

Argyll and Bute Council

Regulatory Services

Balanced Scorecard

2012-2014



Argyll and Bute Council
Comhairle Earra Ghàidheal agus Bhòid
www.argyll-bute.gov.uk



REGULATORY SERVICES
Planning & Regulatory Services

Balanced Scorecard 2012-2014

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1.0 Introduction to the Councils' Regulatory Services

1.1. Our Aims and Objectives

Regulatory Services is a unit located within Planning and Regulatory Services which comprises of three distinct professional services. The services are Environmental Health (including Licensing Standards-alcohol), Trading Standards (including Debt Counselling) and Animal Health.

Our aim is to take measures to protect public health and safety and ensure a fair trading environment for consumers and businesses.

Regulatory Services is an enforcement service aimed at ensuring that the standards defined in a wide range of legislation are met by businesses and the public, as appropriate. **Our enforcement ethos is to work with others to secure these improvements through the provision of advice and information. Enforcement action is risk-based and proportionate to the risk to public health or safety, the risk of consumer detriment, where there is non-compliance with statutory notices or where there is evidence of non-cooperation in meeting statutory requirements. This is consistent with the better regulation agenda being taken forward by the Scottish Government at this time.**

We seek to recognise compliant businesses through our day-to-day work and participate in recognised national award schemes for food safety (Food Hygiene Information Scheme (FHIS) and EatSafe) where compliant businesses are recognised publically through the schemes and allows the consumers to make "informed decisions" based on compliance.

The service also has a role in responding to emergencies, principally through Environmental Health and Animal Health, and working with partner agencies to implement established plans and procedures.

1.2. Commitment to Corporate Outcomes

The work of our services positively contributes to achieving the Scottish Government's national outcomes which are embedded in the principle aims and outcomes of the Council's Single Outcome Agreement, Community and Corporate Plans. In addition, there is

our underlying commitment to health protection through our work with external partners including NHS Highland, the Food Standards Agency and the Health and Safety Executive. Of significance are:

Economic Supporting our economy	Through our work with existing and new businesses; through the maintenance of a level playing field for all businesses; through ensuring that consumers and legitimate businesses do not suffer disadvantage from unfair trading activity and also through protection of informed consumers.
Environment	Through our environmental protection activities including local air quality, contaminated land assessment, protection of drinking water, noise and antisocial behaviour.
Protecting the vulnerable in our community	Through our Debt Counselling service specifically and through our daily work in Environmental Health, Trading Standards, Licensing Standards and Animal Health.
Statutory functions of Local Authority	The Council has specific statutory functions which are undertaken by Regulatory Services. These include its work as the “food authority”, the “health and safety enforcing authority”; its formal duties under the Environmental Protection Act 1990 and the Public Health (Scotland) Act 2007, and as a “weights and measures authority”.

1.3. Service Activities

The remits of the services are very wide ranging and further details are available through the Councils website (www.argyll-bute.gov.uk). An overview of the nature of the service was provided to elected members and is available through the Members portal for reference and information purposes. A general overview of each service is as follows:

Environmental Health

Environmental Health deals with issues which have the potential to affect the quality of everyday life. We aim to promote or enforce standards that protect public health, public safety and the environment. Specific areas are:

Public health and housing – this covers a wide range of issues to improve and safeguard public health including the investigation of suspected or confirmed outbreaks of certain diseases, working with NHS Highland and, where appropriate, Scottish Water, Health Protection Scotland and the Scottish Environment Protection Agency (SEPA), to investigate and prevent such diseases.

- Nuisance - Officers have wide ranging powers to deal with nuisances that may be causing extreme annoyance or affecting somebody’s health. This can include a number of situations such as noise nuisance, sewage leaks from septic tanks, properties in such a poor condition that it affects people’s health, dust from building works and foul smells affecting properties.

- Private Water Supplies – the Council has a duty to monitor approximately 1,800 private water supplies that serve more than 7,000 people throughout Argyll and Bute. Officers offer advice on improving and maintaining private water supplies and take enforcement action where necessary. Non-means tested grant funding of up to £800 per property may be available to improve a private water supply.
- Communicable Disease Control – Environmental Health qualified staff play an important role in working with Health Board, and in some cases Health Protection Scotland, in the investigation and prevention of communicable diseases including food poisoning.
- Smoking Ban - The Smoking, Health and Social Care (Scotland) Act 2005 and the Prohibition of Smoking in Certain premises (Scotland) Regulations 2006 came into effect on 26 March 2006; it prohibits smoking in many public places. Environmental Health enforces the ban.
- Housing Issues - The condition of our housing can have a large impact on our health and wellbeing. Environmental Health delivers the Private Landlord Registration scheme which regulates the properties and landlords which provide let accommodation in Argyll and Bute. We also monitor standards at Houses in Multiple Occupation and license caravan sites.



Regulatory Services deliver the [Joint Health Protection Plan 2012-14](#).

[Food Safety](#) – this includes the inspection of food premises, food sampling and investigating complaints regarding food and hygiene in food premises. Consumers expect food that is safe, unadulterated and clearly labelled. Environmental Health is involved with ensuring the safety of food at all stages of production, storage, distribution and sale (i.e. from Farm to Fork) until it reaches the final consumer.



The Council regulates Food Safety by pro-actively working with businesses in what is perhaps a uniquely diverse and dynamic food sector, which includes one of the main shellfish producing sectors in Europe, including

- the largest, by volume, supply of purified oysters;
- the main wild scallop sector in Scotland;
- the 3rd largest number of businesses manufacturing (including fish smokeries) sector in Scotland; and
- a vibrant catering and retail sector supplying the local population and the tourist industry.



Officers inspect food premises and advise businesses on Food Safety, labelling and composition matters.

Where contraventions of food legislation are found, officers have powers to serve notice or seize or detain unfit food. They can also prohibit processes or the use of unsatisfactory equipment or in extreme cases close premises.

Officers from Environmental Health ensure food safety in a number of ways:

- Assessing the standard of premises where food is prepared.
- Monitoring the processes used to prepare food.
- Providing free advice to food businesses about premises, equipment or processes.
- Training and educating food handlers.
- Using the law to require food businesses to improve their premises or processes.
- Using the law to prohibit food premises or processes being used.

We seek to recognise compliant businesses through a number of recognised national award schemes for food safety which allow businesses to promote good standards and consumers to make “informed decisions” based on compliance. Many people want to know how ‘hygienic’ their favourite restaurant, takeaway or shop is and the Food Hygiene Information Scheme provides “at a glance” information about the standards of hygiene in food businesses, this information is found at the premises as well as on the Food Standards Agency (FSA) website, www.food.gov.uk/ratings.



The Eat Safe award is designed to promote excellence in food hygiene. Caterers have to achieve food hygiene and food safety management standards beyond those required by law. It will also help consumers make informed choices about where to eat out by providing a recognisable 'sign' of excellence in standards of food hygiene. Environmental Health Officers play a key role in the scheme. Eligible businesses will be issued with a certificate and promotional material to display in their premises. The certificate is signed by the FSA and the Council.

Details of work to be undertaken in 2012-13 can be found in the [Food Safety Enforcement Plan](#).

[Environmental Protection](#) – this includes the investigation and monitoring of contaminated land, air quality and noise control. In Scotland the responsibility for regulating the various aspects of pollution control are divided between Local Authorities and the Scottish Environment Protection Agency (SEPA). Local Authority services have a duty to monitor and control pollution issues such as:

- Air Pollution
- Contaminated Land
- Noise Control



- Light Pollution
- Water Pollution
- Sewage systems including septic tanks

SEPA regulates potential pollution from industry of natural waters and the air, together with the storage, transportation and disposal of controlled waste and the keeping of radioactive materials.

[Health And Safety At Work](#) - Environmental Health enforces the Health and Safety at Work etc. Act 1974 in workplaces such as shops, warehouses, offices, places used for leisure and consumer services, hotels, restaurants and churches. Officers carry out inspections of premises; investigate accidents and offer advice and guidance to businesses and employees. The Health and Safety Executive (HSE) enforce health and safety in a number of other premises such as manufacturers, farms, construction sites, local authority buildings and hospitals.

Officers have to consider not only the health and safety of workers but also members of the public who can be affected by work activities. The Council keeps a register of its own health and safety prosecutions.



Every year, hundreds of people are killed, with several hundred thousand suffering from injuries and illness through work related activities. In addition to the personal loss and suffering this can incur, there are huge monetary losses through time off work and material damage, much of which is not covered by insurance.

Both the Local authority (through environmental health) and the Health and Safety Executive, prosecutes both companies and individuals for breaches of health and safety law. When they prosecute someone, they prepare a "Case" against them. The case may involve one or more instances when the defendant has failed to comply with health and safety law - each one of these is called a "Breach". You can search for cases or breaches on the HSE Public Register of Convictions site.

Health and Safety work for the financial year 2012/13 is shown in [Health and Safety Enforcement Plan](#).

Environmental Health Licensing - Environmental Health issue a number of Licenses and registrations including:

- Riding Establishments
- Caravan Sites
- Dangerous Wild Animals
- Pet Shop
- Animal Boarding
- Dog Breeders
- Venison Dealers
- Theatres
- Cinemas
- Private Landlords
- Food Premises
- Cooling Towers and Evaporative Condensers
- Large Raised Reservoirs
- Approved EC Establishments
- Clean Air Act Registration/Approval

Trading Standards (including Debt Counselling)

Trading Standards aims to protect Argyll and Bute's residents, visitors and businesses and maintain a fair and safe trading environment where local businesses and consumers can thrive. Specific areas of this work are:

Fair Trading - Trading Standards aims to prevent traders from acting unfairly against buyers and other businesses, including the use of unfair contract terms (including in holiday caravans and in tenancy agreements) and in the restriction of consumers' rights. Trading Standards will regulate the following aspects of Fair Trading:

- Pricing – consumers should be given pricing information for most goods and services before they agree to purchase them (including home oil deliveries) and special rules apply when dealing with sales and other promotions;
- Consumer credit – specific requirements relate to advertising, licensing, cancellation rights, debt recovery and documentation;
- Consumer protection – a general ban on unfair trading means that traders must act in a way that enables the average customer to make free and informed purchasing decisions. It also outlaws aggressive sales techniques and bans a number of unfair practices that might misinform or mislead consumers. In addition consumers agreeing to contracts at their home have comprehensive rights of cancellation. We work with the Police and local communities to investigate and educate in relation to bogus workmen and scams;
- Counterfeiting and trademarks – counterfeit goods can include cigarettes, DVDs, CDs, computer games, clothing, perfume and car parts. Fake goods are often associated with organised crime and may not be safe. The



cost of counterfeit goods to Britain in 2002 was 1.7 billion and cost an estimated 4,200 people their jobs, many of which were in the Scottish clothing or electronics industry. Trading Standards carry out targeted inspections to combat counterfeiting and investigate any information provided by businesses and members of the public.



Weights and Measures - Weighing and measuring equipment “in use for trade” must be tested and verified before use and, once in use, operate to strict tolerances. The weights of pre-packed goods and loose goods sold by weight or measure are also subject to specific regulation and checks are made during Trading Standards inspections.

Safety - The safety of all consumer products, whether they are sold as new or second hand, is controlled by a wide range of regulations enforced by Trading Standards. Officers from Trading Standards inspect goods at retail, wholesale and manufacturer levels, testing products and investigating complaints relating to unsafe products.

Quality and environment - Trading Standards enforce controls relating to fertilisers, pesticides and animal feeding stuffs including the registration of those manufacturing, selling, distributing, using or storing animal feed.

Age related sales - Legislation prohibits the supply (sale or hire) of specific products to persons under certain ages:

- Tobacco products, offensive weapons (knives and similar), crossbows, fireworks, solvents, airguns, lighter refills containing butane and alcohol are not to be sold to anyone under the age of 18 years.
- Caps, party poppers (and similar products), lottery tickets and aerosol paint are not to be sold to anyone under the age of 16 years.
- There are also age restrictions on DVDs and computer games.

In addition to the restrictions there are also certain warnings and notices to be displayed when selling particular products. Trading Standards inspect premises in relation to these requirements and also carry out test purchasing exercises with the assistance of young volunteers. In many instances both the staff member who made the sale and the owner of the business can be held liable for any sale made.

Licenses - Trading Standards are also responsible for the administration and enforcement of several licenses and registrations including:

- the safe storage and use of petroleum;
- storage and sale of fireworks and explosives;
- sale of poisons;
- feed standards registration;
- public weighbridge operator;

Consumer advice

Whilst Trading Standards investigate criminal offences on behalf of consumers we cannot take action in relation to civil complaints, this can only be done by the consumer. Advice for consumers in relation to goods or services purchased is provided by the Citizens Advice Consumer Service.

Debt Counselling

The Debt Counselling Team advises customers about **Debt Arrangement Schemes** or provides representation at court to set up a repayment plan. Under the Debt Arrangement Scheme, a single regular payment is made to an approved payment distributor. If the agreed payments are made, creditors cannot carry out enforcement action. The Debt Arrangement Scheme also freezes interest, fees and charges on debt from the date the Debt Arrangement Scheme payment plan is approved.

Animal Health and Welfare

The Animal Health Service is responsible for carrying out the Council's duties in relation to the Animal Health Act 1981 and other associated legislation in relation to the health and welfare of farmed animals. The principal function of the Animal Health and Welfare Section is: -

- To prevent the introduction and control the spread of contagious diseases, including some which may constitute a risk to human health (e.g. Anthrax, Rabies and Tuberculosis),
- To ensure the welfare needs of animals and birds are met.



Key areas of our work are assessing standards of welfare for livestock; ensuring adequate standards of bio-security; ensuring traceability from farm through market to slaughter; transportation conditions and providing advice and support to the industry. We do this by visiting livestock markets, farms and agriculture events; responding to complaints received by the public; working with the SSPCA and other agencies.

Officers will carry out an inspection of and provide advice and assistance on a wide range of matters including:

- Farm livestock records; animal movement licences and passports and livestock identification
- Veterinary medicine records;
- Disposal of livestock carcasses;
- Livestock vehicles – construction and cleanliness;
- Investigation of complaints in relation to animal health and welfare;
- Visits to premises which are subject to license conditions such as zoos and premises keeping animals listed as “dangerous wild animals” as requested by Environmental Health.



Licenses - Animal Health are also responsible for the administration and enforcement of zoos licences.

Planned work is detailed in the 2012/13 [Animal Health Service Plan](#).

Licensing Standards

The Licensing Standards Service deals with the regulation of premises selling alcohol under the Licensing (Scotland) Act 2005 (the 2005 Act), while working in conjunction with the Council Licensing Section located in Governance and Law.

The Licensing Standards Service is a relatively new innovation being introduced with the 2005 Act and with the first officer being appointed in 2009. Prior to this date, the proactive monitoring of alcohol licensing rested solely with the police.



The role of the Licensing Standards Officer is to provide guidance; ensure compliance with legislation; and offer mediation in licensing disputes. Examples of the role are:

- Guidance – provide information; liaise with licensed trade/others; give talks/presentations.
- Compliance* – monitor and inspect premises; issue compliance notices; report premises to licensing board.
- Mediation – log complaints; discuss licensing problems and disputes with premises and neighbours separately and together.

*There is currently a rolling programme of inspections of licensed premises. The purpose of this programme is to ensure that premises licence holders and staff are aware of their responsibilities and comply with the requirements of the 2005 Act. Additionally, the Licensing Standards Officers liaise directly with licensees and their trade bodies.

Licensing Standards also attend every meeting of the Argyll and Bute Licensing Board and the Argyll and Bute Local Licensing Forum (a lay body introduced by the 2005 Act to keep under review the workings of the Act and the Licensing Board). Finally, Licensing Standards maintains contact with elected members; other Council departments and partner agencies such as the police.

1.4. Approach to Service Delivery

Argyll and Bute Council has a challenging topography of isolated peninsulas and 25 inhabited islands that place unique demands on service delivery that require local solutions and responses. The costs of delivering such a service are greater than some other authorities when considered on a ratio of costs per population, although when comparing costs per square kilometre, the costs are significantly lower by comparison.

The service is integrated at a management level through the Regulatory Services Manager and is delivered through 3 operational teams (2 Environmental Health (including Animal Health and Licensing Standards) and 1 Trading Standards (including Debt Counselling)) operating over a decentralised 5 offices. We are integrated into the Council's Customer Management Centre which receives general enquiries and we have effective working relationships with other internal services and external partners. As part of our service functions, we provide funding to support the local Argyll and Bute Citizens Advice Bureau. Appendix II provides further details of the service structure which was implemented in 2011 following a detailed service review which delivered savings through alternative service delivery, including a rationalisation of management, whilst trying to protect frontline service.

1.5. Service Performance

The nature of the enforcement functions provided by Regulatory Services requires it to report to various agencies and Governmental bodies on service workload, service plans and performance. These include the annual LAEMS report for Food Safety to the Food Standards Agency; reporting to the Health and Safety Executive; Drinking Water Quality Reports to the Scottish Government; Tobacco returns to the Department of Trade and Industry. In addition to these measures, there are statutory performance indicators for Environmental Health and Trading Standards, as well as local indicators which we have developed across all our services.

The service focusses its resources on delivering agreed service plans and on a risk-based approach (i.e. higher priority activities are given a greater priority than lower risk work).

As part of the Service Review, we identified 19 key indicators across Environmental Health, Trading Standards and Animal Health which provided an overview of service performance. In 2011-12 it is noted that

- We have achieved our targets for the majority of the key indicators. Of the 19 local indicators reported, 15 have met or exceeded the targets set and a further two are within a few percent of meeting the targets set. The 2 remaining figures did not have a target set.
- By comparison with previous years, there are 19 indicators (statutory and local) which are comparable or have increased performance (total 24 indicators).

Audit Scotlands Performance Indicators	2007/08	Scot. Av.	2008/09	Scot. Av.	2009/10	Scot. Av.	2010/11	Scot Av.	2011/12	Trend since implementation
Trading Standards										
High Risk - % of inspections undertaken within time	77.3%	93.3%	67.4%	92.1%	78%		73.9%		88.4%	↑
Medium Risk - % of inspections undertaken within time.	68.7%	86.8%	36.7%	86.2%	43%		67%		84.3%	↑
Consumer Complaints - % dealt with in 14 days.	72.6%	72.8%	79.5%	74.2%	87.8%	77.3%	85.9%	77.7%	87.5%	↑
Business Advice Requests - % dealt with in 14 days.	93.1%	96.3%	81.0%	96.5%	90%	96.8%	78.8%	96.6%	71.8%	↓
Environmental Health										
Food safety hygiene inspections: Approved Premises - % of inspections undertaken within time.	95.8%	89.2%	76.0%	94.0%	SPI Discontinued after 2008/09					
Domestic noise complaints requiring attendance on site, the average time (in hours) between the time of complaint and attendance on site.	54	91.8	51	47.9	28	47.2	10.7	46.2	10.5	↑
Part V domestic noise complaints, the average time (in hours) between the time of complaint and attendance on site.	25	2.7	23	1.6	24	1.5	1	0.6	0	-
For non-domestic noise complaints requiring action, the average time (calendar days) to institute formal action.	32	26	46	31.5	SPI Discontinued after 2008/09					

Of the above Statutory Performance Indicators currently available to report, 84% had improved during implementation of the Service Review.

In addition, we also have a number of local performance measures which more accurately reflect the work of Regulatory Services, and performance over the same period.

	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	Trend since implementation	Target
Trading Standards							
% of Major Trading Standards investigations completed	100%	50%	76%	100%	100%	↔	100%
Trading Standards - Underage sales - % of traders assessed against target	n/a	n/a	80.6%	53.2%	136.2%	↑	100%
Debt Counselling							
Trading Standards -% of Clients Provided with a Personal Debt Recovery Action Plan	58%	38%	85%	103%	84.5%	↓	80%
Environmental Health							
% of Env Health Service Requests Resolved within 20 Working Days	64%	76%	83%	92%	95%	↑	90%
Smoking compliance - % of Inspections where Smoking Compliance work was Undertaken	100%	98%	100%	100%	100%	↔	95%
Food Safety - % of food Premises which are Broadly Compliant	89%	86%	94%	88%	91%	↑	75%
Health and Safety - % of High Risk Programmed Inspections Undertaken within Due Date	74%	94%	95%	88%	98%	↑	100%
Health and Safety % of Medium Risk Programmed Inspections Undertaken within Due Date	69%	88%	69%	75%	96%	↑	70%
Food Hygiene % High Risk Programmed inspection and audit of premises completed within due date	96%	97%	98%	100%	100%	↔	100%
Food Hygiene - Medium Risk Programmed inspection and audit of premises completed within due date	95%	91%	78%	90%	96%	↑	70%
Food Standards - % High Risk Programmed Inspections Undertaken within Due Date	0%	50%	70%	98%	100%	↑	100%
Contaminated Land							
% of High Priority Contaminated Land assessments	100%	95%	100%	98%	89%	↓	90%
Private Water Supplies							
No of category A supplies to be improved to EC standards	392	410	427	370	368	↔	N/A
No of Risk Assessments for Type A Supplies to be completed & achieved	100	120	172	470			
% Risk Assessments of Type A Private Water Supplies undertaken	100%	74%	134%	102%	100%	↓	100%
Landlord Registration							
% Private Landlord Applications Determined	70%	84%	89%	97%	98%	↑	92%

Animal Health							
% of Animal Health High Risk Inspections Undertaken within Due Date		95%	100%	100%	100%	↔	100%
% of Animal Health Medium Risk Programmed Inspections Undertaken within Due Date		90%	92%	75%	90%	↑	70%
% of Animal Health Service Requests Resolved within 20 Working Days		97%	99%	92%	95%	↑	90%

There is an opportunity to benchmark with other local authorities on an annual basis with the statutory indicators. However, local indicators cannot be readily assessed with other local authorities and attempts are being made to develop benchmarking arrangements with other local authorities. This work will be progressed through the period of this balanced scorecard.

1.6. Continuous Improvement

We recognise the need for continuous improvement, we take a proactive approach to staff development and “growing our own” is used to achieve this. The service employs a number of mechanisms to drive forward improvements in service delivery. These include the production of service plans, including the statutory plans for Food Safety, Health and Safety, the Joint Health Protection Plan and Animal Health; through service reviews and also the completion of the Improvement Services Public Service Improvement Framework (PSIF) which was completed in 2012. Embedded into this work is the use of the Performance Review and Development process for staff, which is used to ensure staff competency and identify any training/development needs. Regular engagement with staff regarding service delivery and improvements through focus groups as well as a scheme of accredited continuous professional development for all professional staff are also used.

Of significance in our growing our own policy is that two staff members successfully attained their professional qualifications in 2012 and were appointed to posts of Environmental Health Officer and Trading Standards Officer within the Council. This combats staff recruitment difficulties, aids staff retention and improves general staff morale.

1.6. Audit and Scrutiny

The service is subject to on-going and an ever increasing demand of external scrutiny and audit which provides an indication of the level of service provided against defined standards. These are supported by our own internal monitoring systems. In the last year, we were subjected to the following:

(a) **Audit Committee.**

The Audit Committee provided a scrutiny role over the delivery of the Service Review of Regulatory Services. This was very challenging and demanding. However, at the meeting in June 2012 Committee considered a [paper](#) and::

1. Recognised the significant work and excellent progress which has been undertaken to implement the new redesigned service arrangements across Regulatory Services;
2. Agreed that the performance and outcomes achieved in Year 1 demonstrate the benefits achieved through the Service Review process and provide confidence that the service will be able to continue to improve and deliver the core statutory duties placed on the Council; and
3. Recognised the steps taken to ensure continual improvement with the creation of a Service Improvement Group which will take forward any outstanding issues from the Review, progress other service management and improvement issues and report governance arrangements to the Planning, Protective Services and Licensing (PPSL) Committee.

(b) **Food Standards Agency Focussed Audit September 2011**

The audit by the Food Standards Agency considered the services activities in respect of the enforcement of the approved premises sector (food businesses which export food to EC and other countries). The audit was very comprehensive and included the auditing of staff undertaking inspections. The audit findings were very positive and **identified three areas of best practice** relating to our inspection procedures and associated documentation. The audit action plan was formally signed off the by Food Standards Agency in September 2012 and reported in a [paper](#) to the PPSL Committee in November.

1.7. Customer Satisfaction

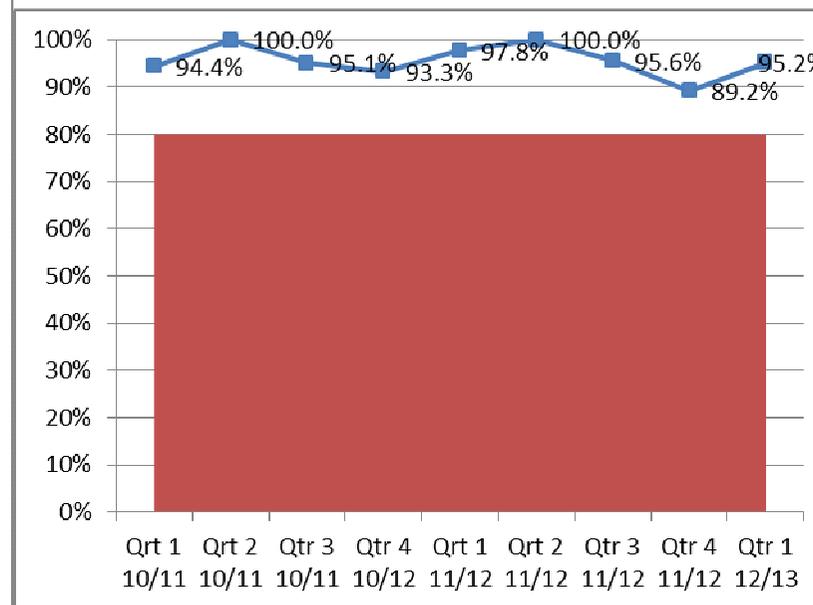
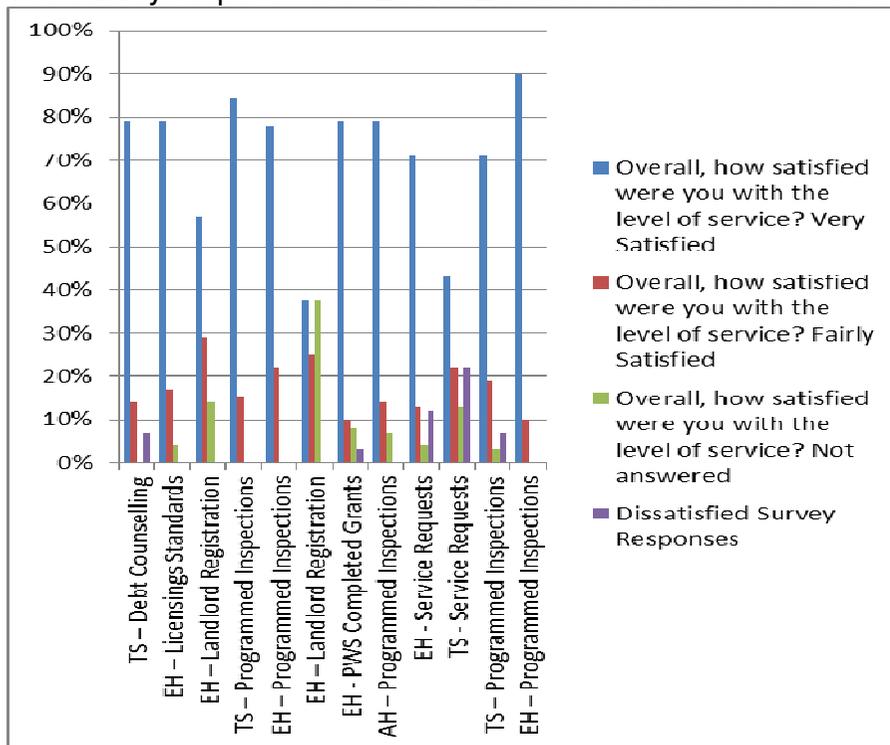
The service undertakes a programme of customer surveys across the wide range of functions it carries out. These are random surveys and cover programmed inspection activity and our responses to the reactive service requests which are received.

In general terms customer satisfaction levels are good and range from 84% to 96%. What is more important, as an enforcement service, is that we treat people fairly, and feedback from customers on this factor was on average 98% overall for all surveys.

The average results are as follows.

		AVERAGE 2010-11	AVERAGE 2011-12
% Returned		30%	22%
Did you have any problems when dealing with...?	Yes	-	3%
How well the staff did their jobs	Very Satisfied	-	76%
Overall, how satisfied were you with the level of service?	Very Satisfied	76%	71%
	Fairly Satisfied	19%	18%
	Not answered	-	8%
Dissatisfied Survey Responses		5%	4%

The survey responses for 2011-12 can be summarised as follows:



The number of surveys sent out, returned and satisfied is reported quarterly in Pyramid. The satisfaction rate for the overall level of service remains above the 80% target although there are variations which reflect the fact that different surveys are being sent out in each quarter.

2.0 Corporate Priorities

Argyll and Bute Council's Corporate Plan 2010-13 and beyond



Realising our potential together – our shared long term vision

Argyll and Bute Council is undergoing a significant period of change in order to build a positive future focusing on shared best practice, past successes and forthcoming challenges. We have significantly improved our best value arrangements, increased our pace of change and improved our approach to corporate planning, strategic management and performance management.

Our focus is on improving services on the ground by continually challenging ourselves and assessing our performance in line with the views of our customers, our communities and our partners.

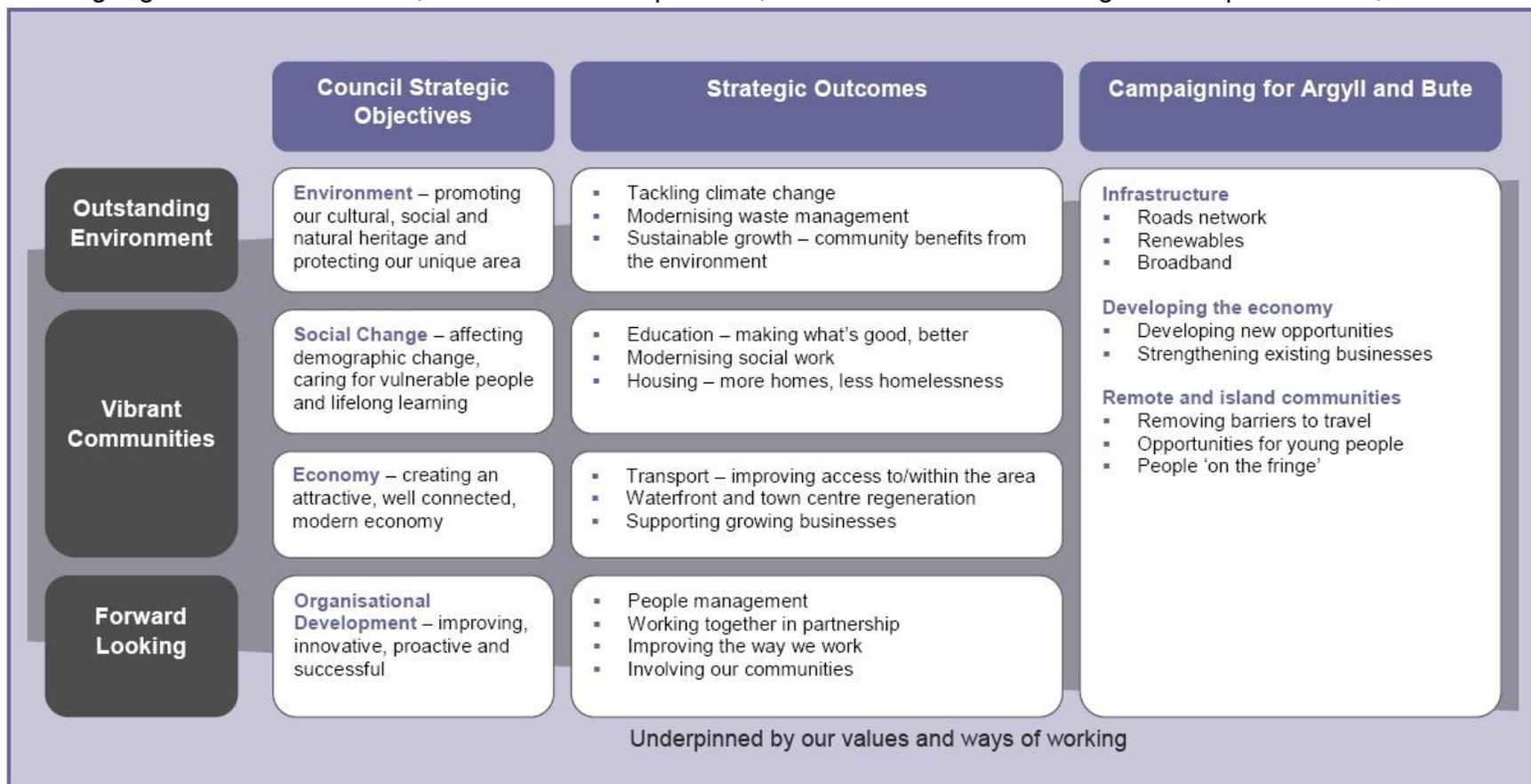
Our key priorities will cover education, the protection of vulnerable people, developing the economy, improving customer service, developing communities and protecting and enhancing the environment. In focusing on these priorities, we will offer Best Value services that are well matched to the needs of our customers. All of this however, will be done within the context of a tough economic climate – and one that will be shared by all public bodies in the coming years.

In 2012/2013 we aim to work with our partners in a more integrated way and to involve our stakeholders in further improving the way we work and the services we deliver.

Argyll and Bute has a promising future and with common purpose and productive partnerships, that future will be challenging, satisfying and prosperous. We will maximise the potential of our employees, our Council, our partnerships, our communities and

Argyll and Bute as a whole in order to develop a bright and sustainable future and we will work closely with the Scottish Government to contribute to their vision for a more successful Scotland.

Working together with customers, communities and partners, we look forward to creating a better place to live, work and visit.



Regulatory Services, as part of Planning and Regulatory Services, has a role in each of these aims, values and priorities either directly or indirectly.

EXISTING BEST VALUE INITIATIVES RELATING TO REGULATORY SERVICES SERVICE DELIVERY IN ARGYLL AND BUTE	
Commitment and Leadership	
1.	Continue to implement the service review of Regulatory Services and deliver this, together with the PSIF outcomes, through the Business Improvement Team.
2.	Planning and Regulatory Services – Service Plan. The annual Service Plan outlines the objectives and priorities of the Planning and Regulatory Service and sets standards and targets against which performance can be measured.
3.	Continue with focus on performance management and reporting. Development and Infrastructure Services – Departmental Scorecard. The annual Departmental Scorecard outlines the objectives and priorities of the Development and Infrastructure Services department (including Planning and Regulatory Services) and sets standards and targets against which performance can be measured. These arrangements are replicated in a Regulatory Services scorecard and specific measures for each of the professional services.
4.	Regular meetings are held to manage service delivery, review performance and to discuss corporate, legislative and operational issues. These include Departmental Management Team, Service Management Team, Regulatory Services Management Team and Environmental Health and Trading Standards meetings.
5.	Regulatory Services – Work Plan. Each of the services within Regulatory Services have an annual work plan of key tasks to be delivered as measured against performance standards and key milestones. These are monitored proactively and the key indicators are reported in Pyramid. There is also a wide range of statutory reports which we require to formally submit.
Sound Governance at a Strategic, Financial and Operational Level	
1.	Continue to effectively and efficiently manage the service budgets through sound financial management in line with the corporate procedures, including budgeting monitoring and reporting.
Sound Management of Resources	
1.	Service delivered on a risk based approach with resources allocated to those activities with a higher risk, enabling the effective management of programmed and reactive workloads against service planning priorities. Workforce deployment.
2.	Risk management through the identification and assessment of strategic and operational risks.
3.	Develop a suite of indicators which can be benchmarked with other local authorities.
Use of Review and Options Appraisal	
1.	The full and detailed service review of Regulatory Services resulted in a radical change in service delivery and the development of a Business Improvement Plan to ensure continual improvement and a review of the adequacy of arrangements.
2.	The Public Services Improvement Framework assessment tool has been used across Planning and Regulatory Services to identify areas for further improvement. These will be progressed through the Planning and Regulatory Services Management Team, the Regulatory Services Management Team or through a service specific Business Improvement Plan.
3.	A wide range of measures are used to monitor the effectiveness of service delivery and identify areas for further improvement. These include performance reports, service complaints and staff/stakeholder and customer engagement, including surveys; benchmarking with other local authorities and internal/external audits.

Competitiveness, Trading and the Discharge of Authority Functions	
1.	The Council's Scheme of Delegation and Standing Orders provide the means of discharging the Council's statutory functions. All enforcement officers are issued with authorisations specific to their roles, qualifications, competency and experience.
2.	The delivery of an appropriate service in line with service standards is provided and supported through the use of written and established procedures and policies; internal monitoring and peer review, a competent workforce who are subject to continued professional development and our communications strategy with staff which includes regular meetings and briefings.
Sustainable Development	
1.	A Sustainability Impact Assessment was undertaken as part of the service review process and is reviewed annually.
Equal Opportunities Arrangements	
1.	An Equality Impact Assessment was undertaken as part of the service review process and is reviewed annually.
2.	The Council's Equal Opportunities procedures are implemented across the service and include the procedures for the recruitment of new employees.
Joint Working	
1.	There are established arrangements in place with other local authorities and agencies through liaison groups and other forums. These are intended to promote joint working, share best practice and develop consistency and support.
2.	Partnership working is essential across Regulatory Services. Specific priorities and initiatives are incorporated within the approved service plans. There is also joint service plans in place for certain areas including the Joint Health Protection Plan which is approved by Argyll and Bute Council, Highland Council and NHS Highland which outlines our shared health protection priorities for 2012-14.
3.	There are specific arrangements in place for consultation in respect of the Council's responsibilities as a licensing and planning authority. External partnerships include a Memorandum of Understanding with Strathclyde Police in respect of sharing intelligence and delivering a joint antisocial noise service.
Accountability	
1.	External audits. We are accountable to Government to provide services which meet a variety of specific Framework Documents which provide a minimum standard of service delivery. They are in place for Food Safety, Health and Safety and Animal Health and introduce an external audit requirement. An example is the external audits undertaken by the Food Standards Agency to assess the quality of the Council's food safety law enforcement arrangements.
2.	Internal auditing procedures are undertaken across the service.
3.	Through the Council's Corporate Arrangements with performance reported quarterly on Pyramid in accordance with the Council's Planning and Performance Management Framework (PPMF). In addition we also report to the Councils Planning, Protective Services and Licensing Committee.
Responsiveness and Consultation	
1.	We have arrangements in place to deliver our staff consultation and communication strategy. Examples of this are staff working groups which can be general (e.g. Business Improvement Group) or service specific (e.g. Private Water Supplies subgroup),

	and regular staff briefings.
2.	Maintain and develop joint working arrangement with partners to ensure we are able to meet our responsibilities in terms of emergency incidents where there is a need for an emergency response, either at a corporate or service level.

3.0 Public Interest – Regulatory Services

Introduction

This balanced scorecard sets out key actions to achieve outcomes essential to the public interest objective. Effective and efficient management of the statutory work of Animal Health and Welfare; Environmental Health; Licensing Standards and Trading Standards including Debt Counselling. This will be against the principle of risk-based proportionate enforcement and through working with partner agencies, business and the general public.

Actions intended to be taken	Performance measures to assess effectiveness of actions	Desired outcomes
Deliver the approved service plan to deliver the Council's statutory responsibilities in respect of Environmental Health , including the Food Safety Law Enforcement Plan and the Workplace Health and Safety Law Enforcement Plans.	(a) Regular monitoring of service plan to ensure that we complete the target of 90% of plan (b) Complete 100% of high risk planned interventions	To deliver a risk-focussed and targeted service to meet service priorities and the Council's statutory duties as a food authority.
Deliver the approved service plan to deliver the Council's statutory responsibilities in respect of Trading Standards	a) Regular monitoring of service plan to ensure that we complete the target of 85% of plan b) Complete 100% of high risk planned interventions and 75% of planned projects	Improved focus on high risk interventions and planned initiatives or projects.
Deliver the approved service plan to deliver the Council's statutory responsibilities in respect of Animal Health and Welfare	(a) Regular monitoring of service plan to ensure that we complete the target of 80% of plan	Improved reporting arrangements for monitoring performance against the plan. Meeting the national Animal Health and Welfare Framework standards.

Deliver the approved service plan to deliver the Council's statutory responsibilities in respect of Licensing Standards	(a) Regular monitoring of service plan to ensure that we complete the target of 90% of plan (b) To actively participate in the Councils Licensing Policy Review in the period to September 2013.	To deliver a risk-focussed and targeted service to meet service priorities and the Council's responsibilities for Licensing Standards.
Deliver in partnership with NHS Highland and Highland Council, the Joint Health Protection Plan 12-14. This outlines our agreed health protection priorities.	85% of Joint Health Protection Plan completed by 31/03./2014	Public health is protected and improved through joint working with NHS Highland and Highland Council.
Demonstrate risk based, proportionate enforcement and transparent enforcement across Regulatory Services	a) Revise our enforcement policy b) Develop means of reviewing enforcement outcomes to assess compliance with the policy.	Proportionate, risk-based, transparent and consistent enforcement (better regulation agenda).
Provide a Debt Counselling service in partnership with local and national advice services, with a focus on the service responding to the complex cases	(a) Introduce new outcome measure and target : - 75% customer satisfaction at their Personal Debt Arrangement Scheme (b) Review general advice arrangement to ensure that local and national agencies have the capacity to deal with enquiry levels (c) Implement arrangement to provide a single service with lead responsibility for contractual arrangement with the Argyll and Bute Citizens Advice Bureau	A service which supports vulnerable persons and meets their needs.
Redesign the delivery arrangements for Health and Safety enforcement to meet the new National Framework and the emphasis in project related initiatives.	a) Complete 80% of interventions plan b) Implement new arrangements for service delivery c) Provide training to enforcement officers.	We live and work in an environment which is safe, promotes health and supports the local economy. A competent and valued workforce.
Implement the new E.coli 0157 guidance	Ensure that work is undertaken to achieved	To minimise the risk to consumers from E.coli

across food premises in Argyll and Bute, in a manner which is risk-based, supports business and protects food safety and public health	50% of implementation plan by 31/3/2014	0157 contamination and protect public health.
Deliver our alternative enforcement strategy and plan, primarily to the low risk sector, which seeks to promote compliance through the provision of advice and support, other than through inspections.	Complete 90% of annual plan	Supporting business through the provision of advice and support to allow them to effectively manage their business.
Reduction in persistent antisocial behaviour complaints including domestic noise and to work with our partners to reduce the occurrence of antisocial behaviour.	Review the existing procedures for responding to notification from Strathclyde police	A safe environment.
Review and evaluate options for the implementation of a “buying with confidence” “trusted trader” scheme within Argyll and Bute	Review existing schemes and consider appropriateness to Argyll and Bute. Produce Options Appraisal Report by 30/06/13.	Supporting consumers to make an informed choice and providing additional protection from unscrupulous traders.
Extend the Food Hygiene Information System across food retailers in Argyll and Bute	Extend the FHIS system to retailers by 30/09/13.	A better informed consumer able to make choices based on food safety information on premises. Improved food safety and reduction in food related illness.

4.0 Resourcing – Regulatory Services

Introduction

This balanced scorecard sets out key actions relating to resources and ensuring that we value staff who are a valuable resource (the significant part of the Regulatory Services budget relates to staff costs), It is important that we have appropriate arrangements in place to communicate with staff, support their development and, more importantly, to gain their support and “goodwill” in service delivery, particularly in relation to those incidents which require work out with core hours or the public health incidents requiring immediate attention.

Actions intended to be taken	Performance measures to assess effectiveness of actions	Desired outcomes
Ensure staff are provided with accurate information, supported in their duties and afforded opportunities for professional and personal development. Essential to workforce planning.	<ul style="list-style-type: none"> a) Complete PRD/PDR interviews and review meeting b) Deliver training plan and a register for recording training sufficient to meet the REHIS CPD Scheme c) Development plans to be considered against existing staff resources and developing business needs 	A valued and competent workforce. Professional development of staff and business continuity.
To ensure that the UNIFORM system and data entry arrangements are appropriate to report on the LAEMS system for 2012/13.	Ensure system provides robust information for service management and reporting purposes	A regulatory service focused on a risk based approach, working with business to ensure appropriate standards across Regulatory Services.
Ensure that there are adequate arrangements in place to comply with Corporate Health and Safety Plan and meet our obligations and the Health and Safety and Work etc. Act 1974.	Deliver health and safety induction/ refresher training to staff – 90% target. Review risk assessments.	The delivery of an effective and efficient service.
Engagement with Staff through our communication strategy.	<ul style="list-style-type: none"> a) Regular meetings and briefing staff. b) Staff involvement and engagement in working groups c) Together with staff discuss and agree actions which demonstrate that we “value staff d) Develop greater integration across the disciplines within Regulatory Services 	Well informed, participative, staff who are aware of service priorities and challenges.

5.0 Customer Focussed– Regulatory Services

Introduction

Regulatory Services has measures in place to obtain information which will influence service delivery. These include:

- Guidance to stakeholders and customers
- Accessibility of service
- Measurable performance targets
- Customer and stakeholder surveys

Actions intended to be taken	Performance measures to assess effectiveness of actions	Desired outcomes
Customer Charter and user guidance notes.	Annual review and update.	a) Improved service improvement and attainment of performance targets. b) To ensure accurate and equitable guidance for all stakeholders.
Improve access to web-based and other service information.	Annually review all web-based information and guidance documentation.	Increased stakeholder satisfaction, transparency and fairness.
Survey customers, stakeholders and staff in accordance with our engagement plan.	a) Regular review. b) Survey to include all noted points in balance scorecard. Periodical issue of surveys to stakeholders.	a) Increase stakeholder satisfaction. b) Encourage increased participation of all interested parties in the verification process.
Integrate Regulatory Services into the Council's customer management centre	Review responses to enquiries made through the customer contact centre and evaluate statistical information.	Improved response to handling frontline service complaints through the telephone. Releasing capacity on front and back-office resources within Regulatory Services.
Business Continuity Arrangements	Review on a regular basis the business continuity arrangements for the key priorities in Regulatory Services	Ability to deliver key priorities. Protection of public safety.

6.0 Internal Business – Regulatory Services.

Introduction

Regulatory Services have prepared a formal plan for the internal business perspective for future financial years by 2012-13. Communication difficulties in a remote rural area have been recognised as a complexity for service provision. The Council IT strategy and improvement through Workforce Deployment and commitment to internal and inter-office communications are

perceived as a means to improve all services.

Actions intended to be taken	Performance measures to assess effectiveness of actions	Desired outcomes
Consider the effectiveness and appropriateness of the Balanced Scorecard to be a measure of service improvements with clearly defined links to Community Plan, Corporate Plan and Single Outcome Agreement.	<ul style="list-style-type: none"> a) Review how the balanced scorecard integrates with statutory service plans b) Annual review of business plan. c) Quarterly review meetings of Balanced Scorecard team. 	<ul style="list-style-type: none"> a) Up to date communication of key targets and aims of section to stakeholders. b) Can demonstrate compliance with business improvement plan.
Continue to provide support, mentoring and training (in-house and/or external) for our staff.	All staff to complete 10 hours of continued professional development	<ul style="list-style-type: none"> a) Professional development of staff. b) Business continuity. c) A competent and efficient workforce
Improved use of electronic document management across Regulatory Services and the further development of the SharePoint site.	<ul style="list-style-type: none"> a) Extend the use of document management across environmental health; and implement within trading standards b) Working with Corporate ICT, to develop the SharePoint site 	<ul style="list-style-type: none"> a) Improved document management systems and accessibility to documents. b) Easier access to information on the network which will support flexible/mobile working
Continue to undertake the management and team meetings which are in place to provide effective arrangements for the delivery of the service based on the new structure.	Regular and minuted meetings	<ul style="list-style-type: none"> a) Increased stakeholder satisfaction, transparency and fairness. b) Efficient use of staff resources. c) Consistency in processing applications. d) Improved service provision.
Make effective use of ICT through the use of teleconferencing and videoconferencing.	<ul style="list-style-type: none"> a) More effective resource deployment b) Pursue usage of video and teleconferencing for external liaison groups with other local authorities 	<ul style="list-style-type: none"> a) Effective meetings and improved time management. b) Better work/life balance. c) Reduction in risk to staff from travelling to and from meetings.

7.0 Continuous improvement – Regulatory Services

Introduction

Regulatory Services has developed Business Improvement Plan, derived from our Service Review and the PSIF assessment, which is targeted at providing a 3 year strategy for continuous improvement to March 31st March 2015.

Actions intended to be taken	Performance measures to assess effectiveness of actions	Desired outcomes
To deliver the outcomes of the Regulatory Services review and the Business Improvement Plan (incorporating the PSIF outcomes) across Regulatory Services.	<ul style="list-style-type: none"> a) Establish the Business Improvement Team to deliver the balanced scorecard. b) Delivery of Business Improvement Plan in accordance with agreed plan. 	An effective and efficient service.
Expand the current arrangements for flexible/mobile working through use of laptops and VPN access to network and evaluate other means of mobile working.	<ul style="list-style-type: none"> a) Continue to support corporate agenda of workforce deployment. b) Review mobile working software system used by Fife Council. 	Improved productivity and accessibility.
To consider alternative means of working which may increase performance, service effectiveness and provide for continuous improvement.	Produce and implement a plan within Regulatory Services.	More effective utilisation of resources and flexibility of staff.
Continue to support the specific liaison working groups across all areas of Environmental Health, Trading Standards, Animal Health and Debt Counselling.	<ul style="list-style-type: none"> a) Active participation in working groups. b) Participating in appropriate joint working initiatives where topic is of importance to service planning priorities in Argyll and Bute. c) Sharing best practice and learning. 	<ul style="list-style-type: none"> a) Participation in national activity such as training and development, accessibility and technical matters. b) Improved consistency of service provision throughout the 32 Local Authorities.

Review the procedures relating to the gathering of evidence to support formal enforcement action including reports to the Procurator Fiscal.	<ul style="list-style-type: none"> a) Establish working group to consider issues including disclosure, Crown Office guidance, ICT systems and procedures to ensure enforcement procedures. 	<ul style="list-style-type: none"> a) Effective, efficient and appropriate enforcement. b) Compatibility of our procedures/reports with Crown Office electronic reporting system. c) An agreed “Enforcement Policy” across Regulatory Services.
To develop an action plan with Governance and Law with the aim of improving the current licensing systems within Argyll and Bute Council.	<ul style="list-style-type: none"> a) Develop joint action plan and implementation plan. b) Deliver the licensing action plan through improved working and, where appropriate, common systems. 	<ul style="list-style-type: none"> a) Improvements to the licensing arrangements within Argyll and Bute Council. b) An effective and regulated licensing regime.

8.0 Financial Management – Regulatory Services

Introduction

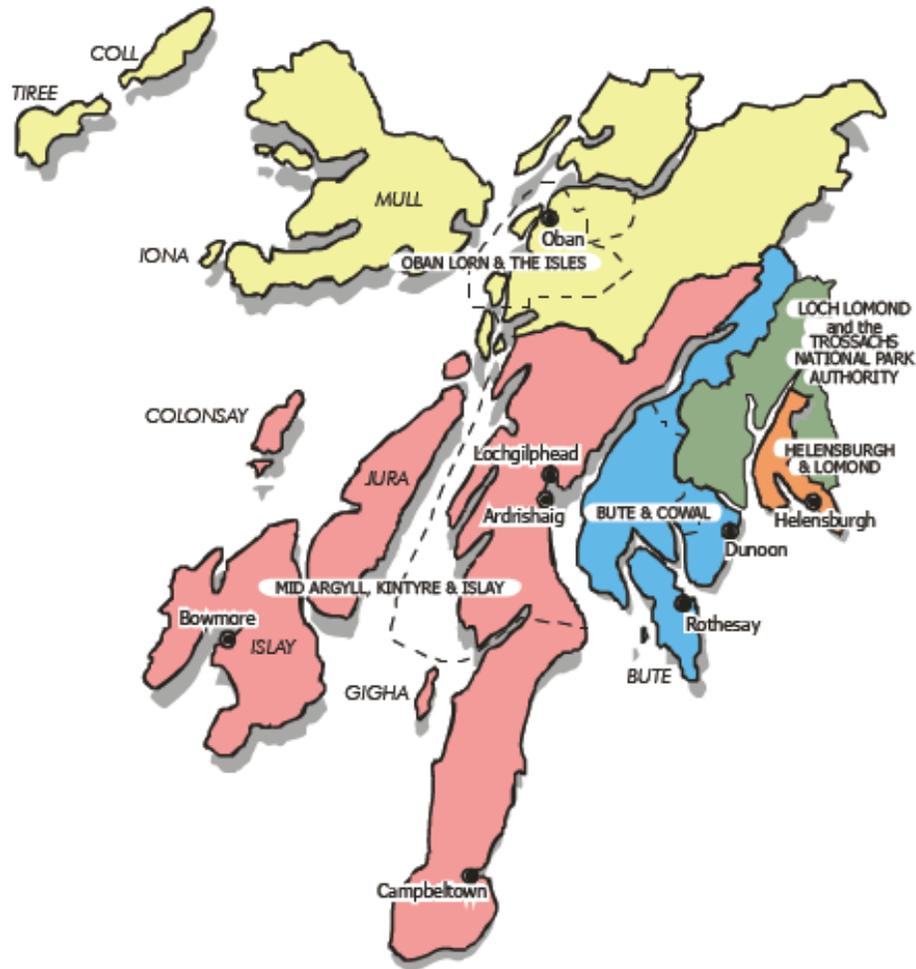
It is accepted that proper allocation of service costs is necessary for budgetary control which in turn illustrates “best value”. Argyll and Bute Council is committed to providing a Regulatory Service that is cost effective and demonstrates value for money.

Actions intended to be taken	Performance measures to assess effectiveness of actions	Desired outcomes
Continue to monitor and review financial and budgetary position.	Monthly monitoring of budget and initiation of corrective actions where appropriate.	Delivery of services within agreed budget. Demonstrates best value.
Contribute to Strategic and Corporate efficiency savings.	Identify corporate savings targets, identifying the inherent associated risks Regular review of income and cost streams.	Identify budgetary saving as requested having regard to core services and to subsequent impacts to service delivery, to allow a risk-based evidenced decision to be made.
Review service level arrangements for the provision of calibration and test facilities for Argyll and Bute.	Participate in SOLACE review of scientific services in Scotland Evaluate benefits following initial report programmed for October 2013.	A value of money service for calibration and test facilities.

<p>Review performance level and income/expenditure for shellfish monitoring programme against the contract. Participate in regular contractor/client contractual meetings with the Food Standards Agency.</p>	<p>a) Compliance with the contract. b) Achieve planned income levels. c) A performing service as considered by the Food Standards Agency.</p>	<p>Deliver externally funded contracts (e.g. shellfish monitoring programme) in accordance with the contractual arrangements.</p>
<p>Agree formal service level agreement with other local authorities where Argyll and Bute Council is the “lead” authority.</p>	<p>Shared anthrax incinerator available for use by subscribing local authorities. Income exceeds costs for providing and maintaining service.</p>	<p>A formal arrangement for the provision of a shared anthrax mobile incinerator.</p>
<p>Establish a benchmarking and peer group with similar authorities to assess performance both in terms of workload and quality.</p>	<p>Establish a benchmarking group with similar authorities and establish a range of common indicators.</p>	<p>a) A service with the ability to assess service delivery with similar authorities and identify improvements. b) Develop a peer group to share best practice.</p>

Appendix I

Geographical Area of Argyll and Bute Council



APPENDIX II – Regulatory Services Structure

