

APPENDIX 2

Food and Health Team Service Plan 2009/10

The Food Safety Service which fulfils the Authority's statutory duty for food law enforcement is continuing to develop in the face of many changes and demands on Service. This plan recognises the progress made during 08/09 and continues to build on those achievements.

During May 06 the Food Inspection Service was audited by the FSA and a report issued which resulted in an action plan, the plan contained thirteen agreed improvements eleven of which have been met during the 07 / 09 service years to the great credit of the division. The remaining two actions regarding accuracy of the database and frequency of inspection were the subject of re-audit in October 08. The agreed policy of the Authority following the original audit is to fully meet the inspection requirement of the Food Standards Agency Code of Practice with regard to high risk premises. Having achieved this in 07/08 and on target during 08/09, the FSA audit team whilst welcoming the considerable achievement now require the Authority to meet inspection frequencies regarding low risk and unrated premises. To sustain this during 09 / 10 it will be necessary to continue and increase the use of external contractors whilst maintaining a dialogue with the FSA. The continued implementation of this "100%" inspection policy for high risk with additional low risk requires increased focus on team operation to ensure work is efficiently allocated and effectively monitored this will take up much of the team resource, highest risk and approved premises inspection will continue to be delivered by the in house team.

This priority is to be supplemented by FSA approved interventions to encourage businesses to raise food hygiene standards including the continued development and support and promotion of "scores on the doors" to inform consumers of food business hygiene performance. Proposals for a National Scheme may influence current developments however we remain committed to supporting the scheme and the mandatory display of rating certificates. The new FSA code of practice and practice guidance which came into effect on 1st April 08 gave Authorities flexibility to introduce further interventions as alternatives to inspection this will continue to be investigated during this year. FSA monitoring arrangements have changed and the implementation of new software systems will require additional resource to overcome software delivery problems encountered in 08 / 09 .In addition the work done to clean up the food premises database agreed as a priority with the FSA will be supplemented by adoption of routine procedures to maintain the accuracy of the database during operational use this will support the accuracy of the National Indicator NI 184 (broadly compliant premises) which comes into effect this year. Flexibility to deliver additional elements of the plan will depend on available resources which will include efficiencies and improvements as a result of closer integration with the health surveillance function and implementation of restructure arrangements.

The application of full Hazard Analysis Critical Control Point systems will continue during 09 / 10 , the priority is to ensure small businesses understand this requirement to this end the Food Standards Agency is asking Local Authority Enforcers to continue to promote the use of the "Safer Food Better Business" system which has major time requirement during on site inspection. We will continue to maintain successful local partnerships in encouraging training for food business operators in its use.

New initiatives in relation to healthy eating investigated during 08/09 will be implemented as appropriate during this service plan year.

New legislation introducing the concept of “Primary Authorities” comes into effect in April 09 and has the potential for a huge demand on resources, particularly if the existing Home Authority arrangements are extended to become primary authority and the needs of a national retail chain are to be met.

The infectious disease function will continue development of the new CAPS IT module introduced as an emergency measure during 07 /08 whilst supporting overall database maintenance. Sampling is rationalised according to perceived risk and staff availability due to training commitments and overall numbers adjusted accordingly, New legislation relating to private waters will come into effect during the currency of this plan, requiring risk assessment of all supplies with consequent development of a new sampling and enforcement regime, this may require reduction of other areas of sampling activity below current targets due to the considerable input required. Animal Health work will have regard to the new DEFRA Framework the final drafts of which are awaited however as this will become a national indicator for Local Authority performance the demands of the new framework agreement will be carefully monitored and implemented as appropriate. Levels of performance will be adjusted to meet staff availability due to training commitments. Statutory work on primary production premises will continue as a programme of inspection and will be delivered. The above activity during 09/10 is in full support of the overall Food Strategy for Leeds, the action plan developed in association with the strategy and FSA requirement will influence our activity and priorities. The team plan is in full support of the Leeds Strategic Plan 2008 – 2011 Health and Wellbeing - Creating a healthy City theme and associated strategic outcomes in particular enhanced safety for vulnerable people through preventative and protective action to minimise risks to well being. (outcome 11) and assisting businesses – (outcome 3)

AIMS :

- **To ensure that all food produced, prepared or sold in Leeds is safe to eat and will not cause ill health.**
- **To support the Food Strategy for Leeds**
- **To support communicable disease control within the city.**
- **To carry out statutory functions in relation to Animal Health**

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>INFECTIOUS DISEASES</p> <p><u>Infectious disease recording</u> We need to receive and record all notifications of infectious diseases and produce reports for monitoring and investigation activity.</p> <p>To receive and record all formal notifications of infectious diseases.</p> <p>To produce the required reports at daily/weekly/monthly intervals as appropriate to NOIDS, YW Chest clinic and MOEH</p> <p>To improve and develop further the infectious disease IT system to support the IT capabilities of the infectious disease investigation and reporting function including data cleansing as appropriate.</p> <p>To develop partnership working and staff training with the HPA to internal staff and external partner</p>	<p>To monitor, control and reduce the incidence of infectious diseases within the city</p>	<p>Notifications received</p> <p>Report produced to meet specified deadlines</p> <p>Development and improvement of CAPS ID Module</p> <p>System developed for mutual training. 4 sessions per year to</p>	<p>DSM/TO/AS March 10</p> <p>Dec 09</p> <p>Ongoing</p>	<p>2.6</p> <p>1.6</p> <p>0.5</p> <p>0.3</p>	<p>Quarterly report</p>

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>organisations including delivery of training to 4th year medical students and facilitate shadowing for eho students, trainee PCT staff and others</p> <p>To assess and implement the new legislation introduced in connection with Infectious Diseases Control</p> <p>(Abbreviations: NOIDs – National mandatory report for notification of Infectious Disease (required by the Health Protection Agency – Colindale London)</p> <p>MOEH – Medical Officer for Environmental Health</p> <p>YW – Yorkshire Water</p> <p>Nurses – Employed by Primary Care trust working within Health Surveillance Team</p> <p><u>Investigation and control of food poisoning of food-borne illness and gastro-enteritis</u> We need to investigate all relevant notifications in order to collect</p>	<p>Reduction in the incidence of gastrointestinal diseases in the city</p>	<p>medical students</p> <p>(note - over 40 were trained during 08/09)</p> <p>Respond to consultation spring 09</p>	<p>SM / DSM response</p> <p>Team including PCT Nurses Admin and TOs</p>	<p><0.1</p>	<p>Quarterly Report</p>

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>information about potential sources of food or water borne infections. We need to maintain systems and produce information to assist control of infectious diseases</p> <p>To investigate all notifications of food poisoning and gastro-intestinal disease including establishment outbreak and self reporting & laboratory notification of food poisoning.</p> <p>To deliver educational sessions in hand hygiene and infectious disease prevention, wherever possible to support “closing the gap” and outbreak establishments</p> <p>To support West Yorkshire MOEH / EHO working group to develop consistency in Communicable Disease Control work including establishment of a new HPA liaison post</p> <p>Undertake a review of Infectious Diseases Quality system documents following development of new ID database systems and procedures</p>		<p>Number of outbreaks and case notifications investigated</p> <p>Number of sessions delivered supporting schools nursing not exceeding 12 p.a</p> <p>Meetings attended & new post established</p> <p>Review Completed</p>	<p>DSM / TO / AS / PCT Nurses March 10</p> <p>SM / DSM</p> <p>DSM & Team</p>	<p>3.4 N.B. Does not include PCT Staff time</p> <p>PCT Staff</p> <p>> 1.0</p> <p>1.0</p>	<p>Quarterly Report</p>

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>SAMPLING</p> <p><u>We need to obtain samples of food in order to gather information about the bacteriological quality of food being produced and consumed in Leeds.</u></p> <p>To obtain samples of food in accordance with assessment of risk including</p> <ul style="list-style-type: none"> • planned and published programmes, • national and local sampling surveys, • food poisoning investigation • Inspection programme <p>and provide results to food inspection team and/or give advice regarding unsatisfactory samples to food businesses.</p> <p>To obtain samples of heat treated cows milk and milk products from 3 Leeds dairies according to a specified programme.</p>	<p>To ensure the food and water supply in the city is safe and does not cause illness</p>	<p>1200 Samples</p>	<p>DSM / TOs March 10</p>	<p>2.6</p>	
		<p>135 Samples</p>		<p>0.1</p>	

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>To obtain bottle rinses from the farm bottling plants on monthly base.</p> <p>To obtain samples of goat milk from each of the 2 producers every 2 months</p> <p>To obtain samples of on - farm treated milk for WYTSS for food standards examination.</p> <p>To obtain samples of ice-cream with emphasis on caterers retailers and on vehicles. Includes information mail shot as appropriate</p> <p>We need to monitor the bacteriological and chemical quality of all private water supplies in Leeds and take the necessary enforcement action to secure satisfactory standards.</p>		<p>60 Rinse Samples</p> <p>6 Samples</p> <p>9 Samples</p> <p>52 Samples</p> <p>To obtain samples from private water supplies in accordance with existing and NEW PWS regulations on the basis of a prescribed programme Includes full financial and operational administration of sampling system and provider laboratory</p>		<p>>0.1</p> <p>>0.1</p> <p>>0.1</p> <p>0.2</p> <p>0.3</p>	Quarterly & CEHO Report

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>The Private Water Supplies legislation is to change during 09 / 10, this will require full re evaluation and risk assessment of all private water supplies preceded by staff training and government /LACORS guidance.</p> <p>We need to monitor the bacteriological and chemical quality of leisure pools in order to assess risks to public health. In addition we provide chargeable support to Leisure Services Staff to maintain public safety.</p>	<p>To reduce the risk of illness associated with use of leisure waters</p>	<p>To re-evaluate and risk assess private water supplies in Leeds in accordance with new legislation. (54 supplies). Phased over DEFRA agreed implementation period.</p> <p>To monitor current risk rating system to reflect more closely actual risk presented – review completion</p> <p>To obtain samples of swimming and leisure pool waters for chemical and bacteriological analysis in accordance with a risk rated programme.</p>	<p>TO/ DSM/SM Mar 10</p> <p>TOs DSM June 09</p> <p>March 10</p>	<p>3.0 (Potential)</p> <p>>0.1</p> <p>1.9</p>	

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>To investigate the Sampling Module on CAPS Uniform in association with EH IT unit @ Project officer.</p> <p>To assess applications submitted under Mineral Water legislation and issue authorisation as appropriate</p> <p>To support training programme for HPA staff and EH students</p> <p>To revise and update QA documentation</p>		<p>Module use investigated and implemented if appropriate</p> <p>No of applications approved</p> <p>Programme completed</p> <p>Revision of selected documents completed</p>	<p>March 10</p> <p>DSM / TOs Dec 09</p>	<p>0.1</p> <p>0.1</p> <p>0.1</p> <p>0.1</p>	Quarterly Report
<p>ANIMAL HEALTH</p> <p>We have a duty to enforce the requirements of legislation regarding the movement and identification of livestock. In addition an agreement exists to carry out relevant enforcement in accordance with the new DEFRA Framework agreement including entering information on 2 national databases</p>	<p>To secure the health and well being of Food Animals in connection with the human food chain, reducing zoonotic infections and securing compliance with statutory duties</p>				

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>To attend livestock markets at which pigs are sold in Leeds to support the issue of movement documents in accordance with Framework requirements including examination of movement documents for other species at market. And enforcement of other welfare and disease controls as appropriate.</p>		<p>To attend livestock markets at which pigs are sold in Leeds to support the issue of movement documents in accordance with Framework requirements including examination of movement documents for other species at market etc</p>	<p>DSM/ STO/ TO March 10</p>	<p>1.4</p>	
<p>To investigate all recorded breaches of the animal holding 6 and 20 day movement standstill requirements of the Disease Control Order and take appropriate action.</p>		<p>Number of recorded breaches which are investigated (no target number)</p>		<p>0.2</p>	
<p>To review the requirements of the new Framework agreement and implement selected activities to the specified standard.</p>		<p>To review the requirements of the revised Framework agreement and implement selected activities to the specified standard. Revised framework to be discussed with Animal Health Agency .</p>	<p>Within 6 months of new framework introduction SM / DSM / STO</p>	<p>0.1</p>	

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>To carry out animal holding visits to check compliance based on the DEFRA Framework best practice model including the appropriate risk assessment programme development and profile as agreed with the DEFRA Veterinary Manager.</p> <p>Monthly visits to each slaughterhouse.</p> <p>To record all appropriate post movement and enforcement information on the Animal Movement Enforcement System (AMES) and Animal Movement Licencing System (AMLS) national database systems within 3 days of receipt of correctly completed documents.</p> <p>To carry out inspections of vehicles whilst at farm /markets/ collection centres and slaughterhouses.</p> <p>To examine outgoing AMLS movement documents and verify animal arrival at destination.</p>		135 visits	STO March 10	1.3	
		24 visits	STO / DSM March 10	0.2	
		100% within 3 days	DSM / STO / AA	6.5	
		110 vehicle inspections	DSM / STO March 10	0.3	
		To examine 5% of outgoing documents to verify animal arrival	DSM / STO / AA March 10	0.1	

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
We will respond to, investigate as appropriate and otherwise deal with complaints and requests for service in relation to food animal health legislation. Particular emphasis on investigations into swill feeding.		To carry out investigation and implement appropriate controls. Responding within 5 days on 95% of occasions	DSM / STO / TO / AA March 10	0.1	
To identify alternative sources of advice / information on compliance for business community		Locate and publish link to electronic sources of information on LCC website	SM / DSM / STO	< 0.1	
To review response to the LCC Animal Diseases Plan		Ensure relevant information and legislation is available for rapid response. Carry out desktop evaluation of plan in association with DEFRA AH Agency	SM / DSM / STO	0.2	
To revise and update QA documentation		Ensure operational QA documentation is updated	DSM / STO / March 10	0.3	

Key issues / tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/ Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>PRIMARY PRODUCTION</p> <p>We have a new statutory duty to enforce Food Hygiene at primary production premises, this will require visits to arable farms as well as animal holdings, and the introduction of new controls. Data on inspections will become part of statutory FSA return and part of the new authority PI.</p>	<p>To protect the human Food Chain and reduce risk of illness caused by primary sources</p>	<p>To maintain a programme of interventions in accordance with central guidance where available including recording and reporting from CAPS system.</p>		<p>0.6</p>	

Key issues/ tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>Food Safety</p> <p>We will fully support the Food Strategy for Leeds and in particular delivery of the Food safety elements of the action plan whilst assisting other elements of the strategy as appropriate</p> <p>We will carry out a targeted programme of inspections/ food safety interventions of food businesses, prioritised according to an inspection rating scheme in order to enforce the range of food safety legislation.</p> <p>To carry out food safety inspections to all category A and B premises due for inspection.</p> <p>To carry out 100% A-C rated, additional inspections will be met by contractor use.</p>	<p>Reduction in food borne illness caused by food produced in Leeds</p> <p>To support inspection / intervention and enforcement programme in reducing food borne illness by improving food safety in compliance with statutory duty</p>	<p>Includes all elements of work meeting attendance and reporting</p> <p>410 inspections</p> <p>100% = 1675 (approx 1250 contractor)</p>	<p>Finish March 2010</p> <p>DSM / Team / Contractors</p>	<p>19.0</p> <p>Contractor resourced</p>	<p>Quarterly Report</p> <p>Quarterly Report</p>

Key issues/ tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/Date
		Measures	When & Who (start & finish)	Resources (% team time)	
To carry out inspections of formerly approved establishments required by the Food Safety Act 1990 Code of Practice		63 inspections		1.0	
To reduce number of unrated premises to approximately 40 % of current number (954)		550 inspections (Some Contractor involvement)		3.0	
To review outstanding D rated premises and carry out inspection of a further 300 premises		300 inspections (Contractor involvement)		Contractor Resource	
To carry out inspection where appropriate of category D and E premises as a result of <ul style="list-style-type: none"> • investigation of food complaints • investigation of food hazards, food poisoning or other safety issues • staff development • targeted advice • promotions • part of low risk premises strategy • Healthy eating initiatives 		250 inspections plus inspections / interventions carried out as part of the healthy eating initiatives		4.5	
To provide enforcement support and supervision for contractors including contractual agreement		Ongoing during 09 / 10	March 10 SM DSM Team	6.5	

Key issues/ tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>To monitor the quality of inspections carried out in accordance with Dept QA requirements and FSA guidance</p> <p>To promote good food hygiene in Food Businesses by informing the public of the outcome of our inspection process – support and promote the “Scores on the Doors” initiative. Includes mailshot for programmed inspections</p> <p>To continue to provide a Home Authority Service to identified businesses within the City including ASDA Stores Group, BUPA and Greencor . Requests from Aagrah group restaurants and Aramark will be finalised.</p> <p>(NOTE – Part 2 of the Regulatory, Enforcement and Sanctions Act and setting up / operation of Primary Authority agreements could hugely influence the resourcing of the current Home Authority arrangement and adversely affect all target achievement))</p> <p>To enforce Imported Food controls in accordance with FSA requirements including at Leeds Bradford Airport and ERTS. Support for APHA Airport Group.</p>		<p>Ongoing during 09 / 10</p> <p>System operational and promotion continued</p> <p>Meetings attended and information provided</p> <p>Development as required</p> <p>Annual contact at each of 5 ERTS and Airport</p>	<p>March 10 DSM/SEHO</p> <p>Mar 10 SM</p> <p>Ongoing March 10 SM DSM Team</p> <p>SEHO</p>	<p>3.0</p> <p>1.1</p> <p>0.5</p> <p>Externally resourced</p> <p>0.4</p>	

Key issues/ tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/Date
		Measures	When & Who (start & finish)	Resources (% team time)	
To provide Food Hygiene Advice to food businesses in Leeds including new business packs .		Ongoing March 09	SM / Team	0.2	
To institute legal proceedings under Food Hygiene and related legislation		Ongoing – Estimated 10 prosecutions	DSM / Team	2.3	
To develop and maintain the accuracy of the Database in association with the IT Team					
<ul style="list-style-type: none"> • To develop data recording system in accordance with new COP intervention format. to support FSA monitoring 		System developed	April 09 SM DSM IT	1.2	
<ul style="list-style-type: none"> • To revise the format of the report to meet new “intervention” proposals 		Report revised	June 09 SM DSM team & IT	0.5	
<ul style="list-style-type: none"> • To continue to develop internal procedures for maintaining the accuracy of the database and operation of upkeep mechanisms including staff training 		Development and upkeep Continued	Ongoing - March 09 SM DSM EHO TO.	0.5	
<ul style="list-style-type: none"> • To continue attempts to introduce the FSA LAEMS web based reporting system assuming CAPS/IDOX support . 		LAEMS report introduced and functioning	SM / DSM / Team/ IT	1.3	

Key issues/ tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/Date
		Measures	When & Who (start & finish)	Resources (% team time)	
To investigate Food and Food Premises Complaints and other requests for Service within divisional response times	Provide information on potential failures in Food Safety, initiate control measures and thereby reduce potential for food borne illness Assist in improving the health of those areas of the city where population health is of concern	Approximately 800 requests for service dealt with	March 10 DSM Team	7.5	
To investigate suspected outbreaks of food poisoning at the suspect premises and initiate appropriate controls		Approximately 30 outbreaks per year referred to food team	DSM Team Ongoing March 10	1.1	
To receive, evaluate and action as appropriate Food Hazard alerts initiated by the Food Standards Agency		Approx 65 alerts with 5 actionable	March 10	0.3	
To contribute to area intervention initiatives. Including ensuring inspection levels are met in those businesses predominantly serving identified deprived areas and combined H&S work as appropriate		Target inspection levels met		0.3	

Key issues/ tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/Date
		Measures	When & Who (start & finish)	Resources (% team time)	
Continue support for BME Community Food Groups		Maintain contacts Attend Meetings as appropriate provide support and information	Jan 10 SEHO	< 0.1	
To support the production of "Food For Thought" Food Newsletter		2 Editions and in particular promotion of healthy eating initiatives & information	March 10 DSM Team	0.1	
To help and advise businesses of adoption of safe food management systems. Work in partnership with Leeds Thomas Danby to promote training with regard to SFBB		Produce promotional material and aid distribution and promote training course	SM / DSM / and Team.	0.2	
To continue update and revision of the published QA Documentation is support of consistency and the ISO 9001 standard		Maintain revision process	SM/DSM/Team	0.5	

Key issues/ tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/Date
		Measures	When & Who (start & finish)	Resources (% team time)	
<p>We need to support other health initiatives to tackle health inequalities and promote healthy lifestyles</p> <p>To support health and safety team in raising awareness of occupational dermatitis at catering establishments</p> <p>To support the enforcement of legislation which restricts Smoking in public places.</p> <p>To support and deliver healthy eating initiatives predominantly in super output areas.</p>		<p>Provision of advice information and signposting</p> <p>Work with Health and Safety section to report potential breaches revealed during the inspection programme and otherwise provide information</p> <p>Continued Investigation and piloting of initiatives involving</p> <p>-Healthy sandwich prepn</p> <p>- Salt reduction</p>	<p>SM DSM Team Ongoing March 10</p> <p>SM DSM Team Ongoing March 10</p> <p>SM DSM and Team March 09</p>	<p><0.1</p> <p>0.1</p> <p>5.5</p>	

Key issues/ tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/Date
		Measures	When & Who (start & finish)	Resources (% team time)	
To support delivery of the Food Strategy of Leeds through delivery of the Food Safety element and involvement in delivery strategy		Attend Strategy Group meetings and delivery of leg 2 of action plan		0.1	
To continue support for the joint “All being Well” project in Kirkgate Market and investigate other venues for public food safety promotion		If appropriate Provide an initiative during Food Safety Week & investigate other appropriate promotional sites	June 09	0.3	
We need to maintain staff training and competence at the levels required by the Food Standards Agency, including the training of students and newly qualified staff. Includes research and legislation change	To support delivery of all Service plan initiatives, and secure specified health outcomes	Provide training to support the FSA requirement for new and existing team staff	SM DSM March 10	7.0	
To organise and deliver the Leeds Applied Food Microbiology Course 2009 and plan for the 2010 Course.		Course delivery and positive delegate evaluation	SM SEHO May 09	1.1	

Key issues/ tasks	Health Gain / Health Outcome	Target 2009/10			Reporting Method/Date
		Measures	When & Who (start & finish)	Resources (% team time)	
To support WYPFOG to secure consistency and improvement in Service Delivery		Attend and support meetings and joint initiatives	March 09 SM DSM SEHO	0.4	
To ensure our service is delivered appropriately to all parts of our communities in accordance with our Equality Policy.		Work to support Level 4 Equality including Impact Assessment and Monitoring	SM / DSM ongoing	< 0.1	
To support the good to great aspirational culture initiative.		Use the service planning process to ensure consultation mechanisms with partners are improved, and promote culture during team meetings and one to ones	SM / DSM Team	<0.1	