIL
Promoting City Growth & Sustainability

Presentation Purpose

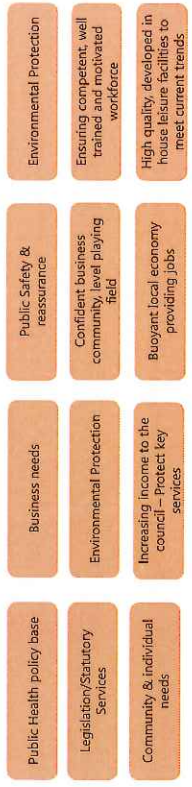
- Services Overview (excludes HRA funded areas for this presentation)
- Opportunity for Challenge
- Generate further options for the budget
- Inform Corporate Plan

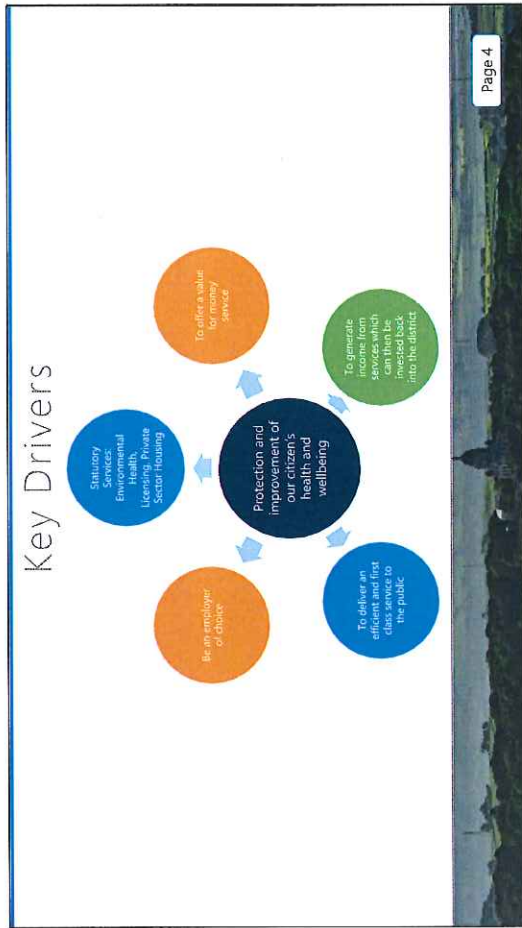


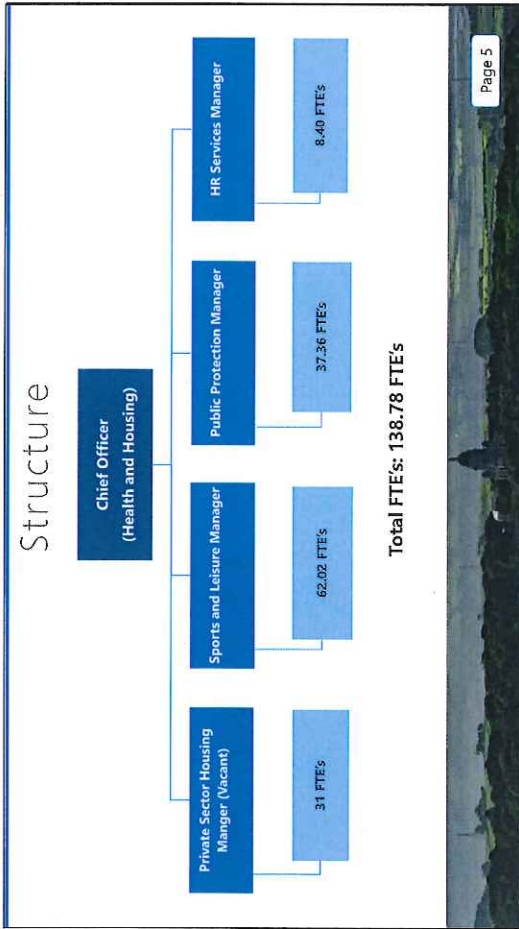
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Strategic Fit

Corporate Plan – Health and Wellbeing







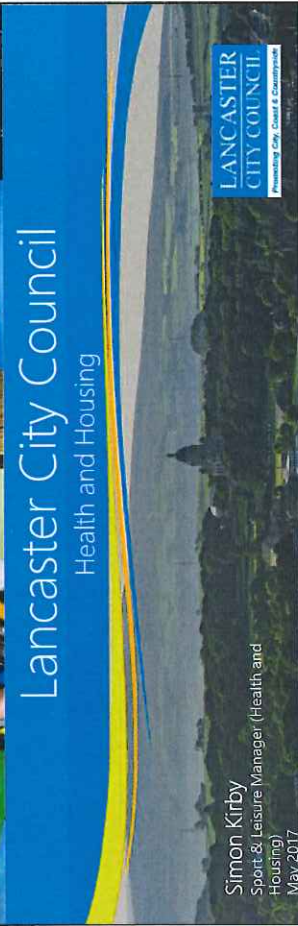


Lancaster City Council

Health and Housing

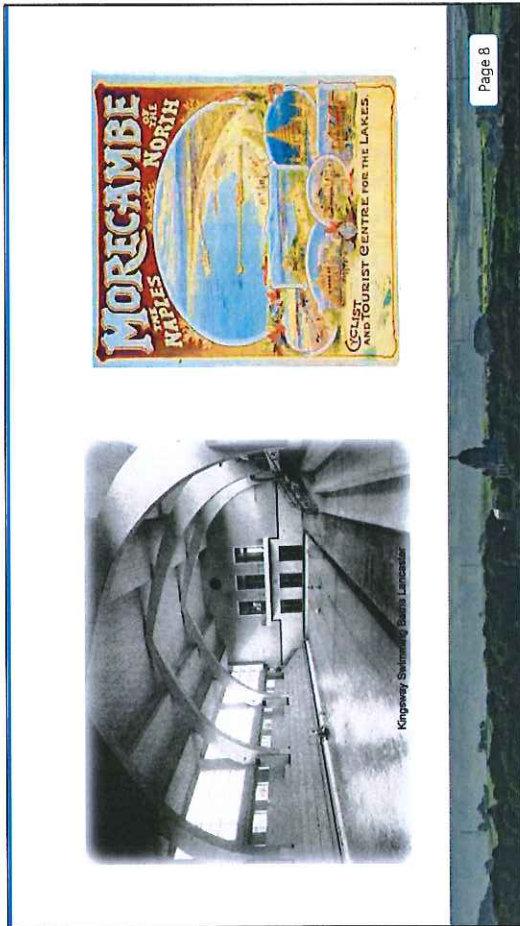
Simon Kirby
Sport & Leisure Manager (Health and Housing)
May 2017

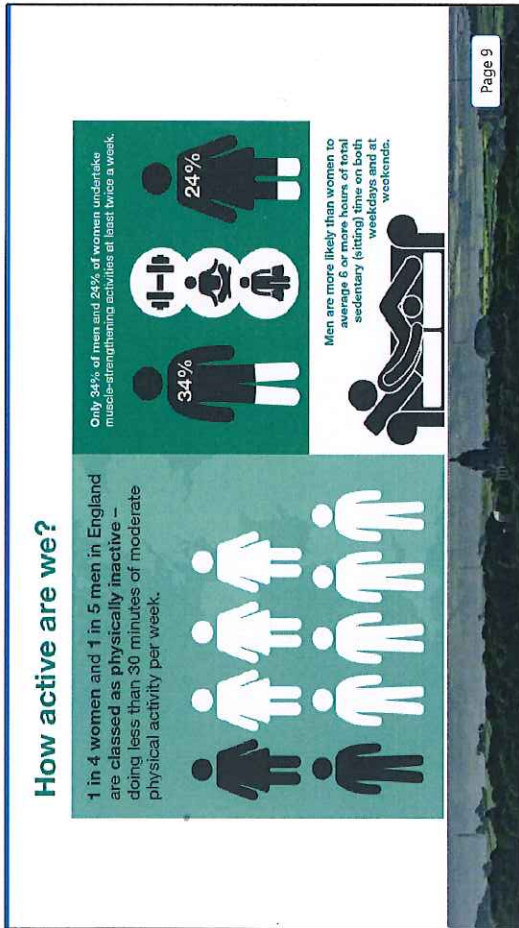
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Promoting City, Count & Community



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- In 1846 the Baths and Washhouses Act was passed to encourage local authorities to build public baths and washhouses
- Prevent ill health and reduce the number of people dying prematurely
- Enhance mental health, quality of life
- Reducing social isolation
- Increasing physical activity levels – all ages and abilities
- Delay the need for care in older adults (age 65)
- Nice place to live
- Bring communities together and work in partnership
- Understand needs of our community and provide equality of access to our facilities
- Increase visitors and spend within the District



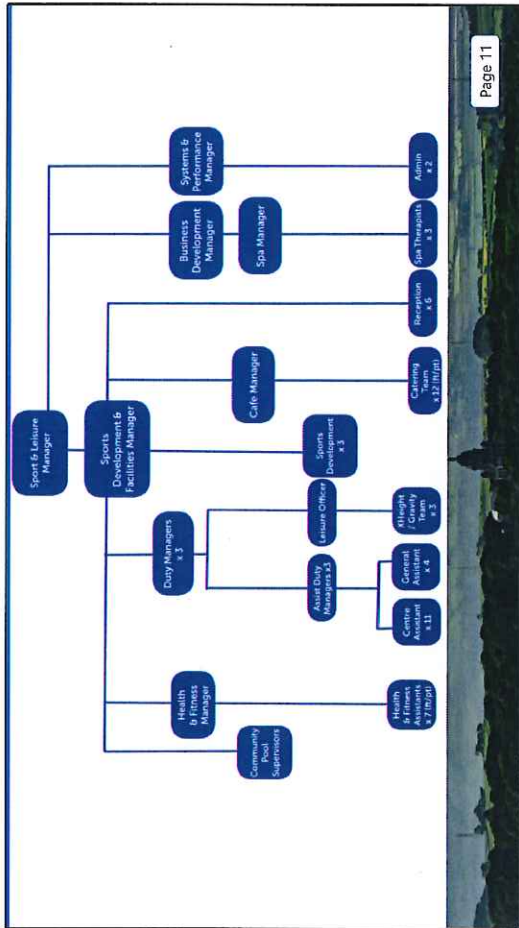


The Challenge people do not do enough physical activity to achieve good health

- health costs: physical activity helps prevent and manage over 20 health conditions and inadequate physical activity contributes to 1 in 10 early deaths (equal to smoking)
- social costs: for example, communities with higher levels of physical activity have greater community cohesion and inclusion, but the number of walked trips (including journeys to school) are on the decline
- economic costs: a physically active individual on average earns £6,500 more each year, and the cost of physical inactivity in England has been estimated at £8.2 billion a year

Spa Hub Fitness Salon Conferences	Health & Fitness Immersive Functional Classes Gym	Cafe Vending Birthday Parties Events	Swimming Pool Lessons Educational Clubs Holidays
Energy, Gravity & XHeight	Business Management Administration Performance Marketing	Active Lives Weight Management Physical Activity Self Referral	Clubs & Community Disability Sports Volunteering

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SALTAYRE LEISURE CENTRE		2016/17	2017/18	2018/19	2019/20
Latest Financial Position					
	Outcome	Budget	Forecast	Forecast	Forecast
	£	£	£	£	£
Expenditure	2,284,308	2,323,100	2,518,500	2,584,000	
Income	(1,231,500)	(2,393,600)	(2,688,700)	(2,780,000)	
Direct Operating Cost	1,062,808	(60,700)	(171,200)	(206,000)	
Support Service Costs	323,000	349,800	354,900	374,000	
Renewals Reserve Contributions	50,000	150,000	150,000	150,000	
Capital Financing Costs (re £5M Investment)	0	177,600	189,500	189,500	
Total Cost (excl Notional Charges)	1,435,808	616,800	623,200	607,500	

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- Active Lives – Successful tender submission Public Health (£180k)
- University Cumbria - £70k
- From 300k to 700k visits (excluding schools, clubs & events)
- 8 Courts £174k V 4 Courts £120k and £300k Energy / XHeight
- Café £146k to £470k
- Gym members from 700 to 2500 @£30 yield (£252k to £904k)
- Operating subsidy reduced – more income than direct expenditure
- Pricing - £24 to £34 Gym / £4 Energy / £1 Swim

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- APSE – Top quartile performer (direct subsidy)
- 2016/17 £1.96 cost per visit – 2017/18 - £0.09 surplus
- Nova – Prestatyn / Cwmbran
- Pendle
- South Lakes / Lancashire
- Gravity !
- Immersive !
- Market leaders – National significance – Edinburgh, Knowsley, GLL, Blackburn
- International - Denmark


Financial Performance Indicators	Income 2016/17		Target 2017 / 18
	Actual	Forecast	
All facilities at Salt Ayre Leisure Centre (SALC)	£1,234,929	£1,225,300	£2,383,800
SALC café	£221,923	£215,300	£475,100
Xheight Indoor Climbing	£44,832	£26,700	£145,100
Energy indoor soft play	£62,361	£50,400	£159,100
Health and Fitness activities	£390,316	£401,000	£904,800
Gravity Flight Tower	£2,780	£2,500	£88,600
Spa facilities	-	-	£60,400
	Admissions		
Xheight Indoor Climbing	2016/17		2017/18
Energy indoor soft play area	5,308		18,000
Health and Fitness activities	18,730		47,730
Gravity Flight Tower (Outdoor)	57,407		133,078
Spa Facilities	189		7,088
	0		3,020
Total for Salt Ayre Leisure Centre	382,220		737,740

SAVINGS MONITORING

Proposal / Initiative Please add any new items at the bottom.	Type - Efficiency / Generation / Other	Potential Annual Savings / "Not known"	Up-Front Investment / Revenue, or None	Timescale - When the review will start / when the Start (est) / End	Other Service Input Required Please list all services that will have input into the proposal.	Member Approval / Operational	Comments
Salt Ayr	Income Generation	Business plan would only be realised if £200K - £300K per annum is realised in first full year of operation.	Yes - Capital EM-CEM, interest on borrowed costs unknown at present	Ongoing analysis needed with initial feasibility proposal with financial considerations due August 2017.	Finance, ICT, Legal, Procurement, Property, Insurance and HR.	Member Approval	Initial feasibility study expected in August 2017. All work assumes funded partnership with Development Partner - Alliance Leisure. To enable a full years revenue potential for 2019/20 the new facilities would need to be completed and operating by December 2018.



Strengths	Weaknesses
<ul style="list-style-type: none">• Staff• Customers!• Facility – UK proud• Knowledge, Partnerships• Financial plan• Vision, trend setting• Market leader UK & International• LCC corporate memberships – reducing sickness ?	<ul style="list-style-type: none">• Swimming Pool LE• Recruitment of staff• Online capability• Location
Opportunities	Threats
<ul style="list-style-type: none">• Size of site• Phase 3• Spa• Swimming Pool• Economic Regeneration	<ul style="list-style-type: none">• Budget cuts• Trampoline Centre• Rest on levels• Not understanding value of SALC



Active Lives programme - working with complex medical conditions, weight management, encouraging physical activity for the inactive. 6000 interventions
- weight management / increasing levels of physical activity / mental health - dementia awareness week !!!

Go Card and £1 swims to remove financial barriers to accessing leisure provision

Travelling community - Mellishaw Park - use of showers / provision of electric cards for caravans / swimming pool / gym.

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British Cycling to develop 600 junior riders. 5 clubs part of SALC cycling association – specific work prioritising female riders and staging regionally significant events at SALC e.g. North West Youth Tour – riders from abroad.

Schools Sports Partnership – annual conference for PE staff (primary and secondary). Contribute to outdoor education offer (Xheight / Gravity). Annual leadership conference for students that are excelling in school – volunteering (playtime games etc). Primary school sports festival – 800 youngsters. Training for teachers – community hub as venue.

Delivering holiday activities for people from deprived communities via CVS / Youth Service working with young people undertaking activities at salc to help reduce ASB – particularly during holidays. Playschemes located at Marsh, Ridge, West End and Heysham

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- LED lighting
- Lighting sensors
- Efficient new heating systems
- Woodland management
- Refurbishment to latest building regulation standards
- Café – biodegradable consumables
- Recycling
- Solar panels

"The only word for the party is excellent! Claire made my Daughters party completely hassle free and a friendly experience"

"Our party was brilliant, Lauren was fantastic, lots of patience & organised them well. Thank you"

staff polite, friendly and helpful. Will recommend.

"The staff were very friendly and went above & beyond to make the party experience fantastic. Lum was awesome! We were impressed with everything."

"terrific fun for the whole family, both spectating and climbing. Great Tuition"

"Can't just say thank you to the staff at Salt Ayre. Our year 5 and 6 children had a fantastic time yesterday on the climbing walls and then got the chance to have a go on the climbing tower - an unexpected bonus!
What a great way for them to end SATS week!"

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- Achieve income targets consistently
- Spa
- Continue meeting high expectations
- Maximising partnership opportunities – health
- Balancing commercial approach with Council responsibilities for health & wellbeing
- Capacity and skills

Bath and Washes Houses Act – why we are here !

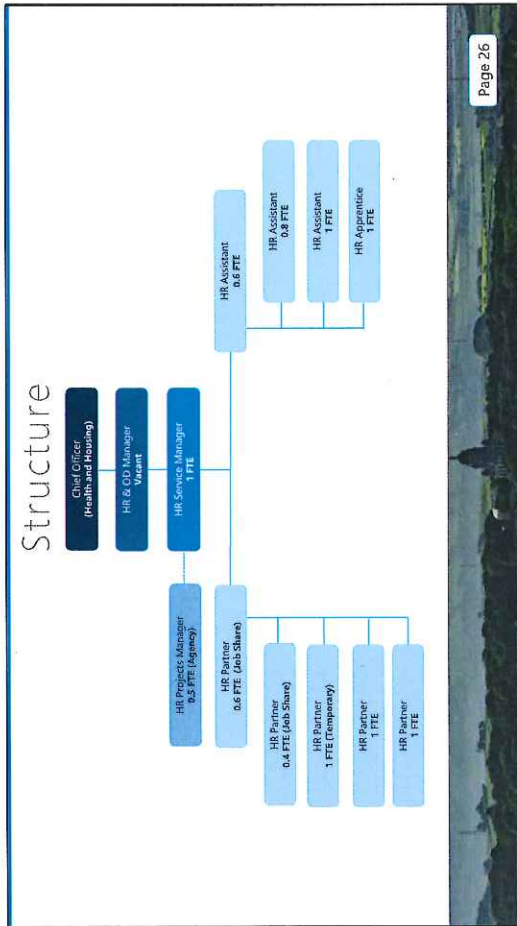
Celebrating Success

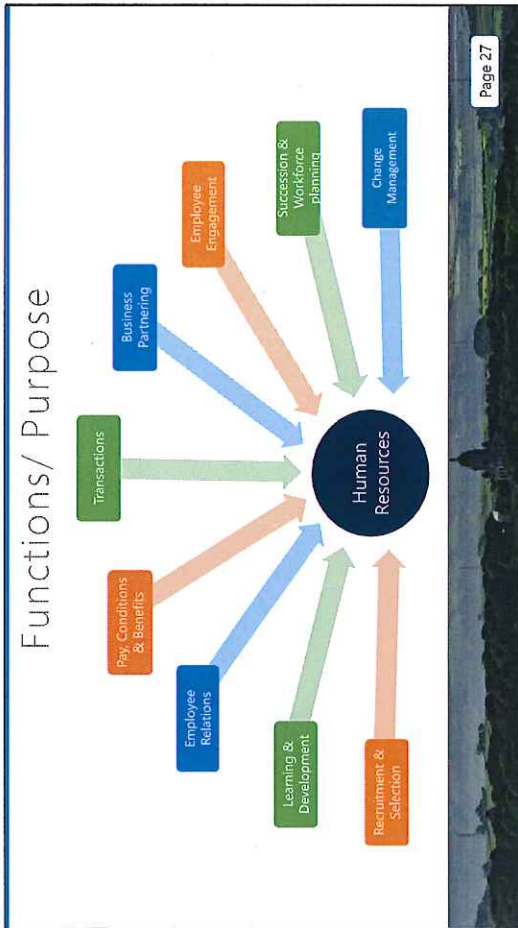
Lancaster City Council
Human Resources

Angela Jackson
HR Service Manager (Health and Housing)
May 2017

LANCASTER CITY COUNCIL
Honouring City, Council & Communities

WINNER 2016
Lancaster City Council
Community Awards
Employee Support





Resources

Human Resources – Analysis of Net Expenditure													
	Employees	Premises	Transport	Supplies and Services	Recharges In	GRSSES EXPENDITURE	Income	Recharges Out	GRSSES INCOME	Appropriations	NET EXPENDITURE		
	£	£	£	£	£	£	£	£	£	£	£	£	£
Human Resources	314,500	-	1,100	11,500	205,800	532,900	(600)	(532,300)	(532,900)	-	-	-	-
Corporate H.R.	43,600	-	-	47,600	-	91,200	-	(91,200)	(91,200)	-	-	-	-
	358,100	-	1,100	59,100	205,800	624,100	(600)	(623,500)	(624,100)	-	-	-	-

Notes to above

The net expenditure figure above excludes all notional capital charges



Value for Money

- Comprehensive knowledge of & support to service units
- Work closely with managers to implement changes, both minor & major
- Change management activity e.g., restructures or service redesign is well managed – limited fall-out
- Protecting the Council – Health Surveillance, Disclosure & Barring checks, Asylum & Immigration
- Maintaining excellent relationships with Trade Unions – limits disputes, which impact on productivity
- Sickness absence savings
- Learning & Development - E-learning



Benchmarking

'HR are a significant asset & an important part of the functional structure that enable us to deliver value to the community through our staff & services!' – Service Manager

There is no problem that cannot be resolved without the help of HR – Unison official

The HR Team are always very supportive of me & my managers – Service Manager

We have a very good working relationship with HR. We can talk through issues with the to ensure we have a balanced view – Unite official

The loneliness of command' is a statement made about taking a difficult decision, but at LCC there is no loneliness, just good solid advice and support!' – Service Manager

Efficient, supportive, knowledgeable & professional – Service Manager

The support given to staff coupled with reductions in sickness absence are second to none! – Professor of Occupational Health Medicine

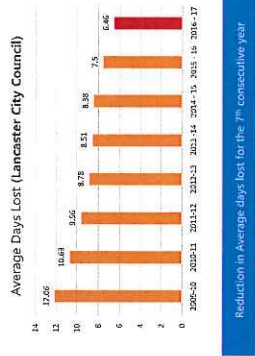
My HR Partner has been nothing short of faultless – Service Manager

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Benchmarking

Regular benchmarking is carried out for services levels against all the other local authorities in Lancashire on a yearly basis. For the year 2016/17, we came in 4th place with the average days lost to sickness at 6.46 days. The graph on the right shows how we managed to reduce the average days lost to sickness from 2009/10 at 12.06 days to 2016/17 at 6.46 days.

Council	Average days lost to sickness (16/17)
Burnley	5.4
Hyndburn	5.76
Fylde	6.25
Lancaster	6.46
Wyre	6.99
West Lancs	7.44
Ribble Valley	7.95
Chorley	8.24
Preston	8.62
BWD	9.37
Blackpool	9.5
Pendle	9.8
South Ribble	10.2
Rossendale	11.69
LCC	Not yet provided



Reduction in Average days lost for the 7th consecutive year




Performance Plan

Performance Indicators	Actual 16/17	Target 17/18	Frequency
Average number of days of sickness absence per full time employee	6.46 days	7 days or less	Yearly
Percentage of staff undertaking mandatory e-learning modules	Data not available for 2016/17	Baseline – new measure 2017/18	Half-yearly
Percentage of performance appraisals undertaken	26.7%	85%	Quarterly



SWOT Analysis

Strengths Highly motivated & results focused HR Team Excellent technical knowledge Positive relationships with service areas Well managed and committed staff Responsive, pragmatic & customer focused	Weaknesses Pay & grading structure – impact on recruitment HR & Payroll system – negative impact on capacity Traditional practices – member involvement in appeals against dismissal
Opportunities Apprenticeship Levy IIP Values and Behaviours Ongoing opportunities for improvement via service redesign	Threats Increasing employment regulation/legislation Developing case law Wage rises



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Health and Wellbeing

PARTNERS IN HEALTH
The Council works in partnership with
LANGSTON CITY COUNCIL
The Council works in partnership with
Health Foundation

SALT AYRE
LUNG CANCER CENTRE

MEMBERS ONLY
FOUNDED

CANCER CARE

Healthy Living

AG INST
breast cancer



SAFETY FIRST

WINNER 2015
Langston City Council

Customer Needs

Right Person, Right Place, Right Time, Right 'Tools'

- Responsive
- Accurate
- Legally Compliant
- Supportive



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Previous Year Review

- Launch of Learning Zone
- Apprenticeships
- Celebrating Success
- Work on a number of service reviews & restructures including Community Pools, Council Housing, Public Realm, ES – Administration Team, removal of "task & finish"
- Supporting the new Chief Executive
- Ongoing policy work – joint work with TUS on the implementation of Substance Misuse Policy
- Expansion of in-house training by HR Team
- Improved recruitment pages



WINNER 2016
WINNER OF THE
2016
WINNER OF THE
2016
WINNER OF THE
2016


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Key Future Challenges

- IP reaccreditation
- Expand the Learning Zone including e-learning for Councillors
- Maximise the Apprenticeship Levy
- Improve recruitment activity & opportunities
- Expand Celebrating Success Awards

INVESTOR IN PEOPLE

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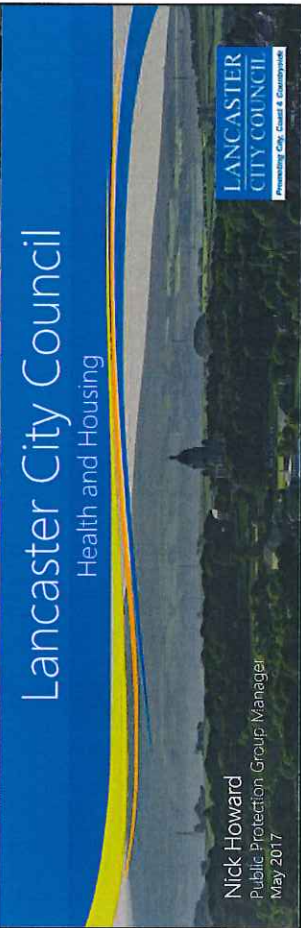
HEYSHAM PORT HEALTH AUTHORITY

Lancaster City Council

Health and Housing

LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

Nick Howard
Public Protection Group Manager
May 2017






Public Protection service group

We provide a wide range of statutory public protection services:

- Problem-solving, regulatory, technical and scientific services
- safeguarding local people
- upholding safe and hygienic places and business standards, and
- striking the right balance between protective environmental conditions and promotion of a rich, diverse culture where people can freely enjoy fulfilling lives
- Committed action working *with* local people and partners to improve public health and well-being in our communities, and to reduce health inequalities



Around 400 work activities in 16 very different service areas

15,000 initial enquiries by telephone

5,000 service requests investigated

850 routine inspections carried out

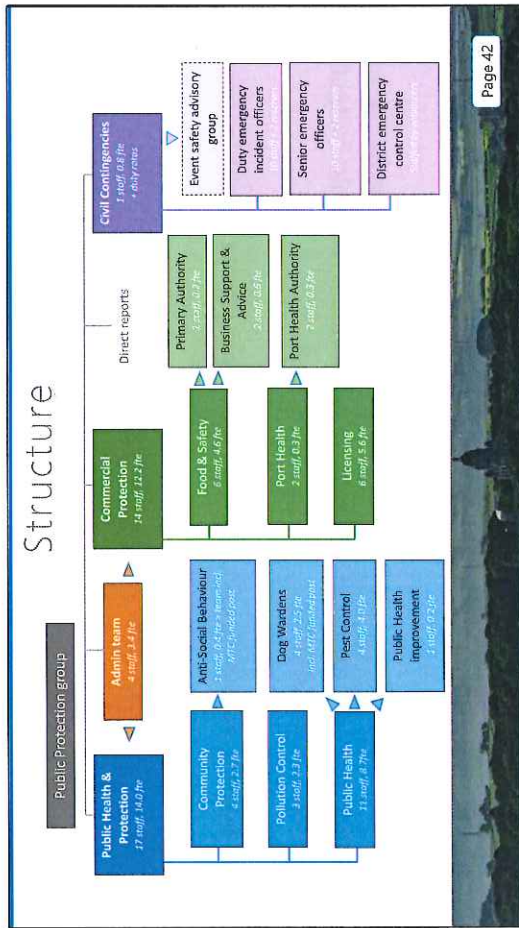
Approx. 500 warnings and enforcement actions

£562k external income: £213k (Env Health), £349k (Licensing)

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From a narrow 1800s public health agenda, public health law has developed and we now have a much broader Public Protection agenda. This is now the core function of Environmental Health / Public Protection (e.g. community plans building resilience, facilitating inward investment in our community infrastructure)

Annual figures are provided for 2016/17, the blue speech bubbles are Environmental Health only whilst the green ones include Licensing.



This is our structure as it stands, in functional themes and (in lighter shading) key business units

Shortly recruiting 2 x part-time ASB Officers, Assistant Pest Control Officer



The left hand image shows 'relative contributions to premature death', source: Public Health England 2016 strategic plan *Better outcomes by 2020*.

The right hand image shows the outline list of 'measures of national well-being', source: Office for National Statistics.

We created this image as our model for Public Protection.

It summarises:

- In red on the left, factors that affect people's health and well-being – to some extent each is within human control but not necessarily an individual's control.
- In green on the right, the outcomes that people generally want for themselves and their communities.
- In blue in the middle, our general kinds of service activity

We are continuously checking how our services suitably protect people and also to help meet their outcomes, now and for the next generation:

"With this in mind, our overall purpose is to:

- Make a real difference to residents' living standards – by coordinating work programmes and approaches, delivering high professional standards and moving beyond basic policies and procedures
- Get results in tune with what really matters to people
- Safeguard, maintain and make best use of professional and regulatory expertise in a different type of regulatory relationship
- Base this relationship on thoroughly understanding what businesses, their staff and customers really think and need
- Cement the council's position as a trusted force for positive business growth and, where appropriate, a preferred business partner"

Functions (1 of 2)

Regulatory & advisory services	Community Protection	Pollution Control	Traditional Public Health	Public health & well-being improvement	Admin team	Civil Contingencies
<ul style="list-style-type: none"> Business support & advice Monitoring & environmental surveillance Community and civil protection Public health improvement action 	<ul style="list-style-type: none"> Noise and other nuisances Environmental Protection e.g. rubbish accumulation, boardings-up, building defects Drainage Lead and asbestos consultation response Anti-social behaviour 	<ul style="list-style-type: none"> Air quality Smoke control Industrial pollution Permitting Contaminated land Health impact assessment Major development environmental impact assessment & control Private water supplies Recreation area & Master planning support 	<ul style="list-style-type: none"> Filth & verminous properties Public nuisances Animal related anti-social behaviour Animal licensing Caravan site licensing Dog warden service Pest control service 	<ul style="list-style-type: none"> Partnership development to maximise positive community impact Tackling health inequalities Public health project working Promoting well-being 	<ul style="list-style-type: none"> Scenic request reception, registration & risk assessment Initial advice & signposting Payment taking Customer surveys Land searches Service support & office management 	<ul style="list-style-type: none"> Emergency planning Community resilience Business continuity Warning & informing Event safety support Emergency incident coordination of council services contribution



Functions (2 of 2)

Regulatory & advisory services	Food Safety	Infectious disease control	Workplace safety	Port health	Business support & advice	Licensing
<ul style="list-style-type: none"> • Food business inspection & enforcement • Food manufacturing / processing • Food surveillance (sampling) • Food complaint • Food alert / crime investigation • Food hygiene training • Food safety management support • Food safety vehicle and promotion 	<ul style="list-style-type: none"> • Notifiable disease investigation • Outbreak control • Food safety sampling (e.g. mains drinking water, bathing water) • Tanning & skin piercing • Regulation & inspection • Emergency health protection for major infection risks 	<ul style="list-style-type: none"> • Workplace safety inspection (highest risk) • Reported accident investigation • Intervention projects • Workplace safety training 	<ul style="list-style-type: none"> • Ship sanitary inspection • Ship water supply • On-ship & passenger health surveillance • Ship disinfection • Impaired foods regulation • On-port health & safety • On-port pollution control 	<ul style="list-style-type: none"> • Targeted interventions to safeguard local business • Eat Safe business support packs • Business engagement • Food business operator registration • Commercialisation support • New business start-up support • Pre-inspection audit support 	<ul style="list-style-type: none"> • Taxi & private hire • Premises licensing • Licensing Act • Gambling Act • Police • Temporary event notices • Sex establishments • Street collections • Investigations 	




Resources

Health & Strategic Housing - Analysis of Net Expenditure

	Employees		Premises		Transport		Supplies and Services		Recharges - In		GROSS EXPENDITURE		Income		Recharges - Out		GROSS INCOME		NET EXPENDITURE	
	£	€	£	€	£	€	£	€	£	€	£	€	£	€	£	€	£	€	£	€
Public Health	251,200	-	-	-	-	-	16,000	-	-	-	10,000	-	-	(14,900)	-	-	(14,900)	-	-	1,100
Food & Safety	50,000	-	-	-	6,600	-	7,300	-	130,000	-	402,700	-	(5,000)	-	-	-	(5,000)	-	-	397,700
Anti-Social Behaviour	59,700	-	-	-	8,300	-	2,500	-	-	-	81,700	-	(46,700)	-	(10,000)	-	(9,700)	-	-	-
Dog Warden Service	138,500	-	-	-	3,700	-	38,500	-	70,300	-	187,200	-	(7,700)	-	-	-	(7,700)	-	-	189,500
Pest Control	-	-	-	-	10,000	-	10,400	-	70,100	-	232,700	-	(66,000)	-	-	-	(66,000)	-	-	166,700
Lancaster Port Health	-	-	-	-	-	-	-	-	3,600	-	3,600	-	(6,300)	-	-	-	(6,300)	-	-	(1,400)
Corporate Safety	50,200	-	-	-	13,100	-	13,100	-	33,600	-	157,200	-	(21,200)	-	-	-	(21,200)	-	-	136,000
Environmental Protection	202,500	-	10,400	-	4,600	-	33,200	-	137,800	-	388,400	-	(76,100)	-	-	-	(76,100)	-	-	312,300
Emergency Planning	33,000	-	-	-	700	-	24,800	-	16,600	-	76,100	-	(4,000)	-	-	-	(4,000)	-	-	72,100
Management & Administration	318,000	-	300	-	1,500	-	61,800	-	242,300	-	624,900	-	(4,000)	-	(600,800)	-	(604,800)	-	-	19,100
TOTAL	1,101,600	-	10,700	-	35,700	-	195,600	-	782,600	-	2,432,700	-	(272,600)	-	(635,000)	-	(608,400)	-	-	1,218,300


Notes to above
The net expenditure figures above exclude all national charges





Public Protection group revenue income (all sources)

Income type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 projected
Statutory fees	31,421	27,711	41,588	36,300	35,869	35,869
Recovered costs	897	12,811	8,504	20,431	13,660	11,260
Fines	870	4,070	2,860	1,440	1,430	1,430
Elective income	87,179	105,787	126,842	106,006	161,885	177,500
Partner funding	-	-	-	3,630	11,000	25,000
E.H. subtotal	120,367	150,379	179,794	167,807	223,844	251,059
Licensing	318,645	332,827	315,718	303,331	348,976	353,900
Public Protection all told	439,012	483,206	495,512	471,138	572,820	604,959



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Elective income is dominated by pest control but other service areas are starting over last 3 years to generate income, better to come.
 e.g. Food Safety now generating significant, growing income – down to PAP, Safer Food Direct & Food hygiene training
 Aiming to generate further external funding of enhanced council services (DFEO, ASB, Public Health & WB improvement)

3 year service plan

Cross-cutting themes

Being proactive and well-planned in the way we deliver...

- Running 'lean' and offering great value
- Building strong and mutually sustaining relationships
- Working closely in support of local communities
- Demonstrating professional good practice & learning from successes and innovations

Our Environmental Health mission through this three year plan is to:

*Deliver excellent services and measurably improve daily life and future prospects for our residents, businesses and visitors – working closely with partners and stakeholders.
Work to earn the council added value recognition and substantial return on investment in our forward-thinking, high-impact and business-minded (entrepreneurial) service design and delivery.*



Benchmarking & Value for Money

Food, infectious disease control, port health & workplace safety

- Very challenging and diverse workload for a small team that is breaking new ground in changing methods and relationships with businesses

Noise nuisance and anti-social behaviour, dog wardens

- Uniquely lean and customer focussed 'door-stepping' service focussing on prevention and getting to root causes (e.g. mental health, substance abuse)

Pest Control

- Most highly regarded council pest control service across NW England
- Marketing contract services with aim of becoming largely cost-neutral

Licensing

- Capacity, performance & benchmarking review planned



Performance Plan

Performance indicators	Actual 2016 / 2017	Target 2017 / 2018	Frequency	*High / Low / Neutral	Corporate / Operational / Corporate
Percentage of premises scoring 4 or higher on the food hygiene rating scheme	88.52%	90.0%	Quarterly	High	Operational
Average response time to commence pest treatment	1.8 working days (rats) 2.1 working days (insects)	Under review	Monthly	High	Operational
Average end to end time to complete pest treatment	3.7 working days (rats) 3.8 working days (insects)	Under review	Monthly	Low	Operational
Average customer satisfaction ratings with pest control treatments	96.6% of 2,220 satisfied	Under review	Yearly	High	Operational
Average end to end time to fulfil environmental protection service requests	44.2 working days	Under review	Quarterly	High	Operational
Uptake rates of the Door-stopping service as a proportion of all noise and Anti-Social Behaviour service requests	7.29%	Under review	Quarterly	High	Operational
Successful completion rates of Door-stopping service	100%	100%	Half-yearly	High	Operational
Average number of visits to successfully complete Door-stopping service	2.0 visits	Under review	Half-yearly	High	Operational
Percentage of high risk health and safety inspections completed	100%	100%	Yearly	High	Operational
Percentage of high risk food hygiene inspections completed	100%	100%	Yearly	High	Operational

Service measures:

Key service measures reflect customer-centred service 'purpose', e.g.:

- Satisfaction / service impact ratings
- 1st meaningful response / end-to-end times
- Capability measures
- Managing variation

Performance focus:

- Annual service area plans
- Month-by-month clarity of expected performance
- Monthly performance conversations
- Supervisor training in coaching
- Continuous improvement drive, with staff at the centre



Food hygiene ratings for 1,391 food businesses. 'Direction of travel' in food hygiene ratings: 223 improved - 136 worsened by at least one rating, net result +87 overall (ratings are calculated in three parts, and the net direction for the 'confidence in management' part is +69)

171 'doorstepping' early interventions made for anti-social behaviour

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Staff commitment levels• Expertise• Responsiveness• Flexibility, adaptability• Innovations leading to more purposeful engagement by some partners	<ul style="list-style-type: none">• Running very lean > fatigue, burnout• Recruitment, capacity• Professional training & networking resources• Organisational learning• Capacity to support in-service improvement & change programmes
Opportunities	Threats
<ul style="list-style-type: none">• Forge close working relationships• Change the nature of our engagement with communities• Seize the ground for ethical and sustainable commercialisation	<ul style="list-style-type: none">• Losing experienced officer (2yr recovery)• Preparing and equipping services adequately for an increasingly complex operating environment• Being 'done to' as an organisation



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Primary Authority Partnership customer feedback:

“ Since being asked to take partnership with the Local Authority and join in the Primary Authority, we have noticed many improvements with in our organisation, listed as follows.

- Standardisation across the 3 authorities we deal with.
- The staff have a greater understanding of food safety and now take greater interest in managing the required paperwork.
- Each of our shops and staff now have a different opinion of EHO's and their duties, which has led to a closer working relationship between the two.
- We have achieved the highest Scores in Food Hygiene Rating because of the above.
- With the help of the local EHO we have greatly simplified and improved our paperwork monitoring sheets, thus giving the staff easier understanding of all food safety issues.
- The structure that Primary Authority provides, has also improved other areas within the shops, the staff seem to work better as a team, as they all accept some responsibility for all jobs within the shop. This can only mean that if they are working well together then the service to our customers must have improved.

May the partnership continue.

Colin Twiname, General Manager - Diggle's Ltd "

Community Plans:

All parish councils were contacted with an offer to assist them to develop community emergency plans so that in any future widespread emergency they could implement a local plan to look after the community and particularly any vulnerable people. This work was greatly assisted by the award of grants from the Lancashire Flood Appeal to improve the resilience of a number of community centres and village halls.

This has so far led to:

- 7 x Operational plans: Halton, Carnforth, Nether Kellett, Caton & North Quernmore, Overton, Sunderland Point, Slyne with Hest
- 5 x Nearing completion: Warton, Silverdale, Ireby with Leck, Borwick & Priest Hutton (Joint plan) and Over Kellett (Activated in March for a 36 hr power cut in village).
- 2 x In preparation: St Thomas' Church and Ridge Community Centre.

Amounts varied from £1450 (Slyne with H) up to £9,000-£10,000 (Caton, Halton, St. Thomas' Borwick, Ridge) and amounts in between.

Previous Year Review

- New relationships & ways of working, more commercially minded
- Strengthening of the Primary Authority Partnership scheme
- Introduction of Safer Food Direct service to food businesses
- Pest Control income generation up 22% on base year (2014/15)
- Fully established the dedicated Dog Fouling Enforcement Officer service
- Introduced a dedicated Anti-Social Behaviour Officer service
- Developed & launched county-wide air quality planning guidance

Fourth primary authority partnership entered with Chameleon Bar & Dining and now preparing for a fifth partnership with Provincial Inns.

Safer Food Direct (chargeable services offering business support and advice for new business start-ups and pre-inspection audit) has been well received by food business proprietors.

Pest Control developing and marketing a range of contract services aiming at higher-income clients.

Partnering with Morecambe Town Council as the funder and council delivering the service is entering its third year under a service level agreement. Fixed penalty notices served for a range of offences, now entering 'beach ban' season. The dog fouling pick-up rate is 99.1%, we are working hard to catch the remaining 0.9% "in the act" for enforcement.

Anti-social behaviour service has shown good early results, we are about to start recruiting two further part-time ASB Officers. What's different about this service is the working relationship growing with Lancashire Police and the service design to nip ASB in the bud, prevent recurrence and get to the root cause.

Lancaster CC has led the development of air quality guidance for adoption by planning services across Lancashire.