

## Appendix 1 - Stage 2 Food Hygiene Delivery Improvement Plan

No.	What - issue to be addressed	How - Planned action to secure improvement	Constraints	By whom (name)	By when (date)	Food Hygiene Delivery Contribution	Updates	Completed
1	Resolve shortfall of resources to deliver the intervention programme	Conduct review of market supplement payment to improve recruitment and retention for posts on the service.	This creates a budgetary pressure, and budget must be allocated.	Rob Abell	02/05/25	This will aid recruitment and retention producing outcomes as per below.	Market supplements have been reviewed taking into account the council's position in relation to London authorities (where pay is approx. 10% higher) and feedback from exit interviews from leavers. Agreed to increase Market Supplement from £3200 to £5000 for EHOs and £2000 for Food Safety Officers. These new allowances will be incorporated in the next round of recruitment detailed in Action 2 below.	Yes - Request submitted by RA, via HR for agreement by CMT.
2	Resolve shortfall of resources to deliver the intervention programme	Conduct a new round of recruitment to fill 5 vacant posts within the Food & Safety Team.	Previous recruitment rounds have shown that we are unlikely to appoint to all posts and may have	Katie Heath & Rob Abell	01/08/25	Appointment of 3 qualified EHOs who can undertake the full remit of work will result	Work force review consultation ended 8/4/25. The staff comments have	Ongoing

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		<p>These are 3 full time and 1 part time post plus an apprentice post.</p> <p>We will cast our net wide to recruit trainee staff given qualified/ experienced EHO's are scarce.</p> <p>Review recruitment strategy with HR to ensure we maximise chances of success including (e.g.) relocation package, parking, 'golden hello'.</p>	offers refused due to national scarcity.			<p>in a further 432 food hygiene interventions to A-D &amp; Unrated premises per annum.</p> <p>Appointment of Food Safety Officers and/or an apprentice can assist with AES and other work but not inspections due to COP requirements.</p>	<p>now been taken into account and a new EHO/SEHO job description was signed off by HR on 1 May 2025.</p> <p>Approval has been received to recruit to the 5 positions with advertisements planned for w/c 5 May 2025.</p>	
3	Resolve shortfall of resources to deliver the intervention programme	<p>Reallocate and train other qualified staff within the wider service to meet the competency requirements of the COP to enable them to undertake Food Hygiene Inspections. This will require investment of existing resources from the Food &amp; Safety team, financial resources to provide training to meet CPD requirements and require permissions from other Group/Team Managers.</p>	<p>This will result in an initial decline in meeting the COP requirements for official controls as existing Food &amp; Safety officers are reassigned to train other staff. It is expected, due to the workload of other staff, that there would be low uptake of other officers wishing to carry out food inspections as additional hours. Any follow-up action required by</p>	Rob Abell	01/05/25		<p>No capacity currently to deliver it, but it is in the plan as a measure and can be revisited as situations in the EHO teams changes.</p>	Ongoing

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			<p>these visits will increase the workload of the Food &amp; Safety officers as enforcement work will be necessary.</p> <p>Wider service unlikely to support as there are priority areas of work demanded of those EHOs in their own specialist areas also.</p>					
4	Resolve shortfall of resources to deliver the intervention programme	Use budget underspend to continue to offer overtime to qualified and competent officers within the wider service (e.g. EHO's specialising in Environmental Protection and Private Sector Housing Standards work) to carry out food hygiene inspections outside of normal working hours.	<p>No capacity in those teams to release people, so would have to be outside of normal hours. Currently qualified and competent officers are predominantly part time staff and do not wish to work overtime (as it is paid as standard hours).</p> <p>Food hygiene competencies are not adequate. We could work on improving their food competency</p>	Katie Heath / Rob Abell	01/05/25	Estimated to contribute to delivery of a further 30-60 interventions at A-D & unrated premises per annum. Based on each current working officer completing 1-2 additional inspections per month.	We will continue to offer this and review the approach on a quarterly basis.	Ongoing

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			but not a short-term solution.  There is no underspend in the budget, as that has been absorbed by agency staff.					
5	Resolve shortfall of resources to deliver the intervention programme	Agree to extend contractors and gain an extra contractor.	<p>We have recently agreed an extension to the end of Q1 2025.</p> <p>The F&amp;S team budget cannot currently accommodate this beyond the agreed period. Permanent staff should be in place.</p> <p>Assumed vacancy savings have already been applied to our budget, and additional workforce savings will have to be offered up.</p>	Rob Abell	02/05/25	An extra contractor would contribute an additional 20 interventions per month and start dealing with some of the oldest unrated.	<p>Contracts extended for 2 contractors until end of June with scope to extend further dependant on permanent recruitment process.</p> <p>An additional contractor FTE contractor for 4 months to be appointed.</p>	Yes
6	Resolve shortfall of resources to deliver the intervention programme	<p>Build on AES work already conducted, and questionnaires put in place.</p> <p>Seek advice from the FSA on alternative AES</p>	Last time 60% of questionnaires were not responded to, so extra resource required for non-	Rob Abell/Katie Heath	01/06/25	This will impact on dealing with some category E interventions for satisfactory responses.	Explore how we can better utilise AES approaches.	Ongoing

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		methods which might be easier to adopt into limited resource. Identify best practice.	responder inspections.					
7	Data migration to new MIS	Retain license for Civica APP for 2 years (less if resolved) for 4 concurrent users.  Undertake additional data migration exercises to improve reliability of data held on Arcus to enable reports/returns.	Digital and IT have flagged security concerns with retaining existing system which could shorten period.  Limited number of users  Completion of return more difficult.	Matthew Golledge	01/04/2025	Official Food Controls Intervention ratings.  Reports and returns,	Agreed and adopted from 1 April 2025 to extend Civica FLARE access.  Comprehensive plan and task and finish (T&F) group being compiled.	Ongoing
8	MIS configuration	Agree and finalise outstanding configuration of MIS with resource from Digital and IT. Task and finish group to be resourced.	Dealing with project phase as 'business as usual'.  Resourcing.	Katie Heath/Digital and IT/Arcus	01/05/2025	Official food Controls Intervention ratings Returns	Meetings with senior managers and IT project team have already been held to set scope and function of T&F to enable that to be set up now. Resource being identified to back-fill. It has been taken out of BAU phase and recognised it is still in a test & fix phase.	Ongoing

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9	Data upload	Allocate additional resource to transfer essential data required for official food controls.	Agreement on provision of resource with budgetary constraints	Matthew Golledge/Ade Marques	01/06/2025	Official Food Controls Intervention ratings Returns	T&F to oversee future data uploads and ensure they are more effective than uploads have been previously.	Ongoing
10	MIS efficiencies/improvements	Start attending Local Authority User Groups with Arcus to learn best practice configuration options.		Katie Heath	30/04/25	Improve reliability and efficiency of accessing data and running reports.	Attended first user group meeting and gained knowledge on best practice.	Ongoing.
11	MIS set-up	Create T&F group of service users, SME's' and management oversight.  Backfill resource to be identified in plan.		Matthew Golledge/Ade Marques	16/05/25		Initial meetings held, agreement in principle achieved. 3 month progress report to assess interim findings and review.	Ongoing.
12	Support for FSA Return	Seek support from Arcus to enable FSA return to be completed		Katie Heath	24/04/25	Improve reliability and efficiency of accessing data and running reports.	Support provided on Arcus element of return which was submitted	Yes