

Archived Decisions for the Portfolio Holder for Housing and Public Protection 2011



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ARCHIVED PORTFOLIO HOLDER DELEGATED DECISION

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Decisions taken by Individual Portfolio Holders

Portfolio Holder for Regeneration and Development

Portfolio Holder for Housing and Public Protection

Decisions Taken 8th February 2011

Section 106 Agreement Template Amendments

DECISION	Reason for Decision
To approve the amended Section 106 Agreement clauses for use immediately.	To reflect the requirements of mortgage and development finance lenders in dealing with Housing Associations and encourage the lending of finance for affordable housing in order to support its delivery.

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CYNGOR SIR POWYS COUNTY COUNCIL.

REPORT TO PORTFOLIO HOLDERS

January 2011

REPORT AUTHOR: Terry Flynn, Affordable Housing Officer

SUBJECT: Section 106 Agreement Template Amendments

REPORT FOR: Decision

Background:

1. Legal agreements under Section 106 of the Planning Act are the means used to secure affordability in perpetuity on properties required under planning gain rules.
1. For some time there have been issues of difficulty in securing funding where these agreements are in place. This is primarily due to lenders being unwilling to provide mortgages on what they see as encumbered assets.
2. In recent months this became an issue for Housing Associations as well as private individuals and Powys CC was asked to assist in finding a solution.

Action Undertaken:

2. A meeting of DC, Legal, Planning Policy and Housing representatives, chaired by the Portfolio Holder for Regeneration, was held and agreed that the risk of a mortgagee taking possession of Housing Association properties was so small as to be negligible and therefore should be accepted as a manageable risk.
1. Legal officers were asked to draft and circulate a form of words acceptable to all parties. This was done and a copy of that wording is attached at annexe 1.

Action requested:

3. That the Portfolio Holders for Regeneration and Housing, with the agreement of the Shadow Portfolio Holder for Housing, Approve the use of this form of words in all Section 106 agreements pertaining to Housing Associations.

Summary

The purpose of this report is to seek approval to amend the wording of the Affordable Housing Section 106 Agreement Template to encourage financial lending against property or land subject to an Affordable Housing Section 106 Agreement.

The main proposed amendments are a flexible interpretation of policy only to be applied in repossession circumstances and will only affect a mortgagee in

possession of the affordable property. The proposed amendments do not apply in normal circumstances when an affordable property is marketed for sale by a developer, initial or subsequent occupier. The main proposed amendments include:

National Planning Policy Context

Section 12 of Technical Advice Note (TAN) 2: Planning and Affordable Housing addresses securing affordable housing and advises that; *'both planning conditions and planning obligations may be used'*.

Further key points raised in TAN 2 include:

to ensure that the affordable housing provided is occupied in perpetuity by people falling within particular categories of need.' (Para 12.2)

This paragraph goes on to explain that; *'should lenders seek the inclusion of such clauses in planning obligations relating to the provision of affordable housing, local planning authorities will wish to weigh the balance of interests carefully and make their own judgements before agreeing to such clauses. The Assembly Government would take steps to persuade lenders against open market disposal, but could not prevent lenders from doing so if the terms on which they had lent allowed such disposal.'* (Para 13.3)

It is considered that in current financial climate, it is reasonable to apply the circumstances outlined in Para 13.3 to all affordable housing developers and not just registered social landlords.

The **Housing MIPPS 01/2006** states that Development Plan Policies should: *'also state what the authority would regard as affordable housing and what arrangements it would expect to ensure that such housing remains reserved for those who need it.'*

Relevant Powys Unitary Development Plan Policies

In considering the proposed amendments, it is important to highlight the Powys Unitary Development Policies on Affordable Housing.

Policy HP7 – Affordable Housing within Settlements:

'Unless the affordable housing is to be provided by a Registered Social Landlord, planning permission will only be granted if the developer has first entered into a planning obligation to ensure that the housing remains affordable in perpetuity.'

: 'The removal of the requirement that the housing remains affordable in perpetuity will only be considered on the basis of realistic assessments of the continuing need for its retention and where substantial but unsuccessful efforts have been made for at least 12 months to sell or let the property at a price that realistically reflects the existence of the occupancy condition.'

HP10 – Affordability Criteria:

6. : *'Both initial and subsequent occupiers shall not already own a residential property and shall have not recently sold a property unless the Council is satisfied that the occupier has an exceptional need for the affordable home.'*

(The cascade): *'References in this policy to community are defined for initial occupiers as the community council area in which the site lies together with immediately adjoining community of parish council areas. If successive occupiers cannot be found within the community, occupiers' resident at the time in the appropriate shire areas in Powys should be next sought, followed by occupiers*

resident in the rest of Powys and adjoining local authority areas. The Council will require proof that substantial efforts have been made to find a local occupier before the eligible areas is widened to the next level.'

Proposal

An amended Section 106 Template with the changes highlighted in blue is provided in Annex A. The main proposed amendments to the Section 106 Agreement Template are summarised below:

th January 2010. A verbal update will be presented to the Board.

& iv) have been reduced from 6 months to 4 months reduce the period of sale to a total of 12 months in accordance with Policy HP7, criterion D. As before, the property can be offered for sale to a registered social landlord (housing association) in the first instance in accordance with the second schedule, clause 2 i).

Further Justification

The amendments are proposed to allow a lender/mortgagee in possession to sell at the earliest opportunity and to get the best price for the property so that the borrower's debt does not continue to rise.

The Council for Mortgage Lenders (CML) advises that a cascade mechanism should be used to address the perpetuity and occupancy controls on a property. This involves offering a property to a very local market and gradually widening the net until the property can eventually be sold on the open market. The CML also advise that the cascade should take no more that 18 weeks before the property could be offered on the open market. The cascade approach adopted by Powys County Council is explained in Para 3.3. The cascade set out in Policy HP10 is interpreted in the Section 106 Agreement template and is only expanded to allow disposal on the open market as a last resort where a mortgagee is in possession. The CML point out that if there is a strong and continuing market for affordable homes in the area, then there should be no problems selling the property locally.

The cascade set out in the second schedule, para 2. where a mortgagee is in possession is accelerated to a maximum of 20 weeks rather than 12 months & application to remove process. This accelerated process and flexible interpretation of policy only in circumstances of repossession, is considered justified.

The CML advises that the Local Authority or a Housing Association could be given the opportunity to buy the property back. The Section 106 agreement already includes provisions to allow an affordable house to be purchases by a Registered Social Landlord. However, it is proposed that where a mortgagee is in possession, this agreement also includes the provision to offer the property for purchase by Powys County Council once the first three steps of the cascade have been

undertaken. If the Council does not wish to purchase the property, then the property can be sold on the open market.

Corporate Improvement Plan

The Council's CIP identifies the lack of affordable housing as a risk and consequent area for improvement, making the delivery of affordable housing through planning policy a key challenge. This is reflected by the following CIP measure:

Options Considered / Available

To approve the amended Section 106 Agreement Template in part or full.

Preferred Choice and Reasons

Approve the amended Section 106 template in full for the reasons explained in the section 4. & 5.

Sustainability and Environmental Issues / Equalities / Crime and Disorder / Other Policies

.1 The sustainable development scheme 'One Wales: One Planet' sets out the Assembly's aim of making sustainable development the 'central organising principle' for Government and the wider public sector in Wales.

.2 In October 2007, the Council agreed its first Sustainable Development Strategy. The strategy states that, 'the Council will put sustainable thinking at the front of our decision and policy making and at the heart of our service delivery.'

The provision of affordable housing in rural areas supports the development of sustainable rural communities.

The amendments proposed are considered to be a flexible interpretation of policy to encourage lending and subsequent delivery of affordable homes.

Other Consultations Undertaken

Council officers met with Principality Building Society on Friday 4th December 2009. The Principality highlighted their concerns relating to the Section 106 agreement wording and possible amendments were discussed. Following discussion regarding alternative wording, the Principality considered the proposed amendments to be acceptable. A commentary of the old Section 106 Agreement Template by the Principality Building Society is provided in Annex B. Other banks & building societies are being consulted on the proposed amended Section 106 Agreement template wording and letter was sent to the mortgage lenders listed below on 14th December 2009:

& Gloucester
& Leicester

Further consultation with Ceredigion County Council and Jonathan Brown, Land for People was undertaken during the preparation of the amended Section 106 Agreement template.

The AHTG will be asked to consider this report on 8th January 2010. Comments from the AHTG will be reported at the Board meeting. The AHTG includes representation from Housing, Planning, Finance, Estates, Housing Associations, Council Members, Brecon Beacons National Park Authority (BBNPA), BBNPA members and Rural Housing Enabler(s).

The Council's Chief Financial Office, Head of Legal, Scrutiny and Democratic Services, Head of Regeneration & Development and Head of Housing and Public Protection have been consulted.

Recommendation:

Approve the amended Section 106 Agreement clauses for use immediately

Reason for Recommendation:

To reflect the requirements of mortgage and development finance lenders in dealing with Housing Associations. encourage the lending of finance for affordable housing in order to support its delivery.

th January 2010

Terry Flynn

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NA

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Agreed Wording of the relevant Clauses

“RSL Mortgagee” means a mortgagee of an Affordable Housing Unit where the mortgagor is a Registered Social Landlord (including for the avoidance of doubt the Mortgagee) or any receiver appointed by such mortgagee

PROVIDED ALWAYS that an RSL Mortgagee of an Affordable Housing Unit may dispose of an Affordable Housing Unit on the open market in exercise of its statutory power of sale or otherwise and the obligations contained in this Agreement shall not apply to that disposal and the Affordable Housing Unit subject to that disposal shall thereafter cease to be subject to the obligations under this Agreement

Decisions taken by Individual Portfolio Holders**Portfolio Holder for Housing and Public Protection****Decisions Taken 8th April 2011**

DECISION	Reason for Decision
That 'The Communicable Disease Outbreak Plan for Wales ' be adopted and replace the previously adopted plans with immediate effect.	To apply the most up to date and relevant model plan to our communicable disease work.

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CYNGOR SIR POWYS COUNTY COUNCIL.

23rd March 2011

REPORT AUTHOR: Public Protection Manager

SUBJECT: Communicable Disease Outbreak Plan

REPORT FOR: Decision of Portfolio Holder for Housing, Public Protection and Community Safety

1. Introduction

- 1.1 Approval is sought for adoption of the model plan, "The Communicable Disease Outbreak Plan for Wales".

2. Background

- 2.1 In recent years, there have been multiple plans in Wales for the investigation and control of communicable disease. All these have contained very similar guidance. Whilst it has been recognised that each individual plan was robust and fit for purpose, the presence of several plans for use in outbreaks has caused confusion as to which plan should be followed.
- 2.2 This model plan, "the Communicable Disease Outbreak Plan for Wales", developed by Public Health Wales and adopted by the Welsh Assembly Government, should now be used for managing all communicable disease outbreaks with public health implications across Wales.
- 2.3 The plan has been issued by the Chief Medical Officer for Wales and as such we now need to adopt it as our plan for use in all forms of outbreak situations covered by the plan.

3. Proposal

- 3.1 In view of the letter from the CMO it is proposed that 'The Communicable Disease Outbreak Plan for Wales' be adopted and replace the previously adopted and operational plans with immediate effect.

Recommendation:	Reason for Recommendation:
That 'The Communicable Disease Outbreak Plan for Wales' be adopted and replace the previously adopted plans with immediate effect.	To apply the most up to date and relevant model plan to our communicable disease work.

Contact Officer	Tel:	Fax:	Email:
Steve Clinton	01938 551246		

Relevant Portfolio Member(s):	Councillor R G Brown
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Relevant Local Member(s):	N/a
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Background Papers used to prepare report:

CMO (2011)1

The Communicable Disease Outbreak Plan for Wales March 2011

The Communicable Disease Outbreak Plan for Wales

(‘The Wales Outbreak Plan’)

Preface

In recent years, there have been multiple plans in Wales for the investigation and control of communicable disease. All these have contained very similar guidance. Whilst it has been recognised that each individual plan was robust and fit for purpose, the presence of several plans for use in outbreaks has caused confusion as to which plan should be followed. Therefore, at the request of the Welsh Assembly Government, a multi-agency working group was convened in 2008 to draw the plans together into one generic template.

This model plan ("The Wales Outbreak Plan") is the result of that work. It should be used as the template for managing all communicable disease outbreaks with public health implications across Wales. It has been developed from the amalgamation of the following plans:

- **Plan for handling Major Outbreaks of Food Poisoning (2004)**
- **The Emergency Framework for health-related incidents and outbreaks in Wales and Herefordshire potentially caused by contaminated drinking water ("Water Framework") (January 2008) (which in turn replaced the older *Cryptosporidium* plan)**
- **Model Plan for the Management of Communicable Disease Outbreaks in Wales (1995 and draft update 2007)**

The "Wales Outbreak Plan" consists of a generic template and appendices containing details pertinent to all outbreaks. After these, there are more appendices containing the technical operational detail needed for managing specific issues. In the case of cross-border outbreaks, all those led by Wales will be managed in accordance with this plan.

Hospitals have their own outbreak plans for internal outbreaks on their premises. However, if an outbreak has any potential public health implications, then this plan takes precedence in control of the outbreak. Appendix 6 describes these arrangements.

Within the former "Water Framework", there was a section on managing water incidents which was separate to managing water borne outbreaks, but used the same generic principles. This section has been retained in the Water Specific Appendices.

When to use this plan

The "Wales Outbreak Plan" describes arrangements in outbreaks where the Outbreak Control Team (OCT) is the decision-making body in controlling the outbreak.

Where an outbreak crosses the border and affects people living in one or more of the other UK countries, the Outbreak Control Team arrangements may differ, for example, the Team may be chaired by a representative of an agency outside Wales, but the principles of this plan should still apply and the Welsh response should be guided by the requirement to protect the public's health.

There will be rare occasions where an outbreak or incident may develop into an overwhelming communicable disease emergency or there is suspicion of a bioterrorism event. In such a scenario, the Wales Resilience Emergency Planning structures may need to be invoked and the Outbreak Control Team would need to consider escalation to involve the Local Resilience Forum (LRF) Chair.

The Chair (usually a senior police official) would advise on the need to invoke these structures and would convene a Strategic Coordination Group to oversee the response if necessary. A separate document, the **Wales Framework for Managing Major Infectious Disease Emergencies**, describes the overarching arrangements that will apply. In these exceptional circumstances there are also specific UK plans for bioterrorism or other particular infectious disease threats which take precedence over this plan.

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Abbreviations

CCDC	Consultant in Communicable Disease Control
CDSC	Communicable Disease Surveillance Centre
CMO	Chief Medical Officer of Wales
CSSIW	Care and Social Service Inspectorate Wales
DCWW	Dŵr Cymru Welsh Water
DEFRA	Department for Environment, Food and Rural Affairs
DML	Director of Public Health Wales Microbiology Laboratory
DPP	Director of Public Protection (Director of Environmental Health or nominated Deputy)
DWI	Drinking Water Inspectorate
EA	Environment Agency
EDPH	Executive Director of Public Health (of the Health Board)
EHO	Environmental Health Officer
FSAW	Food Standards Agency Wales
HB	Health Board
HPA	Health Protection Agency
IMT	Incident Management Team
LA	Local Authority (including Port Health Authority)
NHS	National Health Service
OCT	Outbreak Control Team
PCT	Primary Care Trust
PO	Proper Officer
STAC	Scientific and Technical Advice Cell

1. INTRODUCTION

- 1.1. This document sets out arrangements for managing all outbreaks of communicable disease in Wales. This is the model for all outbreaks led by or within Wales.
- 1.2. The plan is comprised of two parts. Part 1 is the generic plan for how all outbreaks led by Wales will be handled. Part 2 is the incident/disease specific appendices providing additional technical detail for certain specified circumstances.
- 1.3. Responsibility for managing outbreaks is shared by **all** the organisations who are members of the Outbreak Control Team (OCT). Core OCT Members are responsible for ensuring that all relevant organisations are co-opted on to the OCT (see Appendix 1: Outbreak Control Team). This responsibility includes the provision of sufficient financial and other resources necessary to bring the outbreak to a successful conclusion. Others can make a request to join the OCT if there is a case to do so but the final decision on membership resides with the core OCT.
- 1.4. An outbreak is usually declared jointly by the DPP, the Consultant in Communicable Disease Control (CCDC) and the Director of Microbiology/Consultant Microbiologist after these individuals have jointly considered the facts available. However, any one of these can declare an outbreak if required.
- 1.5. The core members of all OCTs are the Directors of Public Protection (DPP), the CCDC, the Director of Microbiology/Consultant Microbiologist, Lead Officer for Communicable Disease of the LA and the Executive Director of Public Health (EDPH) for the Health Board (HB).
- 1.6. This plan is intended to be a framework for these organisations to discharge their duties in relation to the management and control of communicable disease outbreaks. To facilitate this, the appendices contain procedures, guidance and other information that these organisations may refer to as appropriate.
- 1.7. Where an outbreak affects people in other UK countries, it is expected that all relevant outbreak control partners in each area will work together to perform the duties jointly of the OCT. This will include the appointment of the Chair of the OCT, appropriate spokespeople, and agreeing any joint communications to be issued.

2. MANAGEMENT AND ORGANISATION ARRANGEMENTS FOR HANDLING OUTBREAKS

- 2.1. The primary objective in the management of an outbreak is to protect public health by identifying the source of the outbreak and implementing necessary measures to prevent further spread or recurrence of the infection. The protection of public health takes priority over all other considerations and this must be understood by all members of the OCT.

- 2.2. The secondary objective is to improve surveillance, refine outbreak management, add to the evidence collection and learn lessons to improve communicable disease control for the future.
- 2.3. The successful management of outbreaks is dependent upon good and timely communication between the LA, the HBs and Public Health Wales and all interested parties.
- 2.4. On occasions when there are cross boundary interests, e.g. place of residence in one LA and place of employment/schools/other associations in a different LA, the investigation processes would usually be undertaken by the LA where the individual is resident. If exclusion is necessary this would usually be undertaken by the LA where the risk is located i.e. place of employment, school, etc following discussions with the resident LA. This will apply to cases, contacts and controls. Active communications between all the LAs involved are essential and all LAs will collaborate fully in the investigation process.

3. DETERMINATION OF AN OUTBREAK

Detection and Assessment

- 3.1 Where it appears to any one of the DPP, CCDC or the Director of Microbiology Laboratory (DML)/Consultant Microbiologist that an outbreak may exist, immediate contact will be made with the other two parties. The three parties will jointly consider the facts available and will determine whether or not an outbreak does exist. Any one of the parties can declare an outbreak, if required. The CCDC will inform the Director of Public Health (DPH) (or another senior representative of the relevant HB) of the situation.
- 3.2 In reality, there are many minor outbreaks and clusters of disease that occur in Wales every year that are managed satisfactorily without the formal declaration of an outbreak and the convening of an OCT. When a decision has been made not to formally declare an outbreak, it is the duty of the three parties above to keep the situation under review to determine if the formal declaration of an outbreak and an OCT is needed subsequently.

Declaration

- 3.3 The decision to declare an outbreak and to subsequently convene an OCT as necessary may be made jointly by the three parties or by any one of the above parties. Even if the other parties do not agree there is an outbreak, there is a duty on them to attend the OCT meeting and formally explain their opinion and to discuss this further.
- 3.4 The establishment of an OCT as soon as possible will normally be considered if an outbreak is characterised by one or more of the following:
 - a) immediate and/or continuing communicable disease health hazard significant to the population at risk;
 - b) one or more cases of serious communicable disease;
 - c) large numbers of cases or numbers greater than expected;
 - d) involvement of more than one LA .

- 3.5 Core membership of the OCT will be in accordance with Appendix 1 (OCT)
- 3.6 If a microbiologist in any hospital local to the outbreak is not involved in the discussions, then the Lead Infection Control Specialist for the local hospital(s) to the outbreak (for example Infection Control Doctor, Consultant Microbiologist or lead Infection Control Nurse) should be informed promptly of the situation by the CCDC.

Outbreak Control Team

- 3.7 The Chair of the OCT will be appointed at the first meeting. The Chair will normally be the DPP or the CCDC as appropriate, but there may be occasions when it is more appropriate that another core member of the OCT is appointed as Chair.
- 3.8 It shall be the duty of the Chair to ensure that the OCT is managed properly and in a professional manner.
- 3.9 Responsibility for handling the outbreak **must** be given to the OCT by the parent organisations, and representatives **must** be of sufficient seniority to make and implement decisions and to ensure that adequate resources are available to undertake outbreak management.

Communication

- 3.10 It is essential that effective communication be established between all members of the team and maintained throughout the outbreak in accordance with Appendix 3 (Tasks of the Outbreak Control Team) and 4 (Media Relations). The Chair will ensure that minutes will be taken at all meetings of the OCT and circulated to participating agencies. The minute taker is accountable to the Chair for this function.
- 3.11 Use of communication through the media may be a valuable part of the control strategy of the outbreak. The OCT should consider the risks and benefits of pro-active versus reactive media engagement in any outbreak.

Conclusion

- 3.12 At the conclusion of the outbreak the OCT will prepare a written report. The minutes and report should be anonymised as far as possible.

4. OUTBREAK REPORT

- 4.1 Where an OCT is convened a record of proceedings will be made and circulated to a distribution list agreed by OCT members. In the event of a significant outbreak a report will in addition be circulated to Communicable Disease Surveillance Centre (CDSC) in Wales, to the Welsh Assembly Government, the HB, the Food Standards Agency Wales (FSAW) (where food is the implicated vehicle), Drinking Water Inspectorate (DWI) (where drinking water is the implicated vehicle), all local authorities involved and any other parties as deemed appropriate by the OCT.
- 4.2 This report will contain details of the investigation, compilation of the results

and conclusions. Minutes of all outbreak control team meetings will usually be appended.

- 4.3 The suggested format is contained in Appendix 9 (Format for Outbreak Reports).
- 4.4 Where an OCT is not convened the CDSC green form will be sent to CDSC (Wales) and the Welsh Assembly Government by the CCDC. In addition, local authorities will complete the Outbreak Report Form and send it to CDSC (Wales).
- 4.5 The OCT report is owned jointly by all the organisations represented on the OCT. The OCT should agree when and how the report is to be first released, paying due consideration to impending legal proceedings and freedom of information issues.

5. REVIEW

- 5.1. This Plan will be reviewed formally every 3 years or sooner if it has been identified that changes are required.
- 5.2. The review will include a consultation between the relevant parties and any other organisations or individuals as appropriate regarding organisational arrangements for the management of an outbreak.
- 5.3. Simulation exercises to test the efficiency and effectiveness of the plan will be held at least every two years in the event of the plan not having been activated during that time.
- 5.4. Records of the Plan review and any amendments shall be kept and summarised in the Outbreak Plan.

Appendix	Outbreak Control Team
1	

1. MEMBERSHIP OF THE OUTBREAK CONTROL TEAM

Core Members (All Outbreaks)

- Director of Public Protection (or their nominated officer of sufficient seniority)
- Consultant in Communicable Disease Control
- Director Microbiology Laboratory/Consultant Microbiologist
- Lead Officer for Communicable Disease of the LA
- Executive Director of Public Health of the HB

Additional Core Members (Some Outbreaks)

- LA Secretariat
- Resource Team provided by:
 - a) Local Authority;
 - b) Public Health Wales;
 - c) Microbiology Laboratory; and
 - d) Health Board.
- Regional Epidemiologist/CDSC
- Public Relations Officer

Co-opted Members as necessary

e.g.:

- Animal Health
- Meat Hygiene Service
- Public Analyst
- Food Examiner
- Water Company plc
- Environment Agency
- Health and Safety Executive
- Representatives from other Outbreak Control Teams/LAs
- Food Standards Agency Wales
- Care and Social Services Inspectorate Wales (CSSIW)
- Port Health
- Infection Control Team
- Immunisation Co-ordinator
- Drinking Water Inspectorate
- Healthcare Inspectorate Wales
- Veterinary Laboratory Agency
- Others as appropriate

2. DUTIES OF THE OUTBREAK CONTROL TEAM

These may include:

1. Appointing a Chair (bearing in the mind the advantages of continuity).
2. Taking minutes to record decisions and actions.
3. Reviewing evidence and confirming that there is an outbreak or a significant incident which requires Public Health intervention.
4. Defining cases and identification of cases or carriers as appropriate.
5. Identifying the population at risk.
6. Identifying the nature, vehicle and source of infection by using microbiological, epidemiological and environmental health expertise.
7. Stopping the outbreak if it is continuing.
8. Developing a strategy to deal with the outbreak and allocating individual and organisational responsibilities for implementing action.
9. Investigating the outbreak, implementing control measures and monitoring their effectiveness, using laboratory, epidemiological and environmental health expertise.
10. Ensuring adequate human and other resources are available for the management of the outbreak.
11. Ensuring that in the absence of a team member a competent deputy is made available.
12. Ensuring appropriate arrangements are in place for out of hours contact with all members.
13. Preventing further cases elsewhere by communicating findings to national agencies.
14. Keeping relevant local agencies, the general public and the media appropriately informed.
15. Providing support, advice, and guidance to all individuals and organisations directly involved.
16. Considering the potential staff training opportunities of the outbreak (attendance at the OCT is at the discretion of the Chair).
17. Identifying and utilising any opportunities for the acquisition of new knowledge about communicable disease control.
18. Declaring the conclusion of the outbreak and preparing a final report.
19. Evaluating lessons learnt.

3. ROLES AND RESPONSIBILITIES OF OCT MEMBERS

- 3.1 At the first meeting of the OCT, **all** members (whether core or co-opted) will agree to work to this plan. No organisation will attend in an observer capacity. **The primary duty of each member of the OCT is to play their part in the control of the outbreak and protect public health.** All other duties will be secondary.
- 3.2 The OCT will work without undue interference. Each member will recognise the roles and duties of other members, particularly where an outbreak crosses LA boundaries or involves a hospital(s).

- 3.3 Members of the OCT must declare any interest in any organisation or premises which is the subject of the Outbreak investigation. This is likely to occur if the premises are owned by the HB, Public Health Wales or LA. Anyone who declares such an interest should not chair the OCT. Where an interest is declared the Chair of the OCT shall ensure that any member of the OCT attends as a member of the OCT and not as duty holder of the premises. A person having an interest in the premises and being part of an OCT shall have no vote in determining a policy or action by the OCT. Alternatively, the Chair of the OCT may require the nomination of an additional person from that organisation to the OCT.
- 3.4 Any OCT member, whether core or co-opted, **must** disclose any relevant information about any organisation or premises they regulate which is the subject of the outbreak investigation.
- 3.5 In the early stages of an investigation, it is not always apparent whether any serious criminal offence has been committed. However the OCT is reminded that the police may conduct an investigation where there is an indication of the commission of a serious offence. The police investigation may overlap with the work of the OCT and may need to be considered in the wider context of managing the outbreak. Any information collected in the outbreak therefore may be used as evidence in a criminal prosecution.

a) Director of Public Protection

1. Together with the CCDC and Local DML/Consultant Microbiologist to jointly consider the facts, declare an outbreak and convene the OCT.
2. To provide facilities and resources for the OCT including administrative support for team meetings, if appropriate.
3. Where necessary, to organise an outbreak control centre or helpline.
4. Where appropriate, to make available staff to assist in the investigation of the outbreak as required by the OCT.
5. To provide specialist information or action on environmental health aspects of any disease control.
6. To initiate case finding as appropriate.
7. To arrange for the inspection of premises considered to be implicated in any outbreak and to receive reports thereon.
8. To consider the use of statutory powers as appropriate.
9. To make available to other LAs any extra resources or assistance they may require.
10. To inform the Chair/Leader of the Council and Chief Executive of the Authority of the outbreak and action taken in response

11. At an early stage in the investigation to inform the FSAW of any outbreak where food is implicated providing suitable and sufficient initial information
12. To liaise with FSAW where regional or national withdrawal of food may be required.
13. To liaise with other DsPP and the Welsh Assembly Government if the outbreak is wider than of local significance.
14. Where appropriate, to carry out environmental investigations and where necessary to exercise powers of entry, closure or prosecution.
15. To liaise with other bodies including government departments such as the Welsh Assembly Government, DEFRA, FSA and government agencies such as the Environment Agency, Drinking Water Inspectorate, Health & Safety Executive, Veterinary Laboratory Agency and other bodies, such as Dwr Cymru, as appropriate.
16. Where appropriate, to arrange for the transport of clinical and/or environmental specimens to recognised laboratories for examination.
17. Where appropriate, to investigate the availability of cleansing and/or other treatment of premises, articles, equipment, land and animals, seeking specialist advice as appropriate.
18. To provide local information including that on vulnerable groups, businesses and institutions where appropriate.
19. To prepare the final report with other members of the OCT and to distribute and publish as appropriate.

b. Consultant in Communicable Disease Control

1. Together with the DPP and Local DML/Consultant Microbiologist jointly consider the facts, to declare an outbreak and convene the OCT.
2. To provide facilities and resources for the OCT including administrative support for team meetings, if appropriate.
3. Where necessary, to organise an outbreak control centre or helpline.
4. Where appropriate, to make available staff to assist in the investigation of the outbreak as required by the OCT.
5. To provide expert medical and epidemiological advice to the OCT on the management of the outbreak including the interpretation of the clinical data, methodology of investigation and control measures to minimise spread and prevent recurrence.
6. To initiate case finding as appropriate.

7. To inform the Chief Medical Officer at Welsh Assembly Government, the HB's EDPH and Public Health Wales Director of Health Protection of the outbreak.
8. To consult and liaise with CDSC (Wales) and with other CCDC's.
9. To assess and collate epidemiological information and to carry out epidemiological studies.
10. Where appropriate, to arrange for medical examination of cases and contacts and the taking of clinical specimens.
11. Where appropriate, to arrange immunisation and/or prophylaxis for cases, contacts and others at risk.
12. To prepare the final report with other members of the OCT and to distribute and publish as appropriate.

c. Director of Public Health Wales Microbiology Laboratory / Consultant Microbiologist

1. Together with the CCDC and the DPP jointly consider the facts, to declare an outbreak and convene the OCT.
2. To provide expert microbiological advice to the OCT on patient management, interpretation of clinical data, methodology of investigation, collection of specimens and control measures required to minimise spread and prevent recurrence.
3. To provide an outbreak number for outbreaks on request from the DPP or the CCDC.
4. To arrange prompt examination/analysis and reporting of clinical and/or environmental samples, as required.
5. To advise on the inspection of premises and other implicated settings as appropriate and collection of appropriate samples, as required.
6. Where necessary, to provide certificates of examination/analysis in respect of samples submitted for examination.
7. Where appropriate, to arrange for any further testing or typing of organisms identified or isolated.
8. To liaise with other public health, hospital and reference laboratories.
9. The local Microbiology Laboratory will normally:
 - i) provide suitable specimen containers and request forms;
 - ii) provide laboratory testing facilities;
 - iii) arrange for any special investigations required to be carried out by reference laboratories;

- iv) be responsible for arranging transport of specimens/isolates to reference laboratories; and
 - v) provide both rapid and written confirmation of results.
10. To prepare the final report with other members of the OCT and to distribute and publish as appropriate.

d. Communicable Disease Surveillance Centre (Wales)

1. To provide expert epidemiological advice and assistance to the OCT for the investigation and management of the outbreak.
2. To liaise with the HPA Centre for Infections and where appropriate other national and international public health agencies.
3. Where trainees are seconded to Public Health Wales, CDSC will agree with the CCDC the nature and extent of their role in an outbreak.
4. Where appropriate, to assist in the dissemination (or collection) of information about the outbreak to colleagues in Wales and elsewhere.
5. To consider and utilise any opportunities for training of public health and environmental health staff in outbreak management.
6. If CDSC staff are involved in field investigations the OCT may expect:
 - i) expert advice from a consultant;
 - ii) a field visit by a public health trainee either on short or long-term attachment accompanied, if appropriate, by a consultant;
 - iii) support with study design and assistance with questionnaire development, interviews, data processing and analysis;
 - iv) attendance at initial OCT and subsequent meetings as necessary;
 - v) a preliminary and final report of CDSC's involvement including recommendations for action;
 - vi) copies of outbreak master file data or other material collected by CDSC, if requested;
 - vii) assistance in preparing a scientific report for publication, if appropriate; and
 - viii) advice on improving local surveillance.
7. To prepare the final report with other members of the OCT and to distribute and publish as appropriate.

e. Health Board Executive Director of Public Health

1. To ensure that a senior representative of the HB is always available to respond in the event of an outbreak.
2. To attend (or nominate a sufficiently senior member of staff to attend) OCT meetings.

3. To enable the OCT (usually via the CCDC) to call on and deploy resources controlled/contracted by the HB at short notice to investigate and control communicable disease outbreaks, including skilled staff and resources (e.g. for urgent immunisation sessions/clinical examinations/chemoprophylaxis) as necessary.
4. To provide/facilitate access to patients suffering from infection, their health records, clinical colleagues and information held on databases if necessary for outbreak investigation and control.
5. To disseminate information to the public or health professionals locally as directed by the OCT.
6. To liaise with other HB EDPHs if required.
7. To prepare the final report with other members of the OCT and to distribute and publish as appropriate.

Appendix	Roles of LAs, HBs, Public Health Wales and Other Agencies
2	

1. Local Authorities

- 1.1 LAs have statutory responsibility for notifiable infectious disease in their locality (which includes the control of food poisoning) under the Public Health (Control of Disease) Act 1984 as amended by the Health and Social Care Act 2008, and the Health Protection (Notification) (Wales) Regulations 2010.
- 1.2 LAs have duties as an enforcing authority under the Health and Safety at Work etc. Act 1974. They also have an important role in the control of some zoonoses as the licensing authority for animal establishments. LAs also have duties under the Water Industry Act 1991, sections 77-79, relating to the wholesomeness of public water supplies. They also have responsibility for private water supplies under the Private Water Supplies (Wales) Regulations 2010.
- 1.3 The Local Government Act 1972 enables the LA to appoint individuals as Proper Officer's (PO) to carry out certain functions of the LA. It also enables the LA to delegate powers to individual officers in order to ensure the effective and efficient operation of its functions.
- 1.4 The LA normally appoints the DPP as a PO with delegated authority to sign notices, issue licences and to lay information and make complaints to the Justices for the prosecution of offenders without reference to the LA, in respect of relevant environmental health legislation.
- 1.5 The LA normally appoints and authorises the Public Health Wales' CCDC as PO under the terms of the Public Health (Control of Disease) Act 1984. LAs may appoint a sufficient number of Alternate POs who will act in the absence of the PO. All PO appointments will be made in writing and confirm specifically the enactments in which they will act.
- 1.6 The PO normally reports to the LA through the DPP.
- 1.7 The CCDC when acting as PO does so as an officer of the LA.
- 1.8 Other suitably qualified public health professionals in Public Health Wales may be appointed and authorised as alternates to act in the absence of the PO.

2. Health Boards

- 2.1 The HB has a number of responsibilities in relation to the public health function, and has overall responsibility for the health of the population within its geographical boundaries. These responsibilities include: the direct provision of healthcare through hospitals and community services; the commissioning of other services relating to health including disease prevention; involvement in promoting health and a role in relation to primary care provision.

- 2.2 The HB has the services of an appropriately qualified CCDC with executive responsibility for the surveillance, prevention and control of communicable disease within the HB's boundary. CCDCs are appointed as PO of the LAs within the HB area for communicable disease control purposes. Alternate PO CCDCs are available if the CCDC who normally covers the relevant HB is unavailable. (Note: 'Control' includes surveillance and prevention as well as control).
- 2.3 The HB will collaborate with all relevant agencies (including LAs, Public Health Wales and others) to ensure that appropriate arrangements are in place for the prevention, surveillance and control of communicable disease for their population and ensure that the responsibilities for these are clearly defined.
- 2.4 In the event of an outbreak, the HB will provide all necessary support to the OCT. This includes ensuring that the CCDC has access to patients suffering from infection and to advice from clinical colleagues as required.
- 2.5 The HB may commission health care services through formal contracts with other health care providers. Contracts should ensure that satisfactory infection control arrangements are in place, including a requirement that the CCDC be informed of any notifiable disease, or infection problems, with implications for the public health.
- 2.6 Outbreaks may occur in hospitals managed by the HB. Most hospital outbreaks have minimal or no wider public health implications and will be dealt with using that hospital's own internal outbreak plan. However, if an infectious disease outbreak within a hospital has any potentially serious public health implications, responsibility for outbreak control passes to an OCT convened in accordance with this plan (as specified in Appendix 6 :Hospital Outbreaks with Potential public health Implications).

3. Public Health Wales

- 3.1 The following elements within the Health Protection Division of Public Health Wales currently have a role in the prevention, surveillance and control of communicable disease:
- a) the CCDC and health protection team;
 - b) the Microbiology Laboratories;
 - c) the Communicable Disease Surveillance Centre,

The CCDC and the health protection team

- 3.2 This group supports the HB in the discharge of its duties. It is one of the initial points of contact for any possible outbreak, conducts the initial investigation as appropriate and participates in the OCT. It will liaise and communicate with the HB, WAG and others where appropriate.

The Microbiology Laboratories

- 3.3 Public Health Wales Microbiology Laboratories are responsible for maintaining a national capability for the detection, diagnosis, treatment, prevention and control of infections and communicable disease.

- 3.4 The Public Health Wales network of laboratories provides comprehensive laboratory facilities for the identification of infection and infectious agents in humans and the environment.

The Communicable Disease Surveillance Centre (Wales)

- 3.5 CDSC provides epidemiological expertise for population surveillance, investigation of outbreaks and development of strategies for prevention and control. It also offers training for public health doctors and Environmental Health Officers (EHOs) in outbreak management.
- 3.6 CDSC (Wales) conducts surveillance in Wales, and provides expert epidemiological advice and assistance in the control of outbreaks upon request.
- 3.7 CDSC should be involved in the following types of incident:
- a) outbreaks of unknown cause involving severe morbidity or mortality;
 - b) outbreaks due to relatively rare pathogens;
 - c) outbreaks suspected to involve other districts or be the herald of a large scale incident;
 - d) outbreaks which are attracting public or national media concern;
 - e) outbreaks of particular interest to national surveillance.
- 3.8 CDSC may also ask to assist with incidents that provide opportunities for training or advancing public health knowledge.
- 3.9 In national or international outbreaks, CDSC may be best placed to co-ordinate the outbreak investigation with the co-operation of CCDC and DPP.

4. Food Standards Agency Wales

- 4.1 The Food Standards Agency (FSA) is an independent Government department set up by an Act of Parliament in 2000 to protect the public's health and consumer interests in relation to food. The FSA in conjunction with local authorities has developed a Framework Agreement on LA Food Law Enforcement. The Framework Agreement requires local authorities to set up, maintain and implement a documented procedure which has been developed in association with all relevant organisations in relation to the control of outbreaks of food related infectious disease in accordance with relevant central guidance.
- 4.2 The FSA will, when notified by a LA of an outbreak of food related infectious disease which has wider implications, offer support to LAs during their investigations. The response of the Agency will be dependent upon the particular circumstances and may include provision of scientific advice and communication links with local authorities in other parts of the United Kingdom. The Agency will, where necessary, facilitate the issue of a food alert or a RASFF (Rapid Alert System for Food and Feed).

5. Care & Social Service Inspectorate Wales (CSSIW)

- 5.1 CSSIW has responsibility for registering and inspecting nursing and residential care homes under the Registered Homes Act 1984 and regulations made thereunder. The inspection teams of CSSIW ensure that standards of care as laid down in regulations are in place in each premises. CSSIW will also ensure that adequate infection control arrangements are in place

6. Health Protection Agency (HPA)

- 6.1 The HPA is made up of a number of centres, namely the Centre for Radiation, Chemical and Environmental Hazards, Local and Regional Services, the Centre for Infections and the Centre for Emergency Preparedness and Response. However, the remit of the HPA in Wales is limited to those services which are not provided by Public Health Wales.
- 6.2 With regard to the management of communicable disease outbreaks, this includes specialist and reference microbiology tests and services provided in HPA laboratories, and expert advice from the Centre for Infections. Access to the HPA and its services for these functions is usually made through Public Health Wales Microbiology Laboratories.
- 6.3 In addition, the HPA provides expert advisory services to Wales for chemical and radiological issues via the Centre for Radiation, Chemical and Environmental Hazards, which is made up of a number of specialist centres. Services provided include expert advice on human health effects from chemicals in water, soil, air and waste as well as information and support to the NHS and health professionals on toxicology. There is a specialist centre for Chemical Hazards and Poisons in Cardiff.

7. Water Companies

- 7.1 The number of private water supplies in Wales means that careful consideration is needed to ensure all relevant water sources are identified. Water companies have statutory duties under the Water Industry Act 1991 to supply safe and wholesome water, as defined in the Water Quality Regulations, within their respective regions. When a breach of a water quality standard has occurred that might have a potential impact on public health, water companies are required to inform the relevant Local Authorities and CCDCs and to agree, and undertake, the appropriate investigations and mitigation measures to control or prevent potential risk e.g. Boil Water Notices. In the event of a continuing risk to the safety of public water supplies and an escalation to 'Incident' or 'Outbreak' status, the water companies shall appoint one or more senior responsible officers to the Incident Management Team (IMT) or OCT to fulfil specific operational and customer related requirements.
- 7.2 The water company representative(s) will have sufficient authority and knowledge to:
- a) Understand the cause, effects and extent of the issue and inform the IMT/OCT fully of any events before the incident or outbreak was declared

- b) Make the appropriate operational decisions on behalf of the IMT or OCT and ensure that they are immediately and fully implemented by the water company
- c) Provide the IMT or OCT with a water company perspective on the management of the incident
- d) Be adequately briefed and ensure that the IMT or OCT are made aware of, and have access to, all relevant water quality and operational data
- e) Facilitate the diversion and commitment of water company resources i.e. equipment and manpower to manage the incident
- f) Inform customer communications and other stakeholder briefings and, if necessary, enlist the support of the media communications personnel within the Company. This will include agreeing 'lines to take' for customer call centres and sharing this with the IMT/OCT.
- g) Share any necessary information from their customer database.
- h) Ensure that all alliance partners and other experts, contractors, etc. assist the IMT/OCT and ensure that any relevant information is shared with all members.

8. Drinking Water Inspectorate (DWI)

- 8.1 DWI acts for and on behalf of the Secretary of State and Welsh Ministers to ensure that water companies in England and Wales meet their statutory obligations relating to drinking water quality. In this capacity DWI has a technical audit role for public water supplies, including inspection, investigation and powers of enforcement, plus a technical advice role to Ministers and other Government bodies. In addition the Chief Inspector of Drinking Water has independent powers of prosecution relating to the duties of water companies under the Water Industry Act 1991.

Appendix	Tasks of the Outbreak Control Team
3	

The following tasks should be considered in order to deal effectively with an outbreak. The step-by-step approach does not imply that each action must follow the one preceding it. In practice, some steps must be carried out simultaneously and not all steps will be required on every occasion.

1. Preliminary Phase

1. Consider whether or not cases have the same illness and establish a tentative diagnosis.
2. Establish case definition (clinical and/or microbiological).
3. Determine if there is a real outbreak.
4. Case finding and establishing single comprehensive case list.
5. Collect relevant clinical and/or environmental specimens for laboratory analysis.
6. Conduct unstructured, in-depth interviews of index cases.
7. Conduct appropriate environmental investigation including inspection of involved or implicated premises and other relevant environments including land, water, air, plant or equipment.
8. Identify population at risk and a representative(s) of that population.
9. Identify anything, including people, water, location, premises, equipment and food, posing a risk of further spread and Initiate immediate control measures.
10. Form preliminary hypotheses on the cause of the outbreak.
11. Make decision about whether to undertake detailed analytical studies.
12. Assess the availability of adequate resources to deal with the outbreak.

2. Descriptive Phase

1. Identify and investigate the food distribution chain/water supply network or other potential routes of transmission.
2. Identify as many cases as possible.
3. Describe cases by 'time, place and person'.
4. Construct epidemic curve.

5. Collect clinical and/or epidemiological and/or environmental data from affected and unaffected persons using a standardised questionnaire.

3. Collation

1. Calculate attack rates.
2. Confirm factors common to all or most cases.
3. Categorise cases by 'time, place or person' associations.
4. Test and review hypotheses.
5. Collect further clinical, environmental or any other relevant specimens for laboratory analysis.
6. Ascertain source and mode of spread.
7. Carry out analytical epidemiological study.

4. Control Measures

1. Control the source: animal, human or environmental.
2. Control the mode of spread by:
 - a) Isolation, exclusion, screening and/or monitoring of cases and contacts
 - b) Protection of contacts by immunisation or prophylaxis
 - c) Giving infection control and other advice to cases and contacts
 - d) Examination, sampling and detention and where necessary seizure, removal and disposal of foodstuffs
 - e) Giving advice in respect of closure and/or disinfection of premises
 - f) Giving advice on prohibition of defective processes, procedures or practices
 - g) Or any other measure that needs to be taken
3. Monitor control measures by continued surveillance for disease.
4. Declare the outbreak over.

5. Communication

1. Consider the best means of communication with internal & external colleagues, stakeholders, patients/cases and carers, and the public, including the need for an incident room and/or helplines
2. Ensure appropriate information and advice is given to the public, especially those at high risk
3. Ensure accuracy and timeliness
4. Include all those who need to know

5. Use the media constructively
6. Liaise with all relevant agencies including:
 - a) Other LA's/Port Health
 - b) Other HBs
 - c) CDSC (Wales)
 - d) HPA
 - e) General Practitioners
 - f) Education and Social Services Departments
 - g) Public Analyst
 - h) Government Agencies e.g. DEFRA, Environment Agency
 - i) Welsh Assembly Government
 - j) Divisional Veterinary Officer
 - k) Water Company plc
 - l) Health and Safety Executive
 - m) FSAW
 - n) CCSIW
 - o) DWI
 - p) Community Health Councils
 - q) Consumer Council for Water
7. Prepare a written report.
8. Disseminate information on any lessons learnt from managing the outbreak

Appendix	Media Relations
4	

1. The OCT will endeavour to keep the public and media as fully informed as necessary without prejudicing the investigation and without compromising any statutory responsibilities or legal requirements and without releasing the identity of any patient/case.
2. At the first meeting of the OCT arrangements for dealing with the media should be discussed and agreed. This should include a nominated spokesperson(s) and a process for arranging press conferences and releasing press statements.
3. Press statements should be prepared and agreed by the OCT or a small subgroup previously agreed by the OCT.
4. Press statements on behalf of the OCT will normally only be released by the Public Relations Officer nominated by the OCT. If the OCT considers this inappropriate, or the nominated Public Relations Officer is not available, the Team will nominate an alternative spokesperson.
5. **No other member of the OCT or the participating agencies will release information to the press or arrange press conferences without the agreement of the Team.**
6. With the agreement of the OCT, press spokespersons will be appointed for specific purposes.
7. Notwithstanding the above, in the case of food poisoning outbreaks, all media statements should be prepared having regard to the provisions contained in the current Food Law Code of Practice.
8. Copies of press statements will be sent to the Welsh Assembly Government and other organisations as appropriate.
9. Consideration should be given as to whether it would be appropriate to purchase local media space to provide clear public health messages in the event of a large outbreak with significant implications to the public generally.

Appendix	Cross Boundary Outbreaks
5	

1. The CCDC must inform the office of the Chief Medical Officer (CMO) of the Welsh Assembly Government of any cross boundary outbreak and should invite the CDSC to assist in its investigation and management.
2. Regardless of where the cases lie, the OCT will take responsibility for the investigation, management and control of the outbreak. All involved LAs will participate fully in the OCT process.
3. The initial meeting of the OCT will normally be chaired by the CCDC or DPP for the most appropriate LA on the information available at the time. The Chair for the remainder of the outbreak will usually stay with this individual unless agreed otherwise.
4. There will be a duty on the chair of the OCT to invite officers from local authorities and agencies to be part of the OCT where appropriate.
5. Other involved authorities will be invited to participate at an appropriate level and to provide resources at a proportionate level.
6. The organisation of cross boundary arrangements between LAs will be in accordance with 2.4 (page 6) in the main plan.

Appendix	Hospital Outbreaks with Potential Public Health Implications
6	

1. In HBs, ultimate responsibility for infection prevention and control lies with the Chief Executive and is normally delegated to an Executive Director. The operational responsibility for infection prevention and control is then delegated to the Lead Infection Control Specialist (for example Infection Control Doctor, Consultant Microbiologist or lead Infection Control Nurse). The delivery of infection control support is through the Infection Control Team, led by the Lead Infection Control Specialist. The Infection Control Team is responsible for investigating incidents and outbreaks, reporting to the executive lead for infection prevention and control and ultimately the Chief Executive.
2. Most hospital outbreaks have minimal or no public health implications and will be dealt with using the hospital's own internal outbreak plan. However, if an infectious disease outbreak within a hospital has any potentially serious public health implications, it will be managed using this plan (The Wales Outbreak Plan).
3. The Lead Infection Control Specialist will make an initial assessment of the extent and importance of any infectious disease incident and will report to the CCDC in a timely manner, any incident of potential public health importance. The CCDC will inform the DPP of the relevant LA. The CCDC, the Lead Infection Control Specialist and the DPP (as appropriate) will then agree (in consultation with others as required) any further action necessary with regard to the public health implications. This discussion will not prevent any immediate action which is required to manage the outbreak by any one of these parties.
4. If it is agreed that there are potentially serious public health implications arising from the incident and an outbreak is declared, this plan will be followed, supplemented by the hospital outbreak plan as required. Due regard should be had as to the statutory obligations of the LA in respect of certain diseases of public health importance.
5. It is expected that all hospital outbreak policies will stipulate that the local CCDC should be informed whenever a hospital OCT is convened regardless of the circumstances. The CCDC will assess whether there are any potential public health implications associated with any hospital outbreak. If any are identified, action should proceed as laid out in paragraph 3 and 4 above.
6. Whilst it is difficult to be prescriptive as to what constitutes a potentially serious public health implication, the following are suggestive features:
 - a) the outbreak has significant implications for the community;
 - b) involves many cases of notifiable disease;
 - c) involves even small numbers of a disease which constitutes a serious public health hazard;
 - d) Involves food or water borne transmission of infection.

7. If the use of this plan cannot be agreed, the issue should be referred to the Chief Executive of the HB involved.
8. Whenever this plan is activated, the lead organisation for media and public communications will be agreed at the OCT meeting. All media and public communications will be agreed jointly between the organisations involved and will follow the principles laid out in appendix 4.

Appendix	Out of Hours Service and Emergency Arrangements
7	

1. All core members must make suitable and sufficient arrangements for providing an effective service to deal with incidents and outbreaks at times outside normal office hours. These will include:
 - In the evening and night times after normal office hours have finished
 - At weekends
 - During bank holidays
 - During extended periods of office closures, e.g. Christmas, Easter.
2. The arrangements must include references to communications, resources and equipment, and enforcement activity administration.
3. All core members will ensure that effective communication systems are in place and take responsibility for updating contact points whenever necessary.
4. All core members should ensure that the resources necessary for out-of-hours actions can be quickly put into place. This should include:
 - Meeting rooms
 - Administration support
 - Officers with necessary competencies and delegated authority.

Appendix	Points of Contact
8	

To be completed by each organisation locally

Appendix	Format for Outbreak Reports
9	

1. All reports and other documents produced by the OCT must comply with the requirements of the Data Protection Acts 1994 and 1998. For that purpose reports and other documents will anonymise any sensitive personal information and references to patients and businesses will be numerical and alphabetical, respectively.

Executive Summary

Introduction/Background: Brief narrative of circumstances of outbreak

Investigation:

- Case Definition
- Epidemiological
- Microbiological
- Environmental
- Chemical

Results:

- Epidemiological
- Microbiological
- Environmental
- Chemical

Control Measures

Conclusions/Recommendations:

- a) a statement on the causes of the outbreak, including any failures of procedures or breaches of legislation
- b) identification of culpable persons or businesses
- c) referrals to other agencies for their actions
- d) comments on the conduct of the investigation and lessons learnt
- e) comments on any training needs identified by the investigation and performance against agreed standards

Appendices:

- Minutes of OCT meetings
- Results of statistical analyses
- Epidemiological Report
- CDSC Report form

Appendix	Authorisation
10	

1. The Local Government Act 1972 allows local authorities to appoint POs to perform certain functions to discharge the duties that a LA has to carry out. Determined by the specific policies of each individual Council, certain powers will be delegated to the DPP to enable to the discharge of the communicable disease function. Section 1 of the Public Health (Control of Disease) Act 1984 requires local authorities to execute the provisions of that Act. To assist the DPP in the performance of the function, the DPP will appoint EHOs and authorise them to carry out specific functions. Each EHO will be authorised by a committee minute or report depending on the level of delegation within that authority.
2. Similarly, the LA can appoint a medically qualified person to act as a PO to assist in discharging the functions of the Act and associated regulations. Guidance was given on this matter in circular WHRC(73)33. The appointment and level of authorisation will be confirmed by a committee minute or delegated power as appropriate. In addition, the LA should appoint other medically qualified persons to act when the PO is not available. These "Alternate Proper Officers" must be similarly appointed and authorised. Guidance was given on this matter in circular WHC(94)27.

Appendix	Lead Officer
11	

1. Lead Officer in Communicable Disease

- 1.1 The development of the Lead Officer for Communicable Disease concept has 2 functions namely:
- a) the appointment of officer(s) within LAs who have specific expertise and responsibilities in the Communicable Disease function; and
 - b) to work with others as a cohort of specialists in the Communicable Disease function to be used on various locations in Wales to assist in the investigation, control and management of outbreaks of Communicable Disease.
- 1.2 The initiative is supported by all LAs in Wales, and given approval by the DPP in Wales and included in Welsh Assembly Government CMO's Communicable Disease Strategy, published in July 2001.
- 1.3 This is part of the continuing development of the communicable disease function in LAs and in particular the implementation of the Communicable Disease Outbreak Plan, and is considered to be an important aspect of a LA's role in providing effective and sufficient resources to enable it to respond to major outbreaks of communicable diseases.
- 1.4 The CMO's Communicable Disease Strategy has recommended the adoption of the principle of a "**Lead Officer**" and the Welsh Assembly Government has provided a level of funding, through Public Health Wales, to facilitate the training of Lead Officers in all LAs in Wales.

2. Lead Officer

- 2.1 Each LA in Wales will appoint a named "Lead Officer" for communicable disease. This officer will be an existing employee of a LA working in the communicable disease/food safety section within the public protection department.

Qualifications

- 2.2 The Lead Officer will normally be a qualified EHO with a degree in Environmental Health or the EHORB Diploma and preferably additional qualifications in a related subject. The Lead Officer should have extensive experience in the Communicable Disease function as a field officer and preferably in a management/supervisory role. Although communicable disease is not limited to food poisoning, the officer should have extensive experience in food safety.

2.3 Job Description

1. To provide expert advice and information on all aspects of the communicable disease function within the LA
 2. To advise on specific aspects of investigation of serious or major incidents of communicable disease
 3. To provide advice and support to the Chair of the OCT during major outbreaks of Communicable Disease.
 4. To lead the investigative processes for such outbreaks on behalf of the LA.
 5. To assess the effectiveness and progress of such investigations.
 6. To be available for secondment to another LA following a request from that authority. This secondment is to assist that authority in the performance of tasks outlined in this document.
- 2.4 It is anticipated that this officer will be a named person in the Communicable Disease Outbreak Plan but will **not** assume the responsibility of chairing the OCT convened to manage and control the outbreak. This function has already been dealt with in the Plan.

3. Further aspects to consider

3.1 Level of appointed person:

The person designated "Lead Officer" should be the officer who normally carries out the investigative work in an outbreak situation. The Lead Officer would not normally be a person at the head of the organisation whose role is essentially managerial neither should they be a recently qualified officer.

3.2 Type of specialism required.

It is anticipated that the Lead Officer will be or have had experience in the Food Safety/Communicable Disease functions.

3.3 Additional qualifications are not required but are desirable and additional training will be provided by the LA as described above.

4. Arrangements for Collaborative Working

- 4.1 A further aspect of a LA's competence to successfully control and manage a communicable disease outbreak is to have sufficient number of trained staff available when required. It is possible that either because of job vacancies, holidays or sick absence or because the outbreak is so large that an individual authority may be unable to provide sufficient internal staff resources. It is in these instances that resources may be obtained from a neighbouring LA through a process of collaborative working.

4.2 The collaborative working may take several forms, namely:

- a) to assist in the various investigative processes of the outbreak investigation;
- b) to carry out other routine Communicable Disease investigation work which is not part of the substantive outbreak; or
- c) the secondment of an officer to assist in the control and management of an outbreak

4.3 To facilitate this process, local authorities should have in place appropriate administrative processes to enable these collaborative actions to occur as soon as they are required. Issues such as travelling arrangements, costs, indemnify, authorisation must be resolved by the LAs involved. Any such arrangements must be explicit and date limited

Appendix 12

Food Specific Appendix

Appendix	Legal Responsibilities
12.1	

1. **Background**

- 1.1 The specific statutory responsibilities, duties and powers which are significant in the handling of an outbreak of food poisoning are set out in the Public Health (Control of Disease) Act 1984, the Public Health (Infectious Diseases) Regulations 1988, the Food Safety Act 1990, the Public Health (Ships) Regulations 1979, the Public Health (Aircraft) Regulations 1979 and the International Health Regulations 2005.
- 1.2 The responsibilities, duties and powers are placed either upon the LA or upon a PO or an authorised officer of the LA.
- 1.3 The Food Standards Agency has a statutory duty to monitor the performance of food enforcement authorities. This includes a Local Authority's handling of cases and outbreaks, of food borne illness. There may be occasions where Agency officials will need to visit a LA in connection with an outbreak – where this need arises, the Agency will have regard to the priority of managing the incident and will do everything possible to ensure that the roles of the official co-opted to the OCT and the official undertaking any monitoring are kept separate.

2. **Definitions**

- 2.1 **Food Poisoning (CMO (92) 14.WO)** - Any disease of an infectious or toxic nature caused by or thought to be caused by the consumption of food or water.

3. **Guidance**

- 3.1 The guidance listed below will assist in the management and control of a food poisoning outbreak. It is recommended that documents below (3.2, 3.3 and 3.4) are kept with and used alongside this outbreak plan. Document 3.2 in particular is a key document in the control of an outbreak. Other documents listed should be used where appropriate.

- 3.2 **Preventing person-to-person spread following gastrointestinal infections:** guidelines for public health physicians and environmental health officers – Communicable Disease and Public Health Vol 7, No 4 December 2004.

This guidance is directed at doctors and EHOs for the purpose of controlling infection in general populations. It covers advice for enteric precautions, specifies 'at risk' groups and gives guidance on exclusions in specified cases.

- 3.3 **Management of Outbreaks of Foodborne Illness in England and Wales - Food Standards Agency:** This guidance provides a framework for health professionals to assist them in the management of outbreaks of infectious disease caused by ingestion of microbiologically contaminated food. It is

designed to assist the OCT in dealing with an outbreak and provides an aide memoir for medical and nursing staff, environmental health professionals, scientists and others involved in the investigation.

3.4 Food Handlers: Fitness to Work. A Practical Guide for Food Business Operators 2009 - Food Standards Agency

This guidance helps managers and staff to prevent infected food handlers spreading illness through food that they work with.

3.5 The Investigation of Sporadic Cases of *E. coli* O157 - South East Wales Communicable Disease Task Group 2004 (as reviewed in 2006).

This document is intended for use by Environmental Health Officers when dealing with sporadic cases of *E. coli* O157 however, some of the investigative suggestions and controls are transferable and useful to utilise to an *E. coli* O157 outbreak situation.

Appendix 13

WATER SPECIFIC APPENDIX

Appendix	Health Related Incidents in Wales Potentially Caused by Contaminated Drinking Water
13	

13.1. Introduction

1. The Water Specific Appendices are derived from the guidance document *The Emergency Framework for health-related incidents and outbreaks in Wales & Herefordshire potentially caused by contaminated drinking water*.
2. This guidance was developed by a multi-agency group including representations from LAs, Public Health Wales, Dwr Cymru and an independent expert advisor.

13.2 Purpose

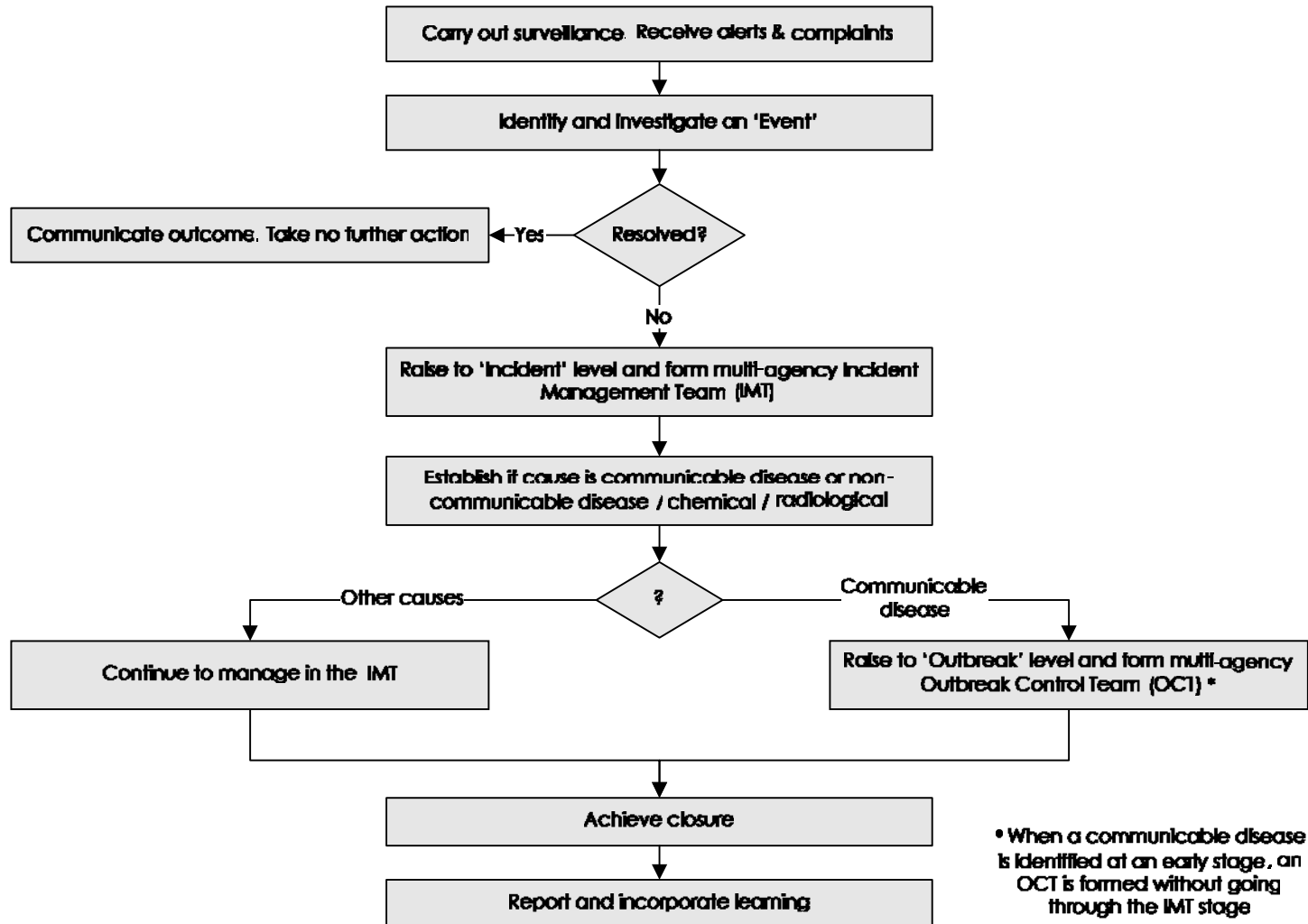
1. This Appendix sets out a multi-agency process for potential health-related incidents which involve public drinking water supplies **(for communicable disease outbreaks involving water, the Wales Outbreak Plan at the front of this document should be followed)**. It is designed to guide those involved, encouraging collaboration between agencies and bringing clarity of process and responsibility. It will inform the detailed procedures of the numerous organizations involved in protecting public health and resolving drinking water-related issues. Its implementation will facilitate rapid and effective responses to emergency situations.
2. The Appendix does not override national and local resilience plans or the statutory duties of individual organisations. It does not describe the detailed internal procedures of the water companies and the reporting requirements to the DWI.
3. The original document was endorsed by the Steering Group of the Water Health Partnership for Wales as a guidance document for use throughout Wales and Herefordshire.

13.3 Responsibilities

1. Responsibility for managing the public health aspects of events, incidents and outbreaks involving water is shared by LAs, HBs and Public Health Wales, with the full assistance of the relevant Water Company and their service providers, plus other experts or relevant consultants. This Appendix outlines those responsibilities and the process by which these organisations effectively work together.
2. In Herefordshire (as part of England), Primary Care Trusts (PCTs) and the HPA take the responsibility of the HBs and Public Health Wales respectively.

13.4. High-level Process Map

The process map below describes the basic steps in the overall process. Three sheets of more detailed maps are included on page 41-43.



13.5 Incident Management

1. The primary objective in an incident is to protect public health by identifying the source of the contamination, implementing the necessary measures to minimise exposure and prevent further spread or recurrence. *Given the number of private water supplies in Wales it is important that careful consideration is given to ensure the relevant water source is identified.* Success is dependent upon effective and timely communication between LAs, HBs, Public Health Wales and water companies and other involved parties. Informal discussion of potential problems, including consideration of immediate control measures, is encouraged at an early stage.
2. When an event¹ appears to have a significant potential impact on public health, it is escalated to an incident and an Incident Management Team (IMT) formed². Any party can notify other parties of an incident with potential public health implications and initiate an IMT. An 'incident' is a sub-set of 'event' including but not limited to:
 - a) Any sudden and unexpected breach of the Water Supply (Water Quality) Regulations which is a potential danger to human health
 - b) Any unusual deterioration in water quality³.
 - c) Any evidence of unusual and unexplained clustering of cases in the community
 - d) Any significant perceived risk to the health of consumers
 - e) Significant consumer perception of changes in water quality
 - f) Significant consumer concern about the quality of the water supplied
 - g) Any combination of the above
3. Appendix 13.12 (page 48) outlines the membership and duties of the IMT. Clear roles should be assigned to IMT members. At the earliest opportunity, there needs to be agreement on public information for general release and how to handle on-going media contacts (see Appendix 4: Media Relations, page 23). Expert advice should be sought on whether it is appropriate to follow up by commissioning an epidemiological study. Advice will also be shared with experts retained by the water company, the HPA for chemicals and radiological contamination, and NHS Medical Physicists when appropriate.
4. If chemical contamination (or other agents not causing an outbreak) requires an IMT to meet to assess the public health impact, the LA and Public Health Wales shall ensure adequate resources to facilitate this. A chair shall be agreed and minutes taken. Rapid decisions may need to be agreed with the water company to minimise exposure and the checklist (Appendix 13.12.4, page 48) should be considered. All information gathered should be shared amongst the IMT members.
5. Once the incident is clearly under control, an interim report should be prepared and shared with all the relevant bodies including Welsh Assembly Government, DWI, the affected LAs, as well as all IMT members (this is distinct from the reports which the water companies is required to submit to DWI). A final report may need to be delayed until any epidemiological studies can be completed. This could be followed by a peer-reviewed publication.
6. Where an IMT is convened, a record of proceedings will be made and circulated to

¹ Within this Framework, an 'event' is any biological, chemical or radiological occurrence which may potentially impact public health.

² An IMT may work over phone or video links when appropriate, rather than hold meetings.

³ For guidance on epidemiological evidence used to determine the likely association with drinking water, refer to Appendix 13.14.

an agreed distribution list. In the event of a significant emergency, the report will also be circulated to; the Welsh Assembly Government, the HB, all LAs involved, DWI and any other parties as deemed appropriate by the IMT.

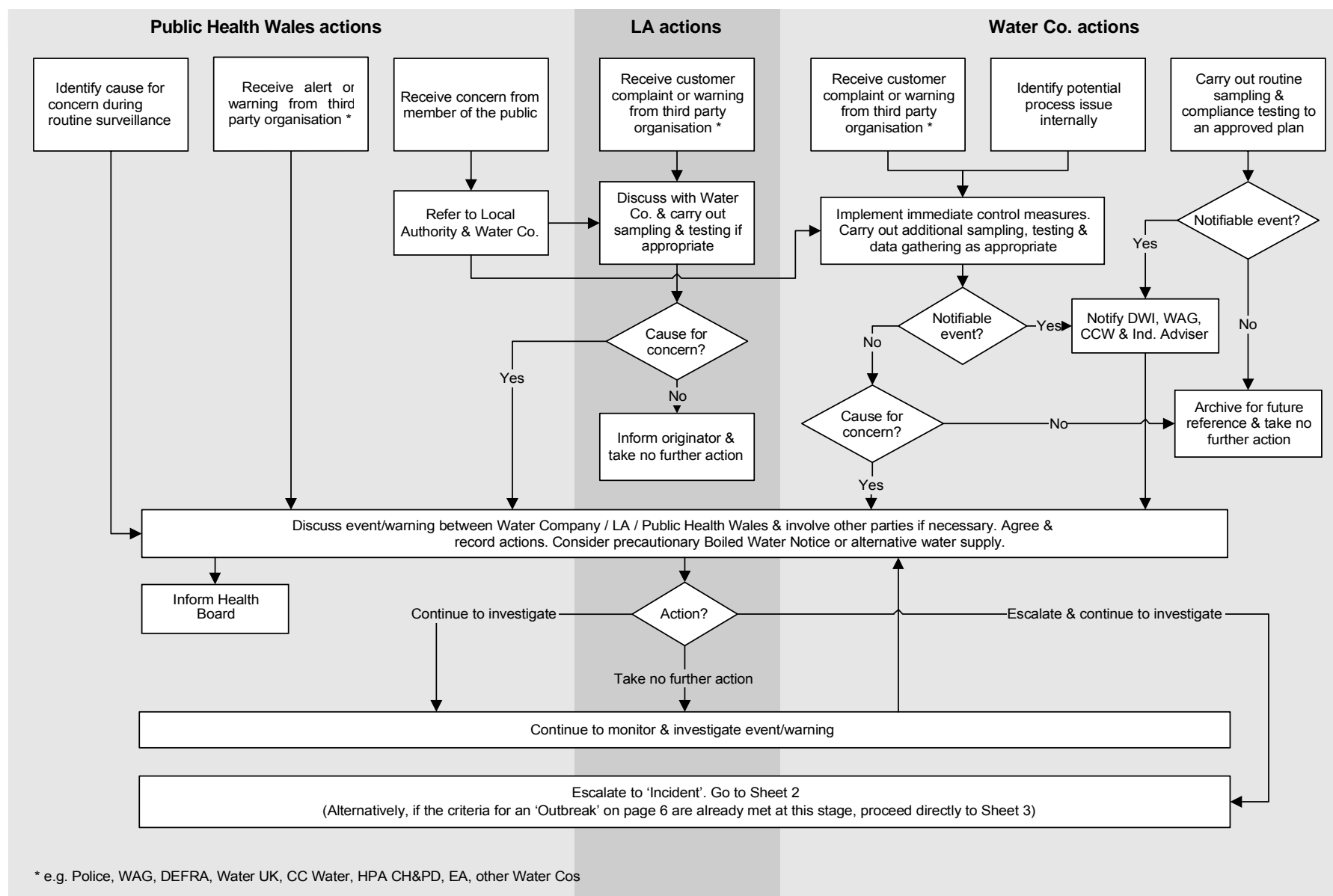
7. The IMT shall bear in mind the statutory requirement for the water company to report at 3 working days and 20 working days (and at other times as required) to the DWI. This report will contain details of the investigation, compilation of the results, conclusions, recommendations and lessons learnt. Minutes of all IMT and/or OCT meetings will be appended.

13.6 Outbreak Control

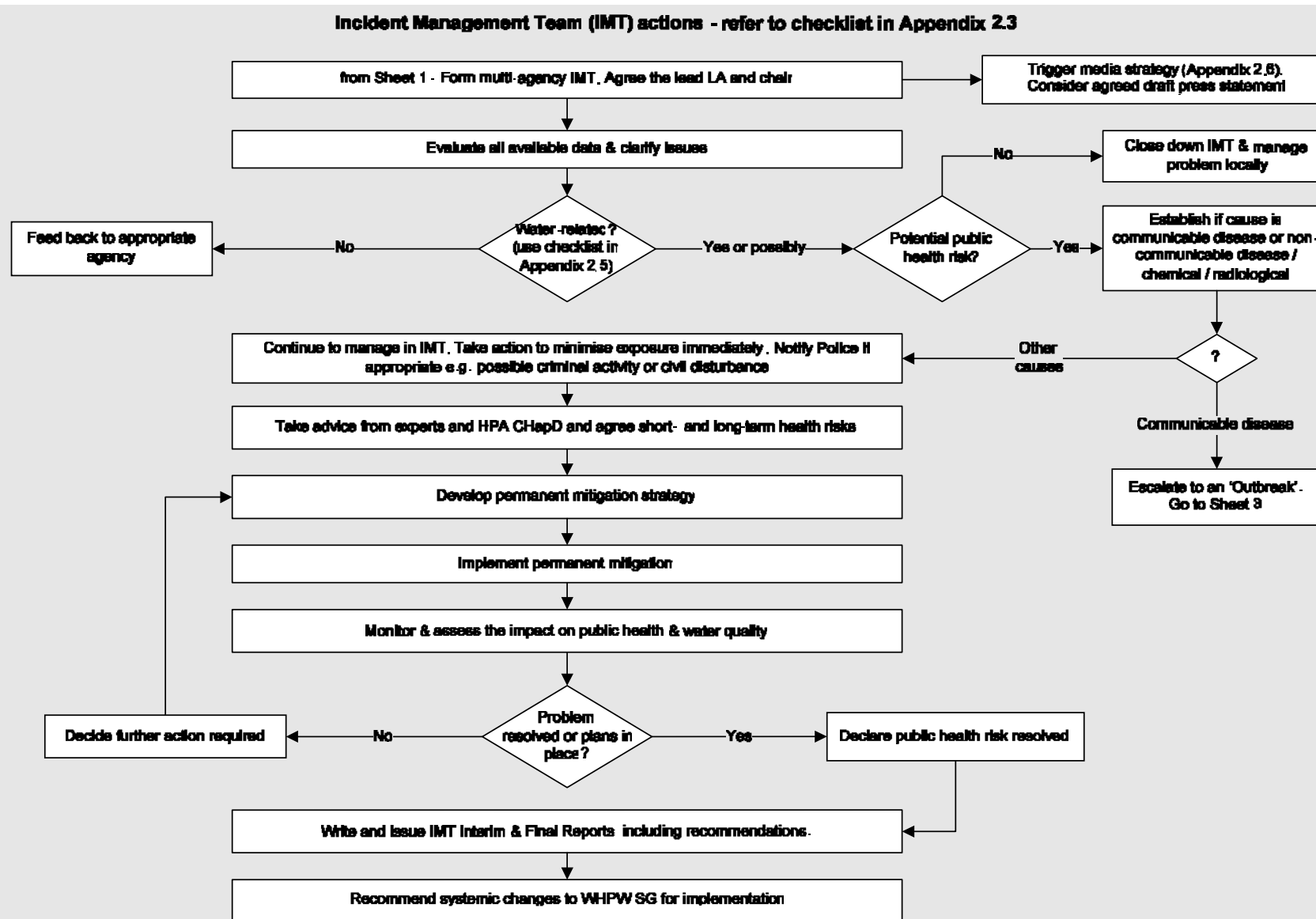
1. Where an outbreak is suspected or declared, the Generic Plan should be followed.
2. The OCT shall bear in mind the statutory requirement for the water company to report at 3 working days and 20 working days (and at other times as required) to the DWI. This report will contain details of the investigation, compilation of the results, conclusions, recommendations and lessons learnt. Minutes of all IMT and/or OCT meetings will be appended.

13.7. Detailed Process Maps: Sheet 1 – Identifying Events and Escalating

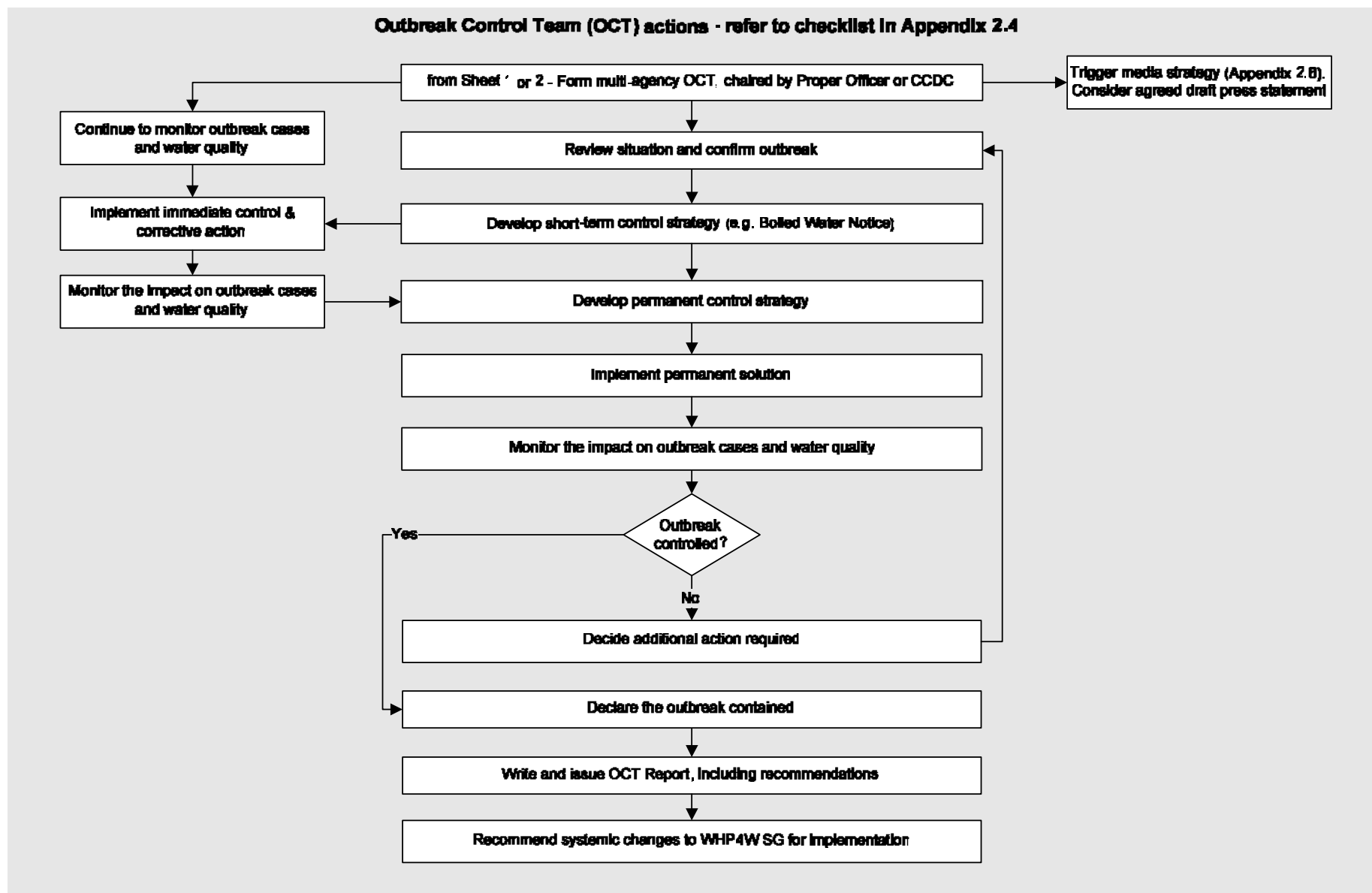
Page 61



13.8. Detailed Process Maps: Sheet 2 – Managing an Incident or Escalating



13.9. Detailed Process Maps: Sheet 3 – Controlling an Outbreak



13.10 Role of Water Company in IMT/OCT

1. Water companies have statutory duty under the Water Industry Act 1991 to supply safe and wholesome water, as defined in the Water Quality Regulations, within their respective regions. When a breach of a Water Quality standard has occurred that might have a potential impact on public health, water companies are required to inform the relevant LAs and CCDCs and to agree, and undertake, the appropriate investigations and mitigation measures to control or prevent potential risk e.g. Boil Water Notices. In the event of a continuing risk to the safety of public water supplies and an escalation to 'Incident' or 'Outbreak' status, the water companies shall appoint one or more senior responsible officers to the IMT or OCT to fulfil specific operational and customer related requirements.
2. The water company representative(s) will have sufficient authority and knowledge to:
 - a) Understand the cause, effects and extent of the issue and inform the IMT/OCT fully of any events before the incident or outbreak was declared.
 - b) Make the appropriate operational decisions on behalf of the IMT or OCT and ensure that they are immediately and fully implemented by the water company.
 - c) Provide the IMT or OCT with a water company perspective on the management of the incident.
 - d) Be adequately briefed and ensure that the IMT or OCT are made aware of, and have access to, all relevant water quality and operational data.
 - e) Facilitate the diversion and commitment of water company resources i.e. equipment and manpower to manage the incident.
 - f) Inform customer communications and other stakeholder briefings and, if necessary, enlist the support of the media communications personnel within the Company. This will include agreeing 'lines to take' for customer call centres and sharing this with the IMT/OCT.
 - g) Share any necessary information from their customer database.
 - h) Ensure that all alliance partners and other experts, contractors, etc. assist the IMT/OCT and ensure that any relevant information is shared with all members.

13.11 Incident Management Team for the Public Health Aspects of a Water Incident

1. Purpose

- 1.1 The overall purpose of the IMT is to protect public health during an incident by identifying the source of contamination, implementing the necessary temporary and permanent measures to minimise exposure and prevent further spread or recurrence.

2. IMT Members

- 2.2 Core members for all incidents:

- LAs
- HBs and/or Primary Care Trusts
- Public Health Wales
- Water companies
- External Advisors (accessed through Water Company)

- 2.3 Co-opted members as necessary:

- Chemical Hazards and Poisons Division of HPA
- Environment Agency
- Medical Physicist
- FSAW
- Emergency Planning Officers (Water Companies or LAs)
- Veterinary Laboratory Agency and/or Animal Health
- DWI

- 2.4 Dependent upon the scale of the incident, representatives may require the support of additional staff to accompany them. The IMT will usually be chaired by a health or LA representative and the Chair will be agreed at the first meeting. However, any member of the IMT can chair by the agreement of the members of the IMT. If the incident becomes an outbreak, an outbreak should be declared, the IMT dissolved and an OCT formed. The OCT will operate as laid out in the Wales Outbreak Plan at the front of this document.

3. Duties

- 3.1 The duties of the IMT are to:

- a) Appoint a chair, aiming for continuity whenever possible
- b) Take minutes which record their decisions (including deferred decisions) and actions, together with their rationale
- c) Maintain a log of actions and decisions as appropriate
- d) Establish an Incident Room if appropriate
- e) Review evidence for the incident and investigate source and cause
- f) Identify and assess the risk to public health and likely illness in the

- community
- g) Establish the cause of the risk and determine if it is drinking water-related
- h) Escalate to an 'Outbreak' if the cause is a communicable disease

For other causes:

- a) Agree and implement immediate protective action
- b) Agree and implement longer-term actions to prevent recurrence
- c) Identify the population at risk
- d) Take advice from external experts
- e) Draft statement for media (see Appendix 4) and information for consumers
- f) Delegate all information releases to specific IMT members
- g) Meet at appropriate intervals and record minutes
- h) Issue a report on the outcome, including recommendations
- i) IMT may need to escalate to an OCT for a communicable disease. This should be clearly recorded.

4. Checklist

- 4.1 The following is intended as a checklist of actions to be considered in order to deal effectively with an incident. The step-by-step approach does not imply that each action must follow the one preceding it. In practice, some steps must be carried out simultaneously and not all steps will be required on every occasion.

5. Assessment of situation:

- a) Describe the incident (location, what's occurred, magnitude, nature and toxicity of chemical contamination, immediate control measures planned and implemented)
- b) Obtain expert toxicological advice
- c) What other information is currently available from the different agencies (Health, LA, EA, VLA, SVS, water companies, HPA, etc.)?
- d) What is the potential health impact for individuals or population on the information currently available?
- e) Who are the population at risk (consumers supplied (households, schools, hospitals, etc.) industry, leisure?
- f) Has the population been exposed already?
- g) Is there on-going exposure?

6. Is there a potential health risk?

- a) What else can be done immediately to minimise on-going exposure and effects on those exposed?
 - Removal/treatment of contamination?
 - Provision of clean drinking water for the consumer?
 - Information and advice to public and media?
 - Information and advice to health professionals?
 - Agreement on further monitoring and analysis?

- All agencies on the IMT to consider implications impacting on their own particular remits?

7. On-going information requirements and considerations:

- Is the current data set accurate and complete enough to assess hazard and risk? If more information is needed, resources to gather more samples and analysis should be agreed.
- Are there any possible by-products which should be identified or eliminated?
- Have we taken additional expert advice from external sources?
- Are we taking the option with the least impact on health?
- Are there any long term health effects that also need to be considered?
- Do we need additional epidemiological advice on any analytical epidemiological study that may be helpful?
- Should a follow up study, e.g. bio-monitoring, be recommended? If so, how should this be undertaken?
- The LA should ensure that adequate resources are available to facilitate the health response and record clearly the events and decisions particularly relating to health effects and protection.

8. Communication

- Consider the best means of communication with colleagues, patients and the public, including the need for an incident room and/or helplines.
- Ensure appropriate information and advice is given to the public, especially those at high risk.
- Ensure accuracy and timeliness.
- Include all those who need to know.
- Use the media constructively.
- Liaise with other agencies as appropriate:

- Other LAs/Port health Authorities
- Other HBs
- CDSC (Wales)
- HPA
- General Practitioners
- Education and Social Services Departments
- Public Analyst
- Government Agencies, e.g. DEFRA, Environment Agency
- Welsh Assembly Government
- HPA CHaPD
- Divisional Veterinary Officer
- DWI
- Health & Safety Executive
- FSAW
- CSSIW

- Prepare a written report.

- h) Disseminate information on any lessons learnt from managing the incident.

13.12 Control Measures to be Considered in Both Incidents and Outbreaks

1. Control the source: animal, human, environmental, treatment type or distribution system.
2. Control the mode of spread by providing alternative supplies (re-zoning, overland mains, bowzers, bottles) and/or issuing Boil Water Notices, also:
 - a) Isolation or exclusion of cases and contacts
 - b) Screening and monitoring of contacts
 - c) Protection of contacts by immunisation or prophylaxis
 - d) Examination, sampling and corrective actions at treatment, catchment or distribution points
 - e) Diverting sources and/or disinfection of process/distribution
 - f) Giving advice on protection measures especially to immuno-compromised groups
3. Monitor control measures by continued surveillance for disease.
4. Evaluate the management of the outbreak and make appropriate recommendations for the future.
5. Lift Boil Water Notice subject to agreed criteria being met.
6. Declare the outbreak contained.

13.13 Epidemiological Evidence Used to Determine Likely Association with Drinking Water

The following evidence that may contribute to defining an outbreak as waterborne independently of findings related to water treatment and supply:

1. Numbers exceeding expected background level for time and place or linked cases.
2. Descriptive evidence (person, place, time): A large proportion of cases clustered in water distribution area.
3. Strength of statistical association by an analytical epidemiological approach (e.g. case-control or cohort), especially with dose response (risk increased with amount of water consumed).
4. Consistency with natural history of pathogen.
5. Plausibility in terms of descriptive details, outbreak dynamics etc.
6. Analogy with other waterborne outbreaks (including high proportion of adult cases in suspected *Cryptosporidium* outbreaks).
7. Strength of likely association increased by recovery of pathogen from supply.
8. Lack of evidence for plausible alternative explanation.
9. Case numbers decrease following the introduction of appropriate control measures.

13.14 Relevant Legislation & Guidance

1. Public Health (Control of Disease) Act 1984
2. Public Health (Infectious Diseases) Regulations 1988
3. Food Safety Act 1990
4. Water Industry Act 1991
5. Civil Contingencies Act 2004
6. Cryptosporidium in Water Supplies. Report of the Group of Experts, Chairman – Sir John Badenoch. Department of Environment/Department of Health. HSMO London 1990.
7. Cryptosporidium in Water Supplies. Second Report of the Group of Experts, Chairman – Sir John Badenoch. Department of Environment/Department of Health. HSMO London 1995.
8. Cryptosporidium in Water Supplies. Third Report of the Group of Experts to: Dept of the Environment, Transport and the Regions & Department of Health. Chairman – Professor Ian Bouchier. November 1998.
9. Dŵr Cymru Welsh Water Incident Response – Incidents Managed by Others (Section 4 of DCWW Incident Plan)
10. Water Quality (Water Supply) Regulations 2000 (England)
11. Water Quality (Water Supply) Regulations 2001 (Wales)
12. Draft Water Quality (Water Supply) Regulations 2007 (England & Wales)
13. World Health Organisation Guidelines for Drinking Water Quality
14. Guidelines for Water Quality Onboard Merchant Ships including Passenger Vessels, HPA, 2003

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Decisions taken by Individual Portfolio Holders**Portfolio Holder for Housing and Public Protection****Decisions Taken 18th April 2011**

Recommendation:	Reason for Recommendation:
That Powys County Council appoints Suzanne Brookes as Public Analyst and Agriculture Analyst for the Authority	Retains existing arrangements with Mintern, Treharne and Davies Ltd.

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CYNGOR SIR POWYS COUNTY COUNCIL.

BOARD PORTFOLIO HOLDER DECISION

April 2011

REPORT AUTHOR: Trading Standards Manager

SUBJECT: Change in Public Analyst Arrangements

REPORT FOR: Decision

Summary

Powys County Council's Trading Standards Service has a duty to appoint and retain a Public Analyst and Agricultural Analyst to undertake work on behalf of the authority. This work specifically relates to the analysis of food and feed samples for composition accuracy, which are procured by officers during the course of their duties. A change in the personnel at our current provider, Mintern, Treharne and Davies Ltd needs to be recognised and endorsed by the authority.

Proposal

That the Authority recognises the retirement of Mr Trevor Johnson from the business and endorses the appointment of Susanne Brookes, whose qualifications include a Mastership of Chemical Analysis (M.Chem.A.), a Masters of Science (M.Sc.) – Analytical Chemistry and Bachelor of Science (B.Sc.) - Chemistry & Business Studies, as both Public and Agriculture Analyst for Powys County Council.

Corporate Improvement Plan

No impact

Options Considered/Available

No other proposals are considered

Preferred Choice and Reasons

Approval is granted **Sustainability and Environmental
Issues/Equalities/Crime and Disorder,/Welsh Language/Other Policies
etc**

No impact

**Children and Young People's Impact Statement - Safeguarding and
Wellbeing**

No impact

Local Member(s)

N/A

Other Front Line Services

N/A

Support Services (Legal, Finance, HR, ICT, BPU)

Legal Services have no comment in respect of the report
Accountancy Services confirms that this proposal has no financial implications for the Council

Local Service Board/Partnerships/Stakeholders etc

N/A

Communications

N/A

Statutory Officers

The Monitoring Officer has no comment to make in respect of the report

Members' Interests

N/A

Recommendation:	Reason for Recommendation:
That Powys County Council appoints Suzanne Brookes as Public Analyst and Agriculture Analyst for the Authority	Retains existing arrangements with Mintern, Treharne and Davies Ltd.

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	
----------------------------------	--

Person(s) To Implement Decision:	
Date By When Decision To Be Implemented:	

Contact Officer Name:	Tel:	Fax:	Email:
Ken Yorston	01597 826032		ken.yorston@powys.gov.uk

Decisions taken by Individual Portfolio Holders

Portfolio Holder for Housing and Public Protection

Decisions Taken 28th April 2011

DECISION	Reason for decision:
That option 3 of the feasibility study attached as Annex A to the report and outlined at paragraph 3.3 above be implemented within six months of the date of this report, subject to the receipt of acceptable tenders for the stray dog collection and kennelling service.	To reduce the cost of the Council's Pest Control and Dog Warden Service and improve its efficiency and effectiveness.

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CYNGOR SIR POWYS COUNTY COUNCIL.

26th April 2011

REPORT AUTHOR: Public Protection Manager

SUBJECT: The Future of the Council's Pest Control and Dog Warden Service

REPORT FOR: Decision of Portfolio Holder for Housing, Public Protection and Community Safety

1. Introduction

- 1.1 The Public Protection Service has been tasked with making revenue savings over a four year period in order to assist the Council in meeting its projected funding deficit of £16m. The Council's Pest Control and Dog Warden Service was identified in the Public Protection Service Strategy as one of the areas with the potential to offer efficiency savings.
- 1.2 The purpose of this report is to seek agreement on the preferred option for the future of the Pest Control and Dog Warden Service in the light of a recently completed feasibility study.

2. Background

- 2.1 RH Environmental, an independent consultancy located in Wales and specialising in Environmental Health, was commissioned recently to consider and cost a range of options and to weigh the advantages and disadvantages of each one. The options range from ceasing to provide any form of pest control service (a non-statutory function), in combination with an in-house or outsourced stray dog collection service (a statutory requirement), through to maintaining the status quo. A copy of their feasibility study is attached as **Annex A**.
- 2.2 Currently the Council provides a free service to householders for the eradication of pests such as rats, mice and cockroaches, which are associated with the spread of disease. This is supplemented by a chargeable service for 'nuisance' pests such as wasps. The latter create a seasonal peak in demand resulting in occasional difficulties in managing and maintaining an appointment based service. The Dog Warden service is provided by the same officers undertaking pest control visits. This work too can disrupt pest control appointments by virtue of an officer having to travel some considerable distance at short notice to collect a stray and deliver it to kennels.
- 2.3 The Council does not provide kennelling directly; instead it contracts out to private facilities based north and south. Work on the enforcement of dog fouling legislation through Local Environment is developing.

3. Options

- 3.1 Unsurprisingly, the study concludes that the greatest cost saving (in the order of £128k per annum) would be realised by ending the provision of a pest control service and outsourcing the stray dog collection and kennelling service (option 4). However the disadvantages of withdrawing completely from providing a pest control service are significant. The whole ethos of the Public Protection Service is about safeguarding human health and well being. By discontinuing the part of the service that makes a significant contribution towards limiting the spread of pathogens such as Weil's disease, carried by rats, the risk of harm would increase to an unacceptable level.
- 3.2 At the other end of the range of options is the maintenance of the current arrangements. The study identifies though that in order for the revenue costs of the service to remain flat over the next few years, increases to fees at levels above the prevailing rate of inflation would have to be made in order to keep up with spiralling costs such as vehicles and fuel. This option is not viable at a time when the service has to reduce its revenue costs
- 3.3 Option 3 on the other hand considers the prospect of maintaining an in-house pest control service, albeit in a modified form, coupled with an outsourced dog warden arrangement. The attraction of this option is that not only does it produce a reasonable level of saving year on year (about £60k) but it also allows the pest control officers to concentrate solely on pests of public health significance, unfettered from the seasonal demands of treating nuisance insect pests and the unpredictable requirements of having to collect and deliver stray dogs at short notice. The proposal suggests a nominal charge of £15 per treatment to offset costs without acting as a deterrent. Levying a modest fee may also reduce the number of missed appointments by householders. The charge is well below the cost of using a private pest controller.
- 3.4 The majority of the saving would result from two of the four officers currently providing the service being redeployed or being made redundant. As a result of a need to restructure the Public Protection Management Team, one of the two service managers whose remit covers this service will also be redundant. These additional savings have been accounted for elsewhere in the Service Strategy. From the start of the feasibility study, affected staff along with HR and Unison representatives, have been kept informed of progress and been given opportunities to contribute to the process.
- 3.5 Option 3 relies on the dog collection and kennelling service being exposed to tender. An allowance has been made within the costing of option 3 for occasional external cover to be provided for the pest control service during extended holiday or sickness absence, in line with current arrangements. Enforcement of dog fouling legislation will continue to be provided by the retained staff until changes are introduced through the Local Environment Initiative.

4. Proposal

- 4.1 Option 3 enables the service to focus solely on the eradication of pests which pose a threat to public health. It provides the opportunity of enhancing the service to the public by offering an appointment based system uninterrupted by other demands and it also allows the prospect of extending the service to cover council buildings and some commercial premises, subject to demand. It provides a saving to Public Protection calculated to be in the order of £60,000 per annum. Efficiencies gained through the use of the Contact Centre and outsourcing the dog warden service will allow an additional saving in management costs in the order of £50,000.
- 4.2 The study has considered the availability of private contractors willing to provide a stray dog collection and kennelling service and has concluded that there are sufficient within the vicinity to suggest that outsourcing will be a viable option.
- 4.3 It is recommended that option 3 is considered to be the preferred choice.

Recommendation:	Reason for Recommendation:
It is recommended that option 3 of the feasibility study attached as Annex A to this report and outlined at paragraph 3.3 above be implemented within six months of the date of this report, subject to the receipt of acceptable tenders for the stray dog collection and kennelling service.	To reduce the cost of the Council's Pest Control and Dog Warden Service and improve its efficiency and effectiveness.

Contact Officer	Tel:	Fax:	Email:
Steve Clinton	01938 551246		steve.clinton@powys.gov.uk

Relevant Portfolio Member(s):	Councillor R G Brown
--------------------------------------	-----------------------------

Relevant Local Member(s):	N/a
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Feasibility Study

Pest Control and Dog Warden Services for Powys County Council

RH Environmental Limited

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Summary Sheet

Premises: **Pest Control and Dog Warden Services for Powys County Council**

Project: **Feasibility Study**

Date: 31 March 2011

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Owner: RH Environmental Ltd

Client: Powys

Document Ref: Feasibility

Version No: mpa

Status: Final

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Company Information

RH Environmental Limited is a company limited by guarantee in England and Wales, registration number 5530460. VAT number: 779242884.
Registered Address: Langdon House, Langdon Road, SA1 Swansea Waterfront SA1 8QY

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6. Equality considerations
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8. Financial Implications
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10. Conclusions

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2. Services currently offered by the Council
3. Pest Control treatment statistics
4. Dog Warden Charges
5. Services currently offered by the Council
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Definitions

BAU:	Business as usual
CIEH:	Chartered Institute of Environmental Health
DIY:	Do it yourself – in the context of homegrown pest control attempts
DW:	Dog warden
FRS17:	Financial Reporting Standard 17
MTB:	Means tested benefits
MBO:	Management Buy Out
OJEU	Official Journal of the European Union
PH:	Public Health
PC:	Pest Control
RFI	Request for Information
RFP	Request for Proposal
TBD	To be determined

1. Purpose of the Report

- 1.1. To assess the options and make recommendations on changes to the provision of Pest Control and Dog Warden Services in Powys.

2. Background

- 2.1. Pest Control is a service provided by most local authorities especially focusing on pests that are a public health risk. Pests can spread disease, endangering health, damage property and contaminate food products. Infestations discourage tourism and business activity. However an increasing number of authorities are relying on contractors to deliver pest control.

In a Chartered Institute of Environmental Health (CIEH) 2003 Pest Management Survey it was observed that 99% of local authorities in England, Wales and Northern Ireland provided some form of Pest Control Service. In house services were supplied by 78% of Authorities and 13% contracted out the service. Of the 99% that supplied a service 9% had a mix of in house and contracted services.

A further survey was undertaken in 2009 by the National Pest Advisory Panel, which showed that a reduced number of 90% of local authorities offered a pest control service. In 2003 only 3 did not offer a service, in 2009 the figure had risen to 26.

This survey also showed that councils were beginning to rely more on contractors to provide treatments rather than in house staff. In 2002 over 80% of rat treatments were provided in house and this was 60% in 2009. Free treatments for rats, mice, bedbugs and cockroaches fell by 15% for domestic premises.

CIEH issued a policy-briefing note in February 2011 containing the above statistics and were not in favour of outsourcing or increasing charges for pest control due to the Public Health concerns.

- 2.2. The majority of non public health risk local authority pest control services are offered at a charge, with discounts for those on low incomes, but fewer authorities offer free rodent treatment. The Powys service mainly covers rats and mice with wasps, fleas, bedbugs and other pests. Powys delivers its service in conjunction with a statutory Dog Warden service employing four individuals who combine both jobs. Since 2007 there has been a reduction from 6 to 4 staff and mobile devices have been introduced to improve scheduling and communications. However, service delivery problems remain because pest control & dog warden services are combined. Powys has removed concessionary charges for those on Means Tested Benefit in January of 2011.
- 2.3. Over the last ten years more local authorities have contracted out their pest control services and in some cases councils have ceased to provide a pest control service. Carmarthenshire is the latest council, bordering Powys to adopt this approach. They have raised charges for treatments to a level where commercial companies can perform the service at a lower per unit cost. Now they are moving away from providing a pest control treatment

service and focusing on enforcement. This will save significant amounts for Carmarthenshire and through retirement and redeployment of officers redundancy has been kept to a minimum.

- 2.4. Pest Control is a service that is to some extent discretionary in scope. There are however specific duties under the Prevention of Damage by Pests Act 1949 to ensure that an Authority keeps its area reasonably clear of rats and mice and the council has duties to inspect the area, kill rats and mice on land it owns or occupies and enforcement duties on owners and occupiers of land to keep it free of mice and rats.
- 2.5. There are other powers and duties in relation to public health pests. These are included in the Food Safety Act, Public Health Acts and the Housing Act.
- 2.6. The dog warden service catches stray dogs across the county. Kennel services are provided by external providers in the north and south of the county. It is a statutory requirement on the council to deal with stray dogs in the county under the Environmental Protection Act 1990 and this service is provided in conjunction with pest control by the same officers using adapted multi purpose vehicles.
- 2.7. The council needs to continue to make savings given the current economic climate. In order to balance economic requirements with public health concerns this report examines options to save money but will also portray the social cost involved. In the final analysis the option(s) deployed will be in line with the political priorities of the council and senior management.

3. Executive Summary and key considerations for the Council

- 3.1. Powys offers a chargeable and non-chargeable service for pest control and charges fees for the recovery of dogs from its kennels. In the light of budget pressure for savings Powys CC is reviewing all options to establish whether there is an option that could yield savings without degrading the quality of the services. At this stage it is important to review all options.
- 3.2. The charges from Powys CC to its customers can be compared in Appendix 1 and 4. Generally it is the most socially deprived areas that suffer from domestic public health pests and Powys currently offers free treatment for public health pests which alleviates the pest problem in deprived areas. The cost per citizen for the services can also be compared across local authorities in Wales as displayed in Appendix 7. Powys is in the upper half of cost per citizen in Wales. The statistics on Pest Control treatments are displayed in Appendix 3 and 6.
- 3.3. Powys needs to make savings balanced against the potential reactions and consequences. It can adopt an immediate and severe approach or a graduated approach depending on the degree of budget pressure.
- 3.4. If a severe approach is taken direct savings of up to £128k per annum could be made excluding any overhead reductions by discontinuing pest control services and outsourcing dog warden activities. This could trigger political reaction and may have public health, inequality and fiscal restructuring implications.
- 3.5. If Powys seeks to introduce change more gradually it may be possible to deploy a combination of productivity measures which can deliver up to c. £60k per annum saving. This could involve levying charges for services and outsourcing dog warden services.
- 3.6. It could be advantageous to have some separation again of the two services. Whilst they have been combined for logistical and cost reduction reasons some process issues have arisen around ensuring pest control appointments can be met, as stray dogs are an unpredictable challenge.
- 3.7. Overhead costs to both services are significant and equate to over 50% of the direct costs. Whilst this has reduced over the last two years there may be scope for savings for the council overall in addressing these overheads in addition to the proposals to reduce the direct costs. In the financial section overhead reductions have been estimated which add to direct cost savings but are dependent on budget holders of these overhead items accepting budget reductions.
- 3.8. The market testing conducted produced quite a variation in rough order of magnitude sizings. In pest control only one outsourcer actually forecast direct cost savings versus the current costs. In dog warden activity it was only the kennels with an on call service that delivered direct cost savings. Any future changes in the delivery of pest control & dog warden services would need to be managed carefully by a retained organisation so as to limit overhead costs

- 3.9. This feasibility study gives the management the estimated impact of the options and subjective implications of the options so that a decision can be made based on the council's priorities. Given that there is a need to balance savings and public health priorities it may be advisable to apply a combination from the different approaches.

It may be that an option which involves treating public health pests for a fee whilst outsourcing dog warden stray dog collection services (Option 3) may deliver the balance the council is seeking with delivering over £50k of direct cost savings in 2012/13 and continuing to provide essential public health services.

4. Options assessment

4.1. This report identifies ten options for the future of pest control and dog warden service in Powys.

4.2. Options

Option 1 Continue as is with no change

Option 2 Continue as is with increased prices and charges for current free services

Option 3 Provide chargeable public health pests only service and outsource dog warden service.

4.3. **Option 1** is that the Council continues to provide a Pest Control and Dog Warden service across Powys.

This means that the current direct cost budget is assumed to continue without change at £167k for 2010/11 and the fully loaded budget with overheads would be £275k per annum over the next 3 years as it has been assumed to be held at about the same level of spending. This 2010/11 budget is already a reduction of 8% versus the 2009/10 actual.

In order to achieve a flat spend over time related cost increases would have to be contained by price increases and making some operational savings just to maintain this flat nominal value spend. As the base case in the financial section shows, if fees only increase with inflation, the overall costs could increase by 1-2% per annum. This is because the fees only recover a small portion of the costs and cannot compensate on the current basis for potential increases in salaries, petrol and other expenses lines.

For the purposes of comparison the base case has been kept flat but this contains an unidentified cost saving/benefit line, which would have to be met to keep a flat, spend.

Table 1 Pros and Cons of **Option 1** continue as is with no charge for public health pests

Advantages	Disadvantages
Can continue education and advice	Council continues with subsidised pest control
Maintain a free service on public health related pests	No additional savings delivered
Ability to control rodent and pest population	No service improvements
Respond to pest issues ensuring Powys is attractive to tourists	No additional range of pest control services
Ensure continuity of knowledge of the county and avoid loss of experience from losing staff	Escalating cost of providing the service may not be contained c.2% growth per annum
Maintains limited income generation	Other budgets will need to deliver targeted savings
Dog warden service ensures continuing control of dogs in the county	If there is further budgetary pressure more draconian action may be needed in the future if further savings are not made
Dog warden service avoids risks to	Continual disruption to pest control

traffic and livestock	appointments because of stray dog collection demands
Council can continue to combine both services to contain cost	

- 4.4. **Option 2** continues with pest control and dog warden services but at an increased price to the end customer. This may result in higher income but lower volumes of requests and reclaims from the kennels.

This option is based on comparing Powys to other surrounding authorities per the Appendices 1 and 4. It is also a paradigm shift as council has to date prioritised the public health risks over cost recovery. As funding tightens more councils have to focus on their activities from a more business like mind set rather than a social value. If this occurs there could be social costs that will hit the poorest sector of the community. Carmarthen has introduced charges but has some social funding available as a safety net for the poorest elements of the community.

Charges do also focus the citizen's mind on their responsibilities, such as safe containment of pets and complying with waste removal and therefore have a behavioural change component.

In this option we explore the introduction of charges to examine their effect on volume of requests and revenue generation. Financially we examine these effects through three scenarios, charging for all treatments, not charging for rats but charging for everything else and finally performing as a commercial business.

In general the pros and cons of charging are shown in the table below.

Table 2 Pros and Cons of **Option 2** charge for services

Advantages	Disadvantages
Increased revenue potential	Reduced volume of requests from the public could have public health consequences. CIEH states calls fall 50% when citizens have to pay. This may result in late reporting of issues and increased costly enforcement actions.
Widen scope of pest treatments and consider charging for commercial pest treatments	Reduced numbers of dogs reclaimed if charges are perceived to be excessive
If putting prices up with an impact on volumes still creates positive savings they could be partly comparable to some of the outsourcing savings	Equality issues with MTB (means tested benefits) and lower income citizens struggling with charges
Maintains control of both services with the council including skills and local knowledge	Potential political implications
Brings Powys more in line with councils who do charge for these services	May go against citizen expectations of the councils duty on public health
Can target balancing costs and	Compounding issues if rubbish collections or

incomes over time on pest control. Dog warden services may not fully recover costs but increased charges may deliver savings	other services vary then Public Health issues could worsen. Recession will increase number of empty premises
Charges set to recover costs not make commercial returns to ensure that they are not too prohibitive	Competition with existing pest control companies
Pest Control and dog wardens continuing in house can spot and report on other environmental issues and interface with the Council experts.	If pest control is chargeable the number of DIY attempts by citizens will increase which often have little success and can endanger domestic pets or move the problem along without solving it.
Charges incentivise owners to prevent continued access and remove food sources	Continual disruption to pest control appointments because of stray dog collection demands is likely to increase customer dissatisfaction with increased charges
Could be part of a longer term strategy to make a commercial recovery of costs prior to outsourcing or discontinuing treatments	Rats may become averse to accepting bait if it is not done in a professional way by citizens wishing to avoid charges.
	If charges are levied for mice and not rats the public may confuse the two forms of vermin

- 4.5. **Option 3** provide public health only service i.e. rats, mice (indoors) and cockroaches and use stray dog collection and kennels to replace the current dog warden service. This option would mean the council delivering a public health pest service and requiring the public to arrange for a private pest contractor to treat any other pests. This option would involve a nominal charge of £15 (excluding VAT) for each public health pest eradication course of treatment. The pest control service may need to be supported by contractors in periods of staff holidays or extended absence.

Dog warden services would continue but they would be split from the pest control activity and performed through stray dog collection and kennel provision by contractor(s). Dog warden enforcement activities would need to be provided by another Council department.

There would be a reduction in manpower as a result of this change with two job roles no longer being needed. This would stem from a slightly reduced volume of activity due to charging and outsourcing stray dog collection. Therefore there would be financial benefits net of redundancy costs, subject to the council's redundancy policy.

Table 3 Pros and Cons of **Option 3**

Advantages	Disadvantages
Maintain key public health pest service	Charging may cause a drop off in service requests
Also maintain dog warden activity to seize & accommodate stray dogs	Public may pay higher prices for other pest control treatments no longer provided by the Council
Improved pest control	Pest control charges may deter some individuals from

customer service standards with no dog warden services being provided	requesting treatments
Keep activity in house to continue pest control advice service	Redundancy may be required, but other options such as environmental crime/enforcement redeployment should be considered
Cost savings	Workload and travel distance may stretch the team to perform adequate services and additional contractor costs may rise
Establishes a balance between savings and public health risks	Back up when staff are absent
	Charging for public health pests could result in incomplete treatment for rats, in particular, for those not prepared to pay. So enforcement is likely to increase & discretion to waive charges in certain circumstances may be required.

- 4.6. **Option 4** Discontinue pest control and supply dog warden services. Withdraw the pest control service and provide a dog warden service across Powys. This option needs to be considered carefully if it is the desired route to savings. Carmarthenshire have proceeded in this direction over a period of time. Only when commercial realities are inescapable in terms of treatment delivery does it become feasible to completely remove the treatment service and signpost citizens to accredited pest control suppliers who are prepared to charge fair cost rates. Other supporting structures need to be in place i.e. social fund to assist with low-income citizens, increased enforcement resources and a gradual re-orientation of the county's citizens to expect to pay a more economic price and become more responsible in their duty to wider society. Therefore this would need to be a strategic journey otherwise it could provoke some reaction from a number of stakeholders.

Table 4 Pros and Cons of **Option 4**

Advantages	Disadvantages
Significant savings – staff, vehicles, supplies	Potential negative impact on Public Health – citizen expectations for council support may not be fulfilled
Private sector picks up pest control activity and develops services to cover Powys to meet demand taking the volume from the council as their opportunity.	DIY treatment risk to environment
Council moves to focus on statutory duties – discretionary activity is cut back	Risk of accidents and livestock injuries
Enforcement focus will drive more responsible community behaviour	Negative impact on reputation-redundancies may be required
	Potential increase in enforcement and legal costs
	Additional training needed for environmental health professionals on pest control issues
	Unless this is done over time it could

	provoke stakeholder reaction
	Loss of flexibility as Pest Control staff not able to assist with other Environmental Health functions
	Potential political impact
	Potential increase in rodent and pest populations compounded by other service cut backs and recessionary climate
	Commercial charges may increase in the county if the Council withdraws its service without containing the problem via interaction with potential preferred accredited suppliers

4.7. **Option 5** Outsource pest control and dog warden services

A number of different suppliers have been contacted to provide rough order of magnitude numbers to be used in this report. The suppliers' information is being contained for confidentiality purposes and so the range of responses has been assessed in general. If the council launched a tender process the figures could be different with a more detailed briefing.

There could be one pest control supplier and one or two dog warden service suppliers for Powys – one for the north and one for the south.

There were more pest control candidates than dog warden candidates. Pest control suppliers consulted ranged from one-man companies to UK wide companies. Dog warden activity was linked to kennels or relatively small companies.

The points that arose from dialogue with these suppliers were:

- a) They would in most cases charge the council commercial prices for treatments, albeit with expressions of potential discounts. One or two of the larger players would be able to provide a contract rate with a long-term commitment c 3 years from Powys.
- b) A number of the smaller companies would need to hire and invest to be able to offer the services
- c) TUPE (transfer of undertaking) is a consideration, as all of the companies did not have the same level of terms and conditions for their current employees as the council. A large number offer only the statutory terms, which are not comparable to council terms.

The market practice, stated by suppliers who had done deals with councils before, seemed to be to have the council perform a voluntary buy out of existing employee terms and conditions to bring them to the same level as the company.

This would involve a negotiated value, which could vary. The council may be required in that circumstance to offer some level of minimum guaranteed revenue irrespective of volume. Clearly this issue is an important one in considering outsourcing and involves co-operation with staff and unions to ensure that a beneficial solution can be found for all parties.

- d) For larger, countrywide suppliers, expected revenue per head was around £100k for each pest control operative. This is a reflection of prices, profits and overhead recoveries. The larger pest control operators would therefore find it difficult to supply a competitive service versus the council's current direct cost base for pest control before fees of £126k (2010/11 budget) for 2-3 operatives at the current level of council subsidisation. If charges were raised closer to commercial levels and preferred supplier referrals explored this may mitigate some of the economic equation for the outsourcer. There are other revenue sources that could contribute to the pest operator's return e.g. other council premises such as depots and schools, commercial and domestic referrals if the pest contractor becomes the council's preferred supplier and potentially sewer baiting may add a modest element to revenues.

There are potential suppliers for dog warden outsourcing but the geographical size of Powys makes collections time consuming and costly. One supplier was reluctant to quote for the collection service in addition to kennels. The reason for this is that keeping people on a retainer to be on call as required is difficult. It is easier, although not cheaper, to have a full time person.

An existing supplier we contacted would not contemplate providing a dog warden service, as it did not fit in with their business portfolio. Good kennels are difficult to find in the area. If an on call stray collection service replaced the current dog wardens other additional aspects of the dog warden role may be impacted.

Table 5 Pros and Cons of **Option 5** outsourcing

Advantages	Disadvantages
Cost savings variable depending on final company selected and contract form-larger savings can be delivered if the overheads of the retained council organisation can be reduced	Increased cost of contract management. Overhead reductions need to be committed and executed otherwise the burden rises on other services
Transfer risk to private sector	TUPE implications of council staff transferring to contractors. Council terms and conditions especially on pensions can be problematic. Buy out of terms and conditions could prove expensive in the range of redundancy costs.
Training costs passed to private sector	Loss of control on customer care
Retain ability to control pest and rodent populations across Powys	Loss of in house skills and strategic focus on building design
Retain ability to provide dog warden service	Loss of income generation to the Council to the private sector
Defined service levels	Loss of flexibility as Pest control and dog warden staff would not be linked in to environmental issues
	Educational element may be reduced
	Political implications
	Contract renewals to be negotiated, also once outsourced it is harder to in source again if

	required
	Finding quality companies to tender at competitive prices is a challenge especially in a large geographic spread county

4.8. **Option 6** Combine pest control and dog warden services with another Council

Other councils in Wales may be interested in forming a shared service. Carmarthenshire has expressed interest in sharing dog warden services. Perhaps as a result of micro chipping and higher collection fees dog volumes have reduced in Carmarthenshire.

There may be an opportunity to share a dog warden over the two counties, perhaps for South Powys and Carmarthenshire. This would save costs – say up to £20k per annum and may increase opportunities to further co-operate in the back office.

Given the timeframe of the study this may be a good opportunity to explore now and it may be that further opportunities could arise in the future in the area of co-operation.

Table 6 Pros and cons of **Option 6**

Advantages	Disadvantages
Share resources	Time taken to agree
Provide greater temporary cover for absence and sickness	Other councils already have their Pest control and dog warden activities e.g. Carmarthen is discontinuing Pest Control saving £22k 2011/12 and £49k in 2012/13 and £20k in 2011/12 and £2k in 2012/13 with a reduced dog warden service but is interested in discussing with Powys
Increase procurement savings and reduce back office administration costs	Joint decision making and agreeing allocation of shared resources and priorities
	Require some form of contractually sharing costs and it could also extend to fees and charges if thought relevant
	May have differing views on MTB and types of pest control to offer including commercial treatments
	Savings may not be realised if geographic scope proves difficult to bridge

4.9. **Option 7** Outsource pest control and continue a dog warden service

Pest control may lend itself to being outsourced more readily due to there being an industry dedicated to this service in the UK. There are many more operatives in this field than in the dog warden area.

Table 7 Pros and Cons of **Option 7** outsourcing pest control and keeping an in house dog warden service

Advantages	Disadvantages
Pest control service levels can be defined	Contract management costs

Maintains a free service on Public Health pests	Lose link between pest control and dog wardens
	TUPE up front costs need considerable savings to make the exercise worthwhile. Overhead reductions may be possible but require budget holder commitment
	Quality of service will need to be monitored closely
	Profit focus by contractor may miss wider environmental concerns

4.10. **Option 8** Outsource dog warden services and continue with pest control.

There is a potential to outsource the dog warden service whilst retaining pest control in house. This could result in savings.

Table 8 Pros and Cons of **Option 8** outsource dog warden

Advantages	Disadvantages
Could make savings if service is limited to collections on an as needed basis	Suppliers seem less keen to provide dog warden service if kennelling is the core business as mentioned in Option 5
There may be improved service quality and defined SLA's	Harder to balance workload if one area is not fully utilised.
Increased focus on pest control	Higher cost or lower quality depending on supplier
Separates two services	Lack of strong suppliers for dog warden services

4.11. **Option 9** MBO of the pest control and dog warden service

The current employees could consider forming a company to contract for the pest control and dog warden services. This occurred in Congleton Borough council as an example where the in house pest control service was discontinued and a pest control officer set up his own company, South Cheshire Pest and Hygiene which was awarded the contract to eradicate rats on domestic premises. However, discussions with Pest Control Officers & Dog Wardens have indicated that there is no interest in pursuing this option

Table 9 Pros and Cons of **Option 9** MBO

Advantages	Disadvantages
Continuing local knowledge	Pest control officers in Powys appear not to want to take the risk
Experience of Council requirements	Pest control officers may lose benefits if they resign to form a company
The Council needs to examine its tendering process to see what the criteria are for awarding the contract and the new company would need to be competitive both economically and in terms of quality of service.	The new company may not survive the risks of set up, tendering and financial stability.
	Pest control is a very competitive market

4.12. **Option 10** Discontinue pest control and outsource dog warden

This is the most extreme position that can be taken in terms of cost reductions

Table 10 Pros and Cons of **Option 10**

Advantages	Disadvantages
Biggest savings	Highest potential risk to public health
	Requires most redundancies
	Big change may trigger citizen or political reaction
	Many of the disadvantages quoted in Option 2 would be similar here

Whilst this option releases the most cost savings and is the direction a number of councils are going in terms of cost savings the public health risks need to be assessed and it may require some preparation in terms of political and public perception before such an approach could be taken.

5. Environmental impact and Employee suggestions for productivity improvement

- 5.1. The pest control service has a significant effect on public health and the local environment. Reductions in service may affect these aspects of life in Powys. If individual households and businesses are not supported there may be an increase in pest infestations that will affect health, tourism and investment activity in Powys. CIEH has elaborated on this in their recent policy note. However they are not able to advise where savings can best be made in this segment of council activities, which would therefore leave other areas of the council to face the cuts in funding.

The environmental impact of stray dogs is high up on the list of citizens concerns from a safety and a sympathy perspective. Proper treatment of animals is an emotive subject. The council needs to ensure that its treatment of stray dogs continues to be in line with the sentiment of most British people, which is represented by a number of pressure groups. Therefore the collection of stray dogs needs to be efficient and carefully handled.

- 5.2. Dog warden enforcement activities, including dog fouling, have a high public profile so any change in dog warden services should retain enforcement in some form.
- 5.3. Dog warden activity is essential to support police in the removal of dangerous dogs and dogs which could cause accidents.

5.4. Employee suggestions for Productivity Improvement

The employees engaged in Pest Control and Dog warden contributed the following potential improvements that could improve and extend the service. A number have been picked up in the Options section where there is economic benefit but these are suggestions which can add to the overall efficiency of the group and could utilise the skills of the people in house.

Appointment system: A review of the current system could deliver productivity improvements particularly if pest control & dog warden services were separated. These improvements could deliver more in terms of activity, which could be deployed on existing council and commercial work. Better communications internally would also assist with this item and speed up appointments.

Service level agreement: Review and implement a new service level agreement. This could improve quality and potentially underpin enhanced charges.

Procurement/suppliers: Savings could be examined from suppliers of materials but is not quantifiable at this stage.

Vehicle tracker: Could enhance employee safety and aid the increased productivity above.

Commercial opportunity and council premises: Further commercial work is quantified in the options section above. Council premises e.g. schools treatments would need to be further examined for additional opportunity.

Overhead assessment: A review of management and overhead costs could deliver some savings. In each option considered where there is a further reduction in operating staff potential overhead reductions are also quantified.

Business case to add staff: Discussions with a large commercial provider have indicated that they expect c£100k per annum in revenue from each pest control operative. The range of additional revenue this implies to cover additional resource and existing resources makes a business case challenging without a considerable increase in chargeable volumes for the county.

Local Environment team: By moving some of the current pest control operatives to a more enforcement focused role and away from treatments may avoid potential redundancy costs but will not make savings overall to the council. However this may be an option if the council chooses to adopt Carmarthen's approach of commercial charging and heightened enforcement activity to increase responsibility in the community for pest control deterrence.

6. Equalities impact

- 6.1. The concession for low-income households for treatments of certain pests has recently been withdrawn as of January 2011. There is only a commercial service available privately for these pests that is more expensive than the council.
- 6.2. Low income households could be impacted if dog warden charges increase as a result of the actions the Council takes. This may result in a reduction in stray dog re-claims from kennels & consequently an increase in cost to the Council in accommodating, re-homing or destroying stray dogs
- 6.3. Any actions on rats, mice and cockroaches will tend to affect the less affluent in society. Therefore the council should ensure that it takes this into account when it deploys the options to reduce costs.

7. Risk Assessment

- 7.1. There may be public discontent if charges are levied or increased after a free or concessionary service has been withdrawn. There may also be political ramifications. If charges rise there may be fewer treatments requested impacting on the environment and public health.

Outsourcing with the aim of reducing costs could instead result in increased costs and lower service levels. In order to avoid this the contract would need to be written and managed carefully to ensure improvements in response times and other Key Performance Indicators are met and cost savings delivered versus the base case.

As mentioned a number of providers supplied rough order of magnitude assessments above the level of current direct costs. Increased fees and charges would ease the process of introducing an outsourced service however in the long run it may be more economical to enable the private sector to be the direct supplier. The balance of cost versus public health risk needs to be drawn correctly.

- 7.2. The dog warden service prevents dogs from causing disturbances and accidents in Powys. Dangerous dogs need to be identified and apprehended as they pose a threat to the public. However stray dogs also can cause accidents and unintentionally worry sheep and other livestock. A service is needed and required by statute to reduce these risks across the county with robust response times to ensure public safety issues are addressed.
- 7.3. If an outsourcing route is taken great care is needed in handling staff related matters. A transfer of undertaking would carry implications for the outsourcer and the council in terms of the procedures and processes required and the economic implications.

8. Financial Implications

- 8.1. The various options are compared financially in this section
- 8.2. The council spent £300k in 2009/10 and plans to spend £275k in 2010/11 on pest control and dog warden services net of fees and inclusive of overheads (8% reduction).
- 8.3. In direct cost terms the council spent £182k in 2009/10 and is budgeting £167k in 2010/11 (a direct cost reduction of 8%). Both quality of service and cost reductions need to be balanced in order to make the best value recommendation for Powys.
- 8.4. Option 1 Continue as is with no charges for public health pests

Running the services for the next three years is expected to have a direct cost of £167k per year for 2010/11, 2011/12, 2012/13 and 2013/14.

There are no anticipated savings to return to the council from this base case. This assumes charges rise above the current level plus inflation and costs rise with inflation.

Some savings may be made within budget items but no savings contribution will be derived from the services. The three-year period under scrutiny would see overall cost to the Council remain flat.

Table 11 Pest Control base case

£s	Budget	Actual	Budget	Estimate	Estimate	Estimate	y/y%	y/y%	y/y%
	2009/10	2009/10	2010/11	2011/12	2012/13	2013/14	11/12	12/13	13/14
Salary costs	63460	64643	99680	99680	99680	102670	0%	0%	3%
Travel	14150	14101	13480	13877	14294	14731	3%	3%	3%
Other expenses	8990	8144	9780	9780	9780	9780	0%	0%	0%
Sub contractors	0	2930	3590	3590	3590	3590	0%	0%	0%
Total direct costs	86600	89818	126350	126927	127344	130771	0.3%	0.3%	3%
Fees tolls charges	-31060	-20702	-24000	-24744	-25511	-26302	3%	3%	3%
Net direct cost	55540	69116	102530	102183	101833	104469	0%	0%	3%
Overheads	76920	71761	64880	64880	64880	64880	0%	0%	0%
Total	132460	140877	167410	167063	166713	169349	0%	0%	2%
Overhead as % of direct costs	89%	80%	51%	51%	51%	50%			
Cost savings to maintain flat spend TBD (def. of TBD?)				-347	-697	1939			
Flat spend				167410	167410	167410			

Table 12 Dog Warden base case (comments as per table 12)

£s	Budget	Actual	Budget	Estimate	Estimate	Estimate	y/y%	y/y%	y/y%
	2009/10	2009/10	2010/11	2011/12	2012/13	2013/14	2011/12	2012/13	2013/14
Salary costs	98650	96401	39530	39530	39530	40715	0	0%	3%
Travel	8890	8006	3720	3819	3923	4032	3%	3%	3%
Other expense	7350	2613	4430	4314	4212	4121	-3%	-2%	-2%
Sub contractor	10310	10661	20970	19922	19922	19922	-5%	0%	0%
Total direct costs	125200	117681	68650	67585	67587	68790	-1%	0%	2%
Fees tolls charges	-5550	-4793	-4000	-4120	-4244	-4371	3%	3%	3%
Net direct cost	119650	112888	64650	63465	63343	64419	1%	0%	2%
Overheads	52060	45978	43830	42810	42810	42810	-2%	0%	0%
Total	171710	158866	108480	106275	106153	107229	-2%	0%	1%
Overheads % of direct cost	42%	39%	64%	63%	63%	62%			
Cost savings TBD				-2205	-2327	-1251			
Flat Spend				108480	108480	108480			

8.5. Option 2 Charging for current free services

Charging for pest control and dog warden services is a complex discussion. On the one hand there are public health needs in controlling vermin and ensuring stray dogs are contained. On the other hand there is increased financial pressure on all councils to make savings. Some have responded over the years and charges have been levied for previously free services mitigated by concessions and existing charges are rising.

This area is one where the Councils policy makers need to balance funding with benefits that would be lost if charges are levied or increased.

In order to assess the impact of increased charges a number of iterations are shown below which show different charging scenarios. It must be stated that in the base case projection in **Option 1** it is inevitable that some charges have to rise or further activity in terms of volume of chargeable treatment needs to rise, in order for the base projection to remain flat. Fuel and labour cost increases will drive the need to balance the budget via further additional income. In the base pest control charges increase with inflation and dog warden charges increase with inflation.

Three scenarios have been tested in the analysis on increasing fees on pest control as dog warden and kennelling fees are in line with other authorities whilst pest control fees are falling a little behind per Appendix 1 and 4

The first scenario assumes a charge for currently free services. The second assumes rat's treatments remain free and the third case assumes a commercial offering is made which adds to chargeable treatment volumes.

Table 13 Scenario1 – charge for currently free services
Incremental income from levying charges on previously free pest control services

£s	Treatments	Reduction	Fee inc Vat	Incremental	Income		Cumulative Income
		50%		2011/12	2012/13	2013/14	2012-14
Rats	1371	686	20	13710			
Mice	388	194	35	6790			
Cockroaches	8	4	40	160			
Total				20660			
Adjust out VAT				17217	17217	17217	
Adjust ½ year							
From Sept 2011				8608	17217	17217	43042

The 50% reduction in volume is a CIEH statistic of volume fall if charges are levied.
The treatments are 2009/10 statistics.

Table 14 Scenario 2 – free rat treatment & charge for mice (indoors) & cockroaches

Incremental income from levying charges on previously free pest control services except for rats

£s	Treatments	Reduction	Fee inc Vat	Incremental	Income		Cumulative Income
		50%		2011/12	2012/13	2013/14	2012-14
Rats	1371	1371	0	0			
Mice	388	194	35	6790			
Cockroaches	8	4	40	160			
Total				6950			
Adjust out VAT				5792	5792	5792	
Adjust ½ year							
From Sept 2011				2896	5792	5792	14480

Rat treatments remain free. Incremental income derived from other public health pests.

Table 15 Scenario 3 – charge commercial rates

Incremental income from commercial work on pest control

£s	Treatments	Commercial Estimate	Fee inc Vat	Incremental	Income		Cumulative Income
		10%		2011/12	2012/13	2013/14	2012-14
Rats	1371	137	65	8912			
Mice	388	39	65	2522			
Cockroaches	8	1	65	52			
Total				11486			
Adjust out				9571	9571	9571	

VAT							
Adjust ½ year							
From Sept 2011				4786	9571	9571	23928

The assumption has been made that the team could manage 10% more volume at commercial premises as a result of dialogue with external providers and employee suggestions. All of these scenarios deliver financial benefit above the base case however there are implications in other parts of this report concerning equality and risks to consider.

8.6. **Option 3** Provide Public Health pest service and outsource dog warden service

Table 16 **Option 3**

Charge for and treat Public Health Pests only, and outsource dog warden table

	Volume	Vol adj	Price	Incremental	Income		Cum
		0.5		2011/12	2012/13	2013/14	2012-14
Rats	1371	685	18	12330	12330	12330	
Mice	388	194	18	3492	3492	3492	
Cockroaches	8	4	18	72	72	72	
Incremental				15894	15894	15894	
Income ex VAT				13245	13245	13245	
Half year				6622			
Loss of non PH income				-12372	-25511	-26302	
Redundancy				-47922			
Savings in Pest control 1/3 cost from 1 resources reduction	saving			21155	42448	43590	
Dog warden costs including 1 resource reduction	saving			33792	67587	68790	
Dog warden fees				2060	4244	4371	
Outsource service Supplier	C			-16906	-33812	-33812	
Contingency subcons				-5000	-10000	-10000	
Net direct benefit				-18571	58201	59882	99512
OverheadDW20/40/50% to be explained in notes?				4383	17124	21405	
Overhead PC20/40/50% to be explained in notes?				6488	25952	32440	
Total				-7700	101277	113730	207307

In this scenario there is a charge of £15 excluding vat, which is levied on 50% of the public health incidences as a result of volume loss for charging. The volume drops by half where a fee is charged. The savings are made by two staff being reduced, one in pest control and one in dog warden as the dog warden resource cost are allocated by accounting at 0.8 of the total 4 resources.

The reduction in resources drags additional costs with it thus delivering the cost savings as above.

The costs come down and also the fees from non public health pests are no longer received. In addition overheads are assumed to be variable but in the summary we look at the options both with and without the assumed overhead reduction.

The overhead reductions assume that 20% of the overhead comes down in year 1, 40% in year 2 and 50% in year 3. This will need to be confirmed with budget holders but rests on the assumption that for example: overhead was added in to the call centre of 1.5 resources when the pest control and dog warden activity was taken on.

If volumes drop and the focus is just public health pests with stray collections there will be an opportunity to reduce overheads. This will also apply to the other areas of overhead. A contingency is applied in case more subcontractors are needed.

8.7. Option 4 Discontinue pest control

In this option pest control is discontinued as a service. The private sector would pick up all treatments although the Council would still have an inspection and enforcement activity as it does today. The web site would contain advice for citizens and direct them towards preferred sources of commercial pest control.

In this case 2 redundancies are assumed and they are costed into the case. (2 staff will be needed for a retained dog warden service)

Overheads are assumed to be semi variable over three years with 20% reduction in year 1, 40% in year 2 and 50% in year 3 as some of the burden would not be reduced and would be spread across other services.

Dog warden services would continue as per the base case but with 2 wardens and therefore increased education and signage duties. At the moment 0.8 of the 4 is assumed to be deployed on dog warden services.

There are risks and implications of this option in other parts of the report.

Table 17 **Option 4** discontinue pest control

Discontinue Pest Control

£s	2011/12	2012/13	2013/14	Cumulative
				2012-14
Total cost net of fees excluding overheads	102530	102530	102530	
Half year adjustment	51265			
2 staff restructuring	-47921			
Add back 1 resource to dog warden	-15000	-30000	-30000	
Direct cost benefit	-11656	72530	72530	133404
Overheads 20/40/50%	6488	25952	32440	
Total	5168	98482	104970	208620

In this option it is assumed 2 staff would be made redundant. Two members of the team would be retained to perform dog warden services. As 3 resources are allocated to pest control then we add back the cost of one resource into dog warden. In the summary the savings effects are examined with and without overheads.

8.8. Option 5

Outsource Pest Control and Dog Warden Services

This option would require an RFI, RFP and contract negotiation process. Given the potential size of the contracts they may well require an OJEU process to be initiated.

Formal tenders would be assessed to select the potential outsourcer. In order to test the market we have solicited a number of 'rough order of magnitude' views from potential bidders to assess the economic implications. These estimates will differ from final pricing but allow the authority at this stage to test the likely savings range. On pest control we have used PH pests and the highest volume of non-PH pests i.e. Wasps and hornets to make the assessment. Flea and bedbug volumes do not impact the outcome in a material way.

If TUPE applies all 4 individuals would TUPE across and an adjustment has been made to the savings in the summary to reflect the buy out or redundancy terms.

We have selected supplier 5 to use in the summary as they provided the most competitive rough order of magnitude, which means there is a risk that the eventual range of bids could come in higher.

Table 18 **Option 5 Supplier1**

Pest Control outsourcing

£s					
Supplier1	Base vol	90%	price	total	Voldisc 10%
Rats	1371	1233	110	135729	
Mice	388	349	110	38412	
Cockroaches	8	7	180	1296	
Wasps and hornets	536	482	45	21690	
Total				197127	177414
		2011/12	2012/13	2013/14	
Base case net of fees		102530	102530	102530	
½ year adj		51265	102530	102530	
Outsource charge		-88707	-177414	-177414	
Fees		12372	25511	26302	
3 Ts and cs buyout/redundancy		-71882			
Direct savings		-96952	-49373	-48582	-194907
Overheads 20/40/50%		6488	25952	32440	
Total savings		-90464	-23421	16142	-130027

Notes

1. Fees added back as outsourcer does PH and non-PH pests
2. Supplier 1 rough order of magnitude costs are based on a fixed price per type of treatment assuming 3 treatments. This has been factored down by 10%, as not all are 3 treatment activities.

3. Volume discount of 10% has been applied as supplier expressed some flexibility on overall price
4. Prices exclude VAT
5. Overhead reductions require commitment from budget holders

Table 19 Option 5 Supplier 2

£s					
Supplier2	Base vol	90%	price	total	Voldisc 10%
Rats	1371	1233	110	135729	
Mice	388	349	110	38412	
Cockroaches	8	7	125	900	
Wasps and hornets	536	482	45	21690	
Total				196731	177057
		2011/12	2012/13	2013/14	
Base case net		102530	102530	102530	
½ year adj		51265	102530	102530	
Outsource		-88528	-177057	-177057	
Fees		12372	25511	26302	
3 Ts and cs buyout/redundancy		-71882			
Direct savings		-96413	-49016	-48225	-193644
Overheads 20/40/50%		6488	25952	32440	
Total savings		-89925	-23064	-15785	-128774

Notes

1. Fees included as the non-PH is outsourced.
2. Supplier 1 rough order of magnitude costs are based on a fixed price per type of treatment assuming 3 treatments. This has been factored down by 10%, as not all are 3 treatment activities. This fixed price includes call out, treatment and repeat treatment.
3. Volume discount of 10% has been applied as supplier expressed some flexibility on overall price
4. Prices exclude VAT
5. Overhead reductions require commitment from budget holders

Table 20 Option 5 Supplier 3

Supplier 3
Pest Control company large scale
No rough order of magnitude provided
However each operative delivers £100k revenue to the company
Assuming 80% of current team is on pest control that would be £320k
This assumes, say at £100 a treatment, 3200 treatments.
Their view was there was some productivity gain potential, despite the geography

Notes

This supplier did not provide any rough order of magnitude.

Table 21 Option 5 Supplier 4

£s					
Supplier4	Base vol	No adj	price	total	cum
					2012-14
Rats	1371	1371	70	95970	
Mice	388	388	70	27160	
Cockroaches	8	8	55	440	
Wasps and hornets	536	536	40	21440	
Total				145010	
		2011/12	2012/13	2013/14	
Base case net		102530	102530	102530	
½ year adj		51265	102530	102530	
Outsource		-72505	-145010	-145010	
Fees		12372	25511	26302	
3 Ts and cs buy out/redundancy		-71882			
Direct savings		-80750	-16969	-16178	-113897
Overheads 20/40/50%		6488	25952	32440	
Total savings		-74262	8983	16262	-49017

Notes

1. No adjustment for less treatments-supplier view of treatments in line with council
2. No volume discount suggested by supplier
3. Supplier attempts to offer optional access sealing service in addition to treatment
4. Fees included as outsourcer does PH and non-PH pests redundancies or buy out of ts and cs
5. Overhead savings depends on commitment from budget holders
6. Prices exclude VAT

Table 22 Option 5 Supplier 5 – provides most savings

£s					
Supplier5	Base vol	No adj	price	total	cum
					2012-14
Rats	1371	1371	38	52098	
Mice	388	388	38	14744	
Cockroaches	8	8	114	912	
Wasps and hornets	536	536	38	20368	
Total				88122	
		2011/12	2012/13	2013/14	
Base case net		102530	102530	102530	
½ year adj		51265	102530	102530	
Outsource		-44061	-88122	-88122	
Fees		12372	25511	26302	
3 Ts and cs buy out/redundancy		-71882			
Direct savings		-52306	39919	40710	28323
Overheads 20/40/50%		6488	25952	32440	
Total savings		-45818	65871	73150	93203

Notes

1. No adjustment for fewer treatments
2. No volume discount suggested by supplier
3. Fees included as outsourcer does PH and non-PH pests

4. 3 redundancies or buy out of ts and cs
5. Overhead savings depends on commitment from budget holders
6. Prices exclude VAT
7. Supplier 5 also suggested a contract rate of £75000 for a 3-year contract for the above pests.
8. By implication this assumes that there will only be 1 dog warden as 3 redundancies / buy outs are assumed.

Dog warden outsourcing

Dog warden outsourcing candidates were harder to find than pest control operators. On the whole there are few companies that specialise in these services. The one that did quoted a higher direct cost than currently.

The other suppliers are kennels that are prepared, albeit in some cases reluctantly to source on call dog collection. The quality of this service could not be assessed at present but there is a cost saving rather than employing one or two full time wardens.

Table 23 Outsource Dog Warden Supplier A

The outsourcing could improve the services with defined service levels. Overheads would be reduced and the element retained would need to manage and monitor the contract and service levels

£s					
SupplierA	Number	Cost	Total		Cum
					2012-14
Wardens (with vans)	2	30000	60000		
Kennel costs					
Out of hours strays	110	65	7150		
Kennels unclaimed	112	80	8960		
Kennels claimed	111	30	3330		
Total			79440		
		2011/12	2012/13	2013/14	
Base case net		64650	64650	64650	
½ year adj		32325	64650	64650	
Outsource		-39720	-79440	-79440	
Fees		4120	4244	4371	
1Redundancy		-23960			
Direct savings		-27235	-10546	-10419	-48200
Overheads 20/40/50%		4383	17124	21405	
Total savings		-22852	6578	10986	-5288

Notes

1. Dog wardens in north and south Powys
2. Hostage exchange type handover every day for dogs collected in mid Powys to be taken to the Kennel in the north
3. This could raise issues for people travelling to the north to collect their dog who live in the south of Powys.

Table 24 Option 5 Supplier B

£s					
Supplier B	Number	Cost	Total		Cum
					2012-14
Kennels					
Dogs	223	44	9812		
Kennel retainer drop offs			3000		
Collection retainer			6000		
Call out	524	10	5240		
Mileage	524	18	9432		
Total			33484		
		2011/12	2012/13	2013/14	
Base case net		64650	64650	64650	
½ year adj		32325	64650	64650	
Outsource		-16742	-33484	-33484	
Fees		4120	4244	4371	
1 Redundancy		-23960			
Contingency		-5000	-10000	-10000	
Direct savings		-9257	25410	25410	41563
Overheads 20/40/50%		4383	17124	21405	
Total savings		-4874	42534	46815	84475

Notes:

1. Supplier adjusted for total county by using total Powys dog volume and adding contingency
2. Costs exclude VAT
3. Stray dog service only
4. No warden – on call collection service

Table 25 Option 5 Supplier C – chosen for location and savings

£s					
Supplier C	Number	Cost	Total		Cum
					2012-14
Kennels					
dogs	223	44	9812		
Stray dog collection	524		24000		
Total			33812		
		2011/12	2012/13	2013/14	
Base case net		64650	64650	64650	
½ year adj		32325	64650	64650	
Outsource		-16906	-33812	-33812	
Fees		4120	4244	4371	
1 Ts and cs buy out		-23960			
Contingency		-5000	-10000	-10000	
Direct savings		-9421	25082	25209	40870
Overheads 20/40/50%		4383	17124	21405	
Total savings		-5038	42206	46614	83782

Notes

1. Stray dog collections and delivery point
2. Costs exclude VAT

3. Contingency added for out of hours and extra mileage
4. No warden – on call collection service
5. As there has not been an adjustment to scale to all Powys (as above in Option B) we will use this Option C as the basis for the potential dog warden outsourcing.
6. We are using 524 call outs and they have been costed by the outsourcer. As this is not the number of dogs kennelled we are assuming that this is worse case. This is because the call outs are most likely below 524 and above 223 but the prudent case would assume 524 call outs.

Table 26 Option 5 Summary of Supplier 5 and Supplier C savings versus Option 1

Combined Pest Control and Dog Warden Outsourcing

£s	2011/12	2012/13	2013/14	cumulative
Outsource Pest Control	-52306	39919	40710	28323
Outsource Dog Warden	-9421	25082	25209	40870
Direct Savings	-61727	65001	65919	69193
Outsource Pest Control	-45818	65871	73150	93203
Outsource Dog Warden	-5038	42206	46614	83782
Total savings including overheads	-50856	108077	119764	176985

Notes

1. For this summary the best cases from all the outsourcing rough order of magnitude cases was taken (supplier 5 and supplier C). However this carries a risk that in any tender process there may be bids higher than the above.
2. There are risks and costs associated with outsourcing that need to be considered in addition to the financials.
In the case of outsourcing both pest control and dog warden savings may be made. However quality needs to be questioned and the overall effects examined after TUPE buyout/redundancy costs which for the purposes of simplicity we have held to be equal.

8.9. Option 6

Combine Pest Control and Dog Warden services with another council.

A number of councils use the same dog kennels in North Wales as an example of co-operation. This option can be further explored and there may be some additional savings in back office and overhead. In terms of front line savings there will still need to be the same resources deployed. The time taken to negotiate this is longer so it only starts at the beginning of the next fiscal year.

Direct cost savings of sharing the funding of one dog warden could deliver £20k per annum.

In terms of savings 20% of overhead costs could be saved by pooling some back office support functions, which equates to £106400 x 20% for two years, which equals £42560.

In addition cost sharing of £10k, £20k and £20k in the three years could help reduce costs if dog warden services are shared with another authority.

The main support functions which could be reduced are the call centre and the accounting and legal staff. There would be costs involved in negotiating the co-operation as well, which would constrain the overall savings.

8.10. Option 7

Outsource pest control and continue the dog warden service with **2 wardens**

This option may mean that the dog wardens continues as is but pest control is provided by an external contractor

Supplier 5 rough order of magnitude demonstrates savings potential

Table 27 Outsource Pest Control Supplier 5 adjusted for 2 resource buy out/restructuring

£s					
Supplier5	Base vol	No adj	price	total	Cum
					2012-14
Rats	1371	1371	38	52098	
Mice	388	388	38	14744	
Cockroaches	8	8	114	912	
Wasps and hornets	536	536	38	20368	
Total				88122	
		2011/12	2012/13	2013/14	
Base case net		102530	102530	102530	
½ year adj		51265	102530	102530	
Outsource		-44061	-88122	-88122	
Fees		12372	25511	26302	
2 Ts and cs buy out/redundancy		-47921			
Additional costs of 1 dog warden (3 resources on Pest Control)		-15000	-30000	-30000	
Direct savings		-43345	9919	10710	-22716
Overheads 20/40/50%		6488	25952	32440	
Total savings		-36857	35871	43150	42164

Notes

1. Because accounting allocates only 0.8 of the 4 resources into the dog warden costs there will be an increase in dog warden costs as now there will be two salaries allocated versus the 0.8 before. This is why we have adjusted this table for Supplier 5.

8.11. Option 8

Outsource dog warden and continue pest control. Savings could be made but at the expense of quality if on demand services are utilised.

Table 28 Outsource dog warden Supplier C

£s					
SupplierC	Number	Cost	Total		Cum
					2012-14
Kennels					
dogs	223	44	9812		
Stray dog collection	524		24000		
Total			33812		

		2011/12	2012/13	2013/14	
Base case net		64650	64650	64650	
½ year adj		32325	64650	64650	
Outsource		-16906	-33812	-33812	
Fees		4120	4244	4371	
1 Ts and cs buy out		-23960			
Contingency		-5000	-10000	-10000	
Direct savings		-9421	25082	25209	40870
Overheads 20/40/50%		4383	17124	21405	
Total savings		-5038	42206	46614	83782

8.12. Option 9

The staff could decide to provide the services through a new company they set up. If they resign and create a new company then they would have to follow a contracting route in line with Council policy. This is not currently an active option.

8.13. Option 10

Discontinue pest control and outsource dog warden

Table 29 Discontinue pest control

£s	2011/12	2012/13	2013/14	Cumulative 2012-14
Total cost net of fees excluding overheads	102530	102530	102530	
Half year adjustment	51265			
3 staff restructuring	-71881			
Direct cost benefit	-20616	102530	102530	184444
Overheads 20/40/50%	6488	25952	32440	
Total	-14128	128482	134970	249324

Table 30 Outsource dog warden

£s					
SupplierC	Number	Cost	Total		Cum
					2012-14
Kennels					
dogs	223	44	9812		
Stray dog collection	524		24000		
Total			33812		
		2011/12	2012/13	2013/14	
Base case net		64650	64650	64650	
½ year adj		32325	64650	64650	
Outsource		-16906	-33812	-33812	
Fees		4120	4244	4371	
1 Ts and cs buy out/restructure		-23960			
Contingency		-5000	-10000	-10000	
Direct savings		-9421	25082	25209	40870

Overheads 20/40/50%		4383	17124	21405	
Total savings		-5038	42206	46614	83782

Table 31 Option 10 Combined effect

£s	2011/12	2012/13	2013/14	cumulative
Discontinue Pest Control	-20616	102530	102530	
Outsource Dog Warden	-9421	25082	25209	
Direct Savings	-30037	127612	127739	225314
Discontinue Pest Control	-14128	128482	134970	
Outsource Dog Warden	-5038	42206	46614	
Total including overheads	-19166	170688	181584	333106

This option involves 4 redundancies, as the dog warden service would be provided on demand. It delivers the most cost savings and is the most radical of all the proposals.

Table 32 Financial Analysis Summary tables

£s Including Overheads	Risk	2011/12	2012/13	2013/14	3year cum	% cum
Base case		275890	275890	275890	827670	
Option1 BAU	L	0	0	0	0	0
Option 2						
Scenario1 Charge	M	8608	17217	17217	43042	5
Scenario2 Charge ex rats	L	2896	5792	5792	14480	2
Scenario3 Commercial work	M	4786	9571	9571	23928	3
Option 3 Charge PH O/S DW	M	-7710	101277	113730	207307	25
Option4 Discontinue pest control	H	5168	98482	104970	208620	25
Option 5 Outsource DW and PC	H	-50856	108077	119764	176985	21
Option6 Co-operate with councils	M	10000	41280	41280	92560	11
Option 7 Outsource PC keep DW	H	-36857	35871	43150	42164	5
Option 8 Outsource DW keep PC	M	-5038	42206	46614	83782	10
Option9 Employee MBO		NA	NA	NA	NA	NA
Option10 Stop PC outsource DW	H	-19166	170688	181584	333106	40
£s Excluding Overheads	Risk	2011/12	2012/13	2013/14	3year cum	% cum
Base case		167180	167180	167180	501540	
Option1 BAU	L	0	0	0	0	0
Option 2						
Scenario1 Charge	M	8608	17217	17217	43042	9
Scenario2 Charge ex rats	L	2896	5792	5792	14480	3
Scenario3 Commercial work	M	4786	9571	9571	23928	5
Option 3 Charge PH O/S DW	M	-18571	58201	59882	99512	20
Option 4 Discontinue pest control	H	-11656	72530	72530	133404	27
Option5 Outsource DW and PC	H	-61727	65001	65919	69193	14
Option 6 Co-operate with councils	M	10000	20000	20000	50000	10
Option 7 Outsource PC keep DW	H	-43345	9919	10710	-22716	-5
Option 8 Outsource DW keep PC	M	-9421	25082	25209	40870	8
Option 9 Employee MBO		NA	NA	NA	NA	NA
Option10 Stop PC outsource DW	H	-30037	127612	127739	225314	50

The table above looks at the summation of each option, with and without overheads and includes an estimate of redundancy or TUPE buy out costs that may be attached to each option.

In addition an execution risk has been assessed. For outsourcing as an example its high risk as there are few suppliers who were able to give a rough order of magnitude assessment that deliver cost savings on a direct cost basis.

In addition to examining these options separately, a combination may be possible. The table below ranks options and combines them to show the savings from different potential combinations.

Table 33 Potential feasibility options-excluding overheads

£s Excluding Overheads		Performance risk	PH risk	Ongoing Savings 2014	Cum savings	Cum %
Economic rank					501540	Base
Option 10 Stop PC outsource DW		H	H	127739	225314	50
Option 4 Discontinue pest control		M	H	72530	133404	27
Option3 Charge PH O/S DW		H	M	59882	99512	20
Option 5 Outsource DW and PC		H	H	65919	69193	14
Option 6 Co-operate with councils		H	L	20000	50000	10
Scenario1 Charge		M	H	17217	43042	9
Option 8 Outsource DW keep PC		H	M	25209	40870	8
Scenario3 Commercial work		M	L	9571	23928	5
Scenario2 Charge ex rats		L	L	5792	14480	3
Option1 BAU		L	L	0	0	0
Option 7 Outsource PC keep DW		H	M	10710	-22716	-5
Option9 Employee MBO		NA	NA	NA	NA	NA

In the table above combinations can be considered but the combination that gives significant savings without high risk to public health is Option 3

9. Legal implications

- 9.1. There are legal implications relating to The Transfer of Undertakings (Protection of Employment) Regulations (TUPE). If an outsourcing option is chosen then TUPE could apply to some existing contractors if the people solely support the council and it will apply to council employees engaged in a defined 'branch of business'. Further work will be needed to establish the exact implications of TUPE and this needs to be handled correctly. It may mean that if outsourcing is chosen that council employees will transfer to the new supplier and their terms and conditions including any pension arrangements will need to be handled in an appropriate way in line with the legislation.
- 9.2. If outsourcing is considered the services are covered by Public Contracts Regulations (because they are 'Part A' services and above the value threshold). In order to outsource a PCR compliant procedure would need to be followed.
- 9.3. Local Authorities are not required by statute to provide a pest control service. The Public Health Act 1936 and the Prevention of Damage by Pests Act 1949 does however place obligations on Local Authorities to deal with rats, mice and other vermin in their area. The Acts require the Local Authority to inspect their area for the presence of vermin and provide for the serving of notices on the Owner/Occupier of land or premises requiring remedial action.

10. Conclusions

- 10.1. Charges may need to be raised by more than inflation to hold the pest control and dog warden costs flat over the next three years.
- 10.2. Savings could be made by charging for some of the free services and by developing a commercial service and performing school pest control activity. Water authority personnel were also contacted but sewer baiting economics were not significant enough to influence the study.
- 10.3. The largest savings can be made by discontinuing pest control and having the private sector act as a provider for dog warden services.
- 10.4. Utilising outsourcing could continue the service whilst making savings, without raising the charges much higher than inflation, however there has to be leverage on the council's overheads to make this a financially beneficial option as only a few suppliers tested could deliver direct cost saving.
- 10.5. It may be that a mix of outsourcing and charge increases may enable the Council to balance its qualitative and quantitative objectives
- 10.6. Two key questions are how much needs to be saved over what timescale? If the council wants to balance the public health need with the need for savings then Option 3 may be best as it is not the most draconian cost reduction action but the one that may best balance the needs of all stakeholders.

Appendices

Appendix 1

Table 34 Pest Control charges

£'s Including vat at 20%	Domestic charges 2010/11 Authorities close to Powys					Concession	Business (mainly rats/mice)
Authority	rats	mice	cockroach	wasps	fleas	bedbugs	
Carmarthenshire	36.00	60.00	60.00	60.00	60.00	60.00	50%-100% 67.5 first hour,45 per hour survey
Gwynedd domestic	37.92	37.92	104.98	46.79	43.33	127.03	N Y 18% higher all fees
Herefordshire	41.66	41.66	36.47	36.47	36.47	36.47	20.83 73.44
Wrexham	10.9	16.65	16.65	37.90	32.70	32.7	50%-free 58.10 20.05 per half hour
Pembrokeshire	0	44.86	0	50.40	50.40	50.40	50% N
Swansea	0	0	49.00	49.00	49.00	49.00	free 49.00
Ceredigion	0	0	45.00	45.00	45.00	45.00	N 66.00 PLUS BAIT
Powys	0	0	0	43.32	43.32	43.32	N N
Shropshire	0	0	0	40.00	48.00	0	50% Y on application
Denbighshire	0	0	0	54.00	54.00	0	N 96.00
Neath Port Talbot	0	0	0	36.00	36.00	0	50% 49.56
Conwy	0	0	0	45.00	0	0	N Y on application
Monmouthshire	0	0	0	charge	0	0	N N

Appendix 2

Services currently offered by the council

- Pest treatments are available free for rats, mice inside premises and cockroaches
- Flea's wasps and bedbugs are charged at £42.42 per visit
- The service provides advice on other pests.
- Chargeable treatments require payment up front. Public health pests are free.
- Requests are made via the call centre.
- There is no out of hour's service. For immediate treatment or for non public health pests except wasps, fleas and bedbugs the council refers to citizen to private companies.

Appendix 3

Table 35 Pest Control Treatment statistics

Pest data:

1/4/2009-31/4/2010 Chargeable/non chargeable pest requests			
	treatment		treatment
advice	2	mice inside	38
ants	25	moles	7
bedbugs	4	moles in council	9
bees	9	other insects	53
birds	10	rabbits	5
cockroaches	8	rats	1371
complex advice	1	significant	
fleas	49	public health	71
flies	94	squirrels	19
mice	3	wasps	2
mice indoors	388	wasps/hornets	534
mice outside	10	Total	2712

Rats,mice inside,cockroaches,fleas bedbugs and wasps/hornets are number of incidents – could involve up to 3 treatments. Most of the others are advice vs treatments.

Appendix 4

Table 36 Dog Warden Charges

£'s	Domestic charges 2010/11		Concession	Business
Including vat at 20% if applicable	Authorities close to Powys			
Authority	RELEASE	KENNELS	comments	
	RETURN			
Carmarthenshire	52.50	17.50 per day	first 4, next 5 days 17.50 per day to 9 days for 140 plus daily kenneling fee plus vet bill if required admin fee 50 if kenneled or 30 if returned.	
Gwynedd domestic	40.00	on application		
Herefordshire	25.00	8.00 per day		
Wrexham	60.00	10.42 per day		
Pembrokeshire	25.00	8.00 perday		
Swansea	73.00	10.00 per day	25.00 then 10.00 per day for MTB	
Ceredigion	on application			
Powys	25.00	10.00 per day		
Shropshire	on application			
Denbighshire	25.00	6.00 per day	release is 40.00 from kennel, up to 70.00 out of hours	
Neath Port Talbot	on application			
Conwy	on application			
Monmouthshire	25.00	6.00 per day	innoculation 15.00	
SupplierA	65.00	10.00 per day		

Appendix 5

Services currently offered by the council

The dog warden service collects stray dogs and kennels them. It assists owners to find lost pets. The service also investigates complaints and enacts enforcement where required. It seeks to microchip dogs wherever possible. It also provides advice and education and works with the police where dangerous dogs are concerned. Dogs are held in kennels for 7 days and are re-homed if not collected.

Appendix 6

Dog Warden Statistics

Dog warden data

Total animals and dogs complaints and requests 3030 for 1/4/2009-31/3/2010

Stray dog 524, lost dog 457,roaming 170 1/4/2009-31/3/2010

Total 1151

Out of hours stray dog collections 110

Number of dogs kennelled 223

Unclaimed 112 (8 kennel days estimate)

Claimed 111 (3 kennel days estimate)

Appendix 7

Table 37 Benchmarking Powys

Budgeted Revenue Expenditure, Service Detail Local Government Finance Statistics WAG				
Pest Control	£ K	2009-10	2010-11	
		FRS 17 £ per head	non FRS 17 £ K	£ per head
Powys	182	1	167	1
Gross rev expend	279632	2119	293656	2230
%	0.07%		0.06%	
Pembrokeshire	182	2	179	2
Gross rev expend	245656	2083	257797	2192
%	0.07%		0.07%	
Ceredigion	63	1	57	1
Gross rev expend	165833	2132	166829	2172
%	0.04%		0.03%	
Carmarthenshire	254	1	247	1
Gross rev expend	381228	2123	391850	2169
%	0.07%		0.06%	

Powys costs fall in line with other neighbouring authorities

Table 38 Peer comparison

Budgeted revenue expenditure by authority and service			
Wales	2010-11		
	non frs 17		
	£ k	%	rank
1 Isle of Anglesey	76	0.03	
2 Gwynedd	141	0.05	
3 Conwy	52	0.02	
4 Denbighshire	285	0.09	
5 Flintshire	203	0.07	
6 Wrexham	3	0.00	
7 Powys	167	0.06	8
8 Ceredigion	57	0.02	
9 Pembrokeshire	179	0.06	
10 Carmarthen shire	247	0.08	
11 Swansea	333	0.11	
12 Neath Port Talbot	8	0.00	
13 Bridgend	96	0.03	
14 Vale of Glamorgan	163	0.05	
15 Rhondda Cynon Taf	203	0.07	
16 Merthyr Tydfil	84	0.03	
17 Caerphilly	52	0.02	
18 Blaenau Gwent	139	0.05	
19 Torfaen	148	0.05	
20 Monmouthshire	135	0.04	
21 Newport	184	0.06	
22 Cardiff	76	0.03	
Total unitary authorities	3031	100%	

As a proportion of all pest control activity in Wales Powys is the 8th highest spending Local Authority

Decisions taken by Individual Portfolio Holders

Portfolio Holder for Housing and Public Protection

Decisions Taken 7th May 2011

DECISION	Reason for decision:
To approve the Development Plan for submission to the Welsh Assembly Government	To comply with the recommendations of the Affordable Housing Partnership and the requirements of the WAG.

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Cyngor Sir Powys County Council

Affordable Housing

5th May 2011

REPORT AUTHOR: Terry Flynn, Affordable Housing Officer

SUBJECT: Allocation of Social Housing Grant 2011 - 2014

REPORT FOR: Approval by Board Portfolio Holder and Shadow Cabinet Member

Background:

1. The Affordable Housing Partnership, at its meeting of 1st April 2011, approved the open and transparent method of arriving at a deliverable programme of RSL development using Social housing Grant.
2. The discussions of this sub group identified three schemes to be undertaken in the current financial year, these being: A development of 16 units at Llanfyllin by Mid Wales Housing; 8 units at Bwlch by Melin Homes and 6 at Tan y Garth, Abercrave, by Gwalia.

Current position:

3. The grant allocation for Powys for 2011 – 2012 is £1.871 million. It is proposed that this will be split between the schemes thus: Llanfyllin £825,000; Bwlch £609,000 and Tan y Garth £437,000.
4. A list of schemes for future years was also discussed and presented to Strategy Officers and the Housing Services Manager for strategic approval for the coming years as the Welsh Assembly Government requires a three year programme to be submitted by 14th May 2011.

Future Programme:

5. The forward indicator of grant for 2012 – 13 is £1.732 Million. Balancing strategic need and deliverability it is proposed that this sum should be allocated according to the following prioritised list:
 - 5.1 Acquisition of land at Presteigne for development by Mid Wales HA in the following financial year; £153,000
 - 5.1.1 Development of 5 units at Trefecca Rd Talgarth by Melin Homes £405,000
 - 5.1.2 Development of 12 mixed-tenure units at Redbank, Welshpool by Mid Wales HA £621,000; and
 - 5.1.3 Provision of 10 extra units at the Pont Aur sheltered housing scheme in Ystradgynlais by Gwalia, £553,000
6. The provisional indicator for 2013 – 2014 is £1.595 million and it is proposed that this be allocated thus:
 - 6.1 To completing the Redbank scheme a further £577,000
 - 6.1.1 Development of 12 units at Smithfield Rd Builth Wells, £750,000

- 6.1.2 Development of 10 units of Older Persons accommodation (subject to confirmation of strategic need nearer the date) at Severnside Yard Newtown by Wales & West HA, £254,000
7. A copy of the spreadsheet of the development programme to be submitted to the Welsh Assembly Government is attached at annexe 1.
8. A list of other potential schemes to be held in reserve should any of the above meet with difficulties in delivery is attached at annexe 2.

Recommendation:	Reason for Recommendation:
That the Portfolio Holder approve the Development Plan for submission to the Welsh Assembly Government	To comply with the recommendations of the Affordable Housing Partnership and the requirements of the WAG.

Contact Officer Name:	Tel:	Fax:	Email:
Terry Flynn	07836686329	01874 612218	terry.flynn@powys.gov.uk

PROGRAMME DELIVERY PLAN: Main Programme 2013/2014

Powys CC

Cash Limited Allocation (CLA) 1596

Please read "Notes on Completion of Programme Delivery Plan Workbook" before inserting data.

Insert schemes that require SHG and/or drawing down RCG in 2013/14

Scheme Details						Planning		Estimated Grant (SHG) £'000s and Tranches									Total SHG &
Ref	Consortium	RSL	Scheme Name	Theme	Units	O	D	Q1	T	Q2	T	Q3	T	Q4	T	SHG	
	Undod	Mid Wales	Redbank, Welshpool	HS	11		Dec 11							577	1,2,3pp	577	
	Gorwel	Gwalia	Smithfield Road	HS	12	N/A	Dec 12	750	1&2							750	
	Syniad	WWHA	Severnside yard	OPS	10		Mar 12	254	1							254	
				TOTAL	33									TOTAL		1,581	
																0	

Do Not include RCG in Tranche payments

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