

Bridgend, Cardiff & Vale of Glamorgan Regulatory Services

Business Plan 2015 to 2018

Leading the way in safeguarding the health, safety and economic wellbeing of the region

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Joint Statement by the Leaders of Bridgend, Cardiff and Vale of Glamorgan Councils (BCV)

Local government faces increasingly demanding and complex community expectations. With limited resources and competing demands it is critical that we find new ways to deliver services. This strategic collaboration offers an opportunity to respond to these challenges.

Working in partnership with others often brings realisable benefits but can be extremely difficult because of competing priorities, demands on individual organisation budgets and other resources. Taking partnership a step further in the BCV model, and aligning strategic objectives to be delivered by a single management structure and staff group, will unlock potential that would never have been possible otherwise. We are pleased that Bridgend, Cardiff and the Vale of Glamorgan Councils have grasped the opportunity to be forward looking and to lead the way in new models of service delivery.

The BCV provides us with an exciting chance not only to protect the services we have at the moment but to improve them. We will build our expertise and capacity to innovate, maximise service delivery opportunities for the benefit of our citizens and businesses alike, whilst at the same time reduce costs in a well managed way. This will be a project we and others will learn from to inform future service provision. It will also provide us with a platform to work with Welsh Government to achieve better outcomes for our communities across the region.

We are confident that this venture will successfully deliver as expected.



Councillor Mel Nott OBE
Leader of Bridgend
County Borough Council



Councillor Phil Bale
Leader City of Cardiff Council



Councillor Neil Moore
Leader Vale of
Glamorgan Council

Executive Summary

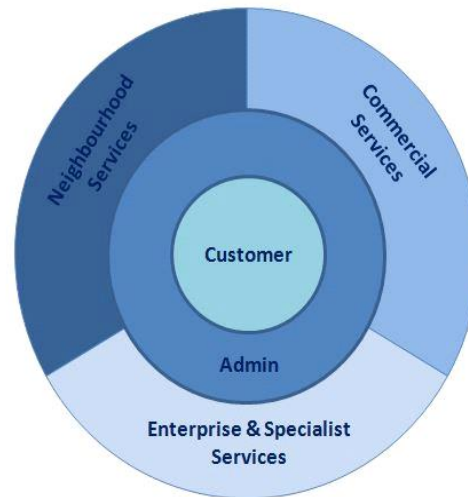
The creation of a fully integrated Regulatory Services function working across Bridgend, Cardiff and the Vale of Glamorgan stems from the Welsh Government's collaboration agenda for public services, and aims to satisfy the need to meet diminishing council budgets while at the same time building resilience into the system for the benefit of users.

Always an ambitious project, the journey from inception for BCV Regulatory Services has been made possible by the securing of Welsh Government regional collaboration funding. This enabled consultants to evaluate the viability of the collaboration and propose a target operating model as the best way to deliver the broad range of regulatory services – Trading Standards, Environmental Health and Licensing - across the region, all under a single, integrated management structure.

Now the aspiration for regional delivery is becoming a reality and we are at the stage of issuing this, the first Business Plan of BCV Regulatory Services. The Plan sets out the clear vision and priorities of the new service and how these will translate through the transition phase and into programmes of work for the three years ahead.

The geography of the region is varied as are the needs of its residents, businesses and visitors; and not unexpectedly, there are some significant differences between the most affluent and the most deprived wards across the three council areas. These variations are characterised by relative health inequalities among residents and by indicators such as smoking prevalence, obesity and life expectancy. So too the commercial profile of the region presents great diversity in terms of the nature and size of businesses, their marketing styles and ease of communication with customers and regulators. All of these factors provide for exciting challenges ahead and rewards for the service going forward.

The scope of the regional service is captured in the *Joint Working Agreement* between the local authorities and this Business Plan should be read in conjunction with a *Core Services* document which sets out exactly what is in scope and what is not. The indicative new structure (considered in detail in section 3 of this Plan) will see nearly 200 staff deliver services in a way that breaks with the tradition of regulatory services being arranged around distinct professional boundaries. Crucially, the model of delivery (illustrated below) places the customer at the centre of all that the organisation does, and the key role of administration and support is clearly recognised as the vital interface between service users and the delivery of the services they require.



Organised into three service delivery sectors, BCV Regulatory Services provides for:-

- | | |
|---|---|
| Neighbourhood Services | Activities relating to residential premises or having an impact on the local community |
| Commercial Services | Activities relating to business premises (generally where national standards apply), and, |
| Enterprise and Specialist Services | Comprising a number of specialist areas of work and income generating services |

A set of priority themes has been developed for the regional service; these are drawn from and reflect the strategic priorities of the three parent authorities (see section 3.2 of the Plan). In using these priority themes as the cornerstone of service delivery planning, BCV Regulatory Services is able to demonstrate how it delivers on these stated corporate priorities and consequently contributes to meeting the needs of communities across the region. This commitment is at the heart of the vision of BCV Regulatory Services – *‘leading the way in safeguarding the health, safety and economic wellbeing of the region’*. The importance of maintaining a local presence across the region is reflected in the provision of an east, a west and a central office location together with customer contact hubs.

Setting the right culture is essential in bringing staff together in the new organisation, and underpinning this process has been the development, with the teams, of a set of strong and meaningful core values that are understood and demonstrated by all in their day to day work.

Key milestones for the transition phase and in the subsequent provision of regional services are set out in section 4 of this Plan, as are arrangements for governance and access to services. Central to the success of BCV Regulatory Services is its ability to embrace opportunities for innovative technical and mobile working to enhance service delivery. While there is much work to be done in aligning ICT across the geographical bases and disciplines, the longer term intention is to provide officers with mobile devices for use in the field, allowing data entry from any location.

The importance of our staff in the running of the new service, and in its reputation, cannot be underestimated, and a development plan is being established and resourced to ensure that all staff feel fully equipped to operate in the new environment. Allied to this, the development of a Workforce Plan will identify organisational needs in terms of staffing. This planned approach will determine the mix of experience, knowledge and skills required and provide the means of getting the right number of the right people in the right place at the right time.

The foundations of future work programming are also set out in section 4 of the Plan, as is the opportunity for BCV Regulatory Services to identify a novel set of performance measures or indicators. These would be separate to those indicators required by Welsh Government, and would capture and portray the true worth of local authority regulatory activity in delivering under the strategic priorities of the respective councils and the also in respect of the National Enforcement Priorities for Wales.

The new venture provides hugely exciting opportunities for service delivery, income generation and staff development. Its innovative nature coupled with the external environment of diminishing public service funding and greater demands placed on regulators means, however, that the new organisation isn't without risk. PESTLE and SWOT analyses included in section 4 consider those environmental factors and how these translate into opportunities to be seized and threats to be overcome by the new organisation.

Finally, Section 5 of the Business Plan sets out the detailed financial model that sits behind BCV Regulatory Services and gives projections that show that the service will deliver recurring savings going forward.

The new organisation has 'broken the mould' in stepping away from the traditional model for delivering regulatory services. The new model combines local delivery and responsiveness to local needs with greater resilience and the economies of scale that the larger geographical area present. Strong leadership and the commitment of our talented staff make this the model that other regions are likely to want to embrace in the months and years ahead.

1. Introduction

The shared Regulatory Service is a new collaborative service formed between Bridgend, Cardiff and Vale of Glamorgan Councils on the 1st April 2015. This is an ambitious response to challenging financial positions in all three authorities and a decision not taken lightly. A comprehensive assessment was undertaken by Atkins Consultants Ltd to consider a range of options for future proofing and improving the services. This culminated in each Council separately considering the report and concluding that collaboration with significant changes to the operating models in each Council was required.

Now operating under a single management structure, the service aims to deliver greater resilience and improved customer service to the important regulatory services that Councils have a statutory duty to deliver and critically that protects and promotes the health and well being of individuals, businesses and communities. The service provides a diverse range of services encompassing Trading Standards and Consumer Advice, Licensing, Food Safety, Health and Safety, Communicable Disease Management, Housing Standards and Pollution Control.

This is our first Business Plan as the new Service. We hope it demonstrates our commitment to excellent service provision across the region to deliver against the corporate priorities of all three Authorities. Meeting expectations will require that all opportunities available through collaboration are maximised. Considerable change in culture, working methods, and staff development will be required. We are at the beginning of a journey which will at times be challenging but we hope, in the most part, will be exciting and rewarding for staff and stakeholders. There is much to do to bring about this transition. This business plan outlines how the service will operate over the next three years, identifying our key work streams and our aspirations and challenges for the future. It provides details of our current position, what we want to achieve and how we will get there.

There will be clear benefits for business, staff and stakeholders. We hope to be able to reduce burdens on local businesses by reducing the number of visits to businesses and improving advice and support services and harmonising regulatory controls between the regulatory functions. There are also opportunities to enhance and extend the technical capabilities of staff, provide improved access for all partners to new and/or scarce skills and very importantly an opportunity to allow the collaborative authorities to achieve required budget savings.

The service is realistic about the current financial landscape and pragmatic regarding the level of future savings that may be needed. We are entering 2015/16 with a reduction of £1 million in our budget. During the year ahead we will adopt a commercial approach to managing finance with a view to developing business acumen within the organisation and placing an emphasis on identifying income opportunities to mitigate the impact of future budget reductions.

The venture however is not without risk. Our people are essential to the future success of the project. Changing times inevitably cause anxiety and disruption, as people experience new or different work expectations and priorities and reassignment or loss of colleagues. Providing support throughout the change process, producing workforce development programmes, and investing in training are therefore fundamental to establishing the trust and culture we aim to build within the new organisation.

The success of BCV Regulatory Services will rely upon the passion and dedication of staff to make the vision of leading the way in safeguarding the health, safety and economic wellbeing of the region, a reality. We recognise that it is essential to involve teams in the change discussions and decisions as we move forward together.

2. Background

2.1 Background to the new service

During the last three years, the budget for Regulatory Services across Bridgend, Cardiff and the Vale of Glamorgan Councils has been significantly reduced. In response to challenging financial positions within these authorities and across Wales, Bridgend, Cardiff and Vale of Glamorgan Councils recognised an opportunity to work together to deliver services jointly across administrative boundaries and agreed the principle of a shared service relating to Regulatory Services. The Councils were successful in securing support for the initiative from the Welsh Government's Regional Collaboration Fund with their proposal to deliver a fully integrated service operating under a single management structure for the Trading Standards, Environmental Health and Licensing functions with a shared governance arrangement ensuring full elected member involvement. The proposal aimed to deliver efficiency savings, high quality services and provide more resilience.

With the support of Welsh Government Regional Collaboration Funding (RCF), consultants Atkins Consultants Ltd were appointed to work in partnership with the three authorities to produce a Target Operating Model, supporting business case and implementation plan for a regionalised Regulatory Service.

In July 2013, the Cabinets of all three Councils received a report proposing that a single shared service be created comprising the Environmental Health, Trading Standards and Licensing functions of each Council under a single management structure and in Autumn 2014 the new detailed proposal was approved by Cabinet and Council in all three authorities with a proposed implementation date of 1 April 2015.

As we enter the new financial year, all staff in scope have transferred to the new Service and are now employed by the host authority, the Vale of Glamorgan Council. They remain working within their respective authorities and existing structures until the new operating model is agreed and a revised structure is put in place and accommodation secured. There is much work to be done during the implementation phase and staff will be involved in various work streams to ensure its successful delivery.

2.2 Overview of key services provided

The Regulatory Service is a small discipline in local government terms, its size belies the complexities below the surface and the impact upon people when things go wrong or have not been enforced effectively. Regulatory Services provide consumers and businesses with a comprehensive range of services covering food hygiene and safety, licensing, health and safety, pollution control, trading standards, housing safety and animal health and welfare. These, mainly statutory services, are delivered through, advice, education, and enforcement.

The **Trading Standards** function protects consumers and businesses by maintaining and promoting a fair and safe trading environment. They ensure that businesses comply with a host of consumer protection statutes including those relating to product safety, food standards, animal feed, age restricted sales, counterfeiting, animal health and welfare, environmental safety, weights and measures and the investigation of false claims about goods and services. Investigations are carried out into malpractice including rogue traders, scams and doorstep crime. This is achieved through the provision of consumer and business advice, investigating complaints, conducting inspections and undertaking a sampling programme.

The only UKAS accredited metrology laboratory in Wales provides calibration of weights, measures of length and capacity.

Consumer Advice helps consumers to resolve disputes and losses through legal assistance and advice and help to obtain refunds, replacements and repairs. Businesses are also helped to improve their trading practices. A number of education and awareness campaigns and sessions such as doorstep crime, scams, safety, financial services and consumer rights are supported.

Animal Health and Welfare ensures the wellbeing of animals generally and during transport, and the administration of animal movements to prevent the spread of diseases such as Rabies, Anthrax and Foot and Mouth. This also includes responding to complaints about straying animals (dogs and horses).

Licensing determines applications for the grant, renewal, variation and transfer of many different authorisations which are the responsibility of the Council. Applications for licences, certificates, registrations and permits are processed and enforcement undertaken in respect of statutory requirements such as alcohol, public entertainment, gambling, street trading, taxi licences, charitable collections and animal related licensing within the city.

Food Safety protects public health by ensuring that food for human consumption is without risk to the health and safety of consumers. Regular food safety inspections of local food businesses and guest caterers are undertaken, helping businesses comply with current food safety legislation. Practical advice and education courses are given to enable food businesses to operate safely and investigate all food and hygiene related complaints of public health significance, carrying out regular food and water sampling and checks on imported food. In addition the Food Hygiene Rating Scheme for businesses is operated, food alerts are responded to and local food manufacturers are regularly inspected.

Health and Safety protects public health and safety by working with others to ensure risks in the workplace are managed properly. Health and Safety at work legislation is enforced in premises such as offices, retail premises, warehouses, catering establishments, places of entertainment, hotels and residential accommodation. This is achieved by undertaking planned inspections and targeted initiatives and investigating reported accidents, diseases and dangerous occurrences and complaints. Advice and information is provided and employers, employees and contractors are educated through guidance and information. Safety standards at outdoor events are also secured.

Communicable Disease protects public health by controlling and preventing cases and outbreaks of infectious disease. Confirmed sporadic and outbreak cases of communicable disease are investigated. Actions include provision and review of advice and guidance on infection control, cleaning and disinfection, case and contact exclusions, training and formal action. Health Protection legislation is

enforced to minimise the spread of communicable disease and contamination from radiation and chemicals that threaten health. Food hygiene, nutritional and infection control training are provided while leading on local and national communicable disease surveillance programmes.

Housing Safety protects public health by working with private landlords and owners to provide warm, safe and healthy homes for tenants. Houses in Multiple Occupation are licensed through Mandatory and Additional Licensing Schemes. Complaints from tenants about their rented accommodation are responded to and investigated. These can include complaints about damp, mould, heating, disrepair, nuisance and student housing issues. Empty homes that have fallen into disrepair are addressed and immigration inspections are also undertaken.

Pollution Control protects public health by controlling noise and air emissions into the environment. Complaints and requests for service regarding noise nuisances and air pollution are responded to. Such requests can include amplified music, DIY activities, house and car alarms, barking dogs and construction sites, smoke, dust and odour and other illegal burning. Appropriate enforcement action is taken where necessary. A reactive night time noise service operates during peak periods of demand such as weekends. Environmental monitoring and Local Air Quality Management is undertaken and emissions from industrial processes regulated under the Environmental Permitting regime are also controlled.

Contaminated Land protects public health by reviewing and implementing the Contaminated Land Strategy which ensures the identification, inspection and remediation of historically contaminated sites. Private water supplies used for both domestic and commercial purposes (such as drinking, cooking, and washing) are regulated and Environmental Information Requests and Planning application consultations are responded to.

Supporting Corporate Agendas. From time to time, Councils need to access consultancy expertise from within the Regulatory Service to manage specific often unusual risks. Recent examples include event management, responding to communicable disease outbreaks and pollution incidents.

2.3 Area Profile

BCV Regulatory Services covers the Council areas of Bridgend, Cardiff and the Vale of Glamorgan and serves over 600,000 residents. Extending from St Mellons in the east of Cardiff to Maesteg in the west, the area encompasses Cardiff, the capital city of Wales with its array of cultural, financial and commercial organisations and the rural areas of Bridgend and the Vale of Glamorgan with their vibrant tourist and agricultural economies.

Bridgend is situated on the south coast straddling the M4 corridor. It comprises an area of 28,500 hectares and a population of just over 130,000 residents. To the north of the M4, the Authority consists of mainly ex-coal mining valley communities with Maesteg as the main centre of population. To the south of the M4, the ex-market town of Bridgend is the largest town in the County Borough, the hub of the economy and its employment base. To the south west of the County Borough on the coast lies Porthcawl, a traditional seaside resort with a high proportion of elderly residents, which is subject to a major influx of tourists during the summer period.

The Vale of Glamorgan is bounded to the north by the M4 motorway and to the south by the Severn Estuary. It covers 33,097 hectares with 53 kilometres of coastline, including 19 kilometres of Heritage Coast and a population of over 127,000 residents. The area is predominantly rural in character, but contains several urban areas of note such as Barry, Penarth, Dinas Powys and the historic towns of Cowbridge and Llantwit Major. Barry is the largest town. It is a key employment area, providing employment opportunities for the whole of the Vale and has the largest traditional shopping centre in the Vale and a popular seaside resort. The rural parts of the Vale are important in providing a strong agricultural base together with a quality environment, which is a key part of the areas, attraction. The area includes Barry Port Health Authority covering the Barry Docks area and four miles to the west of Barry, at Rhoose is Cardiff International Airport

Cardiff is the capital city of Wales and is continuing to grow faster than any other capital city in Europe. In population terms, it is the largest city in Wales with a population of 340,000 measures of population belies Cardiff's significance as a regional trading and business centre. The population swells by approximately 70,000 daily with commuters and visitors. Cardiff is the seat of government and the commercial, financial and administrative centre of Wales. Cardiff boasts one of the most vibrant city centres in the UK and on a typical



weekend, Cardiff's night time economy can attract over 40,000 people and sometimes more than 100,000 when the City's Millennium Stadium hosts international events.

However, the region does have its challenges. The Welsh Index of Multiple Deprivation (WIMD) identifies local areas of deprivation and ranks Lower Super Output Areas (LSOA) in Wales according to the levels of deprivation in the area. WIMD is currently made up of eight separate types of deprivation compiled from a range of different indicators. Deprivation types include, income, employment, health, education, access to services, community safety, physical environment and housing. Two of the ten most deprived LSOAs in Wales can be found in Bridgend and Cardiff with 10.2% of Bridgend County's, 17.3% of Cardiff's and 5.1% of Vale of Glamorgan's local areas being in the top 10% of most deprived LSOAs in Wales.

Life expectancy in Wales is increasing but this improvement is not experienced equally as there are widening and substantial gaps between the most and least deprived areas. A poor diet is one of the major causes of ill health and premature death (Food Standards Agency 2003). Excess intake contributes to obesity, cardiovascular diseases, diabetes, cancer and dental caries. Low incomes and area deprivations are barriers to purchasing fresh and unfamiliar foods and 5% of people on low incomes report skipping food for a whole day (Marmot 2010). A key element of reducing health disparities in the long-term is ensuring good health and the services provided by BCV Regulatory Services plays a significant part in this.

2.4 The new model of delivery

Key to creating our new regional service across three local authority areas is the implementation of a new operating model. The new structure will in place by 1 September 2015.

The new operating model delivers an integrated service operating under a single management structure for the Trading Standards, Environmental Health and Licensing functions with a shared governance arrangement ensuring full elected member involvement. The collaboration is creating a new and innovative service on a regional basis that can deal with changing customer demands at a time of reduced levels of funding. The key benefits of this new way of working are :-

- Development of a robust and sustainable collaborative service best placed to meet future service and financial challenges.
- Development of best practice for the benefit of businesses and consumers;

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- Enhanced flexibility and service resilience to respond to emergencies and changing levels of demand through economies of scale;
- Opportunities to enhance workforce development and embrace innovative and technical mobile working practices;
- Annual financial efficiencies across the three authorities to assist in meeting the needs of the council's medium term financial plans;
- Improved access to a wider range of specialist knowledge;
- The creation of a transferrable model for collaboration from which the Councils and other bodies can learn to improve future collaborative working projects.

The new model is in stark contrast to the traditional, professionally biased service delivery and heralds a move towards a more customer focussed approach aligned with local needs and regional risks. The integrated service model aims to gain efficiencies through reduced management and operating overheads while developing synergies between the three Councils to achieve best practice in terms of service provision. The establishment of a shared service will lead to a more robust service and thereby help to mitigate the impact that single Council budget reductions could have, leaving these frontline services at great risk. A larger regional team will facilitate access to specialist professionals, assist in work force planning and help in the recruitment and retention of key staff.

We will adopt an intelligence-led, risk based approach to identifying our priorities, in order to make the best possible use of the available resource. We will provide complementary services to support the financial model that underpins our vision and review working methods to provide more efficient working systems such as mobile and flexible working arrangements. In addition, we will strive to improve operational effectiveness to strengthen the 'fit' of the Service in the Regulatory environment.

Details of the new model and the services provided follow. In addition, a core services document outlining the functions to be delivered across all three areas is attached at Appendix 1. A suite of additional services will be available for any Council to procure separately. This will specify the service standards to be delivered in each area. Additionally the new model will provide the required skilled personnel and better meet the expectations of partners, stakeholders and services users.

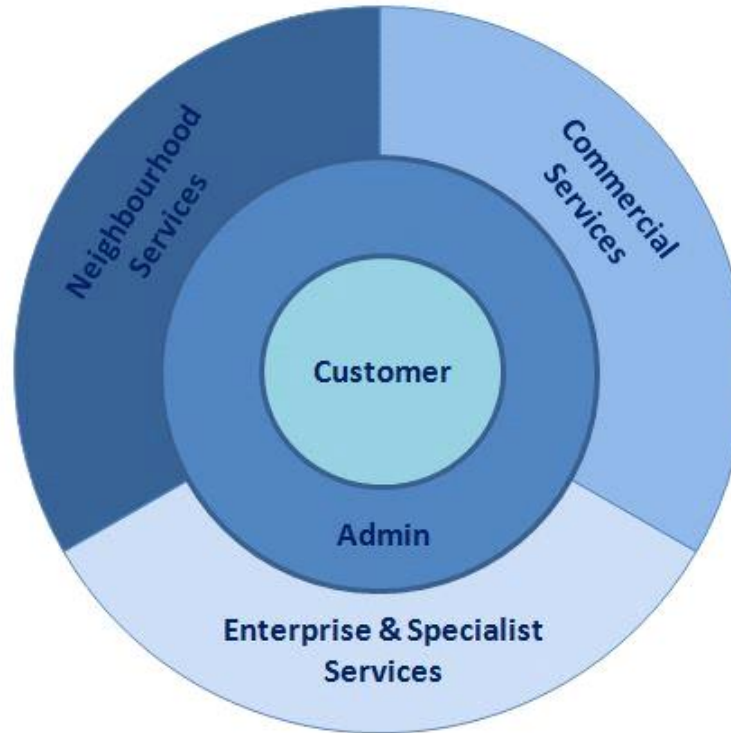
Regulatory Services Model

Neighbourhood Services

Activities relating to residential premises or have an impact on the local community

Commercial Services

Activities relating to business premises (generally where national standards apply)



Administration

Administrative and support activities and services

Enterprise and Specialist Services

Existing or potential income generating services and/or discrete specialisms.

Figure 1

As shown in Figure 1 above, the customer is at the very heart of all that we do, and this ethos is set out in detail at 4.7 below. The remit of each of the service areas will be :-

Commercial Services

The main function of Commercial Services will be to ensure that businesses comply with a host of consumer and public protection requirements. The service will investigate complaints, conduct inspections, and instigate a substantial sampling programme. Any breaches in legislation are investigated and relevant appropriate action taken. The team will also advise businesses on their legal responsibilities so that they may develop to achieve a thriving and prosperous economy. A comprehensive health improvement and protection approach involving surveillance, public health intervention, enforcement, advice, training and promotion will protect and improve our health, safety and quality of life.

Neighbourhood Services

Neighbourhood Services will seek to promote and maintain public health in local communities and support the corporate safeguarding agendas of each Council. Through Housing legislation, the team will provide help and support to landlords and tenants living in private housing by encouraging landlords to improve the physical and management standards of private rented properties. This will be achieved through a mixture of licensing requirements and the investigation of complaints and enquiries. The team will also be responsible for investigating complaints of statutory noise nuisance, for monitoring local air quality to ensure it complies with health parameters, overseeing the remediation of land contaminated by previous industrial use and also monitoring the quality of water supplies throughout the area. The service will also seek to ensure a community of informed confident consumers through its advice, education casework and mediation services for consumers and businesses, financial capability material and delivery of lessons in schools and community organisations and a range of educational services to the community and business.

The team will administer the Licensing process, determining applications for the grant, renewal, variation and transfer of many different authorisations which are the responsibility of the Councils.

Enterprise and Specialist Services

Enterprise and Specialist Services will be the most diverse of the services to be provided and incorporates existing or potential income generating services with a commercial approach to marketing council services. It will identify and apply for funding sources, manage the UKAS Metrology Laboratory, and assess the potential for higher accreditation levels to attract additional business, actively seek primary authority partnerships and develop paid for advice services. It sits alongside a number of discrete specialisms such as major investigations and the public health co-ordination function. The Service will also encompass the Illegal Money Lending Unit for Wales.

Administration Services – The administration team plays an important role in the interface between the customer and the delivery teams. The resources available to the team have been protected as this support is seen as essential in maximising the time that technical officers are out on site whilst being able to rely on a reliable, first class support system.

Scope of the Regional Service

The scope of the Service is captured in the Joint Working Agreement (JWA). A detailed core service document (attached at Appendix 1) ensures consistent service delivery across the region. The document outlines the functions and service delivery levels to be provided by the Shared Regulatory Service. Some of the functions provided are legally mandated, statutory requirements: the role of the Weights and Measures authority, the duties under the Health and Safety at Work Act etc. Others are optional, non-statutory, but have been adopted to support the core Regulatory function and to support the corporate objectives of each partner Council: examples include, consumer advice, accreditation of landlords.

All of the Regulatory functions provided will be underpinned by the following principles:

- A Strategically led service with a clear focus upon the relevant corporate priorities of the partner Authorities, i.e. Safeguarding the Vulnerable and Promoting Economic Development
- A clear focus upon the National Enforcement priorities for regulatory services
- The use of a risk based approach to all activities
- The standards set out in the Regulators Compliance Code, and above all
- The maximisation of resources through income generation and partnership working to promote public health and wellbeing.

The new service will not be responsible for :-

- Determination of licensing applications in relation to the Licensing Act 2003, the Gambling Act 2005, the Local Government Act 1976, the Town and Police Clauses Act 1847 or any licensing legislation where objections have been raised and an elected member decision is required.
- The decision to declare an Air Quality Management area.

- Instituting legal proceedings in respect of prosecution, forfeiture or other Court process.
- Empty Homes (House to Homes funding).
- Anything that requires a council decision, e.g. Declaration of Additional Licensing area.

Service variations

The service requirements across the region are in the most part consistent, however there are a number of minor variations that are acknowledged within the Joint Working Agreement, core service level documents and financial arrangements.

Service Contracts

The service operates beyond the region in relation to the Wales Illegal Money Lending Unit. Contracts are currently in place between 22 local authorities and Cardiff Council. During 2015/16 new arrangements will be established to reflect the new responsibilities transferred to the Vale of Glamorgan Council.

3. Service aims and strategic priorities

3.1 Vision and aims

BCV Regulatory Services plays a key role in delivering the aspirations and priorities of Bridgend, Cardiff and the Vale of Glamorgan Councils through the delivery of a wide range of services. We have developed a vision supported by a set of primary aims that sets out our ambition of being a progressive and innovative organisation that delivers high quality, customer focussed services that protect the environmental, social and economic wellbeing of our citizens.

Our vision:-

Leading the way in safeguarding the health, safety and economic wellbeing of the region

We will achieve this vision by:-

- Placing the needs of the customer and communities at the heart of service delivery.
- Embracing opportunities to develop our workforce so they have the right skills to deliver quality services.
- Striving to improve efficiency and service quality.
- Providing a robust service, well placed to meet future service demands and financial challenges.

Core Values

Values identify the culture of an organisation and establish how we will operate. As a new organisation, we want employees to understand and demonstrate these values in their day to day interactions. The new service will see employees joining together from three authorities all with different experience, culture and values. In order to develop strong and meaningful values that are clearly identifiable with the new organisation and understood and respected by everyone we will, during the first year of the new organisation, actively engage with employees to develop a shared set of values.

3.2 Strategic Priorities

As a regional organisation providing services across three local authority areas, we will place the corporate priorities and outcomes of the three councils at the heart of all that we do. In developing our own strategic priorities for BCV Regulatory Services, we have distilled a number of themes from the overarching priorities of the three Councils and will use these to demonstrate how the work of Regulatory Services translates into delivering services that meet local needs and engages with issues that matter to communities. The derivation of these themes is set out in Figure 2 overleaf.

Nationally the service also contributes to the Welsh National Enforcement Priorities for local regulatory delivery which highlight the positive contribution that regulatory services, together with local and national partners, can make in delivering better outcomes, i.e.

- Protecting individuals from harm and promoting health improvement
- Ensuring the safety and quality of the food chain to minimise risk to human and animal health
- Promoting a fair and just environment for citizens and business
- Improving the local environment to positively influence quality of life and promote sustainability

Strategic Priorities and key outcomes of partner local authorities

Bridgend County Borough Council

- **Working together to develop the local economy/***People in Bridgend benefit from a stronger more prosperous economy.*
- **Working together to tackle health issues and encourage healthy lifestyles/***People in Bridgend are healthier.*
- **Working together to help vulnerable people stay independent.**
-
- **Working together to raise ambitions and drive up educational achievement/***People in Bridgend are engaged and empowered to achieve their full potential.*
- **Working with children and families to tackle problems early**
- *Bridgend is a great place to live, work and visit.*
- **Working together to make the best use of resources.**

City of Cardiff Council

- **Economic development as the engine for growth and jobs/***Cardiff has a thriving and prosperous economy.*
- *People in Cardiff are healthy.*
- **Supporting vulnerable adults, children and young people in times of austerity.**
- *People in Cardiff are safe and feel safe.*
- *Cardiff is a fair, just and inclusive society.*
- **Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond/***People in Cardiff achieve their full potential.*
-
- *People in Cardiff have clean, attractive and sustainable environment/**Cardiff is a great place to live work and play.*
- Working with people and partners to design and deliver services

Vale of Glamorgan Council

- **Regeneration/** *The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.*
- Health , social care and wellbeing/** *Citizens of the Vale of Glamorgan are healthy and have equality of outcomes and, through appropriate support and safeguards, the most vulnerable members of our community maximise their life opportunities.*
- **Community and Public Safety/** *Residents and citizens of the Vale of Glamorgan feel safe and are safe within their community.*
- **Learning and skills/** *Citizens of the Vale of Glamorgan have the skills, knowledge and abilities required to maximise their opportunities*
- Children and young people/** *Children and young people are engaged and supported and take full advantage of life opportunities available in their local community and beyond.*
- Environment/** *Current and future generations of Vale residents and visitors enjoy the built and natural environments of the Vale of Glamorgan and actively protect and maintain them.*
- Housing/** *Vale of Glamorgan residents have access to affordable, good quality suitable housing and housing advice and support*
- **Community leadership//** *Citizens of the Vale can easily access efficiently managed services that are focused around their needs, have confidence in how decisions are made and are proud to live in the Vale.*

Emerging themes

BCV Regulatory Services

- **Promoting economic development**
- **Supporting reputable businesses to thrive.**
- **Improving health and wellbeing.**
- **Supporting older and vulnerable residents to live independently for longer.**
- **Tackling and preventing crime and disorder.**
- **Providing the skills to empower citizens, consumers and businesses in the future.**
- **Protecting our young people from harm.**
- **Protecting the environment**
- **Promoting tourism.**
- **Working with landlords to provide warm, safe and healthy homes**
- **Deliver improved outcomes for the region through continuous improvement and innovative new ways of working**

Figure 2

Linking Service Delivery to Strategic Priorities

The new Service will therefore contribute to the Authorities' respective Strategic Priorities by delivering under the Strategic Themes identified above. While the links between these themes and our various areas of work will be set out in the detailed work plans, Figure 3 below gives just a few examples of how this will be achieved.

BCV Strategic Theme	Examples of regulatory services delivered	Figure 3
Promoting economic development	<ul style="list-style-type: none"> • Supporting reputable businesses while taking appropriate robust action against rogue traders • Education, advice and training for business (e.g. food safety) • Policing the late night economy • Consumer advice and business education • Licensing of taxis, street trading, gambling establishments etc. 	
Supporting reputable businesses to thrive		
Improving health and wellbeing	<ul style="list-style-type: none"> • Delivery of a risk based inspection programmes to identify and address non compliance • Tobacco control (e.g. counterfeit detection, illegal advertising and display) • Reducing underage sales of alcohol, tobacco, solvents etc. • Healthy Options Award Scheme for catering establishments • Controlling and prevention of communicable disease • Health Promotion 	
Supporting older and vulnerable residents to live independently for longer	<ul style="list-style-type: none"> • Doorstep Crime enforcement • Provision of Cold Calling Control Zones • Safeguarding work with residents targeted by scams • Licensing of door to door charity collections • Improving housing standards • Noise monitoring 	
Tackling and preventing crime and disorder	<ul style="list-style-type: none"> • Underage sale and proxy sale compliance • Alcohol licensing • Policing the night time economy 	
Protecting our young people from harm	<ul style="list-style-type: none"> • Health and safety advice and enforcement in the childcare sector • Underage sale and proxy sale compliance • Product safety checks on consumer goods including toys and electrical goods 	

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	<ul style="list-style-type: none"> • Child car seat safety checks
Providing the skills to empower citizens, consumers and businesses in the future	<ul style="list-style-type: none"> • Young Consumers of the Year Competition • Crucial Crew • Young Business Enterprise • Financial Capability • Delivery of the Food Hygiene Rating Scheme
Protecting the environment	<ul style="list-style-type: none"> • Implementing a contaminated land strategy • Implementing an Air Quality Plan • addressing antisocial noise pollution • Requiring completion of works in default on neglected properties • Road Traffic (overloaded vehicles) enforcement • Environmental protection enforcement on packaging and energy performance • Minimising the incidence of straying animals by ensuring the health and welfare of farm animals and encouraging responsible pet ownership • Promoting safe and vibrant town centre economies, including at night time • Licensing and policing of high profile cultural events
Promoting tourism	
Working with landlords to provide warm, safe and healthy homes	<ul style="list-style-type: none"> • Returning empty property back into use • Improving standards in the private rented sector through education, advice and robust enforcement • Implement Licensing Schemes to improve housing conditions
Delivering improved outcomes for the region through continuous improvement and innovative new ways of working.	<ul style="list-style-type: none"> • Developing greater flexibility and service resilience to respond to emergencies and changing levels of demand. • Exploring innovative and technical mobile working practices. • Develop improved methods of engaging with customers and stakeholders to identify needs and expectations and shape the Service.

4. Delivering the service

4.1 Delivering Regulatory Services

First and foremost, it is important that services continue to be delivered from each Council to meet expectation of citizens and customers.

While much of this Business Plan focuses on the development of a new service, and the activities surrounding its implementation, it is important to remember that alongside these activities, the new model must deliver the important services for which it was created. Initially this will mean maintaining the status quo and 'business as usual' approach in order to continue to deliver services, while working together to implement the many activities supporting the new model. As we move forward, this approach will change as we implement improvements and re-prioritise our services.

An Action/Delivery Plan is attached at Appendix 3. This highlights our key objectives for BCV Regulatory Services during the next year and reflects key priorities for the service both in terms of delivering Regulatory Services and implementing improvements by capturing, protecting and developing the best of existing systems and practice in addition to seizing opportunities to implement better ways of working consistently across the service. These objectives have been aligned to our strategic themes that reflect the Strategic Priorities of the three Councils. The Plan is currently an interim plan that will be developed further as the implementation of the new model progresses, and management structures are put in place.

4.2 Creating the new Service

The creation of a new organisation and the implementation of a new structure is a huge undertaking that needs to be well managed to ensure its successful delivery. The implementation of a collaborative approach is complex and will involve the co-ordination of a number of work streams that have implications for each partner organisation and our workforce. We are creating a new

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organisation with a new culture that includes a range of stakeholders and staff in decision making. In addition we must also deliver our day to day business. All our staff will be involved in learning about their working partners, differences in communication styles, expectations and cultural values in order to achieve our goals.

An ambitious but realistic timetable has been established and is supported by a committed project team and workforce. During 2015/16, the Project Team consisting of Work Stream leads, the Project Manager and the Head of Service will drive through the implementation of the plan. They will ensure co-ordination and progress across the different work streams, many of which comprise activities that have cross work stream dependencies. These implementation activities are set out in detail at Appendix 4. In, 2015/16 the service will:-

- Adopt a project management method to provide a coherent framework and appropriate governance to aid successful implementation.
- Operate a project/management board to deliver the implementation plan.
- Operate work streams to deliver the implementation plan, reporting to the project/management board.
- Hold regular Joint Committee meetings to reinforce the relationship between the project board and committee and ensure sufficient capability and controls are established to manage the implementation.

Team members will be involved in the decision making process and we will engage regularly and consistently with all affected during the implementation phase and make adjustments where necessary.

Key milestones during the implementation phase will include:-

Human Resources

- Implementation and population of the new structure.
- Consulting with staff
- Developing terms and conditions.
- Service/People development activities.
- Creating workforce plans and develop staff to meet the new challenges

Finance

- Set budgets for 2016 -17 and 2017 – 18
- Post transfer reporting arrangements and preparation of annual accounts and approval procedures.
- Developing income strategies

ICT

- Develop the ICT platform and home/mobile working solutions.
- Contact portals – web based, telephones, post etc.
- On line facilities.

Property

- Develop and agree a detailed accommodation brief.
- Set up new office locations to reduce accommodation footprint.

Service

- Align policies, procedures and processes for service delivery seeking to achieve standardisation.
- Needs assessments process to address service demand delivery mechanisms, etc
- Develop performance measures linked to time monitoring to enable effective activity based costing.

Communications

- Develop a Communication Plan for engaging and consulting with stakeholders throughout implementation.
- Create a new brand/image and identified access points.
- Develop a programme of proactive events to promote and maintain service identity with service users.
- Continued Stakeholder Involvement

Customer Interface

- Establish service standards
- Implement the infrastructure required to manage customer demand

- Establish appropriate feedback mechanisms to measure customer satisfaction

Performance management

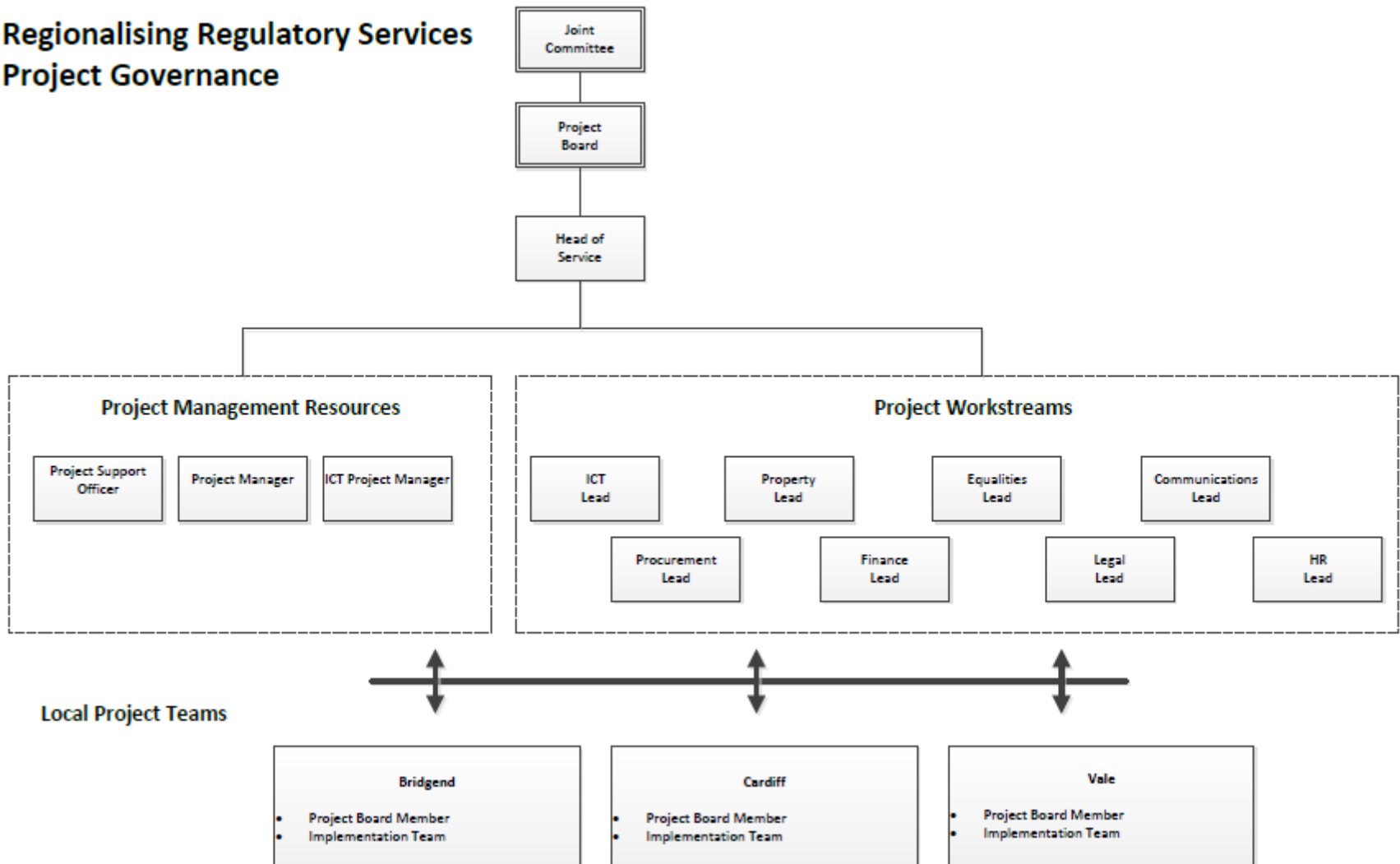
- Develop a suite of indicators to measure more holistically the performance of the service. These will supplement those indicators already required by statute

4.3 Governance and accountability

The new Service operates under a Joint Working Agreement (JWA) whereby the Head of Service reports on service provision to a Joint Committee of elected members drawn from across the three parent Councils. An officer management board has been tasked with the oversight of the project implementation and future operation of the service. The detailed delegations of policy and functions from partners to the Joint Committee and Head of Service are set out in the Joint Working Agreement which includes:-

- The functions to be carried out by the joint service
- The terms of reference and constitution of the Joint Committee, the management board etc.
- The term of the proposed joint service such as staffing, the services to be provided by the host and other partners, financing and other functional issues.
- Financial Operating Model

Regionalising Regulatory Services Project Governance



4.4 Organisational Structure

The indicative organisational structure for the Service can be found in Appendix 2. Officers employed across the three authorities transferred to the host (employing) authority, the Vale of Glamorgan on 1 April 2015 and as such this authority is responsible for the management of staff. Officers transferred under the Transfer of Undertaking Regulations and/or the Public Sector Codes of Practice governing service changes within the public sector.

At and following the date of transfer, staff will continue to work in their existing roles with contracted terms and conditions protected. Staff and the recognised trade unions will be formally consulted on the move toward the new operating model required to meet the objectives of the regional service.

4.5 Service Demands

The complexities of delivering the new service and model of delivery are well documented, however alongside its implementation, we must deliver regulatory services that meet the demands of all three authorities. The demand on Regulatory Services functions at Bridgend, Cardiff and the Vale of Glamorgan Councils vary considerably due to the contrasting demographics and rural/urban makeup between the three administrative boundaries. Figures 4, 5 and 6 below give a flavour of the service demands across the three areas.

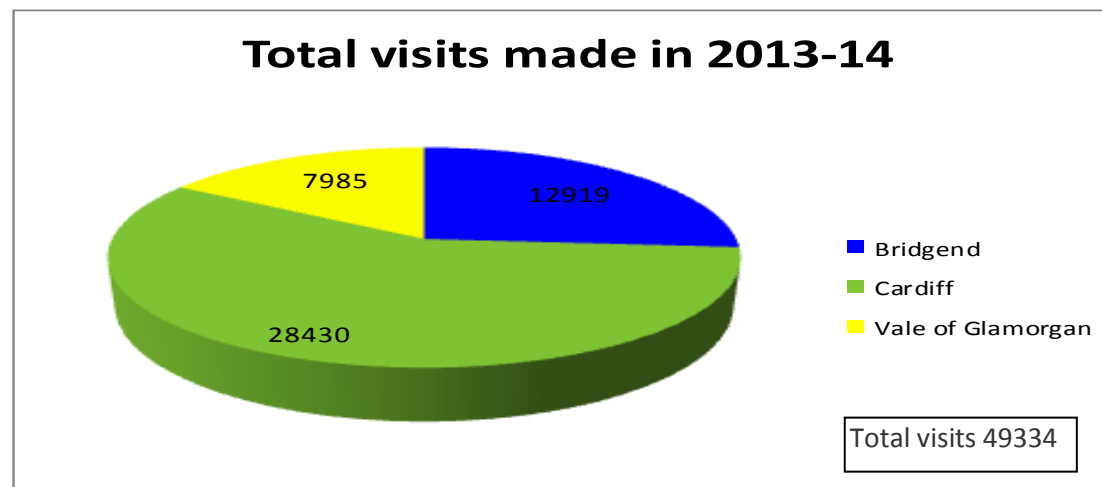


Figure 4

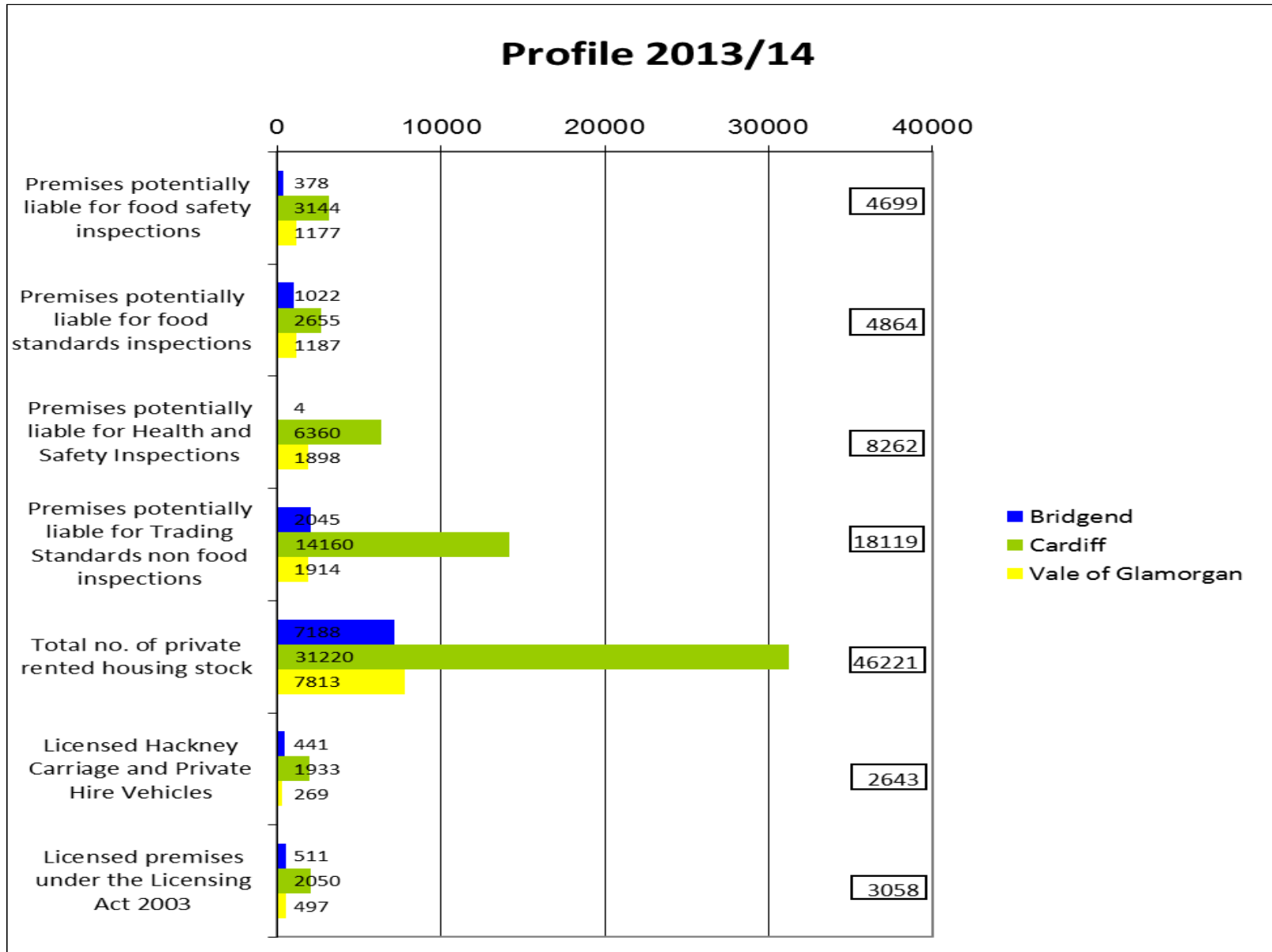


Figure 5

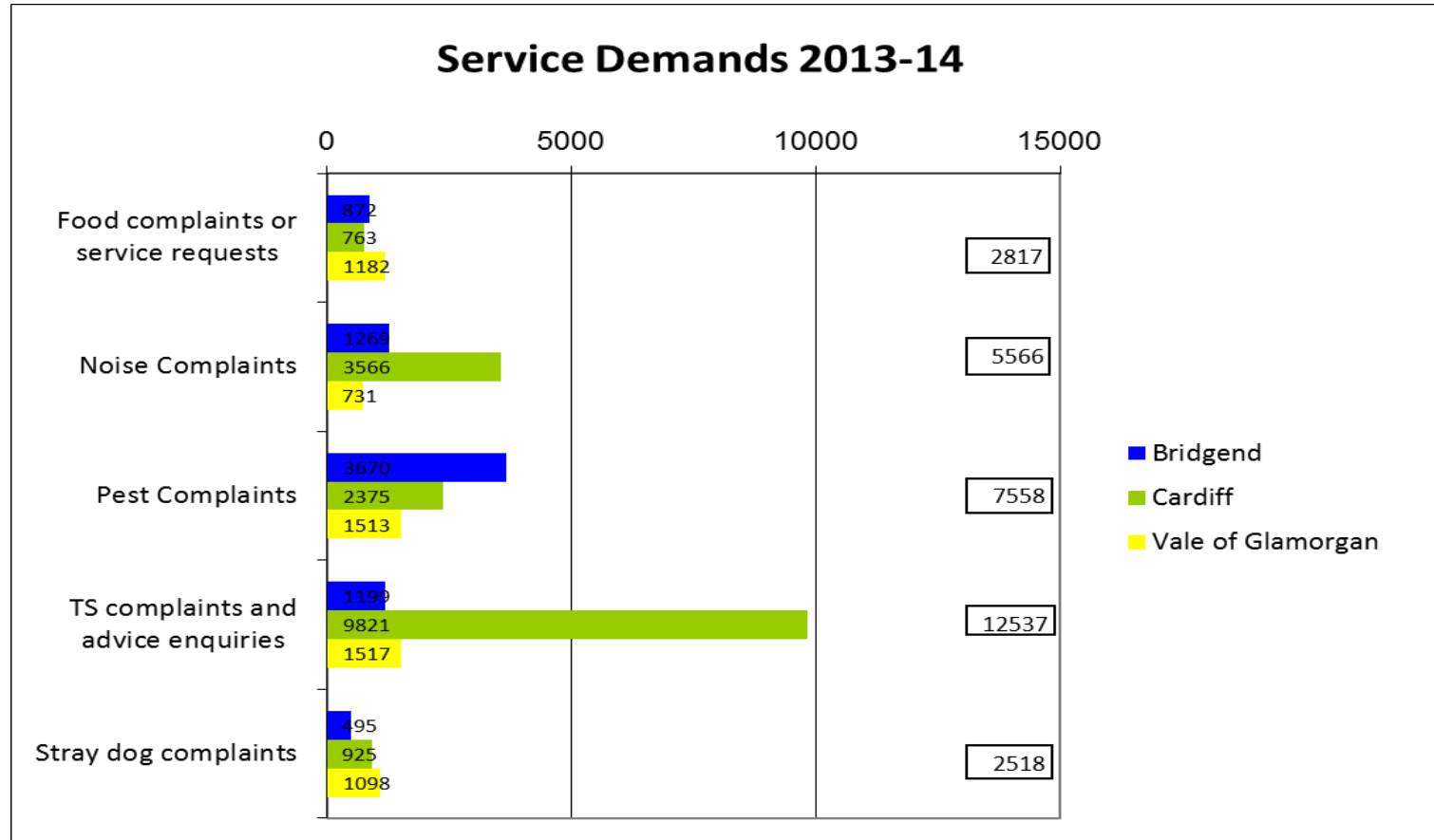


Figure 6

The regionalised Regulatory Services Model will reflect these differences by structuring key services around distinct geographical areas of responsibility where appropriate and retaining customer contact points for face to face interactions in each authority area.

Whilst the charts above give a flavour of the potential impact the service can have across the region and the demands on the service, it doesn't reflect the impact of increasing numbers of high profile events that are not linked to premises such as festivals, agricultural shows and sporting and cultural events. In addition, the service has a significant role to play in conjunction with other agencies and emergency services in managing major incidents.

4.6 Access to Service

The Service has approximately 200 employees and is currently accessed and delivered through 5 main delivery points across the region. It is proposed that the new service functions will be delivered from a mix of customer-facing “satellite” offices located in each Council area and from a centrally located office. The “satellite” locations will be established in each of the three council areas to provide customer facing services on a local basis and also provide work spaces for employees of the service to work from. Additionally office accommodation will be required for a central team of officers who will manage and administrate the service. During the year we will assess accommodation and develop and agree a detailed accommodation brief and re-align contact arrangements as necessary.

Current service delivery points		
Bridgend	Cardiff	Vale of Glamorgan
Civic Offices Angel Street Bridgend CF31 4WB Normal office hours: 8.30am to 5.00pm Mon to Thurs / 8.30am to 4.30pm Friday	Commercial Services Level 1, County Hall, Cardiff, CF10 4UW Domestic Services and Licensing City Hall, Cardiff, CF10 3ND Normal office hours – 8.30 to 5.00pm Mon – Thurs/8.30am to 4.30pm Fri Public Carriage Office Sloper Road, Leckwith, Cardiff, CF11 8TB Normal office hours – 8.30 am – 12 pm and 1.30-4pm Mon – Thurs, 8.30am – 12pm and 1.30pm – 3.30pm Fri.	Civic Offices Holton Road Barry CF63 4RU Normal office hours – 8.30 am to 5.00pm Mon – Thurs / 8.30am to 4.30pm Fri.

It is intended that the service delivery arrangements currently in place will be reviewed during the course of 2015-16 to ensure ease of access to the service to meet diverse needs within each local authority area. This review will include arrangements for telephone, on-line and face to face access. At the same time, we will explore opportunities for efficiency savings and co-location where this makes sense.

4.7 Our Customers and Stakeholders

As a customer focussed Service we recognise the importance of creating a culture that is responsive to the needs of our customers and communities and have in place a number of different mechanisms that seek to engage and identify customer needs and perceptions. These include the monitoring of service requests, customer complaints and compliments, customer questionnaires and customer journey mapping exercises. Notwithstanding this however, we do acknowledge that in order to maximise our services we need to align and improve these mechanisms across the region. We will therefore examine our current processes over the next year and develop improved methods of engaging with our customers and stakeholders in order to identify their needs and expectations.

Stakeholders are particularly valuable partners to help us ensure consistency between enforcers, for sharing good practice, for sharing information and for informing other enforcers of potential difficult situations. Examples of our main stakeholders are:-

<ul style="list-style-type: none"> • Directors of Public Protection Wales, Wales Heads of Trading Standards and the Wales Heads of Environmental Health Group and the various expert panels that sit beneath; 	<ul style="list-style-type: none"> • Business representative bodies such as British Retail Consortium, British Hospitality Association, National Federation of Meat and Food Traders, Federation of Small Businesses;
<ul style="list-style-type: none"> • Food Standards Agency; 	<ul style="list-style-type: none"> • Citizens Advice Service;
<ul style="list-style-type: none"> • Chartered Institute of Environmental Health, Trading Standards Institute and the Institute of Licensing; 	<ul style="list-style-type: none"> • Public Health Wales, the Royal Society of Health, the Royal Institute of Public Health and Hygiene;
<ul style="list-style-type: none"> • Better Regulation Delivery Office (BRDO); 	<ul style="list-style-type: none"> • Welsh Food Microbiological Forum;
<ul style="list-style-type: none"> • Council services such as Planning and Building Control to inspect and review applications, Procurement and Schools Service; Adult Social Care Services, Children’s Services; 	<ul style="list-style-type: none"> • Gambling Commission;
<ul style="list-style-type: none"> • Association of Port Health Authorities and the Ports Liaison Network; 	<ul style="list-style-type: none"> • Maritime and Coastguard Agency and stakeholders at ports including port operators;
<ul style="list-style-type: none"> • National Scams Hub; 	<ul style="list-style-type: none"> • National Trading Standards Board;
<ul style="list-style-type: none"> • Scambusters Unit; 	<ul style="list-style-type: none"> • Wales Food Fraud Unit;
<ul style="list-style-type: none"> • National Resources Wales; 	<ul style="list-style-type: none"> • Health and Safety Executive;
<ul style="list-style-type: none"> • Welsh Government; 	<ul style="list-style-type: none"> • South Wales Police;
<ul style="list-style-type: none"> • Health Services; 	<ul style="list-style-type: none"> • Local Government Data Unit;

4.8 Staff Development and Performance Management

Key to the success of the new organisation is delivery to the expectations of the three Councils and their citizens. In order to meet these expectations there will be a clear link to the strategic themes, through the business plan, performance management frameworks and staff development requirements and priorities. It is intended that the new service will be delivered by multi skilled teams supported by up to date technology ideal for use in a peripatetic environment. A staff development plan will be established and resourced to ensure that staff feel fully equipped to operate in the new environment.

A Workforce Plan will be created to identify and analyse what the organisation is going to need in terms of size, type and quality of workforce to achieve its objectives. This planned approach will identify the mix of experience, knowledge and skills required and provide a method to get the right number of the right people in the right place at the right time.

Staff development will also be enhanced through regular performance reviews which require line managers with their staff to identify personal objectives and assess training needs for staff. A six monthly review will be undertaken to monitor progress and end of year review to establish final outcomes and set new objectives for the forthcoming year.

Professional Development (CPD) will be actively encouraged and officers will be offered the opportunities to attend a wide range of training courses, seminars, meetings and briefings to help maintain competency and improve technical, legal and administrative knowledge.

It is intended that the Service will adopt measures including the use the BRDO toolkit (RDNA) to support our officers in identifying their training and development needs. The tool has an extensive suite of modules covering local authority regulatory work, early discussions with BRDO suggest that they are willing to work with the service to develop the model to enhance its capacity. In addition, 'in house' technical training days will be held to support cross training and increase awareness of related enforcement activities. This will be a cost effective way of increasing the skills base of our workforce. We will also adopt a learning and development model to establish, maintain and develop officers to the required levels of competency such as the 70:20:10 approach which centres around the theory that the majority, around 70% of learning, comes through experience; 20% comes from social learning with colleagues and just 10% through formal learning.

4.9 ICT

A key objective of the new service is to embrace opportunities for innovative technical and mobile working practices in order to enhance service delivery. Significant progress has already been made across all three authorities towards paperless record keeping of the day to day business, and administrative tasks are being completed electronically where possible. The potential, therefore, for working at any location in the same way is achievable and the technology to support this has been available for some time. Initially as staff transfer over to the new operating model focus will be on developing remote and agile working solutions. All three authorities have experience of providing mobile and home working solutions such as the 'out of hours' service and food hygiene model; the project will look to build on this experience.

A trial period is considered to be the best approach before committing long term to a particular method or system and there are a number of potential options that would move us closer to fully agile working. During this period further work will commence to develop the most suitable database solution for the service longer term. In the interim to ensure business as usual the current databases will be maintained locally. The project will appoint a dedicated ICT project manager to support the implementation of the ICT plan, this resource is critical to the development of the Target Operating Model which is reliant on a more agile workforce. A detailed project plan to run alongside the project timeline will set out the key milestones and outcomes through the implementation period and beyond.

The longer term objective would be to provide mobile devices to all officers that would allow data to be entered at any location, regardless of Wi-Fi availability and then uploaded when next in touch with the network. This would be accompanied by the development of automated mailing and alert systems that respond to triggers from the officers in the field. There is considerable work to be done prior to this to get our databases set up for automated letter generation etc. It is also likely that, these latter stages will necessitate the use of a third party provider to facilitate communications between our databases and the mobile devices we decide to use.

The major systems being used by the services across the authorities are the same and other similarities exist that would help to make the merger easier. The primary "IT system" used across all authorities for the delivery of Regulatory Services is Civica APP. During the first year of the project an assessment will be made on the fitness of purpose of the current systems, with a view to migrating to a system or systems that will enable greater consistency and uniformity, and support flexible working. More generally an assessment of all other systems will be conducted to identify and explore more efficient and sustainable ways of working.

4.10 Performance

In order to ensure continuous improvement within the business it is essential that an effective performance management structure is in place for developing and delivering our services. Prior to 1 April 2015, the three authorities monitored performance through a range of performance and activity measures that include National Strategic Indicators set by Welsh Government where we have a legal duty to collect and report on certain measures, Public Accountability Measures that consist of ‘outcome focussed’ indicators and Service Improvement Datasets that can be used by local authorities and their regulators as they plan and deliver and improve services. In addition, Services developed their own local indicators to measure additional performance information.

The four National Enforcement Priorities for Regulatory Services agreed by Welsh Government reflect the fundamental principles of “One Wales”, accountable, citizen centred services and seek to address the regulatory risks and threats faced by citizens and businesses in Wales. These priorities also promote collaborative working and provide a focus for this proposal. Consequently there is a need to identify a wider set of performance measures or indicators that captures local authority regulatory activity linked to these National Enforcement Priorities and other outcomes relevant to the Councils’ priorities.

Work is ongoing with the Welsh Regulators Forum and BRDO to produce a “dashboard” for local authorities that helps them demonstrate the value of regulatory services to central and local government, national regulators and to citizens and business. This opportunity will be harnessed to pilot these measures and ensure they provide a focus for our work. During 2015 / 16, we will challenge our existing performance indicators and develop a suite of indicators that better reflect the requirements and expectations of the new organisation, as indicated in the Action Plan at Appendix 3.

The following table shows results against Welsh Government and Public Accountability performance measures together with Service Improvement Datasets which in most cases are common to all three authorities.

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Service	PI Ref No	Indicator Type	Indicator Description	Bridgend		Cardiff		Vale of Glamorgan	
				2013/14	2014/15	2013/15	2014/15	2013/14	2014/15
Trading Standards	PPN-001(i)	Service Improvement Dataset (SID)	The percentage of high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for: (i) Trading Standards	98%		99%		100%	
Food Safety	PPN/001(ii)	SID	(ii) Food Hygiene	100%		86%		100%	
Trading Standards	PPN/001 (iii)	SID	(iii) Animal Health	100%		0%		100%	
Trading Standards	PPN/008 (i)	SID	The percentage of new businesses identified which were subject to a risk assessment visit or returned a self assessment questionnaire during the year for:- (i)Trading Standards	74%		49%		54%	
Food Safety	PPN/008 (ii)	SID	(ii) Food Hygiene	88%		92%		94%	
Trading Standards	PPN/008 (iii)	SID	(iii) Animal health	100%		0%		92%	
Trading Standards	PPN/007 (i)	SID	The percentage of significant breaches that were rectified by intervention during the year for :- (i) Trading Standards	100%		93.7%		Not collected	

Service	PI Ref No	Indicator Type	Indicator Description	Bridgend		Cardiff		Vale of Glamorgan	
				2013/14	2014/15	2013/15	2014/15	2013/14	2014/15
Food Safety	PPN/009	PAM	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	88%		87.27%		85.29%	
Housing safety	PSR/004	National Strategic Indicator (NSI)	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	5.34%		5.49%		49.15%	

4.11 The external environment, risks and challenges

Understanding the risks and challenges ahead is the starting point for service planning. BCV Regulatory Services is committed to a proactive approach to risk management and will seek to identify, analyse, manage and control the risks we may face.

We have used the PESTLE and SWOT models to assess fully the external environment and how well we are equipped to deal with the risks and challenges we face. The findings are presented below. PESTLE analysis is used to map the macro-environment of the organisation. The letters stand for political, economic, social, technological, legal and environmental and it is used to identify and map issues affecting the organisation. An analysis for the new service has identified the following factors:

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PESTLE ANALYSIS	
Political	Economic
<ul style="list-style-type: none"> • Multiple government priorities. • Multiple local authority priorities. • Stronger European influence. • Increasing devolution • Stronger corporate influence and priorities. • Local Service Board • Welsh Government review of Local Government • Changes to political leadership, both locally and nationally. 	<ul style="list-style-type: none"> • Economic uncertainty • Reducing Local Government budgets • Globalisation • Shift in retailing • Increased competition • Restrictions on Councils' ability to raise funds • Increased demand for service during times of recession • Changing financial landscape (reduction in partner funding, increased charging)
Social	Technical
<ul style="list-style-type: none"> • Recognition of multicultural society • Crime, disorder and anti social behaviour issues. • Increasing levels of deprivation. • Equality issues. • Increasing public & media interest / awareness of consumer matters. • Growing public and political expectation. • Promoting healthy lifestyles. • Need for effective community engagement and consultation. • Changing demographics (increasing elderly population) 	<ul style="list-style-type: none"> • Information sharing and security. • Technological change. • 'Connectivity' between disparate providers to deliver joined up 'one stop shop' approach and meet electronic service delivery aspirations. • Increasing expectation that services can be accessed on line at all times of the day • Social Media changing expectations • Changing trading practices
Legal	Environmental
<ul style="list-style-type: none"> • Increasing and changing EU, UK Parliament and Welsh Government legislation • Equalities legislation • Health and safety considerations • Audit requirements • Employee rights • Move from devolved to reserved system • Deregulation agenda • Legal Challenges • Changes to enforcement powers • Freedom of information & data protection demands 	<ul style="list-style-type: none"> • Environmental management • Energy conservation • Quality of life • Need to reduce carbon footprint – home working etc • Recycling expectations

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A SWOT analysis can help determine the likely risks and rewards for a new venture and is therefore particularly relevant. SWOT stands for Strengths, Weaknesses, Opportunities and Threats, and is an analytical framework that can help to meet challenges and identify new opportunities. A SWOT analysis for the new service has identified the following factors:-

Strengths	Weaknesses
<ul style="list-style-type: none"> • Robust and sustainable collaborative service able to meet future service and financial challenges. • Enhanced flexibility and service resilience to respond to emergencies and changing levels of demand through economies of scale. • Annual financial efficiencies across the three authorities to assist in meeting the needs of the council's medium term financial plans; • Improved access to a wider range of specialist knowledge; • The creation of a transferrable model for collaboration from which the Councils and other bodies can learn to improve future collaborative working projects. • Professionally skilled, knowledgeable and committed workforce. • High quality UKAS European accredited laboratory. • Commitment to continuous improvement. • Commitment to joined-up working. • Regional/National leadership • Customer focussed services. • Commitment to Community engagement and consultation. • Political commitment 	<ul style="list-style-type: none"> • IT systems not integrated from the outset and limited agile / mobile working • Working from separate office locations. • Lack of familiarity between staff groups • Annual budget planning • Constrained as an organisation with regard to making a profit. • Potential staff disengagement, de-motivation and low morale. • Potential cultural and process differences between organisations • Service disruption in Year 1 • Staff morale • Restrictive policies of Local Government (HR) • Reduction of back office support and capacity of partners
Opportunities	Threats
<ul style="list-style-type: none"> • Consistent regulation across the region • Greater customer engagement and consultation • Developing expertise and centre of excellence • Regional leadership • ICT and new technology developments that enhance service delivery. • Greater value for clients from each inspection • Marketing of knowledge and skills and business opportunities. • Increased capacity within the organisation to pursue income generation • Opportunities to enhance workforce development and improve performance through the review and development of people. • Embrace innovative and technical mobile working practices. • Improve resilience • Potential to extend the service to a wider region in time 	<ul style="list-style-type: none"> • Delays in completion of the integration of regulatory services • Insufficient capacity to meet demands of new service. • Insufficient funding for implementation and transformation. • Savings not being realised. • Delays in ICT infrastructure and integration. • ICT systems and hardware not available to support joint service delivery. • New legislative burdens. • Increasing public, political and corporate expectations. • Local Government spending cuts • Private competitors/substitute service providers. • Economic uncertainty and globalisation. • Impact of organisational change on staff. • Loss of staff resulting in loss of expertise, experience and capacity. • Local Government Reorganisation proposals

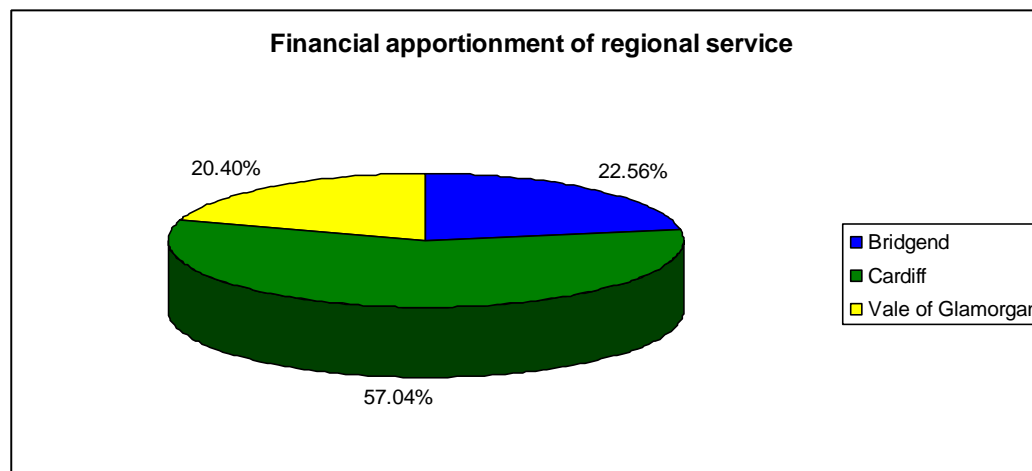
Consideration of the findings of the PESTLE and SWOT analyses provides the service with key information to best meet the needs of the region through its strategic direction and detailed work plans. Thus a number of the factors identified above are reflected in the Action Plan contained at Appendix 3

In addition, the weaknesses and threats identified above have been incorporated into the Risk Management System operated by the service and the risk register contained in Appendix 5 seeks to capture all those issues that may impact upon the service. The key to turning this risk data into useful planning information is remembering that it is not the risks themselves that staff will have to deal with when things go wrong, but their consequences. The register therefore contains actions to mitigate such consequences to control the risks.

5. Resources

5.1 Financial Allocation

BCV Regulatory Services is jointly funded by Bridgend, Cardiff and Vale of Glamorgan Councils. The methods of apportionment for operating the service and the cost contribution percentages are shown below.



5.2 Financial Projections

The following tables summarise the overall impact on each of the three authorities after taking into account changes to the financial data and assumptions underlying them. Services shown as ‘Core’ will be apportioned based on population, while services shown as ‘Authority Specific’ will be charged in full, directly to the relevant authority. Implementation costs will be incurred during 2015/16, with a small balance being incurred in 2016/17. The figures for 2015/16 relate to 11 months as the start date will be 1st May 2015. All figures shown are stated at a 2015/16 price base.

As at 2014/15, the 3 authorities have already realised savings of £986k. The budgets for 2015/16 onwards have been provided by authorities and the table shows that while it is already planned to deduct £805k from budgets between 2015/16 and 2017/18, there is the potential for authorities to reduce their approved budgets further in future years by around £719k in order to realise the full anticipated savings for the shared service. Taken together, this gives potential total savings against the service of around £2.5m since 2013/14.

Bridgend	<u>Authority-Specific Services</u>	<u>Core Services Budget</u>	<u>Implementation costs</u>	<u>Total Projected Cost</u>		<u>Original Budget (12 months)</u>	<u>Approved Savings Target (12 months)</u>	<u>Available budget (12 months)</u>	<u>11 months Available Budget for 2015/16</u>	<u>Projected over/(under) spend</u>	<u>Actual (saving) achieved/cost</u>
2015/16 (Operational costs 11 months only)											
Implementation Costs	£0	£0	£243,746	£243,746							
Gross Budget exc management & admin	£289,751	£1,310,232	£0	£1,599,983							
Management & Admin fee	£23,688	£107,118	£0	£130,806							
Contribution to Host Indirect Costs	£5,809	£25,519	£0	£31,328							
Total Gross Budget	£319,248	£1,442,869	£243,746	£2,005,863							

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Income	-£276,036	-£74,800	£0	-£350,836						
Net Budget 2015/16 (11 months only)	£43,212	£1,368,069	£243,746	£1,655,027	£1,896,990	-£286,000	£1,610,990	£1,476,741	£178,286	-£107,714
2016/17										
Implementation Costs	£0	£0	£28,651	£28,651						
Gross Budget exc management & admin	£289,751	£1,327,079	£0	£1,616,830						
Management & Admin fee	£21,654	£99,176	£0	£120,830						
Contribution to Host Indirect Costs	£6,337	£27,839	£0	£34,176						
Total Gross Budget	£317,742	£1,454,093	£28,651	£1,800,486						
Income	-£281,560	-£103,031	£0	-£384,591						
Net Budget 2016/17	£36,182	£1,351,062	£28,651	£1,415,895	£1,610,990	-£47,000	£1,563,990		-£148,095	-£195,095
2017/18										
Implementation Costs	£0	£0	£0	£0						
Gross Budget exc management & admin	£289,751	£1,327,079	£0	£1,616,830						
Management & Admin fee	£21,654	£99,176	£0	£120,830						
Contribution to Host Indirect Costs	£6,337	£27,839	£0	£34,176						
Total Gross Budget	£317,742	£1,454,093	£0	£1,771,835						
Income	-£240,371	-£147,323	£0	-£387,694						
Net Budget 2017/18	£77,371	£1,306,770	£0	£1,384,141	£1,563,990	£0	£1,563,990		-£179,849	-£179,849

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Cardiff	<u>Authority-Specific Services</u>	<u>Core Services Budget</u>	<u>Implementation Costs</u>	<u>Total Projected Cost</u>	<u>Original Budget (12 months)</u>	<u>Approved Savings Target (12 months)</u>	<u>Available budget (12 months)</u>	<u>11 months Available Budget for 2015/16</u>	<u>Projected over/(under) spend</u>	<u>Actual (saving) achieved/cost</u>
2015/16 (Operational Costs 11 months only)										
Implementation Costs	£0	£0	£616,280	£616,280						
Gross Budget exc management & admin	£1,426,454	£3,312,750	£0	£4,739,204						
Management & Admin fee	£116,619	£270,833	£0	£387,452						
Contribution to Host Indirect Costs	£27,980	£64,521	£0	£92,501						
Total Gross Budget	£1,571,053	£3,648,104	£616,280	£5,835,437						
Income	-£1,739,204	-£330,609	£0	-£2,069,813						
Net Budget 2015/16 (11 months only)	-£168,151	£3,317,495	£616,280	£3,765,624	£3,748,310	£0	£3,748,310	£3,435,951	£329,673	£329,673
2016/17										
Implementation Costs	£0	£0	£72,441	£72,441						
Gross Budget exc management & admin	£1,499,077	£3,355,344	£0	£4,854,421						
Management & Admin fee	£112,030	£250,754	£0	£362,784						
Contribution to Host Indirect Costs	£30,523	£70,386	£0	£100,909						

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Total Gross Budget	£1,641,630	£3,676,484	£72,441	£5,390,555						
Income	-£1,855,950	-£414,850	£0	-£2,270,800						
Net Budget 2016/17	-£214,320	£3,261,634	£72,441	£3,119,755	£3,748,310	-£310,000	£3,438,310		-£318,555	-£628,555
2017/18										
Implementation Costs	£0	£0	£0	£0						
Gross Budget exc management & admin	£1,499,077	£3,355,344	£0	£4,854,421						
Management & Admin fee	£112,030	£250,754	£0	£362,784						
Contribution to Host Indirect Costs	£30,523	£70,386	£0	£100,909						
Total Gross Budget	£1,641,630	£3,676,484	£0	£5,318,114						
Income	-£1,837,621	-£454,356	£0	-£2,291,977						
Net Budget 2017/18	-£195,991	£3,222,128	£0	£3,026,137	£3,438,310	-£47,000	£3,391,310		-£365,173	-£412,173

Vale of Glamorgan	<u>Authority-Specific Services</u>	<u>Core Services Budget</u>	<u>Implementation Costs</u>	<u>Total Projected Cost</u>	<u>Original Budget (12 months)</u>	<u>Approved Savings Target (12 months)</u>	<u>Available budget (12 months)</u>	<u>11 months Available Budget for 2015/16</u>	<u>Projected over/(under) spend</u>	<u>Actual (saving) achieved/cost</u>
2015/16 (Operational costs 11 months only)										
Implementation Costs	£0	£0	£220,409	£220,409						
Gross Budget exc management &	£393,514	£1,184,784	£0	£1,578,298						

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admin										
Management & Admin fee	£32,172	£96,862	£0	£129,034						
Contribution to Host Indirect Costs	£7,876	£23,075	£0	£30,951						
Total Gross Budget	£433,562	£1,304,721	£220,409	£1,958,692						
Income	-£289,850	-£52,681	£0	-£342,531						
Net Budget 2015/16 (11 months only)	£143,712	£1,252,040	£220,409	£1,616,161	£1,663,756	-£115,000	£1,548,756	£1,419,693	£196,468	£81,468
2016/17										
Implementation Costs	£0	£0	£25,908	£25,908						
Gross Budget exc management & admin	£393,514	£1,200,018	£0	£1,593,532						
Management & Admin fee	£29,408	£89,680	£0	£119,088						
Contribution to Host Indirect Costs	£8,592	£25,173	£0	£33,765						
Total Gross Budget	£431,514	£1,314,871	£25,908	£1,772,293						
Income	-294931	-£76,852	£0	-£371,783						
Net Budget 2016/17	£136,583	£1,238,019	£25,908	£1,400,510	£1,548,756	£0	£1,548,756	-£148,246	-£148,246	
2017/18										
Implementation costs	£0	£0	£0	£0						
Gross Budget exc management & admin	£393,514	£1,200,018	£0	£1,593,532						
Management & Admin fee	£29,408	£89,680	£0	£119,088						

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Contribution to Host Indirect Costs	£8,592	£25,173	£0	£33,765					
Total Gross Budget	£431,514	£1,314,871	£0	£1,746,385					
Income	-£273,662	-£97,583	£0	-£371,245					
Net Budget 2017/18	£157,852	£1,217,288	£0	£1,375,140	£1,548,756	£0	£1,548,756	-£173,616	-£173,616

Savings Summary	Budget Reductions Already Actioned by Authorities from 1st April 2015	Further Annual Budget Reductions Available by 2017/18	Annual Saving (at year 3)
	£	£	£
Bridgend	(333,000)	(179,849)	(512,849)
Cardiff	(357,000)	(365,173)	(722,173)
Vale of Glamorgan	(115,000)	(173,616)	(288,616)
TOTAL	(805,000)	(718,637)	(1,523,637)

5.3 Income

Income streams already exist within the Service however there will be a need to extend these opportunities to meet the target set for 2016/17. Income generation provides a means to offset some of the likely budget reductions that the service will face over the next three years and could be generated through a number of activities. This could include, expanding the partnership to include new partners, developing products and services that can be sold to businesses and offering to provide services to other local authorities. Specifically the opportunities known to exist are:

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- Development and delivery of training modules
- Applications for grants e.g. Food Standards Agency, Lottery Funding, Crime prevention grants etc.
- Paid for advice services
- Development of products e.g. training materials
- Consultancy services
- Recharging for services to other Council departments

Proceeds of Crime Act funding may also provide an income source. Despite being an inconsistent flow of income it can be invested, when available in accordance with Home Office guidance, to protect and improve service delivery. In some instances, the service may face established competition; however in others it may be in a unique position to generate new revenue streams.

Income generation is not an answer in itself and cannot be used to generate a profit. Consequently income generation may not be sufficient to prevent reductions in service delivery, but may allow the service to maintain a “critical mass” of staff and enable the service to deliver ancillary services to support the objectives of the statutory functions.

The income management model is complex and is explained in detail in the joint working agreement. This indicates that each Council will receive its established income from the regionalised service in the first instance, however any additional income is then divided proportionally between the three councils based on proposed contributions to the operational budget, along with any reductions in income.

Applying the principles set out in the Hemming vs Westminster judgement and the Provision of Services Regulations 2009 will be critical to ensuring that the financial model is secure in the long term.

The income apportionment regime will be reviewed periodically as significant changes to the population may signal the need to review the allocation method. It is important to ensure that effective accounting measures are in place and to ensure this is the case a dedicated accountant will be employed in the early years of the new organisation.

5.4 Staffing Resources

At the date of transfer the Services across the three Councils were being delivered by officers with no changes to structure. During the first six months of creating the new Regional Service it is intended that a new operating model is introduced which will reduce the number of FTEs required to deliver the service. This reduction will be mainly experienced at the managerial levels. In addition, the appointment of 2 project managers on temporary 2 year contracts will ensure that the capacity is in place to deliver the project within the financial and time requirements. A copy of the indicative organisational structure is attached at Appendix 2.

Appendix 1 – Core Service Executive Summary

BCV Core Services Executive Summary



BCV Regulatory Core Services Executive Summary

This document outlines the functions and service delivery levels to be provided by the Shared Regulatory Service.

Some of the functions the Shared Regulatory Service will provide are legally mandated, statutory requirements: the role of the Weights and Measures authority, the duties under the Health and Safety at Work Act etc. Others are optional, non-statutory, but have been adopted to support the core Regulatory function and to support the corporate objectives of each partner Council: examples include, consumer advice, accreditation of landlords.

The collaborative arrangement defines a core service in terms of ensuring public health, helping customers to access information and knowledge and in securing a safe, healthy, fair, environment. This requires the use of both statutory and non-statutory legislation to achieve service and corporate goals. For example, Consumer Advice and safeguarding initiatives are non-statutory, but are an essential set of tools in protecting the vulnerable and vital in the achievement of other corporate goals.

For the purpose of this document the Regulatory Service functions are divided into three areas namely Environmental Health, Trading Standards and Licensing with a summary of the service elements to be delivered set out in a tabular form. The more detailed breakdown will be set out in the main Core Service document. In due course, the tasks will be reordered to reflect the new operating model.

All of the Regulatory functions listed will be underpinned by the following principles:

1. A Strategically led service with a clear focus upon the strategic priorities of the partner Authorities, for example Improving Health and Wellbeing, Protecting the Environment and Promoting Economic Development.
2. A clear focus upon the National Enforcement priorities for regulatory services
3. The use of a risk based approach to all activities
4. The standards set out in the Regulators Compliance Code, and above all
5. The maximisation of resources through partnership working to promote public health and wellbeing.

Core Functions	Tasks	Service Standards
<p>3.0 Health and Safety</p> <p>3.1 To ensure businesses comply with health and safety in the work place.</p> <p>4.0 Infectious disease</p> <p>4.1 To respond to and investigate outbreaks and sporadic cases of communicable disease.</p> <p>5.0 Private Sector Housing</p> <p>5.1 To ensure adequate housing standards in properties and the health, safety or well-being of the occupier.</p> <p>5.2 Licensing of mandatory HMO's</p> <p>5.3 Filthy and Verminous</p> <p>5.4 Mobile homes, residential and holiday site licensing.</p>	<p>Respond to service requests</p> <ul style="list-style-type: none"> • Inspections, risk assessments & enforcement • Provide advice to the public, businesses and other stakeholders • Working with partners • Act as a Responsible Authority <p>• Respond to service requests</p> <ul style="list-style-type: none"> • Inspections, risk assessments & enforcement • Provide advice to the public, businesses and other stakeholders • Working with partners • Implementation of appropriate control measures <ul style="list-style-type: none"> • Respond to service requests • Inspections, risk assessments & enforcement • Provide advice to the public, businesses and other stakeholders • Administration function • Set fees and charges 	<p>Council Service Standards Comply with Section 18 Guidance</p> <p>Council Service Standard Public Health Wales outbreak plan</p> <p>Council Service Standard</p>

Authority Specific services:

- Pest control (Vale & Bridgend)
- Additional licensing of HMO's (Cardiff & Vale)
- Reactive night time noise (Cardiff)
- Port Health Function (Cardiff & Vale)

Out of Scope:

- Mains water quality
- Non designated beach water sampling
- River Water Quality (NRW)
- Leading on corporate work
- Houses into homes loans

Core Functions	Tasks	Service Standards
<p>Trading Standards</p> <p>1.0 Consumer and Business Advice 1.1 Consumer Advice and intervention 1.2 Business Advice 1.3 Education and training</p> <p>2.0 Animal Health and Welfare 2.1 To ensure the Animal Health and welfare of animals 2.2 Feed Hygiene Enforcement 2.3 Stray horses</p> <p>3.0 Dog Warden Service 3.1 To provide a service for the collection of stray dogs</p> <p>4.0 Fair Trading 4.1 To ensure a fair and equitable trading environment 4.2 Intellectual Property Crime</p>	<ul style="list-style-type: none"> • Respond to service requests • Inspections, risk assessments & enforcement • Provide advice to the public, businesses and other stakeholders • Market surveillance • Home Authority referrals • Educational presentations • Disease outbreak readiness • Respond to service requests • Inspections, risk assessments & enforcement • Respond to service requests • Advice to dog owners • Designation of holding kennels • Respond to service requests • Inspections, risk assessments & enforcement • Dealing with Home Authority Referrals • Project work/market surveillance 	<p>Council Service Standard</p> <p>Council Service Standards Framework Agreements</p> <p>Council Service Standards</p> <p>Council Service Standard</p>

<p>5.0 Metrology</p> <p>5.1 To ensure weighing and measuring equipment in use by trade is within legal tolerance</p> <p>5.2 To ensure goods sold by weight/measure are accurately described</p> <p>6.0 Product Consumer Safety</p> <p>6.1 To ensure products placed on the market by manufacturers, importers and retailers are safe</p> <p>7.0 Rogue Trading, cold calling & scams</p> <p>7.1 To protect consumers from rogue traders and unfair business practices</p>	<ul style="list-style-type: none"> • Respond to service requests • Inspections, risk assessments & enforcement • Verification/testing of weighing and measuring equipment <ul style="list-style-type: none"> • Respond to service requests • Inspections, risk assessments & enforcement • Product recalls • Sampling regime • Home Authority Referrals <ul style="list-style-type: none"> • Respond to service requests • Working with partners • Execution of warrants • Sharing intelligence • Market surveillance • Cold calling zones • Safeguarding 	<p>Council Service Standard</p> <p>Legal Statute Section 70 returns</p> <p>Council Service Standard</p> <p>Council Service Standards</p>
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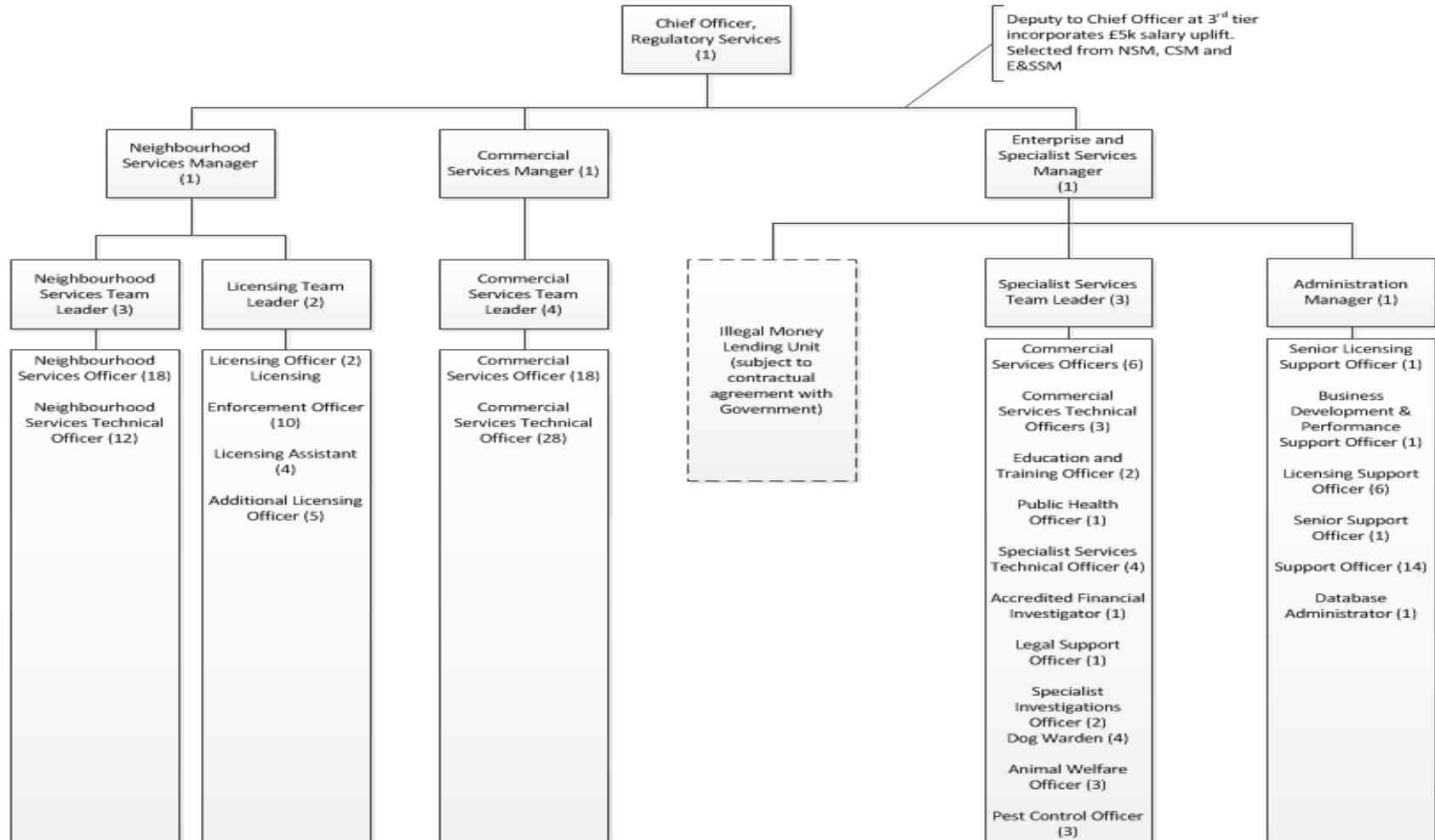
<p>8.0 Underage Sales</p> <p>8.1 To reduce and prevent young people having access to age restricted products</p>	<ul style="list-style-type: none">• Test purchasing of age restricted products• Proxy sale operations• Act as a Responsible Authority	
<p>Authority Specific services: Out of hours collection service for stray dogs (Bridgend)</p>		
<p>Services under contract: Wales Illegal Money Lending Unit</p>		

Core Functions	Tasks	Service Standards
<p>Licensing</p> <p>To issue and administrate licenses and permissions under the following regimes:</p> <ol style="list-style-type: none"> 1. Licensing Act 2003 2. Gambling Act 2005 3. Hackney Carriage & Private Hire Vehicles, Drivers and Private Hire Operators 4. Petroleum, Poisons & Explosives 5. Animal Licensing; Pet Shops, Animal Boarding, Dog Breeding, Performing Animals, Riding Establishments, Dangerous Wild Animals, Zoos 6. Skin Piercing 7. Premises for Marriage and Civil Partnerships 8. Scrap Metal 9. Sex Establishments 	<ul style="list-style-type: none"> • To respond to service requests • Inspections, risk assessments, compliance & enforcement • Provide advice to the public, businesses and other stakeholders • Working with partners • Administration function • Act as a Responsible Authority • Produce policies, conditions and byelaws • Set fees and charges • Provide responses to consultations including; proposed legislation, Council Policy 	<p>Council Service Standard Section 182 Guidance</p>

Core Functions	Tasks	Service Standards
10. Street Trading 11. Charity Collections 12. Hypnotism	<ul style="list-style-type: none">• Maintenance of Public Registers	
Out of Scope: Table and Chair Permits Highway Licensing e.g. skips scaffolding & hoarding Safety in Sports Grounds		

Appendix 2 – Indicative Organisational Chart

Regionalised Regulatory Services: Organisation Structure: Collaborate & Change Option
Draft



Appendix 3 - Action Plan – Business As Usual

BCV Action Plan

Strategic Themes

- 1 - Promoting Economic Development / Supporting reputable businesses to thrive;*
- 2 - Improving Health and Well Being;*
- 3 - Supporting older and vulnerable residents to live independently;*
- 4 - Tackling and preventing crime and disorder;*
- 5 - Protecting our young people from harm;*
- 6 - Providing the skills to empower citizens, consumers and businesses;*
- 7 - Protecting the Environment / Promoting Tourism;*
- 8 - Working with landlords to provide warm, safe and healthy homes;*
- 9 - Deliver improved outcomes for the region through continuous improvement and innovative new ways of working*

Ref	Objective	Officer Responsible	Milestones	Links to strategic themes
	Deliver Food Safety Interventions in accordance with the Food Law Code of Practice	Service Managers	Q1 - Adopt Food Law Enforcement Plans for 2015/16 Q2- Identify sources of funding to support the Food safety programme and submit applications in accordance with timescales Q3 - Deliver Food safety management interventions Q3 - Engage with stakeholders in the development of one Food Law Enforcement Plan for 2016/17. Q4 Deliver the food sampling programme Q4 Complete the high risk inspection programme	2 & 6

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<p>Deliver health and safety Interventions in accordance with the requirements of Section 18 of the Health and Safety at Work Etc. Act</p>	<p>Service Managers</p>	<p>Q1 Adopt Section 18 Plans for 2015/16 Q2 To implement the 2nd year of a two year programme to reduce carbon monoxide poisoning in at risk food businesses by securing gas safety standards Q3 Engage with stakeholders in the development of one BCV Section 18 Health and Safety Enforcement Plan for 2016/17. Q3 Extend the 'Infection Control Early Years Settings' Project to soft play and indoor play areas Q4 To complete the inspection programme for high risk premises Q4 Commence the 2 year project 'Management of asbestos notifications and Duty of Care' (Year 1 – Development and training, Year 2 – visits)</p>	<p>2 & 6</p>
<p>Investigate sporadic and outbreak notifications of communicable disease and undertake necessary preventative action to reduce the spread.</p>	<p>Service Managers</p>	<p>Q1 - Adopt the Good Practice Statement on Campylobacter Investigation and Surveillance. Q2 - Apply food safety messages outlined in FSA Food Safety Week in relation to Campylobacter Q3 - Continue with Phase 2 of the 'Infection Control in Early Years Settings Project' a proactive collaborative Health and Safety and Communicable Disease initiative which supports business compliance with infection control guidance and matters of evidential concern. Q4- Undertake a review of Communicable Disease investigation and interventions over last 12 months (with the view to informing future plans)</p>	<p>2, 3 & 6</p>
<p>Review and publish a new licensing policy for Cardiff and the Vale.</p>	<p>Service Managers</p>	<p>Q1 - Undertake a review of existing policy and initiate consultation with stakeholders Q2 - Conclude consultation process Q3 – Obtain approval at Licensing Committee and Full Council Q4 - Publish new statement of Licensing Policy</p>	<p>1, 2, 4 & 5</p>
<p>Support business through implementing advice, education and intelligence led enforcement</p>	<p>Service Managers</p>	<p>Q1 -Development of strategic assessment and control strategy in line with the Intelligence Operating Model, initially for Trading Standards matters Q2 - Review business guidance resources available and recommend best practice for communication with businesses, trade bodies etc. Q3 - Engagement with the business community to identify training needs for</p>	<p>1,4&6</p>

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		<p>regulatory compliance, and make recommendations</p> <p>Q4 - Evaluate the effectiveness of the intelligence operating model and make recommendations for wider implementation across the shared service.</p> <p>Completion of the inspection programme for high risk premises</p>	
<p>Regulating the marketplace to ensure a fair, safe and equitable trading environment in which vulnerable groups are protected from harm</p>	<p>Service Managers</p>	<p>Q1 Identify hotspots and compile intelligence across the region with regard to incidents of doorstep crime and other rogue trading.</p> <p>In line with the above, deliver Rogue Trader enforcement days across the region in conjunction with partner agencies</p>	<p>2,3,4,& 5</p>
		<p>Q2 Undertake a programme of underage sales test purchase exercises in respect of alcohol and tobacco</p> <p>Evaluate the effectiveness of the Scams Hub initiative for vulnerable residents</p>	
		<p>Q3 Carry out a sampling survey on the safety of a consumer product / trade sector of concern, and report on the results</p>	
		<p>Q4 Report to each council on the results of underage sales exercises carried out during the year, to include consideration of the means of delivering future tobacco control enforcement</p>	
		<p>Completion of the inspection programme for high risk premises</p>	
<p>Ensure the health and welfare of animals and through compliance with animal disease controls, prevent the spread of diseases such as rabies, swine flu and foot and mouth.</p>	<p>Service Managers</p>	<p>Q1 Attend and inspect a minimum of 50% at Critical Control points</p>	<p>1, 2,& 7</p>
		<p>Q2 Review disease control procedures and make recommendations for implementation across the shared service.</p>	
		<p>Q3 Engage with low risk animal health premises to assess compliance with animal health and welfare legislation</p>	
		<p>Q4 Complete inspection programme for high risk premises</p>	
<p>Examine current customer engagement processes and develop improved methods of engaging with our customers and stakeholders in order to identify their needs and expectations.</p>	<p>Service Managers</p>	<p>Q1 Undertake review of service delivery contact points and draft proposals for stakeholder engagement.</p>	<p>6 & 9</p>
		<p>Q2 Consult stakeholders</p>	
		<p>Q2 Consolidate findings and secure agreement from joint committee to implement proposals.</p>	

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		Q3 Commence programme of change	
To protect the Environment from harmful emissions to land air and water and to ensure the prompt investigation and remediation of statutory nuisances		Q1 Review the response to service requests in connection with statutory nuisances as prescribed in section 79 of the Environmental Protection Act 1990 e.g. noise, odour, light and dust across the three authorities and adopt best practice in respect of response times for investigation of complaints.	2 & 7
		Q2 Review the Contaminated Land Strategy across the three Authorities and identify best practice and opportunities for centralising response in respect of Planning Applications and remediation of contaminated land.	
		Q3 Review the provision of out of hours response in respect of noise nuisance across the three authorities and report findings to the management board	
		Q4 Report to management board on the outcome of inspections of all sites across the three authorities required under the Environmental Permitting (England and Wales) Regulations 2010 and develop a strategic approach to ensure best practice is adopted in the discharge of duties under the Regulations for 2016/7	
Provide annual reports on air quality as required under Part IV of the Environment Act 1995 Local Air Quality Management (LAQM)	Service Managers	Q1 Produce report for data gathered in the previous year.	2 & 7
		Q2 Review monitoring and data collection.	
		Q3 Review monitoring and data collection	
		Q4 Collate and ratify data in preparation for production of report and review of Air Quality Action Plans where appropriate	
Maximise the use of housing accommodation and improve the quality of the private rented sector through Licensing, enforcement and partnership working.	Service Managers	Q1 Review the provision of regulatory control in connection with hazards in houses under the Housing Act 2004 the Housing Health and Safety Rating System (HHSRS) and identify areas of inconsistency in approach across the 3 authorities. Report findings to management board.	2, 4, 7 & 8
		Q2 Review the provision of regulatory control for houses in multiple occupation in respect of both mandatory and additional licensing regimes to identify areas of inconsistency and best practice in approach across the 3 authorities . Report findings to management board.	
		Q3 Implement the national new legislation to license landlords and agents of privately rented property.	
		Q4 Deliver against the target set for returning empty properties back into use.	

Appendix 4 - Action Plan

Collaboration Project Delivery of New Business Model

Ref	Objective	Officer Responsible	Milestones	Performance Measures / Evidence Ref
	Review existing and develop new service standards and performance indicators to reflect the needs of stakeholders and citizens.	Service Managers	Q1 Allocate responsibility to newly appointed Service Manager	
			Q2 Collate existing performance information and review this and best practice arrangements across the UK.	
			Q3 Develop proposals and present for consultation with staff and Management Board	
			Q4 Secure sign off by Joint Committee	
	Review existing and develop new Regulatory policies, procedures and business continuity plans to reflect the needs of the new organisation.	Service Managers	Q1 Allocate responsibility to newly appointed Service Manager	
			Q2 Collate existing policies, procedures and plans. Secure agreement on priorities for review during the year. Review these and best practice arrangements across the UK.	
			Q3 Develop proposals and present for consultation with staff and Management Board	
			Q4 Secure sign off by Joint Committee	
	Establish effective and consistent accountancy arrangements to provide each authority with confidence regarding payment arrangements and Licensing fees.	Head of Service	Q1 – Review of accounting arrangements and licence fees.	
			Q2 - Undertake transition accounting following implementation of new structure	
			Q3 - Review and consult on licensing fees for 2016/17	
			Q4 - Implement new licence fees for all partners; Set 2016/17 budget to reflect new structure.	
	Undertake consultation and implement new target operating model	Head of Service	Q1 - Begin staff consultation on new structure	
			Q2 - Implement structural change	
			Q3 Implement workforce planning process	
			Q4 Review Target Operating Model implementation and report to joint committee	

Appendix 5 – Risk Register

Risk Register Risks									
Risk Description		L	C	Inherent Risk	Current controls	L	C	Residual Risk	Owner
1.	Failure to provide sufficient resource and capacity to deliver the new model of service may result in delayed implementation.	B	1	Red	Project Manager and ICT Project Manager posts advertised externally. Project Plan in place.	C	3	Amber / Green	Management Board
2.	Failure to identify and agree the right level of corporate support may impact on the service's ability to operate effectively.	B	2	Red	Support levels required identified in the business case. Management Board and Joint Committee will have oversight.	C	3	Amber / Green	Management Board
3.	The complexities of the resource allocation may result in a lack of understanding and misalignment of resources.	A	1	Red	Dedicated accountant identified for the project / service.	C	4	Green	Head of Service
4.	Failure to ensure staff have the right delegations and authorisations in place could lead to staff not being authorised to operate in the region.	B	1	Red	Joint Working Agreement in place which sets out the arrangements for officer authorisations.	D	3	Green	Head of Service
5.	The change process will affect the Service's capabilities to deliver "business as usual".	B	1	Red	Good communication in place and change management principles to be adopted. Manager emphasis on developing work programmes to provide the short term direction.	C	3	Amber / Green	Head of Service
6.	Failure to properly resource support provided from outside the Regulatory service prior to the transfer such as FOI, invoicing, complaints etc. will impact service provision.	A	2	Red	Resource needs will have to be identified and built into the new operating model prior to consultation.	C	3	Amber/ Green	Head of Service
7.	The loss of knowledge, skills and competency	A	2	Red	Develop and implement a	C	3	Amber /	Head of Service

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	through the implementation of the new service and through voluntary severance.				workforce plan and staff development programme.			Green	
8.	The uncertainty surrounding the implementation of the new structure may impact negatively on staff morale and service provision.	A	2	Red	Programme of change to be implemented in a timely manner with support packages available for staff.	B	3	Amber	Head of Service
9.	Failure to retain systems that add value to the new Service could result in a reduction in service provision for some authorities.	A	2	Red	Review of best practice to be undertaken with a view to adopting best practice solutions.	C	3	Amber / Green	Head of Service
10.	The lack of availability and/or failure to implement ICT systems and hardware to support joint service delivery would result in an inability to collaborate or work as a single service unit.	A	1	Red	ICT work stream established and review of the database is a key priority for the group.	B	3	Amber	Management Board
11.	The inability to implement mobile working solutions that enhance the efficiency of staff may result in a lack of capacity to achieve targets.	B	1	Red	ICT work stream established and agile working is a key priority for the group. Decisions made on hardware requirements.	C	1	Amber	Management Board
12.	Failure to implement proper controls and management of data protection may result in breaches of the legislation and difficulties in sharing/transferring data between the 3 authorities.	B	2	Red	Legal work stream established. Protocol for sharing data a key priority for early agreement.	D	3	Green	Management Board
13.	Potential cultural and process differences between organisations could impact the ability to harmonise processes and systems.	B	2	Red	Clear identity, communications plan, regular meetings, and stakeholder & staff engagement	D	2	Green	Head of Service