

# Local Health Authorities Analytical Committee



Strategic Plan  
2019 – 2024

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# LOCAL HEALTH AUTHORITIES ANALYTICAL COMMITTEE (LHAAC) STRATEGY AT A GLANCE

## VISION

“Supporting Local Governments to promote, protect and enhance public health in Western Australia through the provision of high quality analytical services.”

## MISSION

LHAAC promotes and protects public health through the operation of an effective and efficient analytical scheme providing information and trustworthy reports.

## OUR FOCUS

Local Governments conduct specialised sampling, which is analysed by the contracted Analyst, who then report on the results. LHAAC considers trends and emerging issues, in addition to more traditional sampling, and plans for future activities of the organisation.

LHAAC applies a method of ‘continuous improvement’ to all projects and to the delivery of Coordinated Sampling Projects and reporting.

LHAAC has the ability to investigate and potentially incorporate various new and emerging testing regimes. LHAAC has the capacity to develop and implement creative and innovative sampling projects to provide data solutions or evidence for both current and future public health risks. LHAAC produces an Annual Report as an important measurement tool for the organisation and for stakeholders.

The LHAAC Committee has considerable knowledge with regard to public and environmental health coupled with considerable experience in the Local Government and the wider community. Utilising LHAAC’s broad networks, the organisation has the capacity to apply innovative, yet measured adaptations to a variety of forms of testing and reporting as emerging issues present.

## LOOKING FORWARD

### 2024 – A Focussed and Vibrant Future

The Local Health Authorities Analytical Committee (LHAAC) is pleased to present its new five year strategic plan. This new plan builds on the strengths of LHAAC and the association the organisation has with Local Government Authorities in Western Australian (WA) and the Western Australian (WA) Department of Health (DoH).

The new plan will establish LHAAC as the peak body supporting Local Government Authorities by providing high quality analytical services.

The plan will re-position LHAAC as a highly respected and secure organisation that supports, advocates and enhances advancements in public health across industries and working with 137 Local Government Authorities in Western Australia. The plan will focus on three core pillars:

- ❖ Form a Centre of Excellence
- ❖ Research and Investigate Related Current and Emerging Public Health Hazards
- ❖ Develop and Deliver a Communication Strategy

These three pillars will be delivered via strategic partnerships and in collaboration with Local Government Authorities, the WA Department of Health as well as key community and business stakeholders.

Financing LHAAC will come from contributions from Local Government Authorities. LHAAC will be known as the 'go-to' organisation where strong leadership, good governance and clear communication are always evident.

There is scope for new research projects to be developed and instigated - focussing on emerging public health issues - resulting in the delivery of improved information and reporting, to enhance public health and mitigate risks.

The Strategic Plan guides LHAAC into a new and vibrant future where, by 2024, it is firmly established as the go-to representative group in WA, in high demand by Local Governments and well regarded by stakeholders.

With a solid focus on all stakeholders, the strategic plan will expand LHAAC's presence and reach, and consolidate the profile of the organisation to position LHAAC as a pro-active and an in-demand organisation, enhancing and promoting public health.

## INTRODUCTION

The Local Health Authorities Analytical Committee (LHAAC) was established in 1970 to provide analytical services to Local Government Authorities in Western Australia.

LHAAC's objective is to partner and support Local Government Authorities in their efforts to promote, protect and enhance public health in Western Australia for the long term.

LHAAC fulfils its Vision and Mission by supporting Local Government Authorities in sampling and analysing the results then sharing these results amongst Local Government Authorities and publicly.

Monitoring and measuring public health is a complex and ever-changing environment. LHAAC has been adapting and evolving since formation, and particularly since the Committee introduced the Revised Sampling Scheme in 2011 and a three-tiered scheme consisting of Coordinated Sampling, Discretionary Sampling and Non-Compliant sampling was implemented.

LHAAC ensures testing is conducted in a professional and timely manner, aligning with changes to public health requirements and needs.

LHAAC is located at the Edith Cowan University, Joondalup within the School of Medical and Health Sciences. LHAAC liaises regularly with Local Government Authorities, the Department of Health (DoH) and stakeholders across the public health sector whilst operating a sampling scheme for use by Local Governments. The scheme identifies and employs food analysts through contracts, plus negotiates fixed fee for service rates which are paid by Local Government Authorities participating in the scheme.

LHAAC undertakes an important role in protecting public health in Western Australia by identifying areas of risk; planning, instigating and conducting Coordinated Sampling Projects; and delivering reports summarising findings.

This may be through research – including the provision of structures and frameworks to conduct the research in a uniform manner. This may be through the education of a variety of stakeholders as to the benefits of the sampling schemes and how to access the scheme and the information reported. It may also be through the provision of professional development for Local Government Authorities.

LHAAC may develop innovative and creative projects to undertake the sampling of foods as well as 'other' products identified across a number of Local Government Authorities and implement more broadly across the state for the greater public good.

LHAAC fulfils its Vision and Mission supporting Local Governments by:

- ❖ Considering the funding of research projects focussing on emerging issues
- ❖ Promoting and enhancing improvements in public health via a dedicated Communication Plan
- ❖ Providing good governance to administer Coordinated Sampling Projects addressing food production and food consumption
- ❖ Contributing to the professional development of stakeholders
- ❖ Encouraging the adoption of industry best practice standards
- ❖ Providing data to relevant agencies

## CRITICAL SUCCESS FACTORS

Of critical importance will be LHAAC’s efforts to work collaboratively and professionally with the 137 Local Government Authorities, the WA Department of Health and its major stakeholders.

To deliver our Vision, LHAAC must be dynamic, diverse, organised and well respected, working collaboratively with our major stakeholders including Local Government Authorities, the WA Department of Health and other public health agencies.

LHAAC has identified several critical success factors.

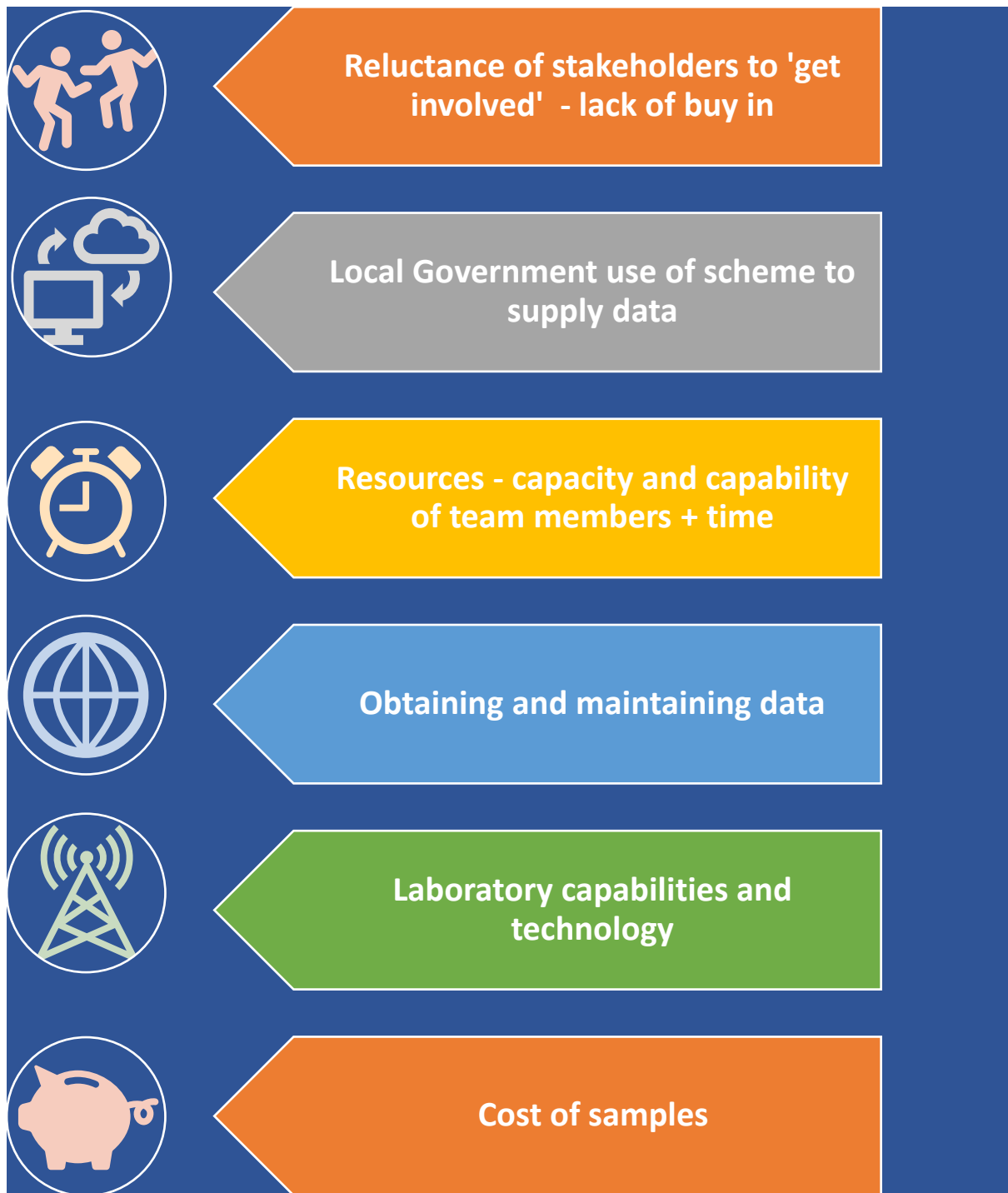
Governance	<ul style="list-style-type: none"> <li>Strong governance with an experienced and passionate committee driving the long term Vision of the organisation</li> </ul>
Communication	<ul style="list-style-type: none"> <li>LHAAC provides important, high quality, relevant research reports in a timely manner;</li> <li>Ensure Local Government Authorities and DoH are informed (this includes a two-way flow of information);</li> <li>Information is conveyed in a timely and accurate manner to the media</li> </ul>
Capacity	<ul style="list-style-type: none"> <li>Ensure the organisation has the resources to deliver on our Mission</li> </ul>
Research	<ul style="list-style-type: none"> <li>Identify current hazards and trends.</li> <li>Develop relevant sampling programs then analyse and summarise reports according to a uniform template.</li> <li>Publish the final report communicating the results to stakeholders and the media (where appropriate)</li> </ul>
Partnerships & Alliances	<ul style="list-style-type: none"> <li>Identify and engage key stakeholders</li> <li>Form strategic partnerships (e.g. MEHMG, EHA, WALGA)</li> <li>Share LHAAC successes with stakeholders</li> </ul>
Focus	<ul style="list-style-type: none"> <li>Have in place a visionary strategy with clear, vibrant and realistic goals that deliver success to the organisation;</li> <li>Create focus and support improvements in public health</li> </ul>

## BARRIERS TO OVERCOME

LHAAC's Vision will provide leadership, strategic alliances and partnerships and, most importantly, value for money.

LHAAC acknowledge the potential barriers and will address them as they arise.

Of note, the key barriers and obstacles identified include:





## OUR STRATEGY: THREE PILLARS OF SUCCESS

LHAAC's Strategic Plan is built on three clear strategic focus areas which will drive success and direct resources. This will be delivered through developing a Centre of Excellence (including strong governance); Reliable and relevant research of emerging public health risks; and developing a clear Communication Plan.

LHAAC will work in partnership with the various Local Government Authorities, the WA Department of Health and work in collaboration with stakeholders and alliance partners to support a vibrant highly regarded organisation, working towards sustainable public health in WA.

### CENTRE OF EXCELLENCE

LHAAC will aim to be the 'go to' organisation providing information on sampling as well as providing leadership, advocacy and support to Local Government.

LHAAC will develop a Centre of Excellence which incorporates a refreshed and structured 'library' database of Coordinated Sampling Projects and emerging trends.

The 'user friendly' LHAAC website will be improved and enhanced to enable ease of access to relevant information.

LHAAC is well resourced, with a professional structure and strong governance.

### RESEARCH PUBLIC HEALTH RISKS

LHAAC must be willing and able to focus resources to gather, analyse, report on and distribute intelligence with regard to emerging food safety issues and new forms of analytical sampling identified by our users.

LHAAC will continue to lead the way, engaging with Local Government to facilitate and deliver relevant Coordinated Sampling Projects. Information will be collected and analysed using a uniform approach - developed in association with the Department of Health - to ensure timeliness and consistency for each project.

Research projects will be chosen that will have significant benefit to the management and execution of public health.

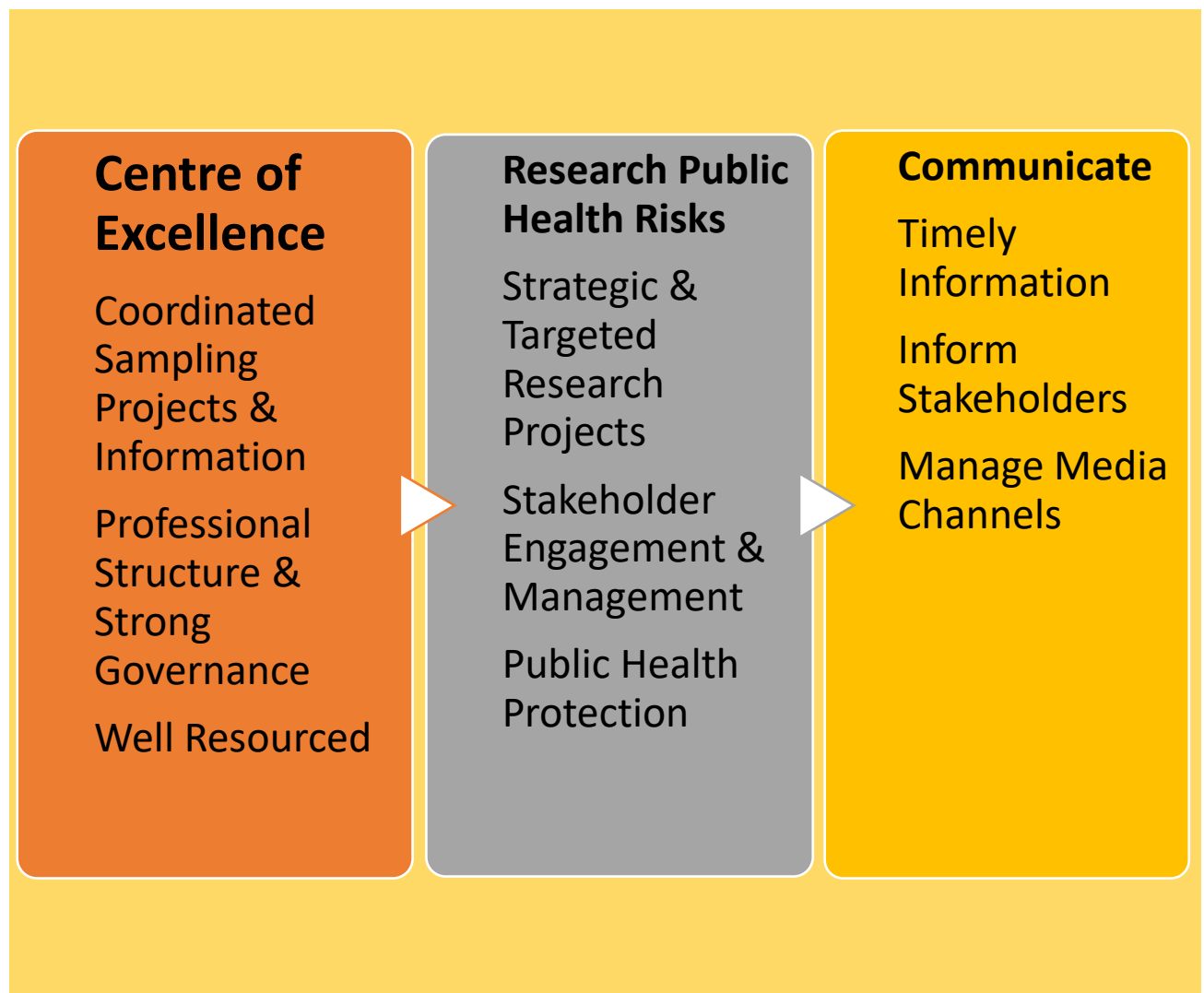
LHAAC will provide scope for stakeholders to provide input and suggestions for Coordinated Sampling Projects.

## COMMUNICATION

LHAAC will be the 'go to' organisation, providing important and relevant information - through traditional and social media channels - to educate the general public, and wider community, about the importance of public health and preventative measures.

LHAAC will share relevant information about issues and trends through current and emerging communication methods.

### LHAAC 2019 - 2024 Strategic Pillars for Success



## STRATEGIC GOAL: FORM A CENTRE OF EXCELLENCE

LHAAC will form a *Centre of Excellence* where a database of information and reports from Coordinated Sampling Projects and Discretionary Sampling activity is available for local governments, government and industry to use by 2020.

### *Key Initiatives:*

- ❖ Expand the website capability to support additional data. By 2020 LHAAC will house a variety of different kinds of information on a structured and easy to use website. This will include reporting on Coordinated Sampling Projects both past and present. This information will be made available to Local Governments, Department of Health and other public health stakeholders.
- ❖ LHAAC will manage the allocation of resources to ensure that the 'library' will be developed and delivered, aligning with the needs of stakeholders. This includes the collation of reports that are ready for publishing or have been published within the past three years. LHAAC will concentrate resources on ensuring existing reports have been considered and align with the new reporting template.
- ❖ LHAAC to provide resources for Local Government Environmental Health Officers to participate in professional development upskilling in sampling activities and provide structured handover guidelines for Environmental Health Officers entering the profession or new to a Local Government.
- ❖ Ensure reporting guidelines, policies and procedures align with necessary LHAAC and Local Government Authority parameters – suggesting a 'Risk Based' approach to reporting, storing and disseminating information.
- ❖ Allocate time at LHAAC meetings to review and amend the Centre of Excellence Plan each quarter.

## STRATEGIC GOAL: RESEARCH EMERGING PUBLIC HEALTH RISKS

LHAAC will undertake a series of planned *Coordinated Sampling Projects*. These Coordinated Sampling Projects will be decided and structured using a risk-based approach.

### Key Initiatives:

- ❖ Identify current and emerging issues and trends
- ❖ Be proactive in regard to developing, selecting and implementing Coordinated Sampling Projects;
- ❖ Utilise LHAAC funds to encourage a broader geographical participation of Local Government Authorities
  
- ❖ Develop strategic partnerships with stakeholders to incorporate important public health risks/emerging issues (e.g. pop-up manufacturing sites)
  
- ❖ Formulate an evaluation/feasibility process to investigate potential Coordinated Sampling Projects and emerging issues requiring funding or resource support.
  
- ❖ Share project results with relevant stakeholders through collaborative research projects (e.g. Cancer Council, Diabetes WA and the Heart Foundation).
  
- ❖ Allocate time at LHAAC meetings to review and amend the Research Plan each quarter.

## STRATEGIC GOAL: DEVELOP A COMMUNICATION STRATEGY

LHAAC will develop a Communication Strategy for use by all relevant stakeholders.

### *Key Initiatives:*

- ❖ Identify key stakeholders.
- ❖ Allocate resources to nurture these relationships and alliances
- ❖ Identify strategic partnerships with key stakeholders
- ❖ Develop joint initiatives with relevant stakeholders
- ❖ Allocate resources to develop and maintain a Media Contact list
- ❖ Allocate resources to identify ways of nurturing partnerships with media partners
- ❖ Allocate time at LHAAC meetings to review and amend the Communication Plan each quarter.

## CONCLUSION

LHAAC will work to support Local Government Authorities in sampling, analysing and sharing the results of Coordinated Sampling Projects.

LHAAC's long term objectives are to support Local Governments to promote, protect and enhance public health in Western Australia.

LHAAC will continue to be a dynamic organisation, with renewed strategic focus, providing leadership and strong governance whilst administering resources to improve public health across Western Australia.