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Ask for Will Stevenson
Email william.stevenson@lichfielddc.gov.uk



**District Council House, Frog Lane
Lichfield, Staffordshire WS13 6YU**

Customer Services 01543 308000
Direct Line 01543 308199

Tuesday, 23 November 2021

Dear Sir/Madam

REGULATORY AND LICENSING COMMITTEE

A meeting of the Regulatory and Licensing Committee has been arranged to take place **WEDNESDAY, 1ST DECEMBER, 2021 at 6.00 PM IN THE COUNCIL CHAMBER** District Council House, Lichfield to consider the following business.

Access to the Council Chamber is via the Members' Entrance.

In light of the current Covid-19 pandemic and high local case rates, this meeting will be live streamed on the Council's [YouTube channel](#) for all members of the public to view.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Christie Tims'.

Christie Tims
Head of Governance and Performance

To: Members of Regulatory and Licensing Committee

Councillors B Yeates (Chairman), Checkland (Vice-Chair), Anketell, Baker, Barnett, Cross, Eagland, L Ennis, Evans, A Little, E Little, Ray, Salter and Warfield



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AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Previous Meeting 3 - 4
4. Work Programme 5 - 6
5. Food Safety Service Delivery Plan 2021-2024 7 - 48



REGULATORY AND LICENSING COMMITTEE

27 SEPTEMBER 2021

PRESENT:

Councillors B Yeates (Chair), Checkland (Vice-Chair), Anketell, Cross, Eagland, L Ennis, Evans, Ray, Salter and Warfield

8 APOLOGIES FOR ABSENCE

There were apologies from Cllr Deborah Baker, Cllr Shirley Barnett and Cllr Alistair Little

9 DECLARATIONS OF INTEREST

The Head of 'Regulatory Services, Housing & Wellbeing' and the 'Partnerships, Community Safety and Licensing' Manager both declared an interest as licence holders of the Community Lottery

10 MINUTES OF THE PREVIOUS MEETING

Members were informed of a minor alteration to Item 6 in the minutes of the previous meeting held 29 July 2021 and were subsequently approved as read

11 WORK PROGRAMME

The Committee noted the current contents of the Work Programme and were informed that this would be updated to include an additional meeting planned for November 22nd 2021. Members expressed a desire to see funding for electric car charging points on the agenda of the committee going forward

12 GAMBLING ACT 2005 - DRAFT STATEMENT OF PRINCIPLES

The Senior Licencing Officer outlined the report to the committee. It was clarified that the Statement of Principles that had been reformatted to make it more accessible, easy to read and non-relevant matters to the district such as mentions of airports had been removed.

In response to questions from members, it was confirmed by the Partnerships, Community Safety and Licensing Manager that local head teachers and housing associations would be added as specific consultees in the consultation. It was also confirmed that the consultation will be open to all interested parties.

RESOLVED: Members unanimously approved the proposal 'Gambling Act 2005 - Draft Statement of Principles.'

(The Meeting closed at 6.20 pm)

CHAIR

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**REGULATORY AND LICENSING COMMITTEE
WORK PROGRAMME FOR 2021-2022**

Item	01 Dec 2021	24 Feb 2022	31 May 2022	Purpose of the Report	Lead
Food Safety Service Delivery Plan 2021-2024	✓			It is essential the delivery of Food Safety enforcement is undertaken in an approved and regulated manner in compliance with Government requirements. Service delivery plans for food safety enforcement are a fundamental part of the process to ensure national priorities and standards are addressed and delivered locally, taking account of local needs.	FW
Street Trading Policy		✓		This policy sets out the decision-making framework and criteria that Lichfield District Council will apply when determining applications. It will also give prospective traders an early indication as to whether their application is likely to be granted or refused and provides prospective applicants with details of what is expected.	
Taxi Licensing Policy		✓		This report follows on from the Committee's consideration of the Taxi Licensing Conditions at the meeting on 29/07/2021	SB
Licensing Policy			✓		SB

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Food Safety Service Delivery Plan 2021-2024



Date: 1st November
 Agenda Item: Food Safety Service Delivery Plan 2021-24
 Contact Officer: Fiona West/Gareth Davies
 Tel Number: 01543 308744/308741
 Email: Fiona.west@lichfielddc.gov.uk
 Key Decision? YES
 Local Ward Members: All Wards

REGULATORY AND LICENSING COMMITTEE

1. Executive Summary

- 1.1 It is essential the delivery of Food Safety enforcement is undertaken in an approved and regulated manner in compliance with Government requirements.
- 1.2 Service delivery plans for food safety enforcement are a fundamental part of the process to ensure national priorities and standards are addressed and delivered locally, taking account of local needs.
- 1.3 The Food Safety Service Plan for 2021-24 is detailed in **Appendix A** for consideration.
- 1.4 The areas of work we intend to deliver and improve upon in 2021-24 includes:-
 - The undertaking of interventions in food premises, which includes routine inspections, revisits, advisory visits and sampling visits etc.
 - To deliver on the key target dates as set out in the Food Standards Agency (FSA) Recovery Plan.
 - To improve the percentage of broadly compliant premises in the District
 - To improve the poorer performing businesses with 0,1 & 2 Food Hygiene Ratings through support, advice and regulation
 - Dealing with complaints, requests for advice, food alerts and infectious disease control
 - Carrying out food sampling in line with national and cross regional sampling plans and locally determined high risk priorities
 - To enhance food allergen awareness in food premises by delivering advice interventions during routine inspections as well as working alongside Staffordshire Trading Standards to implement the Staffordshire Allergen Enforcement Memorandum of Understanding MoU.
 - To further develop our existing '**Primary Authority**' relationships by enhancing the work we undertake with our business partners.
- 1.5 The **main changes** to how the food safety service has operated in comparison to previous years are: -

FSA Recovery Plan – The food safety service at Lichfield District Council along with all other authorities across the country has been significantly impacted by COVID-19 pandemic. Food safety resources were diverted to the COVID response to deliver outbreak management and COVID compliance and enforcement. As a consequence a large proportion of the food safety inspection programme was not undertaken in 2020-21 and there is now a backlog of overdue inspections. We intend to comply with the Food Standards Agency (FSA) Recovery Plan which sets out guidance and advice to local authorities for the period from 1 July 2021 to 2023/24. The guidance and advice aim to ensure that during the period of recovery from the impact of COVID-19, local authority resources are targeted where they add greatest value in providing safeguards for public health and consumer protection in relation to food. It also aims to safeguard the credibility of the Food Hygiene Rating Scheme (FHRS).

The Recovery Plan provides a framework for re-starting the delivery system in line with the Food Law Codes of Practice for new food establishments and for high-risk and/or non-compliant establishments while providing flexibility for lower risk establishments.

COVID-19 Pandemic – The pandemic continues to present challenges. It is recognised that ongoing uncertainties related to the course of the pandemic may have consequences for deployment of resources and delivery of food controls. There will continue to be additional demands and expectations on the Environmental Health Commercial Team in relation to outbreak management and depending on the direction the government choose to take we could be required to once again undertake further compliance and enforcement of COVID in certain business sectors. For example if Part B of the Winter Plan is implemented requiring mandatory face mask wearing and COVID passport schemes. This could end up taking priority over food safety services.

2. Recommendations

- 2.1 The Regulatory & Licensing Committee consider and recommend the Food Safety Service Delivery Plan for 2021-24 for approval by the Cabinet Member for Regulatory, Housing and Health.

3. Background

- 3.1 The delivery of our food service helps protect and improve the public health of those living and visiting our District in connection with the consumption of food and to protect the interest of consumers.
- 3.2 The Environmental Health Commercial Team is responsible for delivering all the Authority's Food Safety Service as relevant to a District Council. This includes:-
- programmed and intelligence led food hygiene interventions and revisits
 - the investigation of complaints regarding food sold or prepared in the District
 - the investigation of complaints regarding hygiene standards or practices
 - infectious disease control including food poisoning and food borne disease
 - responding to food alerts issued by the Food Standards Agency
 - the provision of advice and information on food safety issues
 - the monitoring of existing approved premises as well as granting new approval applications.
 - consideration of the environmental aspects of planning and licensing applications in food premises
 - routine/planned sampling programmes organised in liaison with the Central England Food Coordinators Group and national studies organised by the FSA/Public Health England and local priorities.
 - imported food control
 - waste duty of care checks in food premises
- 3.3 All the officers who deliver services within our Food and Health and Safety Team also undertake certain duties in relation to the delivery of our Occupational Health & Safety Service, certain licensing functions and take part in the Council's Emergency Planning roles.

Alternative Options

1. We are obliged to meet the requirements of the Food Law Code of Practice which sets out how we should carry out food safety interventions and enforcement.
2. We could choose not to have a plan but this is a requirement of the Food Standards Agency (FSA) as part of its national 'Framework Agreement on Local Authority Food Law Enforcement'. If they are not satisfied with how we

	deliver this service they have the authority to take over the delivery of this service and charge the Council for any costs incurred in doing so.
Consultation	<ol style="list-style-type: none"> 1. Regular feedback about our service is received from our stakeholders through customer satisfaction surveys, comments during and after inspections and through emails or letters sent to the service. 2. Comments are welcomed and these will be considered and taken into account during the following years planning process.
Financial Implications	<ol style="list-style-type: none"> 1. There are no additional implications. Appropriate financial provision for Food Safety enforcement work is provided within the current Budget for the Food Safety Service. 2. The Financial expenditure for the Food and Health Safety Team is outlined in the Service Delivery Plan.
Approved by Section 151 Officer	Yes
Legal Implications	<ol style="list-style-type: none"> 1. Legal advice has not been sought. There have not been any legal changes which will impact how the food safety service is delivered. The food safety service is experienced at delivering the requirements outlined in the food safety plan and producing the food service delivery plan is undertaken every 2 years – so is not a new process in itself. 2. The activities in this plan are a statutory requirement. This includes carrying out effective and appropriate official controls and having sufficient numbers of suitably qualified and experienced staff. 3. As part of its duties the FSA is responsible for monitoring and reporting the performance of food safety authorities. The Framework Agreement for audit scheme sets out how the FSA will audit authorities whereby an action plan will be outlined. Failure to implement the action plan to deliver suitable improvements could result in subsequent actions being taken, which will be considered on a case by case basis.
Approved by Monitoring Officer	Yes

Contribution to the Delivery of the Strategic Plan	<p>The proposals set out in the report support and contribute to the themes and aims set out in the District Council's Strategic Plan 2020 -2024 in the following way: -</p> <ol style="list-style-type: none"> 1. Enabling People – by carrying out interventions that are prioritised by risk, providing help and support to consumers to protect health and promote healthier lifestyles, working towards increasing the overall compliance of food businesses thereby protecting food consumers within the District. 2. Shaping Places - Ensuring that adequate provisions are in place for Waste management within food businesses, supporting events where food plays a major role to help protect the Districts growing reputation for providing food events. 3. Developing Prosperity - providing support to 'start up' food businesses in the form of advisory visits, implementing a consistent, proportionate and a fair approach to enforcement, supporting improvement in non-complaint food businesses to help them improve their reputation and appeal to customers. 4. A Good Council – by demonstrating how we will implement the proposed action plan and demonstrating our performance through measurable targets.
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Equality, Diversity and Human Rights Implications	<p>We will protect the rights of individuals and businesses by:-</p> <ol style="list-style-type: none"> 1. Ensuring we are delivering services to all communities equitably, proportionally and consistently, taking into account the personal beliefs, race, age, disability, gender and sexuality of all our customers. 2. By applying a consistent, proportionate and fair approach to enforcement across the District. 3. An Equality Impact Assessment has been completed for this service plan.
Crime & Safety Issues	<ol style="list-style-type: none"> 1. By carrying out functions around food safety we strive to protect the public health of those living in our community and the interests of consumers in connection with the consumption of food. This will impact positively on our duty to prevent crime and disorder within the District (Section 17 of the Crime and Disorder Act, 1988).
Environmental Impact	<ol style="list-style-type: none"> 1. There are no direct avoidable environmental impacts from this decision. The primary regulatory functions of this service don't extend to the environmental impacts of the businesses it regulates.
GDPR / Privacy Impact Assessment	<ol style="list-style-type: none"> 1. The Food Service Delivery plan has no direct impact on GDPR. 2. The service handles some sensitive information but in a compliant manner.

	Risk Description & Risk Owner	Original Score (RYG)	How We Manage It	Current Score (RYG)
A	Failure to implement plan because of other resource requirements. (e.g. Covid outbreak management)	Impact - yellow Likelihood – yellow Overall Score - yellow	<p>Continually monitor performance and resource levels –</p> <p>National requirements to complete food safety controls are likely to be amended if a significant impact on resource demands is created by a resurgence of infectious disease control related work.</p>	Impact - yellow Likelihood – yellow Overall Score - yellow
B	Staff shortages	Impact - yellow Likelihood – yellow Overall Score - yellow	<p>Continually monitor performance and resource levels –</p> <p>National shortage of qualified staff in this area would make recruitment challenging if staff shortages emerge.</p>	Impact - yellow Likelihood – yellow Overall Score - yellow

All relevant information is found within the service plan	<p>Background documents</p> <p>Food+Law+Code+of+Practice+(England) (5).pdf</p>
Not yet on website	<p>Relevant web links</p> <p>Food Safety Service Delivery Plan 2021-2024 – link TBC</p>



**FOOD SAFETY SERVICE DELIVERY
PLAN
2021 - 2024**

Approved by:

Date: 22nd November 2021

Gareth Davies, Head of Regulatory Services,
Housing and Wellbeing

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Foreword

Prior to the Covid-19 pandemic, Lichfield District Council were expected to undertake all official food safety controls and related activities prescribed in specific legislation and those recommended within specific guidance as well as meeting the requirements of the Food Law Code of Practice. Like all food safety authorities Lichfield District Council faced significant challenges during the ongoing pandemic with delivering the statutory functions whilst having to prioritise protecting communities from COVID-19. Many food businesses were temporarily closed or changed their operations and routine interventions were put on hold.

Despite the challenges presented by the COVID-19 pandemic Lichfield District continues to be a growing centre of culture and heritage. Together with its relatively affluent resident population, the tourism industry has led to the development of a thriving and vibrant day and night time economy which is supported by over 950 food businesses including some of Staffordshire's finest and award winning eateries.

Our role is to help ensure food businesses deliver products which are safe and produced from premises which are hygienic and properly controlled, thereby helping the business to grow and thrive. It is also to provide information to the public to help them make informed choices about what and where to eat, through promotion and transparency.

This year we have produced a Plan setting out our Food Service Delivery priorities in line with the Food Standards Agency (FSA) Recovery Plan. This aims to ensure that during the period of recovery from the impact of COVID-19, Lichfield District Councils food safety enforcement resources are targeted where they add greatest value in providing safeguards for public health and consumer protection in relation to food. It also aims to safeguard the credibility of the Food Hygiene Rating Scheme (FHRS). The Recovery Plan provides a framework for re-starting the delivery system in line with the Food Law Codes of Practice for new food establishments and for high-risk and/or non-compliant establishments while providing flexibility for lower risk establishments. This will be implemented alongside delivery of the requirements of the 'Food Standard Agency's Framework Agreement on Local Authority Food Law Enforcement' and covers, in detail:

- ❖ the aims and key priorities of the services provided
- ❖ the organisational structure and the scope of the services provided
- ❖ the ways in which the service will be delivered and the targets for its delivery
- ❖ the human and financial resources involved in providing the service
- ❖ the ways in which the quality of the service will be monitored and improved upon
- ❖ the ways in which the service will be reviewed and improved upon

The Food Safety Service Delivery Plan will next be reviewed in spring 2024 or sooner if there are new Food Standards Agency requirements. This is to coincide with the end of the Recovery Plan and the FSAs plans to implement a revised food hygiene intervention rating scheme from 2023/24. However before then the Council would welcome not only feedback on the current Service Plan, but also suggestions from interested parties on what they feel should be included in future plans.

Copies of this Service Plan will be available on our website www.lichfielddc.gov.uk

Comments, observations and any suggestions for improvement should be sent for the attention of Fiona West, Food and Health & Safety Manager, Regulatory Services, Housing & Wellbeing, Council House, Frog Lane, Lichfield, Staffordshire, WS13 6YX, or by e-mailing at food.safety@lichfielddc.gov.uk

Councillor Angela Lax
Cabinet Member Regulatory Housing & Health
November 2021

0.1 INTRODUCTION

The Council recognises the important role it plays in securing the safety of food processed, manufactured etc. in the District. This plan's key focus is to demonstrate how the Council will fulfil its statutory obligations and duties in relation to food safety during this period of recovery following the COVID-19 pandemic.

The stated aim of the Food Standards Agency is to ensure that food law enforcement is undertaken by the various agencies in a more effective, comprehensive and collaborative manner. This Food Safety Service Plan sets out to achieve these objectives.

Underpinning our Food Safety Service is the ethos on ensuring we are delivering services to all communities equitably, proportionally and consistently, taking account of the personal beliefs, race, age, disability, gender and sexuality of all our customers.

1 SECTION 1: SERVICE AIMS & KEY PRIORITIES

1.1 SERVICE AIMS

- 1.1.1 The Environmental Health Commercial Team aims to provide a food safety service in Lichfield District, to the public and businesses alike, that is equitable, proportional, consistent, helpful, open and takes into account equality issues.
- 1.1.2 It intends to comply with the Food Standards Agency (FSA) Recovery Plan which sets out guidance and advice to local authorities for the period from 1 July 2021 to 2023/24. The guidance and advice aim to ensure that during the period of recovery from the impact of COVID-19, local authority resources are targeted where they add greatest value in providing safeguards for public health and consumer protection in relation to food. It also aims to safeguard the credibility of the Food Hygiene Rating Scheme (FHRS).

The Recovery Plan provides a framework for re-starting the delivery system in line with the Food Law Codes of Practice for new food establishments and for high-risk and/or non-compliant establishments while providing flexibility for lower risk establishments. This will be implemented alongside delivery of:

- official controls where the nature and frequency are prescribed in specific legislation and official controls recommended by FSA guidance that support trade and enable export
- reactive work including enforcement in the case of non-compliance, managing food incidents and food hazards, and investigating and managing complaints
- sampling, and
- ongoing proactive surveillance

All local authorities are expected to have regard to the guidance and advice in this Recovery Plan which came into force from 1 July 2021.

The **Environmental Health Commercial Team**, will where they can, move at a faster pace in realigning with the intervention frequencies and other provisions set out in the Food Law Codes of Practice.

- 1.1.3 **To achieve this we aim to follow the headline priorities for regulation laid out by the Food Standard Agency:-**
- secure effective enforcement and implementation of policies that protect consumers from risks related to food and from fraudulent or misleading practices, targeting the areas where there is highest risk.
 - develop our knowledge of what works in driving up business compliance with regulations.
 - safeguard consumers by making it easier for business to comply with regulations, and minimise burdens on business.
 - secure more proportionate, risk-based and effective regulation.

1.2 KEY PRIORITIES

- 1.2.1 In order to achieve our stated service aims, we need to set out some key priorities for our Food Safety Service Delivery. These key priorities are in line with the FSA Recovery Plan.

There are two phases to the Recovery Plan:

- Phase 1 - 1 July to 30 September 2021
- Phase 2 – 1 October 2021 to 2023/24.

In essence, Phase 2 will continue until a new food standards delivery model and a revised food hygiene intervention rating scheme are in place. An outline of the recovery plan is provided at Figure 1.

Figure 1: Outline of the Recovery Plan



Notes

The key milestone dates within the Recovery Plan for higher risk establishments are shown.

For lower risk establishments not shown in the figure, local authorities have the flexibility to defer planned interventions and only undertake intervention where information/intelligence suggests that risks have increased/standards have fallen or if the establishment is otherwise considered a priority for intervention due to the risk posed.

In the case of food standards, the impact on the business of the new requirements on allergen labelling for products prepacked for direct sale - that apply from 1 October 2021 - should also be taken into account.

Figure 2. The table below summarises the frequency of interventions for different risk categories where A is the highest risk

Food hygiene

Risk category	Minimum intervention frequency
A	At least every 6 months.
B	At least every 12 months.
C	At least every 18 months.
D	At least every 24 months.
E	A programme of alternative enforcement strategies or interventions every three years.

1.2.2 In addition our service priorities are:

- To put the customer first in everything we do.
- To ensure that interventions are carried out commensurate with the principles of risk, at food premises within the district, ensuring compliance with the relevant food laws.
- To ensure as far as reasonably practicable, that imported food used or sold in premises within the District complies with all relevant Food Law.
- To ensure as far as reasonably practicable, that no illegally produced food is used or sold in premises within the District e.g. meat or meat products from unauthorised premises.
- To ensure food complaints are investigated.
- To continue to develop partnerships with small local businesses and larger national companies based in our district, which will help to provide consistent and proportional advice on food safety issues at both local and national levels (acting as a Primary Authority in accordance with guidance from the Regulatory Delivery office within the Department for Business Energy and Industrial Strategy (BEIS)).
- To undertake a food sampling regime based on local and national priorities.
- To provide informed and helpful advice to businesses and the public alike on matters relating to food safety.
- To act on food safety alerts promptly and in a manner that is proportionate to the risks involved.
- To play an active role with neighbouring local authorities in the Central England Food Group North (Shropshire and Staffordshire) in order to ensure a consistent approach to food law enforcement.
- To provide help, advice and support to consumers to protect health and promote healthier lifestyles and consumer choice.
- To review the way we deliver our food service annually that takes into account recognised performance targets and standards.

1.3 LINKS TO CORPORATE OBJECTIVES & PLANS

1.3.1 This Food Safety Service Delivery Plan links closely with the strategic themes laid out in Our Strategic Plan 2020-2024. These essentially govern how the Council in future will deliver its services based on local aspirations, needs and priorities.

1.3.2 At the heart of the **Plan** is the Council's commitment to work collaboratively to enable people, shape place, and develop prosperity across Lichfield District. We will be a good council that innovates and puts our customers at the heart of all we do.

1.3.3 **Seizing on the Council's core values the Food Safety Service will ensure we:**

Put Customers First - We are passionate about our customers and our corporate value is to deliver good customer service.

Have respect for everyone - We believe in mutual respect, whether that's between our staff and customers, or our staff and members. By working together in a respectful way, we believe we can achieve more.

Improve and Innovate - We are always striving for continuous improvement, whether that's in what we all achieve on a daily basis, or in the services we deliver to our customers.

1.3.4 To help deliver this plan the Council has identified the following external facing key **'priorities'**

- **Enabling People** – to help themselves and others, to collaborate and engage with us and to live healthy and active lives.
- **Shaping Places** - To keep it clean, green and safe. To preserve the characteristics and to ensure sustainability and infrastructure needs are balanced.
- **Developing Prosperity** – To encourage economic growth. To enhance the district for all (visitors/residents/employers) and to invest in the future.
- **A Good Council that is** - financially sound, transparent, accountable and is responsive and customer focused.

1.3.5 Our Food Safety Service Delivery Plan will contribute to the **priority** of **'Enabling People'** by:-

- ensuring we are delivering services to all communities equitably, proportionally and consistently.
- carrying out interventions prioritised by risk and regulate to help ensure that all food businesses are providing safe food to consumers.
- providing help, advice and support to consumers to protect health and promote healthier lifestyles and consumer choice e.g. National Food Hygiene Rating Scheme.
- providing transparent, robust and consistent approaches to investigating and resolving consumer complaints about food and food businesses.
- taking part in national food sampling programmes and taking action to remove unsafe food from the market.
- working towards increasing overall food hygiene ratings for food businesses, thereby protecting food consumers within the District.
- Investigate all substantiated food poisoning allegations and notified food poisoning outbreaks.

- 1.3.6 Our Food Safety Service Delivery Plan will contribute to the **priority** of 'Shaping Places' by:-
- Carrying out waste enforcement and education during visits at food businesses, ensuring that adequate provisions have been put in place to deal with waste generated by businesses.
 - Working towards increasing overall food hygiene ratings for food businesses within the District, thereby improving their reputation and appeal to consumers.
 - Supporting events, where food plays a major role, with a suitable balance of advice and regulation to help protect the District's reputation for providing popular food events.
- 1.3.7 Our Food Safety Service Delivery Plan will contribute to the **priority** of 'Developing Prosperity' by:-
- identifying the need to ensure a consistent, proportionate and fair approach to enforcement is carried out across the District;
 - continue to provide support to start-up food businesses in the form of advice designed to assist them to achieve a high food hygiene standard.
 - delivering support, signposting and networking opportunities to existing businesses to help them thrive.
 - targeting interventions at lower food hygiene rated businesses to encourage improvement as higher ratings have been shown to increase customer base.
 - supporting businesses in the district through Primary Authority arrangements to ensure they get assured and consistent advice on regulatory compliance.
 - Incentivise event organisers and traders on high standards e.g. through the street trading policy .
- 1.3.8 Our Food Safety Service Delivery Plan will be built on the **foundation** underpinning the priority of being 'A Good Council'. It will outline how we will monitor and measure our performance by:-
- identifying what we are currently delivering in our Food Safety Service;
 - setting out what we want to do between 2021-2024 in a work programme based on government and local agendas; and
 - highlighting an Action plan (Section 6.3) to make our Food Safety Service better, within given timescales which we can be measured against.
- 1.3.9 By helping us to listen to local people and businesses' aspirations, this will help shape some of our key priorities for our Food Safety Service in the future if possible.
- 1.3.10 Prior to the COVID-19 pandemic performance of our service was measured against national and local targets. The indicators provided an objective measure on how our premises are improving. The FSA are working to outline new monitoring systems to assist with this recovery period.

2 SECTION 2: BACKGROUND

2.1 District Profile

- 2.1.1 Lichfield District is one of 9 Staffordshire District Councils. Within commuting distance of both the Black Country Boroughs and Birmingham. Central London is accessible via train in approximately 1 hour 15mins. The District has a population of circa 103,965¹.

The District was formed in 1974, and comprises urban populations in the town of Burntwood and the city of Lichfield, and a substantial rural population in surrounding villages, some of which have significant populations.

- 2.1.2 Lichfield has nationally and internationally renowned visitor attractions, including Drayton Manor Park, The National Memorial Arboretum and the historic environment of Lichfield City along with its cathedral which provides a strong base for tourism.
- 2.1.3 Lichfield has seen a dramatic increase in the number of mobile street traders attending festivals and events, many of whom originate from other areas in the UK. Our Food Safety Service needs to ensure that these and all our premises provide food safely.
- 2.1.4 A proportion of our residents originate from other countries throughout the world and this is shown in more detail in the Equality Statement 2020 published on the Council's website.
- 2.1.5 The challenge for our Food Safety Service is to ensure that we are delivering services to all communities equitably, proportionally and fairly, taking into account the personal beliefs, race, age, disability, gender and sexuality of all our customers. The service will ensure it encourages fairness and equal opportunities to all communities. This could require services to be delivered in different ways for different people to ensure it:-
- provides support to those who find it difficult to access or understand our services e.g. directing to translation services and food safety materials available in different languages such as the Safer Food Better Business pack.
 - gives support with advice and guidance to help maintain existing businesses and help in the establishment of new food businesses;
 - makes it easy to comply with requirements and minimise burdens where possible.

2.2 Organisational Structure

- 2.2.1 The Regulatory Services, Housing and Wellbeing Service has a wide range of duties covering the spectrum of public health, environmental and housing functions, community safety, homelessness and licensing. The Council's Food Safety Service is delivered by the Environmental Health Commercial Team which sits within Regulatory Services. Housing and Wellbeing. The structure of the team is detailed in **Appendix 1**
- 2.2.2 The Head of Service for Regulatory Services, Housing & Wellbeing and the Food and Health & Safety Manager have delegated powers in relation to food safety to act on behalf of the Council.
- 2.2.3 In response to the 'modernising agenda' the Council has adopted the 'cabinet and leader' approach to local governance. The Cabinet structure and where our food safety service fits into this is detailed in **Appendix 2**

¹ Equality Statement 2020, Lichfield District Council published 31st January 2020.

- 2.2.4 The Regulatory & Licensing Committee can make recommendations to the relevant cabinet member for policy, review and development in respect of a wide range of environmental health issues including food safety. Performance against this Plan will be reported to this Committee at the end of every financial year.
- 2.2.5 Officers who deliver our Food Safety Service are multi-skilled and work across all the team's work areas at a level depending upon their competence and qualification. The officers with key responsibility for the service are:
- **The Food and Health & Safety Manager** – service development; overall management of the service, day to day management of the service; service development; official returns; food safety database management; product specific premises inspection; high risk premises inspection; service requests; food sampling; Infectious diseases.
 - **Environmental Health Officer(s)** – service development; high risk premises inspection; food alerts; service requests; food safety data base support; food sampling; food complaints; product specific premises inspection; infectious diseases and street trading.
 - **Technical Officers** – service development; high risk premises inspection; food alerts; service requests; food safety data base support; food sampling; food complaints, product specific premises inspection; infectious diseases and street trading.
 - **Technical Support Officer** – administrative support; infectious disease notifications; database support; alternative strategy inspections.
- 2.2.6 The Council uses the Public Health England Food, Water & Environmental Services based in Colindale for the microbiological analysis of food and water samples. A framework agreement is in place with Eurofins Laboratory for analytical services. Laboratory Services can be found in **Appendix 3 Useful Contacts**.
- 2.2.7 In relation to Food Standards Law Enforcement, colleagues from Staffordshire County Council's Trading Standards Section based at Burton-upon-Trent cover issues relating to food composition, labelling, animal feeding-stuffs, and weights and measures (**see Appendix 3 Useful Contacts**)

2.3 Scope of the Food Service

- 2.3.1 The Environmental Health Commercial Team is responsible for delivering all the Authority's Food Safety Service as relevant to a District Council. This includes:-
- programmed and intelligence led food hygiene interventions and revisits
 - the investigation of complaints regarding food sold or prepared in the District
 - the investigation of complaints regarding hygiene standards or practices
 - infectious disease control including food poisoning and food borne disease
 - responding to food alerts issued by the Food Standards Agency
 - the provision of advice and information on food safety issues
 - the monitoring of existing approved premises as well as granting new approval applications.
 - consideration of the environmental aspects of planning and licensing applications in food premises
 - routine/ planned sampling programmes organised in liaison with the Central England Food Coordinators Group and national studies organised by the FSA/Public Health England and local need.
 - imported food control

- waste duty of waste care checks in food premises
- 2.3.2 All the officers who deliver services within our Environmental Health Commercial Team also undertake certain duties in relation to the delivery of our Occupational Health & Safety Service, infectious disease control, certain licensing functions and take part in the Council's Emergency Planning roles.
- 2.3.3 Whilst undertaking food safety interventions, officers are expected to carry out the following additional functions:-
- hazard spotting in relation to health & safety issues
 - priority based health and safety inspections (currently focussed on gas safety)
 - smoking compliance checks
 - duty of care checks in relation to waste
 - licensing checks (gambling machine referrals are made to the licensing team following routine food safety inspections when gambling machines are identified in premises e.g. pubs)
 - supporting trading standards surveys
- 2.3.4 All food services are delivered by in house staff, except where food analytical services are used. Casual staff or contractors are occasionally used to support our work and help us manage variances in demand.

2.4 Demands on the Food Service

2.4.1 Food Hygiene Interventions

In Lichfield District, the Environmental Health Commercial Team are responsible for approximately 983 premises, ranging from large manufacturers to one-person operations. A breakdown of the premises, as defined by type in the Food Standards Agency's Local Authority Enforcement Monitoring System Report (as of November 2021) is as follows:

Type of premises	Number
Primary Producers	5
Manufacturer / Packer	34
Importer / Exporter	0
Distributors / Transporters	10
Retailer	167
Restaurant / Caterers	767
Total Number of Premises	983

Of these premises, approximately 450 are due for inspection each year. In addition we also get around 100 new businesses per annum to inspect. More new home caterers and mobile caterers registered during the Covid-19 lockdown in comparison to previous years. This reflects the fact that the general public were diversifying into different means of employment to support their income.

In addition the team receives approximately 30 requests for a food hygiene re-rating inspections per annum (Food businesses are able to request a re-rating after they have made improvements). There is a charge of £175 (reviewed annually) for this service as it requires an additional inspection to be carried out.

The full range of food safety interventions also includes advisory visits, revisits to check compliance and food sampling visits.

This averages more than 60 interventions per month for the team.

2.4.2 Approved Premises

The Environmental Health Commercial Team is responsible for 5 premises under Approved Premises Regulations. Details of these premises are given below:-

Establishment Name	Type of Approval	Approval Number
Lichfield Layers, Brownfields Farm, Lichfield	Egg Packing	LF 006
John Owen, Britannia Enterprise Park, Lichfield	Fishery Products	LF 007
ELC UK Ltd, Lynn Lane, Shenstone	Cold Storage	FL008
Sustainable Farming Ltd, Knight Farm, Haunton, Tamowrth	Egg Packing	LF012
Mercian Snacks Ltd, Sutton Road, Mile Oak, Tamworth	Re-packaging of pork scratchings and manufacture of pork scratching crumbs	LF014

These premises are inspected in accordance with our risk rating programme.

2.4.3 Regionally & Nationally Significant Companies

In the District, there are several large manufacturers / processors including **Florette UK and Ireland Ltd** (Salad Products - Fradley), **Manor Vinegar** (Preservative Products - Burntwood) and **Roxane UK Ltd** (bottled drinking water).

Also within the District we have 2 recognised (in accordance with European and National legislation) Natural Mineral Water Sources at Maple Hayes, Burntwood and Elmhurst Spring, Elmhurst.

Lichfield itself is home to the headquarters of **The Central England Co-operative Society** and **Busy Bees Nursery's Ltd**, both are regionally and nationally significant companies. We have **Primary Authority** relationships with both of these companies for food hygiene matters.

Referrals from other local authorities into the activities of these companies form a large part of the work generated by such premises.

2.4.4 Other Factors likely to have an impact on Food Safety Service Delivery in 2020-22

In addition to some of the demands identified above, other factors are likely to influence the way we work in 2021-24, including:-

- Resources diverted to the COVID-19 pandemic in order to facilitate outbreak managements and the possible change in government direction in relation to enforcement and COVID compliance, further national or local lockdown arrangements. See 2.5 Challenges & Risks for more details
- a review of our working procedures and remote working
- the ongoing implementation of a new back office computer system and mobile working solution.
- demands around health & safety enforcement
- demands from other areas of our work including licensing
- Possible fuel or energy shortages
- Industry staffing shortages

2.4.5 Access to our Service.

Our Food Safety Service is delivered from The Council House, Frog Lane, Lichfield, Staffordshire. Service users may contact Officers on site or by leaving a message, in the following ways:-

- **by telephone:** on 01543 308729
 - between 8.45am and 5.15pm Monday to Friday.
 - Out of hours:- 01527 871565
- **by e-mail:** food.safety@lichfielddc.gov.uk
- **by website:** <https://www.lichfielddc.gov.uk/food-safety-advice>

For other useful contact addresses and numbers please refer to **Appendix 3**

2.5 Challenges & Risks

2.5.1 The FSA recovery roadmap takes account of the challenges created by the COVID-19 pandemic and the subsequent backlog of food safety interventions:

- Numbers of 'new' food businesses have significantly increased (we have received approx. 250 new business registrations in the last 18 months) and, although some may never have started trading and others will have ceased trading, the risks associated with them remain largely unknown.
- Some existing businesses may have changed hands while others may start up to capitalise on potential additional trade from staycations etc this year.
- Existing businesses have been re-opening, many after prolonged closure, as restrictions on businesses in the hospitality sector on eating onsite are lifted, while others will continue to diversify activities to adapt to ongoing changes in the market.
- Some resources have been – and in many cases still are – diverted during the pandemic to activities related to reducing the spread of COVID-19.
- Officers are also anecdotally reporting that in some cases hygiene standards have reduced since the onset of the pandemic.

2.5.2 The recovery plan anticipates that:

- there will continue to be additional demands and expectations on LAs in relation to compliance and enforcement of COVID rules as sectors re-open over the next few months;
- urgent reactive food safety work will increase in the short term as restrictions in the hospitality sector are lifted;
- planned interventions for food hygiene and food standards will be more complex to undertake and will take longer as they must be undertaken in a COVID safe way;
- where compliance standards have dropped, the levels of required follow-up and enforcement action needed to address the risks to public health/consumer protection will be greater; and
- the new food standards delivery model will be implemented in 2023/24 and the food hygiene intervention rating scheme will be reviewed and revised for implementation in 2023/24. This means that during this period there will be a significant amount of work for LAs and the FSA to undertake in preparation.

2.5.3 It is recognised that ongoing uncertainties related to the course of the pandemic may have consequences for deployment of resources and delivery of food controls. In addition to this, some resource may be required for export certification to enable trade and support economic growth in line

with wider government objectives. There may also be an emphasis at a local level on support for businesses to encourage economic growth leading to a lighter touch being taken to enforcement.

- 2.5.4. If we do not adequately progress the food service delivery plan and the subsequent FSA recovery plan we could face penalties from the FSA. These penalties are yet to be defined owing to; the FSA recovery plan reflects on the fact that all local authorities have a backlog of inspections due to the Covid pandemic which is why they are allowing everyone this period of catch up and are subsequently pausing their usual monitoring and auditing procedures. Following Brexit, the Framework Agreement that outlines how the FSA will audit local authorities and penalise for poor performance has still to be updated as it currently refers to EC legislation that has now been repealed.
- 2.5.5 Our intention therefore is to work to complete the key dates on the recovery plan so we can catch up and align ourselves with the food law code of practice and then work within the new monitoring system decided by the FSA for implementation by 2023/24.

2.6 Enforcement Policy and its application in Food Safety Service Delivery

- 2.6.1 The Council has signed up to follow the principles laid out in the Government's **Enforcement Concordat** and the principles contained in the **Regulators Guide to Compliance**. A service specific Enforcement Policy has been developed, this was updated and approved by Committee in February 2015 and updated in 2017 and 2020.
- 2.6.2 Underpinning our Enforcement Policy are certain key elements, which are applied to how we deliver our food safety service. The Policy recognises the Regulators Code which states regulators should:-
- Carry out their activities in a way that supports those they regulate to comply and grow.
 - Provide simple and straightforward ways to engage with those they regulate and hear their views.
 - Base their regulatory activities on risk.
 - Share information about compliance and risk.
 - Ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply.
 - Ensure that their approach to their regulatory activities is transparent.

3 SECTION 3: SERVICE DELIVERY

3.1 Food Premises Interventions

- 3.1.1 Prior to the COVID-19 pandemic, one of this Service Plan's key priorities was to ensure that all our businesses receive an intervention within the minimum frequency set down in Food Law - Code of Practice (England).
- 3.1.2 Challenges created by the pandemic mean that priority has so far been given to the most high risk/ non-compliant food premises (categories A-B) and new businesses that have not previously been inspected. This means that there are substantial number of food premises in categories C – E that have not received their intervention within the minimum frequency as set down in the Food Law Code of Practice. .
- 3.1.3 The category of the premises, i.e. A – E, is defined by scoring premises around potential hazard associated with the business and food safety compliance, this then relates to the interval between inspections. For example: category A premises are inspected every 6 months and category D every 2 years.
- 3.1.4 Interventions are key to improving compliance with food law by food business operators. The range of possible interventions allows authorised officers to use their professional judgement to apply a proportionate level of regulatory and enforcement activity to each business.
- 3.1.5 Interventions fall into either official control or non-official control as follows:

Official Control interventions include:- <ul style="list-style-type: none">➤ monitoring➤ surveillance➤ verification➤ audit➤ inspection➤ sampling and analysis	Interventions which are not Official Controls:- <ul style="list-style-type: none">➤ targeted education & advice➤ information & intelligence gathering
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- 3.1.6 In 2021-2024 we plan to catch up with the outstanding overdue inspections. We plan to complete deadlines as set out by the key dates FSA Recovery Plan as outlined as below.



Notes

The key milestone dates within the Recovery Plan for higher risk establishments are shown.

For lower risk establishments not shown in the figure, local authorities have the flexibility to defer planned interventions and only undertake intervention where information/intelligence suggests that risks have increased/standards have fallen or if the establishment is otherwise considered a priority for intervention due to the risk posed.

In the case of food standards, the impact on the business of the new requirements on allergen labelling for products prepacked for direct sale - that apply from 1 October 2021 - should also be taken into account.

- 3.1.7 As of November 2021 there are 187 overdue programmed inspections for Cat B-D food premises. There are also 143 new businesses that have yet to be inspected and risk rated.
- 3.1.8 At the end of Phase 2 of the Recovery Plan (March 2023) we hope to have caught up with all of the overdue inspections and be in a position to move forward and ensure that within our ongoing programme of food interventions our businesses receive an intervention within the minimum frequency set down in Food Law - Code of Practice (England) 2021.
- 3.1.9 The techniques and interventions we can use by category of risk are outlined in the Food Law - Code of Practice (England) 2021
- 3.1.10 In 2021-24 we intend to continue concentrating our resources on non-compliant and higher risk premises identified in an intelligence led review of our premises profile. We intend to continue with a project based approach which seeks to improve standards, by using a range of measures from providing advice to conducting enforcement action.
- 3.1.11 The following is a breakdown of categories of risk; frequency of intervention and number of premises within the District due in 2021-2024.

Rating	Frequency of Inspection (At least once every)	Number of premises as of November 2021
A	6 months	3
B	12 months	52
C	18 months	162
D	2 years	282
E	3 years	341
Unrated		143
Total		983

A variety of means will be used to ensure that individuals and organisations meet with their legal responsibilities relating to food safety during an inspection including education, negotiation, advice, guidance, warning letters, formal notices, simple cautions and prosecution.

- 3.1.12 In addition to visits undertaken as part of the risk assessment programme, interventions are also undertaken in respect of:
- complaints regarding food business operations;
 - enquires and request for advice from a food business;
 - investigation following a poor sampling result;
 - transient stalls and mobiles
 - new business operation or new proprietor
- 3.1.13 We will aim to inspect new high risk businesses registering with the authority within 28 days of the business opening for trading or sooner if requested. Low risk new businesses e.g. home bakers will be given less priority and initially targeted through remote interventions.

3.2 Food and Premises Complaints

- 3.2.1 Food complaints received and investigated by the service fall into one of two broad categories - food contamination or complaints about food businesses (hygiene and practices).
- 3.2.2 Investigations of food complaints are carried out in accordance with guidelines issued by the Food Standards Agency.

3.3 Primary Authority Scheme

- 3.3.1 The Council continues to fully support the National Primary Authority Scheme for businesses. We currently have Primary Authority arrangements for food Hygiene with the **Central England Co-operative Society** and **Busy Bees Nurseries Ltd**. This supports the key strategic **priority** of **‘Developing Prosperity.’**
- 3.3.2 We will continue to develop our **Primary Authority** arrangements. Officers are continuing to work with the Co-op on a significant ongoing piece of work to review all of their food safety procedures. Similar works are planned to take place with Busy Bees from spring 2022.
- 3.3.3 A charging process is in place to recover costs related to this work.

3.4 Advice to Business

- 3.4.1 The Environmental Health Commercial Team will take a proactive role in providing advice to businesses to help them comply with the law and encourage the use of best practice. Such an approach helps standards of food hygiene to improve and positive relationships to be built with proprietors. This is achieved through:-
- advice given during inspections and other visits
 - the provision of advice leaflets
 - responding to enquiries
 - Safer Food Better Business (SFBB) coaching
- 3.4.2 We will also provide advice and assistance to new and proposed businesses at the planning and pre-planning stages and will assist existing businesses that propose to make changes to their operations. This will improve skills to manage businesses more effectively which is likely to impact on the businesses ability to maintain food safety standards and remain viable.
- 3.4.3 In an attempt to increase the standards in the poorest performing businesses we will continue the implementation of project based work where such businesses will be offered advice on how to improve their hygiene standards and thereby their food hygiene rating.

3.5 Food Sampling

- 3.5.1 The microbiological and physical examination and analysis of food is undertaken on the basis of:-
- businesses identified for sampling as part of nationwide, regional or local schemes;
 - businesses subject to consumer complaints or outbreak investigations;
 - during a programmed inspection where an inspector deems a sample is necessary.
- 3.5.2 The Council supports all relevant nationally co-ordinated food sampling programmes organised by the Food Standard Agency and the UK Health Security Agency (formally known as PHE) Laboratory Services as well as any relevant cross regional surveys coordinated by the Food and Water Laboratory*.

- 3.5.3 The general principle of this strategy is to make announced surveillance visits with businesses being informed of both the sample collection and results, co-ordinated by each authority in turn. Unannounced sampling is occasionally used to verify complaint allegations and suspicions of contraventions arising from inspection visits.
- 3.5.4 Samples requiring microbiological examination are sent to the Food, Water & Environmental Services based at Colindale or otherwise are sent to a public analyst.
- 3.5.5 *Due to laboratory resources being diverted to the Covid-19 pandemic there are no planned food sampling programmes for 2021. We await to see if plans are reintroduced in 2022.

3.6 Control and Investigation of Outbreaks and Food Related Infectious Diseases (Food Poisoning)

- 3.6.1 Investigation of outbreaks will be in accordance with the UK Health Security Agency (UKHSA) Communicable Disease Outbreak Management Plan. The number of notifications received almost always relates to single cases rather than outbreaks.
- 3.6.2 The Central England Food Coordinators Group, previously consulted with Public Health England (PHE) and has produced guidance on the investigation of infectious diseases and this is followed when dealing with notifications.
- 3.6.3 PHE is now in transition to become the UK Health Security Agency (UKHSA) whereby reporting mechanisms, contact details, guidance and procedures are likely to be updated. The transition should be completed by the end of 2021.
- 3.6.4 All infectious disease notifications are followed-up by a standard letter and questionnaire wherever practicable to identify possible sources of infection and recommend practices to prevent its spread.

3.7 Food Safety Incidents

- 3.7.1 The Council complies with Food Safety Act Code of Practice in relation to handling food alerts. All the officers within the Environmental Health Commercial Team are alerted to food alerts via Food Standards Agency E-mail alerts.
- 3.7.2 We respond to all food alerts that **require action** within 1 working day.

3.8 Liaison with Other Organisations

- 3.8.1 Members of the Environmental Health Commercial Team play an active role in the Central England North Food Coordinators Group, which is governed by a Core Constitution. The group's primary aim is to encourage greater consistency in enforcement across the whole of the 9 Staffordshire Authorities are represented as well as Shropshire.

3.9 Food Safety Promotional Work and Education

- 3.9.1 The Environmental Health Commercial Service can contribute to improving the health of the community by helping to ensure that individuals have access to credible and trustworthy information to enable them to make informed choices that impact on their health. The service will look to develop its food safety education role and seek to identify new opportunities to deliver information on food safety and food allergen awareness.
- 3.9.2 There will be an enhanced approach to allergen awareness by the service alongside the implementation of the Staffordshire Allergen Incident MoU which outlines how District/Borough councils will work with Staffordshire County Council Trading Standards Service, to enforce the Food Information (Amendment) (England) Regulations 2019 which amended the Food Information Regulations 2014 and is otherwise known as 'Natasha's law'.

- 3.9.3 Millions of allergy sufferers across the country will be protected by a new law that came into force on 1st October 2021, requiring food businesses to include full ingredients labelling on pre-packed for direct sale foods on the same premises from which they are sold – such as a packaged sandwich or salad made by staff earlier in the day and placed on a shelf for purchase.
- 3.9.4 These changes require businesses to label food that is pre-packed for direct sale with a full list of ingredients, with the 14 major allergens emphasised in the list. The new regulations will create new burdens for councils. The Department for Environment, Food and Rural Affairs (Defra) and the Food Standards Agency (FSA) will cover the cost to councils for the familiarisation with the new legislation, and enforcement of this, through a targeted non-ring-fenced grant for the period up until 31 March 2022.
- 3.9.5 We will be using the familiarisation grant from Defra to undertake webinars and briefings to understand the new legal requirements so we can disseminate the requirements to food businesses during routine inspections and in response to food complaints. We will also proactively provide information to businesses e.g. updating template letters and web sites.
- 3.9.6 Trading Standards at Staffordshire County Council are authorised to undertake enforcement of these legal requirements. So we will proactively report matters to their service and carry out joint visits where necessary to support their investigations and in order to drive up compliance with these matters.
- 3.9.7 Allergen awareness interventions will be included within routine food safety inspections. The result will be increased awareness within food businesses, enhanced public protection, better coordination and communication with T/Standards in relation to reactive/enforcement cases and greater awareness and understanding within the team.

3.10 Regulating Our Future Programme

- 3.10.1 The Food Standards Agency has concluded that it's time to improve the way the UK delivers regulatory controls in food. Their Regulating Our Future (ROF) Programme paper explains the direction they intend to take to create a modern, risk-based, proportionate, robust and resilient system.
- 3.10.2 The ROF Programme had introduced the trial of a new enhanced registration process for food businesses allowed for the information we receive on new food business in the District to be part of a centralised national database of food businesses.
- 3.10.3 The Council had been taking part in the development of the ROF programme, in particular, around testing the feasibility of a National Inspection Scheme, which may see Primary Authorities and their partnered businesses providing advice and guidance on business compliance. Using access to business compliance data the Primary Authority could influence whether other authorities carry out visits and to what degree.
- 3.10.4 Prior to the Covid-19 pandemic the FSA had plans to implement and deliver a new regulatory model for food and publish key documents, studies, pilot research and data research in support of the Regulating our Future (ROF) programme. Details of the reports can be found here [Regulating Our Future – key documents | Food Standards Agency](#). Overall delivery has been delayed by the pandemic.

3.11 Improved Performance Indicators.

- 3.11.1 There are new monthly Performance Indicators to reflect our values of putting customers first and how we work towards the standards set out in the Customer Promise ensuring we are responsive to customer needs and that we embrace digital technology through our reporting mechanisms. This will also enable us to measure our service against the Competency Framework and the targets set out within our performance development reviews.
- 3.11.2 In addition there are a suite of existing annual performance indicators in place which directly reflect those reported in the previous FSA Annual report on Local Authority Food Law Enforcement which benchmarks against all local authorities. This has previously helped to give a better overview of the team's performance in comparison to national averages.
- 3.11.3 There were no national benchmarking averages published in 2020 and 2021 as a result of the Covid-19 pandemic. This was owing to the fact that the majority of food safety inspections were not achieved and food safety resources were diverted to the COVID response. Therefore comparisons are drawn below to the 2018-19 figures. Given the backlog of inspections the overall % target set has been lowered from 2018-19 in some relevant performance indicators to reflect this.
- 3.11.4 The FSA are in the process of developing a new performance monitoring system and have removed the use of the Local Authority Enforcement Monitoring System (LAEMS). It is likely that new benchmarking categories will be set. We may need to adapt our key performance indicators to reflect these changes once they are known in detail.

Table 3.11 New Performance Indicators for 2020-2024

Status	Performance Indicator	Actual 2018/19	Target	National Average 2018/19 ²	Notes
New	<p>% of routine food safety inspection reports sent out within 14 days.</p> <p>The outcome of routine food safety inspections and the relevant Food Hygiene Rating Scores (FHRS) will be issued to businesses in writing within 14 days of the physical inspection taking place (this includes weekends and bank holidays), in line with the FSA Brand Standard. This will include the completion of the inspection details and relevant risk rating recorded within Uniform so the details can be uploaded to the FSA portal to ensure the FHRS is correctly displayed.</p>	94%	100%	n/a	<p>Reported Monthly.</p> <p>Officers will be required to issue the relevant reports either at the time of the inspection or to follow up in writing after the inspection with the service of documents by post. Actions will be updated in Uniform and reported monthly after the 10th of each month to reflect the previous month's performance. It will also be monitored and discussed at 1:1 meetings.</p>
New	<p>The % of Customer service requests that receive a first action within 5 days and with details of these actions being appropriately updated in Uniform by the 10th of the month.</p>	Not known	100%	n/a	<p>Reported Monthly.</p> <p>Officers will be required to carry out their first action within 5 days of receiving a service request. To ensure there is accountability and evidence of these actions a record will need to be placed in Uniform. All service requests must be updated with actions by</p>

					the 10 th of every month in order to provide the relevant % figures for the previous month.
New	Total number of food safety service requests received.	Not known	n/a	n/a	Reported monthly.
Current	The % of food establishments in the District achieving broad compliance (FHRS of 3 or above).	86.7%	91%	90.7%	Reported annually
Current	The % of food establishments within the District rated as having an unsatisfactory level of compliance (FHRS of 2 or less).	5.5%	4.5%	4.5%	Reported annually
Current	The % of remaining premises yet to be risk rated (new businesses not yet subject to an intervention).	7.7%	5%	4.8%	Reported annually New businesses allocated to officers monthly. Progress monitored during monthly 1:1 meetings and regular reporting.
Current	Number of food safety Written Warnings sent to food establishments.	341	n/a	n/a	Reported annually. No target
Current	Overall % of Written Warnings sent out within 14 days.	94%	98%	n/a	Reported annually
Current	Number of food hygiene legal notices served.	4	n/a	n/a	Reported annually No target required for this activity
Current	Number of Simple Cautions issued for food safety offences.	1	n/a	n/a	Reported annually No target required for this activity
Current	Number of Legal proceedings for food safety offences.	1	n/a	n/a	Reported annually No target required for this activity
Current	Number of food establishments in the District	945	n/a	n/a	Reported annually. Used for year by year comparison and to programme work levels and resource.
Current	Number of non-compliant businesses in the District	52	n/a	n/a	Reported annually. Reflects the number of business that are performing badly to identify shifts in compliance. The aim is to reduce the overall number of non-complaint businesses each year.
Current	Number of new businesses.	126	n/a	n/a	Reported annually. Used for year by year comparison and to programme work levels and resource. To demonstrate the increasing demand for non-programmed/ additional food safety interventions.

Current	Total number of food safety intervention visits made (which includes, revisits, re-rating visits and food sampling visits)	804	n/a	n/a	Reported annually. No national average. We will publish performance reports using pictograms to illustrate the direction of travel.
New	Total number of food samples undertaken	118	n/a	n/a	In line with suitable local or national sampling plans once laboratory services resume normal services post COVID-19 pandemic

²Annual report on UK local authority food law enforcement, 2018-19, FSA

4 SECTION 4: RESOURCES

4.1 Financial Allocation

- 4.1.1 A breakdown of expenditure for the Environmental Health Commercial Team by activity for 2020-2024 is included in **Appendix 4**.
- 4.1.2 The Council recognises the importance of being able to deal with legal actions and other one off occurrences by maintaining adequate corporate reserves and provisions. The service makes use of a shared legal service with South Staffordshire District Council and Tamworth Borough Council.
- 4.1.3 If legal action is to be taken by the service, costs are met from within a central budget for legal fees. Where possible costs are recovered.

4.2 Staffing Allocation

- 4.2.1 Pressures on staffing resources for food safety service delivery are likely to increase. To ensure the viability of our service we have implemented ways to deliver our service in a number of different ways such as:-
- Utilising Covid-19 grants paid by Staffordshire County Council to support with the backlog of routine food safety work that was created as a result of staffing resources being diverted to delivering the Staffordshire outbreak management plan and enforcing specific Covid regulations. This is being achieved by recruiting some part time EHO contractors and funding some overtime payments.
 - The continued implementation of a new database system to enable more efficient and remote working.
 - Raising income through the delivery of services and further 'Primary Authority' arrangements
 - Prioritising food safety interventions based on risk and compliance and in line with the FSA recovery plan. For example removing the need to carry out physical interventions of low risk Category E food premises.
- 4.2.2 The permanent staff resources available to undertake food law enforcement during 2020-24 are equivalent to 3.3 full time officers. We believe that we can deliver the service with this resource, using the techniques highlighted above in this time. Resource to task allocation is highlighted in the work/improvement table that follows. A breakdown of this figure based on full time equivalent posts (FTE) is as follows:-

Post	Full Time Equivalent (FTE)
Food and health & Safety Manager	0.6
Environmental Health Officer (Pt time/4days)	0.5
Environmental Health Officer (Pt time/ 3days)	0.4
Environmental Health Officer (Pt time/2.5days)	0.3
Technical Officer	0.7
Technical Officer	0.7
Technical Support Officer (Pt time/ 4days)	0.1
Total (FTE)	3.3

- 4.2.3 All Technical Officers are qualified to undertake food safety work. Both officers have the Higher Certificate in Food Premises. The Food and Health & Safety Manager and EHOs are qualified to undertake the whole range of food safety work.

- 4.2.4 Support for our service comes from our Technical Support Officer who supports the team with their full range of admin functions not just food safety enforcement.
- 4.2.5 In addition there are currently 2 part time Environmental Health Contractors supporting the service with routine food safety inspection work. This is to support the recovery/ catch up work and is funded by the COVID- 19 grant from Staffordshire County Council.
- 4.2.6 We have received £113,698 direct Contain Outbreak Management Fund (COMF) Surge Funding for 21/22 and £146,460 from Staffordshire County Council. The COMF funding has been ring fenced for Covid related work and interventions. However additional staffing resources could be funded from reserves that have been generated from the county council funding which we are permitted to use to support the backlog of work created by resources being diverted into the Covid response.

4.3 Staff Development

- 4.3.1 The Council recognises that there is a need to invest in the continuing development of staff. Each member of staff takes part in a performance and development review at the beginning of the financial year in order to establish work and performance targets and identify training and development needs.
- 4.3.2 Within the Environmental Health Commercial Team, such development is needed in order to meet the continuing professional development requirements of the Chartered Institute of Environmental Health and more specifically requirements contained in the Food Standards Agency's Code of Practice.
- 4.3.3 All Officers are required to prove competence via the competency framework introduced by the Food Standards Agency. Each officer must attend 20 hours CPD training each year.
- 4.3.4 All necessary training will be undertaken through in house training, formal courses and vocational visits as appropriate. Sufficient resources will be allocated towards such training and the extent of training will be assessed as part of the development review process.
- 4.3.5 The Food Safety and Health & Safety Manager will also implement a reviewed 'Monitoring of Officer Competency' procedure to monitor the quality of interventions carried out by officers in line with the requirements of the Food Standards Agency Food Law Code of Practice.

5 SECTION 5: QUALITY ASSESSMENT

5.1 Quality Assessment

- 5.1.1 The work of the team is subject to scrutiny by Members, internal auditors and the Food Standards Agency.
- 5.1.2 The following monitoring arrangements are currently in place to assist in the quality assessment of the work carried out by the food team :-
- sample inspection audits
 - customer satisfaction questionnaires
 - sample audits of food files and associated paperwork
 - sample audits during visits
 - sample audits post enforcement action being taken
 - performance and development reviews
 - performance monitoring of target response times
 - performance monitoring against targets set down by National Indicators
 - 1:1 meetings with team members
 - team meetings
- 5.1.3 We aim to continue to build on the qualitative aspects of our work and recognise that through the implementation of the new IDOX Uniform database, the reporting and monitoring of key aspects of our service will improve.
- 5.1.4 In our work programme we will continue to review and improve our documented food procedures required within the Food Standards Agency's Framework Agreement.

6 SECTION 6: REVIEW

6.1 Review against this Service Plan

6.1.1 The process of review will be commenced in March/April each year based on:-

- performance and resources available over the previous 12 months
- responses to feedback from local businesses and the community
- observations from Members and the Environmental Health Commercial Team
- advice and guidance issued by the Food Standards Agency, the Local Authority Co-ordinating Body on Regulatory Services and examples of best practice.

6.1.2 A briefing paper on the previous year's performance against the Food Safety Service Delivery Plan will be submitted to the Regulatory & Licensing Committee in each year.

6.2 Identification of any Variation from the Service Plan

6.2.1 Performance figures are produced for our National & Local Indicators at half year and end of year points through the council's performance monitoring software 'Pentana'. Any variances against the Food Safety Service Plan, including resource implication, will be addressed during this process as well as directly through regular 1:1 and team meetings with service staff.

6.3 Action Plan

6.3.1 An **Action plan** has been developed as part of this Service Plan, details of which can be found in the tables below (Section 6.3.2).

6.3.2 Action Plan 2020-2022

Work Activity	Ongoing Work / Improvement Action	Links to Strategic priorities: 1. Enabling People 2. Shaping Places 3. Developing Prosperity 4. A Good Council				Performance Measures –	Timescales (based on end of reporting years for 2020 to 2022)	Responsibility
		1	2	3	4			
Interventions	To undertake routine inspections at food premises in accordance with the key target dates set out within the FSA Recovery Plan as follows:	✓	✓	✓	✓	Complete 100% of the target dates set out in the FSA Recovery plan.	March 2022 March 2023 March 2024	Environmental Health Commercial Team / FHSM
	All establishments rated Cat A by 31 st March 2022	✓	✓	✓		To complete all relevant FSA surveys which will commence after each of these key target dates to report on performance		
	All establishments rated Cat B by 30 th June 2022					To increase % of 'Broadly Compliant' Premises (those with a FHR of 3 or above) to 91% as reported through KPIs. (Nb. this figure is likely to decline initially as many premises have not had inspections during Covid)		
	All establishments rated Cat C and less than broadly compliant by 30 th September 2022							
	All establishments rated Cat D and less than broadly compliant by 31 st March 2022					100% performance on the 14 day target for turnaround of inspection paperwork and publication of FHRS as reported through KPIs.		
	All establishments rated Cat C and are broadly complaint to have received an onsite intervention by 31 st March 2023							
	Complete interventions in high risk new premises.							
	Where-ever possible to move at a faster pace to complete the backlog of interventions in broadly compliant premises in order to realign with the intervention frequencies and other provisions set out in the Food Law Codes of Practice.							
	To be ready for a new delivery model for 2023/24.							

Work Activity	Ongoing Work / Improvement Action	Links to Strategic priorities: 1. Enabling People 2. Shaping Places 3. Developing Prosperity 4. A Good Council				Performance Measures –	Timescales (based on end of reporting years for 2020 to 2022)	Responsibility
		1	2	3	4			
	<p>Allergen awareness interventions included within routine inspections alongside implementation of the Staffordshire Allergen Incident MoU.</p> <p>Increased awareness within food businesses, enhanced public protection, better coordination and communication with T/Standards in relation to reactive/enforcement cases, greater awareness and understanding within the team.</p>	✓	✓	✓	✓	<p>Allergen information and advice provided to all relevant food premises in line with programme of routine inspections.</p> <p>All relevant service requests completed e.g. requests for advice. All relevant complaints actioned and where relevant referred to Trading Standards for enforcement.</p> <p>Implementation of the Staffordshire Allergen MoU</p> <p>Use of the Defra familiarisation grant to facilitate staff training on new food information regulations (Natasha's Law), adapting aide memoirs, letters, websites etc.</p>	Ongoing	Environmental Health Commercial Team / FHSM
	To implement the internal monitoring procedure to monitor consistency of intervention and enforcement.				✓	<p>To check against procedures on monitoring of intervention and enforcement. Requires 10% of interventions to be checked.</p> <p>95% compliance / training needs acted upon if identified</p>	Monthly/ March 2022 March 2023 March 2024	FHSM
	To target worst performing business – providing new advisory interventions to improve FHRS ratings and standards.	✓	✓	✓	✓	<p>Increase in higher FHRS ratings for current programmed visits and assessment of sustainability for those taking part in previous years.</p> <p>Reported in annual KPIs as % of premises that are not compliant receiving a FHRS of less than 3.</p>	March 2022 March 2023 March 2024	Environmental Health Commercial Team / FHSM

Work Activity	Ongoing Work / Improvement Action	Links to Strategic priorities: 1. Enabling People 2. Shaping Places 3. Developing Prosperity 4. A Good Council				Performance Measures –	Timescales (based on end of reporting years for 2020 to 2022)	Responsibility
		1	2	3	4			
Food & Premises Complaints Provision of Advice to Business & other Service Users	To investigate all food and premises complaints	✓	✓	✓	✓	To respond to 100% of all food and premises complaints within 5 working days. This is to be evidenced by actions updated and recorded in uniform to allow monthly reporting/KPIs.	March 2022 March 2023 March 2024	Environmental Health Commercial Team / FHSM
Primary Authority	To continue to develop our working arrangements and partnership where we act as a primary authority. Increased areas of work through the ongoing review and development of management systems for food safety and H&S with both Co-op and Busy Bees.	✓	✓	✓	✓	Time spent on this area of work is charged for on a cost recovery basis. A time recording log is maintained to support finance and invoicing. Completion of the agreed work plan with Primary Authority partner. Outcomes – properly reviewed and implemented policies and where relevant new assured advice issued in line with Primary Authority guidance.	March 2022 March 2023 March 2024	Environmental Health Commercial Team / FHSM
Food Sampling	To undertake a food sampling programme based on relevant national and cross regional sampling programmes. Where these are not suitable or specific the focus for sampling will instead be on local priorities e.g. end product sampling at high risk food manufacturers or hygiene surveys at non-compliant businesses. With the emphasis being based less on the number/quantity of samples achieved over the period but more on their relevance or the risk priorities.	✓	✓			No minimal target set. UKHSA laboratory services are not accepting national or regional sampling plans for the foreseeable due to staffing shortages and prioritisation of Covid-19 testing. When sampling plans are resumed and published a relevant study will be selected and undertaken. A total number of samples reported annually. Samples may also be undertaken as part of formal investigations and food poisoning outbreaks.	March 2023 March 2024	Environmental Health Commercial Team / FHSM

Work Activity	Ongoing Work / Improvement Action	Links to Strategic priorities: 1. Enabling People 2. Shaping Places 3. Developing Prosperity 4. A Good Council				Performance Measures –	Timescales (based on end of reporting years for 2020 to 2022)	Responsibility
		1	2	3	4			
Food Poisoning & Outbreak Investigations	To undertake investigations of all food poisoning or outbreak notifications received	✓	✓			To respond to 97% of all food poisoning or outbreak notifications within 1 working days	March 2022 March 2023 March 2024	Environmental Health Commercial Team / FHSM
Food Safety Incidents	To respond to food alerts issued by the Food Standards Agency	✓	✓		✓	To respond to all food alerts received in accordance with guidance issued by the FSA	March 2022 March 2023 March 2024	Environmental Health Commercial Team / FHSM
Liaison with Other Organisations	To actively participate on the Central England North Food Coordinators Group	✓	✓	✓	✓	Attendance at 4 update meetings each year. Disseminate update information to the whole team.	March 2022 March 2023 March 2024	Environmental Health Commercial Team / FHSM
Food Safety Promotion & Education	To review documented procedures for food safety enforcement and train officers in their implementation				✓	Completion of procedures review and implement updates	March 2022 March 2023 March 2024	FHSM
	All officers undertaking food safety work to have received at least 20 hours training in relevant subject areas	✓	✓	✓	✓	Completion of 20 hours of training	March 2022 March 2023 March 2024	Environmental Health Commercial Team / FHSM

Work Activity	Ongoing Work / Improvement Action	Links to Strategic priorities: 1. Enabling People 2. Shaping Places 3. Developing Prosperity 4. A Good Council				Performance Measures –	Timescales (based on end of reporting years for 2020 to 2022)	Responsibility
		1	2	3	4			
Food Business Database and back of office line of business system	To continue with the ongoing development and maintenance of the new IDOX systems. To ensure that inspections and interventions are updated/recorded on Uniform in a timely manner to prevent loss of data and ensure regular progress reporting can be carried out. To use available online letters and forms for providing information to customers (where ever possible emailing reports as opposed to using postage), linking electronic records through DMS to reduce the reliance on paper files, to support the reduction in paper and printing costs.				✓	<p>Back office line of business system fully implemented.</p> <p>Completed review of all admin and recording procedures to enable better efficiency and reduce the administrative burden on officer. Reduction in printing and postage costs.</p> <p>Transition from the use of paper food files to online records only. Officer to refer to the online system for previous inspection reports rather than searching through paper filing system.</p> <p>To implement the wider council New ways of working policy.</p>	<p>March 2022</p> <p>March 2023</p> <p>March 2024</p>	FHSM

REFERENCES

- 1 Food Standards Agency Recovery Plan 2021
- 2 Framework Agreement on Local Authority Food Law Enforcement 2010
- 3 Food Standards Agency Strategy Plan for 2015 – 2020 [FSA Strategic Plan 2015-20 \(food.gov.uk\)](#)
- 4 Lichfield District Council - Strategic Plan 2020-2024 [Strategic plan 2020 - 2024 \(lichfielddc.gov.uk\)](#)
- 5 Food Standards Agency - Food Safety Act 1990 - Code of Practice & Practice Guidance Notes (2021) [Food+Law+Code+of+Practice+\(England\) \(6\).pdf](#)
- 6 Lichfield District Council's Regulatory Services, Housing & Wellbeing Enforcement Policy 2015, updated 2017
- 7 PHE WM Centre Outbreak Control Plan 2017
- 8 Annual report on UK local authority food law enforcement, 1 April 2018 to 31 March 2019, FSA
- 9 Equality Statement 2021, Lichfield District Council published 31st January 2021 [Equality Statement 2021 \(lichfielddc.gov.uk\)](#)

Appendix 1 - Team Structure

Environmental Health Commercial Team



(Total FTE)

FTE resource designated to food safety enforcement

Appendix 2 – Cabinet Structure

Lichfield District Council – Cabinet Portfolio October 2021

Doug Pullen Council Leader						
Cllr Andy Smith Cabinet member for Innovation & Corporate Services	Cllr Ashley Yeates Cabinet member for Climate Change & Recycling	Cllr Angela Lax Cabinet member for Regulatory, Housing & Health	Cllr Doug Pullen Leader Cabinet member for Communications	Cllr Iain Eadie Deputy Leader Cabinet member for Economic Development, Leisure & Local Plan	Cllr Richard Cox Cabinet member for Community Engagement	Cllr Rob Strachan Cabinet member for Finance, Procurement & Revenues & Benefits
Commercialisation and Innovation. Management of the ICT estate. Information management and cybersecurity. GIS, street naming and numbering. Website/intranet. Council's property portfolio. Asset and premises management. Customer services - including reception and telephony.	Joint waste service. Fleet and depot management. Fly tipping and abandoned vehicles.	Homelessness and housing advice and strategy. Housing and health partnerships. Affordable warmth. Disabled facilities grants. Regulation, enforcement and licensing. Environmental protection. Infectious disease control. Emergency planning and business continuity.	Communications, consultation, marketing and engagement strategy. Corporate Identity.	Spatial policy. CIL strategy S106 and neighbourhood plans. Visitor economy, tourism, TIC and place board. Economic development. Business relationships. Support, grants and inward investment. HS2.	Community safety partnership. Working with the VCS. Small grants. Anti-social behaviour. Safeguarding.	Financial probity. Strategic financial management and planning. Treasury and investments. Revenue strategy. Capital strategy. Accounts payable. External funding procedures. Risk management strategy. Procurement strategy and procedures. Money Laundering Officer. Internal audit.
Health and safety. Insurance and risk management. HR services, organisational development and equalities. Employee Liaison Group. Corporate strategic planning. Performance management.	Climate change champion.	Members' services, including governance and advice. Electoral services. Civic Office. Legal services, including probity and standards. Monitoring officer. Data protection and FOI. Complaints, compliments and Ombudsman investigations.	Regeneration, City Centre Masterplan, car parking strategy	Parks and open spaces. Leisure centre contract management. Activity and wellbeing development. Grounds maintenance. Reservoir management. Street cleansing. Public toilets. Shopmobility. Lichfield Garrick Theatre partnership management.	Community Engagement	Administration and collection of council tax, business rates and BID levy. Administration of housing benefits and local council tax support. Corporate debt recovery.
		Development management. Central Building Control Partnership. Land Charges Partnership. Urban design and conservation. Arboriculture. Ecology and biodiversity.	Car parking operational issues, parking enforcement and CCTV.			
Simon Fletcher Chief Executive						
Head of Regulatory Services, Housing & Wellbeing Gareth Davies 01543 308741	Head of Corporate Services Tracey Tudor 01543 308225	Head of Economic Growth & Development Craig Jordan 01543 308202	Interim Regeneration Director/Lead David Moore 01543 308929	Head of Operational Services Ben Percival 01543 308060	Head of Finance & Procurement (\$151 Officer) Anthony Thomas 01543 308012	Head of Governance & Performance (Monitoring Officer) Christie Tims 01543 308002

Appendix 3 - Useful Contacts

Lichfield District Council Regulatory Services, Housing & Wellbeing Food Safety Team Council House Frog Lane Lichfield WS13 6ZE	Tel:- 01543 308000 Out of Hours Tel:- 01527 871565 E-mail:- food.safety@lichfielddc.gov.uk Web address:- www.lichfielddc.gov.uk
Lichfield District Council Council House Frog Lane Lichfield WS13 6ZE	Tel:- 01543 308000 E-mail:- enquiries@lichfielddc.gov.uk Web address:- www.lichfielddc.gov.uk
Food, Water and Environmental Microbiology Laboratory London Public Health England 61 Colindale Avenue London NW9 5EQ	Tel:- 0208 327 6550 https://www.gov.uk/guidance/london-food-water-and-environmental-laboratory-services-takes E-mail address:- fwem@phe.gov.uk
Eurofins Food Testing UK Ltd i54 Business Park, Valiant Way Coven Wolverhampton WV9 5GB	Tel: - 01902 627200 E-mail address: - info@eurofins.co.uk
UK Health Security Agency (UKHSA) 6th Floor 5 St Philip's Place Birmingham B3 2PW	TBC – UKHSA transition from PHE to be completed by end of October 2021. In the meantime PHE contacts still relevant. Tel:- 0344 225 3560 E-mail address:- phebirmingham@heartofengland.nhs.uk Web address:- https://www.gov.uk/government/organisations/public-health-england
Staffordshire County Council Trading Standards Staffordshire Place Stafford ST16 2DH	Business Support Tel:- 0300 111 8002 E-mail address:- businessadvice@staffordshire.gov.uk www.staffordshire.gov.uk/Business/Tradingstandards/Contact-Us.aspx
Food Standards Agency Headquarters Floors 6 and 7, Clive House 70 Petty France London SW1H 9EX	Tel:- 0330 332 7149 E-mail address:- helpline@food.gov.uk Web address:- www.food.gov.uk

Appendix 4 - A Breakdown of Net Expenditure for Food and Health & Safety Team from 2020/21 to 2024/25

			Forecast		
	Actuals	Projected	Budget	Budget	Budget
	2020/21*	2021/22*	2022/23	2023/24	2024/25
	£	£	£	£	£
Expenditure					
Employees	58,013	191,319	252,640	259,120	265,650
Transport	2,503	6,059	7,570	7,570	7,570
Supplies and Services	169,084	3,859	3,670	3,670	3,670
Overheads	119,476	146,690	146,690	146,690	146,690
Capital Charges	0	0	0	0	0
Total Expenditure	349,076	347,927	410,570	417,050	423,580
Income					
External Sources	14,148	16,934	16,390	16,390	16,390
Internal Recharges	92,110	92,110	92,110	92,110	92,110
Total Income	106,258	109,044	108,500	108,500	108,500
Net Expenditure	242,818	238,883	302,070	308,550	315,080

*not representative of typical spend due to the COVID-19 grant from central Government and Staffordshire County Council

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