



**ISLE *of*
WIGHT
C O U N C I L**

CONSUMER PROTECTION DEPARTMENT

ENVIRONMENTAL HEALTH SERVICE PLAN

2007-2008

Interim Performance Report November 2007



INVESTORS IN PEOPLE



CUSTOMER SERVICE EXCELLENCE

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FOOD SAFETY/STANDARDS

Key Local Performance Indicators:

Programmed Food Safety Inspections - Primary Inspections

1 April 2007 – 31 March 2008

Risk Rating	Totals			
	Due	Done YTD	Closed YTD	% incl closed
A	1	0	1	50%
B	57	16	1	30%
C	482	226	15	58%
D	107	43	2	42%
E	111	55	6	55%
Totals	760	340	25	48%

Comments

46 of these visits have been joint food and health and safety inspections.

In addition to this there have been:

Secondary Inspections – includes other inspections and revisits	63
New Business Visits	60 (number expected 31 based on last years figures)

Comments

These are extra visits undertaken on premises that were not programmed. Other Inspections – includes spot check at outside events and secondary visits to approved premises.

Outcome Indictors

An outcome based target has been developed which is based upon improving business compliance by increasing their star rating provided by our “Scores on the Doors” scheme. Based upon a 1 April 2007 baseline, over the next three years we aim to reduce the number of premises with 0,1 or 2 stars – by an annual target

Star Score as provided by “Scores on the Doors” scheme as of 1 April 2007	Total	Target Reduction	Number to be remaining on 1 April 2008	Number remaining YTD	% Reduction YTD
0 (Score >40 aggregate of confidence in management, compliance with structural requirements and hygienic practices)	5	80%	1	2	60%
1 (Score 35-40 aggregate of confidence in management, compliance with structural requirements and hygienic practices)	29	40%	17	8	72%
2 (Score 30 aggregate of confidence in management, compliance with structural requirements and hygienic practices)	75	30%	53	29	61%
Total	112	42%	71	39	65%

Programmed Food Standards Inspections

1 April 2007 – 31 March 2008

Risk Rating	Totals			
	Due	Done YTD	Closed YTD	% incl closed
A	5	0	0	
B	53	17	2	36%
C	126	80	3	66%
Totals	184	97	5	55%

Comments

All food standards inspections have been undertaken at the time of food hygiene inspections. 46 of those premises risk rated category C have been undertaken by alternative enforcement means.

Service Requests 1 April 2007 – 30 September 2007

Food Complaints

Number Expected	Totals		
	Number Received	Investigated within target time of three days(%)	Number of investigations completed with 56 days (%)
Based on last years figures			
25	30	26 (87%)	96%

Comments

The target for investigation within time (which is 3 working days) is 98%. Achievement of this target will be improved through performance monitoring.
Please note 56 days completion is for all food service requests, target is 91%.

Premises Complaints

Number Expected	Totals		
	Number Received	Investigated within target time of three days(%)	Number of investigations completed with 56 days (%)
Based on last years figures			
110	105	96 (91%)	96%

Comments

The target for investigation within time (which is 3 working days) is 98%. Achievement of this target will be improved through performance monitoring.
Please note 56 days completion is for all food service requests, target is 91%.

Advice to Business

Number Expected	Total		
	Number Received	Investigated within target time of three days(%)	Number that resulted in a visit being made
Based on last years figures			
230	69	65 (94%)	23

Comments

The target for investigation within time (which is 3 working days) is 98%. Achievement of this target will be improved through performance monitoring.

Additional Activities

Activity	Number Expected	Total	
		Number Received	Investigated within target time of three days(%)
	Based on last years figures		
Suspected Food Poisoning	22	29	29 (100%)
Suspected Viral Outbreak	16	8	8 (100%)
Food Alerts	32	24	23 (96%)
Food Premises Registration	No Data	188	Not Applicable

Promotional and Educational Activities

This is seen as a positive step to improve food safety and make a significant contribution to the council objectives of:

- Drive the Sustainable Regeneration and Development of the Island
- Improve the Health and Well Being of Island Communities
- Create Safer and Stronger Communities

Scores on the Doors

Since the launch of the scores on the doors scheme in March last year we have continued the promotion and marketing of this food hygiene award scheme. We intend to expand this promotion through a wide range of means. A display board of food safety matters will be on view at a number of events, to provide the public and local businesses with an opportunity to discuss any food safety queries with an officer.

Isle of Wight Chef of the Year

We have again judged the Isle of Wight Chef of the Year competition, which is held at the Isle of Wight College. This involved 3 age categories 8-11, 16-21 and > 22 all with 4 finalists. All contestants prepared a meal, which we assessed the levels of hygiene in the preparation and cooking. There was a Good Food Hygiene Award (certificate) to an individual in each age group.

Mission: Possible

This year the Isle of Wight Council again participated in National Food Safety Week, as we were successful in applying to the Food Standards Agency to obtain 'Mission :Possible' project packs. These were launched at two middle schools in Food Safety Week. The scheme aimed to teach food hygiene messages in a fun and interactive way using a 'Secret Agent' theme. We received great feedback from the teachers, parents and pupils. This project is to be delivered to eight further schools this year.

TEACHER FEEDBACK COMMENTS:

'A very exciting project! Very interesting, even I learnt a lot. Children remember key facts, and worked on tasks at home with parents which is a great opportunity'

AGENT/PUPIL FEEDBACK COMMENTS:

'I thought it was fun. I found it really helpful and I'm very careful at home now about where things are stored. I found it fun and mum and dad enjoyed it too'

'The agent case was fantastic, it felt like I was on a real mission'

'I enjoyed doing the project because it helped my family to spend more time with me and help with my homework more often. My family also learnt a lot'

'I enjoyed mission possible and I thought it was good for the adults to learn new things about how to store things in the fridge and what temperature to store them at'

'I thought it was fun! Most weekends I'm either watching TV or my Nintendo. I thought it was helpful for my mum. I think my mum knows a bit more about bacteria'

Allergy Awareness

Following the Food Standards Agency Allergy Training workshop, it was felt that this was an area where we have the ability to increase awareness. Accordingly, cascade training has been provided to all officers to improve their knowledge of food allergens. During the month of August food allergens were discussed with food business operators as part of routine inspections, to raise awareness within food businesses.

Safer Food Better Business

Last year we made a successful joint application for a grant to promote the safer food better business scheme, and four seminars were conducted to which 155 businesses were represented. This promotion has continued with officers undertaking one to one coaching with 28 food businesses.

Further to the above we have acknowledged that for certain sectors the legal requirement to have a documented food safety management, based on the HACCP principles is a difficult task, and the SFBB catering and retail pack are not suitable. To assist childminders we have worked with the authorities in Hampshire and the NCMA (National Childminding Association) to develop a tailored food safety management system that if completed and adopted will full fill the requirements of the legislation.

The proposal is to work with the early years team to provide all childminders on the Island with;

A training session which will cover a mini basic food hygiene refresher training session, combined with updates on health and safety issues.

To issue childminders a free documented food safety management system which will be introduced in a seminar and workshop style, and when adopted and implemented will meet the requirements of Article 5, Regulation EC 852/2004 to have a documented food safety management system.

A registration form which can be completed.

A questionnaire which will assess the childminders compliance by alternative enforcement, and therefore no full primary inspection of their home will be required.

If following evaluation of this form of delivery this is considered successful this methodology will also be rolled out to the bed and breakfast accommodation, (Which due to a change in the registration legislation are no longer exempt.)

Sampling Surveys

In addition to officer initiated sampling we have undertaken part in a national survey of the microbiological quality of kebab sauce and salad at takeaway establishments. We have taken 20 samples and are pleased to report that they were all of satisfactory quality.

ENVIRONMENTAL PROTECTION

Key Local Performance Indicators

Requests for service

Indicator	Target in 2007/08	Actual for 1 April-30 Sept
Number of requests for assistance (includes complaints, advice and notifications).	N/A	1133
Percentage of requests for assistance responded to within 3 days.	98%	95%
Percentage of requests for assistance resolved within 56 days.	91%	94%
Percentage of Consultations responded to within 10 days	98%	97%
Percentage of decisions taken consistent with enforcement policy	97%	*

* Performance against this indicator will be monitored in bi monthly officer reviews and reported upon annually.

Comments

The target for investigation within time (which is 3 working days) is 98%. Achievement of this target will be improved through performance monitoring.

The target for resolution is 91%. Achievement of this target has been improved through performance monitoring.

The achievement with the target for responding to Planning Consultations has improved considerably since last year and is just below the target. Achievement of this target will be obtained through performance monitoring.

Promotional and Educational Activities

Environmental Health intended to raise awareness of and focus upon the following local objectives:

Noise Action Day

Training of Police Officers, Police Community Support Officers and Housing Association Officers on our noise policy in order to promote a partnership approach to anti-social behaviour

Litter/Fly Tipping

Bonfires

Noise Action Week

Awareness continues to be raised through targeting investigations into these areas where possible, and through the supply of information leaflets. These have recently been updated in response to customer evaluation. Officers completed a number of road shows throughout the island during noise action week in partnership with the Island's Housing Associations.

This is seen as a positive step to improve the Islands environment and make a significant contribution to the council objectives of:

Improve the Health and Well Being of Island Communities

Create Safer and Stronger Communities

Environmental Health will also develop, maintain and publicise, a web site devoted to environmental protection information. The Website is up to date having a number of frequently asked questions to aid stakeholders.

We are also planning to work closer in partnership with Housing Associations to assist them in dealing with anti social behaviour through joint training of officers and intelligence sharing leading to improved targeted enforcement. We will be launching an anti littering campaign in partnership with Engineering Services and Safer Communities.

HEALTH & SAFETY

Programmed Health and Safety Inspections

Number of premises as of April 2007 with a little , almost no, or no CIM and premises due for inspection	Target by 30 September 2007	Number of premises that have been inspected (or closed) 30 September 2007	YTD % performance
436	180	176	97%

Comments

Performance is on track and forecasted to be achieved.

Programmed Smoke Free Inspections

It was decided that smoke free enforcement visits after 1st July 2007 would only be undertaken of premises considered to be high risk by the Licencing Team, where there were concerns from our advisory visit and premises we were already planning to visit for other reasons (e.g. food safety). Over 500 visits were made to businesses where smoking was normally present (e.g. pubs, clubs, betting offices, arcades, café, restaurants etc).

Requests for service

Indicator	Targets for 2007/08	YTD % performance
Number of requests for assistance (includes complaints, advice and accident notifications).	N/A	274
Percentage of requests for assistance responded to within 3 days.	98%	91%
Percentage of requests for assistance resolved within 56 days.	91%	95%

Comments

The target for investigation within time (which is 3 working days) is 98%. Achievement of this target will be improved through performance monitoring.

The target for resolution is 91%.

Promotional and Educational Activities

To date Environmental Health have completed the following activities which were included in this years Service Plan:

1. Outdoor events: IW Festival, Bestival, Cowes Week, Osborne House Concerts, Wight Air, Garlic Festival, Ryde Regatta, Old Gaffers, County Show, Chale Show, Ryde Summer Festival, Ventnor Jazz Festival;

Officers were part of the event planning team for the above events along with the event organisers and other regulators (e.g. Police, Fire etc). Inspections were also made during events.

2. Business seminars for Smoke Free;
There were around 20 business seminars organised during May and June to provide businesses with advice on the Smoke free law which came into force 1 July 2007.

3. Ladder Safety

Hampshire and Isle of Wight Health and Safety Advisory Group initiative to encourage businesses to bring in their defective ladders/step ladders for destruction with a sponsored incentive to purchase a new one;

Officers visited 20 high street retail premises across the Island (Two premises in each town). Generally officers picked small Island based businesses. One large chain business was visited which was the only premises to have non-compliant ladders.

Work has started on the enforcement visits to Tattooing and body piercing businesses to ensure safe infection control practices are used. Infection Control Nurses from St Marys Hospital are working with officers on this activity.

It is intended the following activities will be completed before the end of the financial year:

4. Enforcement visits to industrial estates and other premises which use vehicle swing barriers and/or where there is inadequate segregation of vehicles and pedestrians;
5. Storage and use of flammable/explosive substances at boat storage sites; and
6. Joint enforcement visits with the Education Welfare (Child Protection) Officers to businesses enforced by this authority where school children are likely to be employed;

Consultation & Licensing

Permitted Process Inspections

IPPC Inspections Planned 1/4/07 – 30/9/07	IPPC Inspections Completed 1/4/07 – 30/9/07
19	20 (105%)

Comments

3 dry cleaner permits have been issued ahead of the 31st October deadline. The 3 dry cleaners are scheduled to be inspected against their new permits before 31st March

The crematorium has received a permit upgraded to the full requirements of the latest Process Guidance note.

A further 6 exempt premises (Waste oil burners) are not expected to be in use until Quarter 4 of the financial year. They will be inspected then.

Contaminated Land

Comments

The top 5 premises in terms of risk to the environment, public health have all been visited. Defra have still not released details for grant funding for the remediation of contaminated sites (£30m last year). Desk top studies are due to start soon on these sites to inform decisions as to what hazard they actually present, what contaminants are present and where along with appropriate remediation. Due to staffing issues, the desk top study may not be completed before 31st March.

Licensing

The total number of applications received and the length of time taken to process them are key performance indicators.

Type of Licence	Target 2007/08	Half Year Target 1/4/07 - 30/09/07	Actual Number of Licences Issued	% of Licences Issued Against Target
Premises Licence	49	24.5	30	122%
Club Premises Certificate	1	0.5	0	0.00%
Personal Licence	165	82.5	118	143%
TEN	161	80.5	198	245%
Private Hire Operator	31	15.5	17	109%
Hackney Carriage/Private Hire Driver	320	160	198	123%
Hackney Carriage/Private Hire Vehicle	267	133.5	172	128%
Gaming Act Licence	53	26.5	19	71%
Street Trading Consents	35	17.5	28	160%
Totals	1082	541	780	144%

Comment

We have not received any applications for a club premises certificate in this financial year. It is realistic to expect this figure to be zero as it is rare for new clubs to be established.

Comment

We have currently received 64 applications under Gambling Act 2005 which will be issued in the second half of the financial year. This will increase the overall figure by the end of the financial year to 70 giving an achieved target % of 313%

Licensing Applications Received

The total number of applications received and the length of time taken to process them are key performance indicators.

Indicator	Target 2007/08	Half Year Target 1/4/07 - 30/09/07	Actual Number of Applications Received	Performance against target %
Number of Applications Received	1589	794.5	1084	136%
Number of Applications Processed within 56 days	100%	100%	1084	100%

Inspections

The total number of premises liable to be inspected and the number of inspections carried out expressed as a percentage of those that should be carried out, are local key performance indicators.

Indicator	Target 2007/08	Half Year Target 1/4/07 - 30/09/07	Actual Number of Inspections Carried Out	% of Inspections Carried Out Against Target
Number of Premises Requiring an inspection	575	164	379	231%

Requests For Assistance

The total number of complaints/requests received and the performance against a 56 day resolution rate target, are local key performance indicators.

Indicator	Target 2007/2008	Half Year Target 1/4/07 to 30/9/07	Actual 1/4/07 to 30/9/07	% of Requests Within Target
Number of requests for assistance (includes complaints, advice and notifications).	500	250	352	140%
Percentage of requests for assistance responded to within 3 days	98%	98%	335	95%
Percentage of requests for assistance resolved within 56 days	91%	91%	335	100%
Percentage of decisions taken consistent with enforcement policy	97%	97%	TBC	0%

Comments

The number of requests for assistance responded to within 3 days was marginally below target. This will be addressed through performance management.

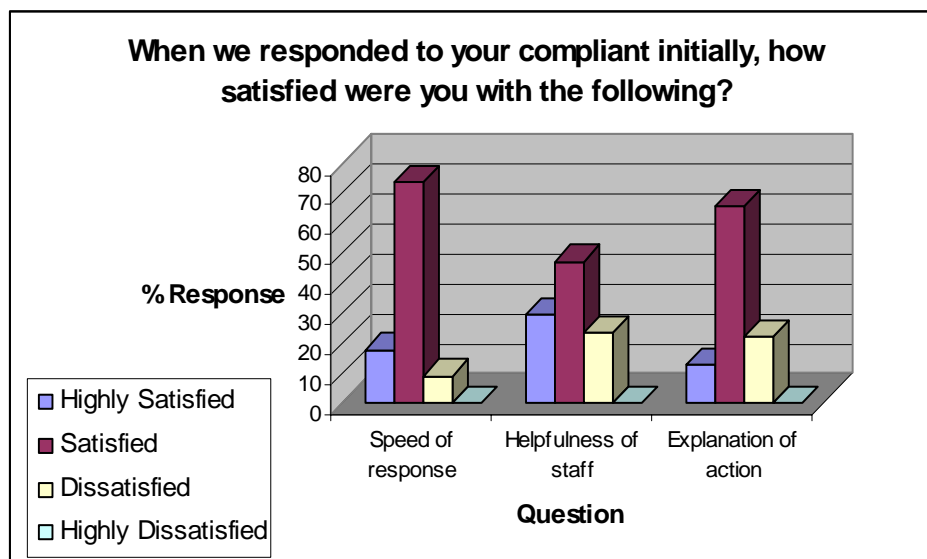
Customer evaluation

Following on from our last charter mark assessment we have sought to review the method of customer evaluation used to reduce customer time, officer time and administrative costs involved by moving to a internet based system (with the potential to include hard copies for those customers without internet access). All persons / businesses using or coming into contact with our service are provided with the details to provide customer evaluation. Most recently using the new system questionnaires were sent to a random 10% sample of completed service requests and all those inspected businesses for which email addresses are held. The results were then analysed and a report produced for consideration by the Environmental Health Management Team. These results (covering this interim report 1 April to 30 September) have been collated and have featured in service development in terms of:

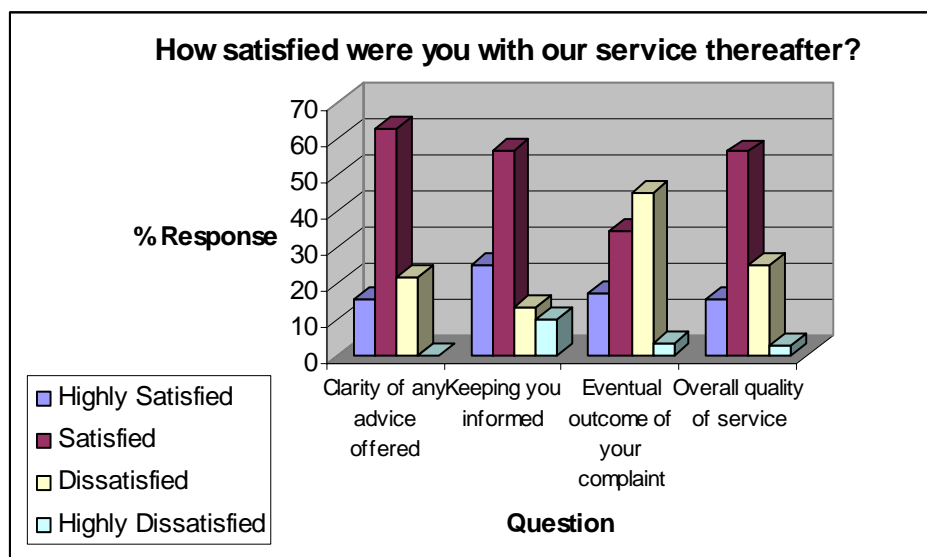
- modifying our procedures to improve service delivery
- development of our leaflets and review of the wording of our standard letters to better manage customer expectations
- identify best practice
- provide feedback to officers on their performance
- used to develop and train our staff during the away day on 19 October which focussed on customer service

Results are set out in the graphs below:

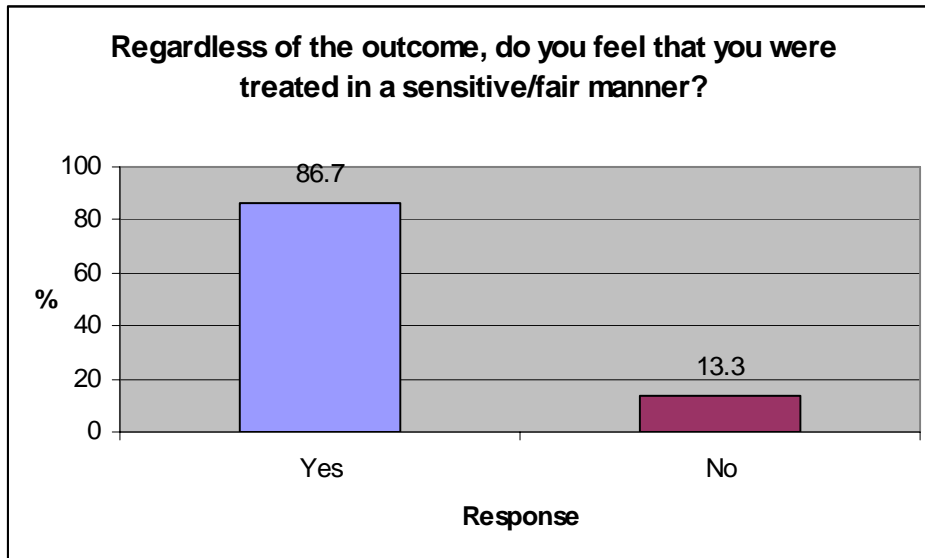
Graph 1



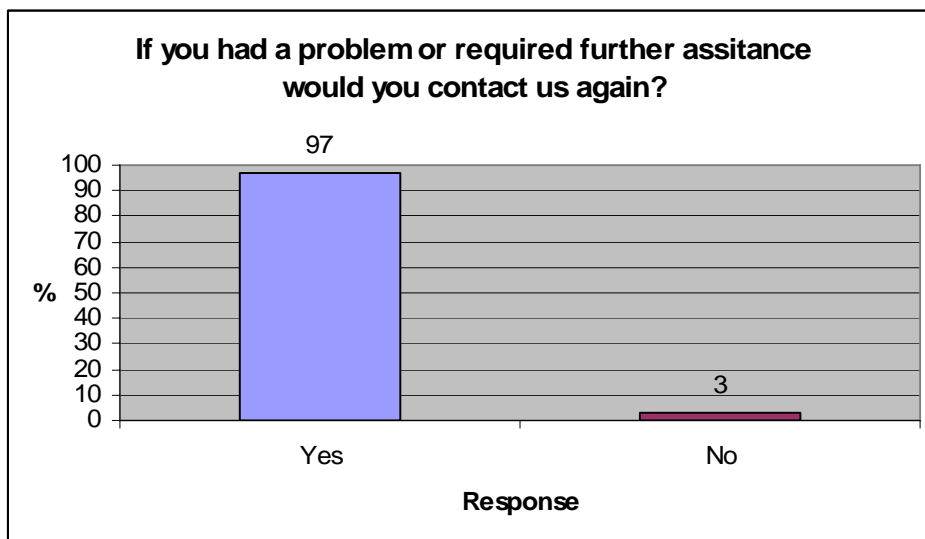
Graph 2



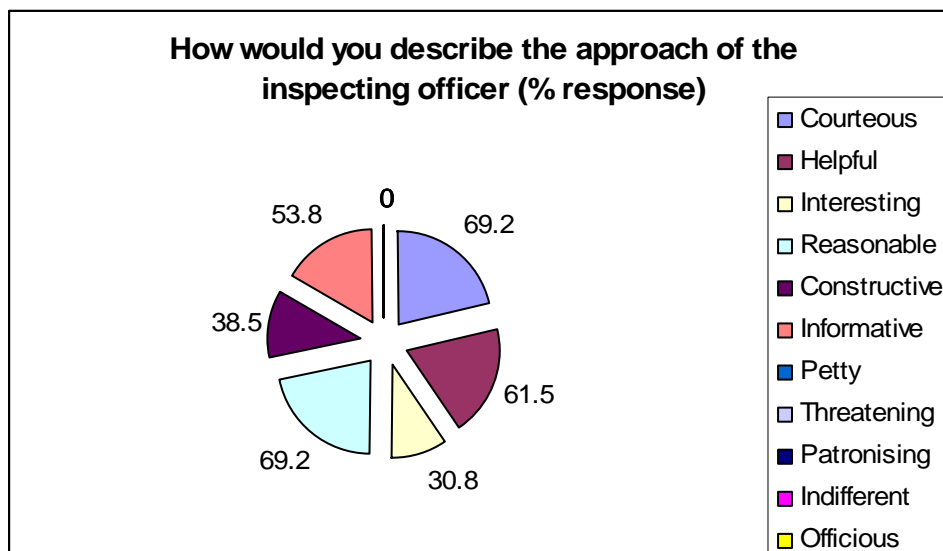
Graph 3



Graph 4



Graph 5



Key messages are:

Those making service requests:

- 91% of customers were either Highly Satisfied or satisfied with the “*speed of our response*”
- 76.5% of customers were Highly Satisfied or Satisfied with the “*helpfulness of our staff*”
- 78.1% of customers were Highly Satisfied or Satisfied with the “*explanation of action*”
- 78.1% of customers were Highly Satisfied or Satisfied with the “*clarity of advice offered*”
- 81.7% of customers were Highly Satisfied or Satisfied with of procedures for “*keeping them informed*”
- 51.7% of customers were Highly Satisfied or Satisfied with “*Eventual outcome of their complaint*”
- 71.9% of customers were Highly Satisfied or Satisfied with “*Overall quality of service*”

Analysis of the “*Dissatisfied*” responses in graphs 1 and 2 above clearly indicated that there is a mismatch between customer expectations and what we as a team are legally and practically able to deliver. Results also strongly indicated that the levels of satisfaction were highly dependant upon the outcome of the request. For those requests that resulted in a cessation of the activity giving rise to them, we were rated highly, those where our investigation led to no action able to be taken were not.

For Businesses:

- 69.2% of businesses described the inspecting officers approach as “*Courteous*”
- 61.5% of businesses described the inspecting officers approach as “*Helpful*”
- 69.2% of businesses described the inspecting officers approach as “*Reasonable*” (**Nearly a 40% improvement on last years analysis**)
- 0% of businesses described the inspecting officers approach as “*threatening, petty, patronizing, officious*” (**Again an improvement on last year where 3% described officers as “*Threatening*” and 1% “*Patronizing*”**)
- 100% of businesses were either Highly Satisfied or Satisfied that the officer listened to the businesses concerned and tried to resolve points of difference.
- 88.9% of businesses felt they had obtained benefits from the inspection.

This analysis was used together with feed back from team to the development and training away day for the office services and Environmental Health Teams. The away day focussed upon improving team customer care skills and identifying a series of agreed actions, consistent with the aim of the away day. (See Action plan arising from the away day – Appendix 1)

The last two graphs (3 and 4) are important feedback as they demonstrate that in the large majority customers feel that they are dealt with sensitively/fairly and would use our services again despite the outcome of their request.

Examples of responses to the question, “***Do you have any other comments or suggestions to improve the service provided?***”, are summarised in the table below:

Comment	Response	Action we took
<i>None, as I was very pleased with the way my complaint was handled. Thank you.</i>	Compliments are welcomed	The feedback was provided to the officer concerned.
<i>My suggestion is that once your complaint is made that from time to time one could get a phone call to see if things are going alright afterwards, which to me would be a great help.</i>	Details of request were investigated and found to be fully compliant with procedures stating 10 days maximum period between contacts.	Ensure that staff training provided and informative leaflets produced explaining procedure and timescales involved to better manage expectations.
<i>There should be a law on the Island (like mainland) when bonfires are permitted.</i>	Customers may have unrealistic impressions / expectations. In this case the customer wanted a complete Island wide ban on bonfires.	As above. Article to be produced for One Island Council magazine and FAQ's updated.

Comment	Response	Action we took
<i>Yes. I think the current regulations regarding bonfires are woefully out of date. Smoking has been banned. Bonfire smoke is 300 times more carcinogenic. It's outside you say, but not when it surrounds your property and comes in through the window. There are several people around us who burn everything including old furniture carrier bags used animal bedding etc.</i>	Customers may have unrealistic impressions / expectations. In this case the customer wanted a complete Island wide ban on bonfires.	As above
<i>I was informed that as the noise occurs during the working day - no action could be taken - of COURSE it happens during the day - that's what we are all complaining about - is a residential area.</i>	Customers may have unrealistic impressions / expectations. In this case the customer wanted complete silence from an adjacent construction site.	As above
<i>Good service</i>	Compliments are welcomed	The feedback was provided to the officer concerned
<i>Once you made contact with my neighbour, within a few days she took steps to reduce the noise levels and I had no need to involve your department further. I would like to mention once again how much I appreciate your help in dealing with my problem. I think your department provides an excellent service.</i>	Compliments are welcomed	The feedback was provided to the officer concerned

Examples of responses to the question, **“Do you feel you have obtained any benefits from our visit? If yes, please state what they are.”** are summarised in the table below:

Comment	Response	Action we took
<p><i>To keep up to date with new regulations</i></p> <p><i>Increased confidence and encouragement for the staff</i></p> <p><i>The purpose of why new flooring was needed and a guide on how best to use the good food better business guide to benefit our business.</i></p> <p>IT IS GOOD TO KEEP UP WITH THE CHANGE OF LEGISLATION</p> <p><i>This was our first visit from environmental health/ food hygiene so we weren't sure what to expect before the visit.</i></p>	The recognition of the value of the inspection to businesses is important rather than seeing enforcement purely as red tape.	The feedback was provided to the officers concerned and team made aware of the value placed on their work. Details will be provided to the communications time fro an article in One Island magazine and a potential press release.

Examples of responses to the question, ***“Do you have any other comments or suggestions to improve the service provided or would you like to highlight any aspect you were particularly pleased with?”***, are summarised in the table below:

Comment	Response	Action we took
<i>The approach used encourages staff to remain positive about the work they are doing and gives them the recognition they deserve for their hardwork, whilst at the same time highlighting the importance of maintaining these levels.</i>	The recognition of the value of the inspection to businesses is important rather than seeing enforcement purely as red tape.	The feedback was provided to the officers concerned and team made aware of the value placed on their work. Details will be provided to the communications team for an article in One Island magazine and a potential press release.
<i>The inspection was carried out in a very helpful, non-threatening manner. The inspector made us feel comfortable</i>	As above	As above

REVIEW

Review against the Service Plan

The above report constitutes the review.

Identification of any variation from the Service Plan

The above comments indicate the variations from the service plan and the actions taken as a consequence.

Areas of Improvement

Staff within Environmental Health are leading a project to introduce the use of fixed penalty notices for environmental offences. This is key to the "One Island", Respect agenda.

Environmental Health has volunteered and been accepted to be part of two national pilots, the retail enforcement project (REP) and the peer challenge process.

REP is aimed at reducing the burden of inspection for retail businesses whilst enhancing consumer and worker protection. It involves new processes that co-ordinate and streamline routine planned inspections across Trading Standards, Environmental Health, Health and Safety, Food Standards, Fire Safety and Licensing. Any savings in routine visiting will be redirected into educating business, running intelligence led campaigns which target poor business performers and those who trade illegally.

Peer Challenge is a national trial of new EH review process developed by Local Government Association, Local Authorities Coordinators Of Regulatory Standards, IDeA. Based upon new the new Comprehensive Area Assessment process it involves self assessment and then review of that self assessment by external bodies. The assessment team will include senior members from other authorities. This will be done within this financial year.

Environmental Health and Office Services will also be seeking to undergo further re evaluation / reaccreditation for the charter mark award and has committed resources to gather the evidence necessary for this. This should be completed within this financial year.

No other external assessments have been carried out of the service.

Benchmarking

In addition to the aforementioned peer challenge we also aim to partake in benchmarking activities with the Hampshire and IOW Environmental Health Group and the New Unitary Authorities Benchmarking Group.

Financial

In terms of financial benchmarking a recent review of data provided to the Chartered Institute of Public Finance and Accountancy revealed that in terms of the number of environmental health officers per 1000 of the population the Isle of Wight were the joint lowest of all unitary authorities nationally (based upon 2005-06 data). In comparison with all unitary authorities nationally, for the total number of staff engaged in Environmental Health we were 7th out of 35 (the lower the ranking the smaller the number of staff employed). This data is independently verified and submitted by the Finance department.



CUSTOMER SERVICE EXCELLENCE

Appendix 1

**ENVIRONMENTAL HEALTH/OFFICE SERVICES AWAY DAY
18 OCTOBER 2007**

ACTION PLAN

	WHAT?	WHO?	WHEN?
1.	Circulate the "greeting" for answering the phone internally and externally	OSM	19/10/07
2.	Monitor times when there is no officer available to deal with a member of the public at reception. Report back any 'patterns'	OSM/ Assistant OSM	Monthly update and report to EHMT
3.	Review standard letters and put into corporate template layout.	OSM/ Assistant OSM/PEHP's	30/12/07
4.	Update/review reception layout – could be improved, removal of screen and bench to just a desk with a rota receptionist?' The payment of monies will need to be considered in any redesign. Also examine possibility of an info board, plasma screen?	OSm/ Assistant OSM/HR	Report back to CPMT in November 2007
5.	New rota for admin team to go out on visits when appropriate	OSM/ Assistant OSM	25/10/07
6.	Website – Check whether navigation to / from web pages could be made easier? (ref Phil's www.iwight.com/eh comment). Possibility of direct link from front page.	PEHP(GEND)/EHMT	31/12/07
7.	Phone crib sheet: greeting/abusive caller script/call pick up instructions – circulate to all.	CMW	1/11/07
8.	Talk to teams re standards of appearance – get agreement on what is acceptable/not acceptable.	All Team Leaders	31/12/07
9.	Answer any phones that ring in your group.	All	Immediate
10.	Letters: Take black and white headers off and replace with colour version (link with action point 3).	OSM/ Assistant OSM/PEHP's	30/12/07
11.	Use email and attach standard letters whenever possible (to save time and postage).	All	1/01/08
12.	Set up system for call monitoring by replacing call option numbers with "calls may be recorded . . . etc". Procure recording device and set up process for monitoring and feedback of OS Team calls. Dog option needs to be talked through with Safer Comms and setting up recording system.	OSM/ Assistant OSM	25/10/07

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	WHAT?	WHO?	WHEN?
13.	Update FAQs to ensure admin staff give out accurate and consistent information. Inform Debbie/Helen of any problem areas.	OSM/ Assistant OSM/PEHP's/EHM	Ongoing – review 31/12/07
14.	Style of email – Agree corporate approach to external emails, refer to guidance notes re etiquette (or design own system).	EHM to raise at EHMT/report back	31/12/07
15.	Non standard letters/emails should be double checked by line manager before sending out.	All	Immediate
16.	Set up alternative training opportunities for operational support officers to develop knowledge/experience re handling calls.	Assistant OSM	31/10/07
17.	Circulate again the procedure re use of panic buttons until new system in place.	OSM	19/10/07
18.	Staff non attendees to away day, to be briefed by managers	OSM, Assistant OSM, PEHP's	31/10/07