

**IMPLEMENTATION OF SERVICE REVIEW OF REGULATORY SERVICES**

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**1. PURPOSE**

- 1.1** To provide a progress report on the implementation phase of the Service Review for Regulatory Services.

**2. RECOMMENDATIONS**

- 2.1** That the Committee notes the progress of the implementation phase of the Service Review, particularly the focus on re-instating front-line staff. This process will address the previous concerns expressed by members of the committee in relation to maintaining delivery of the council's statutory duties.
- 2.2** That the Committee requests a further update report for its meeting in March 2012.

**3. BACKGROUND**

- 3.1** The recent service review of Regulatory Services has resulted in a radical redesign of the management structure and the application of alternative service delivery arrangements. These new arrangements provide for a Regulatory Services Manager supported by an Environmental Health Manager (East), Environmental Health Manager (West), and a single Trading Standards Manager.
- 3.2** A key objective of the service review was to achieve the identified corporate savings and in doing so, to ensure that adequate front-line resources were maintained. This was particularly important given the lengthy period where the service has been under-resourced; during the previous best value review and the current service review.

The principal changes resulting from the service review are;

- Rationalising third and fourth tier management posts
- Redesigning some aspects of service activity
- Optimising income for services to businesses
- Integrating licensing functions with Governance and Law

- 3.3** The structure now includes one third tier manager (Regulatory Services Manager) combining the responsibilities of the Operations Managers for Trading Standards and Environmental Health (the post of Chief

Protective Services Officer has also been removed from the structure). We have altered the area management structure; reducing the number of posts from six to three fourth tier managers. There are now two area environmental health managers (east and west divisions) and one manager for trading standards. The former structure was based on four area managers for environmental health and two for trading standards.

**3.4** Through the redesign of vacant posts and rationalisation of the staff structure, the new model aims to retain adequate front-line resources; the recruitment process for the re-designated posts is currently progressing. The anticipated outcome is a service equipped to deliver the core statutory services, supported by an alternative enforcement strategy. The basis of this strategy is that service users will be provided with information and advice to achieve legislative compliance in the operation and management of their business. This strategy will be applied to those businesses currently designated as low risk, in order that they will remain in the low risk category.

**3.5** New service delivery arrangements are being applied to;

- Debt counselling – the service will now focus on Debt Arrangement Scheme casework. This will facilitate a reduction in the staff compliment of one post
- Anti-social noise – planned cash savings will be achieved by closer partnership working with Strathclyde Police
- Smoking Enforcement – planned cash savings will be achieved by reducing the staff compliment and re-training the wider enforcement team to deliver some of these duties

**3.6** A modest level of additional income is likely to result from a comprehensive review of the level and scope of fees and charges applied by the service in regard to licences, registrations and services provided to businesses.

**3.7** Efficiencies: improved performance and better services to customers should be achieved by closer integration of the licensing activities between Regulatory Services and Governance and Law.

**3.8** The approved implementation plan, addressing the elements necessary to deliver these changes, is now in place. The timescale for completion of the service review is the 31<sup>st</sup> March 2014 although there is a drive to deliver the key components of the plan by the 31<sup>st</sup> August 2011 when the current transitional staffing arrangements will cease.

## **4. IMPLEMENTATION ARRANGEMENTS**

**4.1** In relation to the staff structure; the processes required to populate the new design have been progressed, including job evaluation of posts (reflecting new roles and remits), redeployment procedures, voluntary redundancies, early retirement and recruitment.

- 4.2 A Project Team led by the Head of Planning and Regulatory Services is monitoring progress of the implementation plan, in addition to the governance role discharged by the Transformation Board.
- 4.3 A Transitional Manager (appointed to 31.08.2011), supported by two officers on temporary secondment, is responsible for the practical aspects of implementation, facilitated by small delivery teams for each of the main themes. This role will then be undertaken by the Regulatory Services Manager at the end of the transition phase.

## **5. STATUS OF IMPLEMENTATION & FUTURE ISSUES**

- 5.1 The attached Implementation Progress Tracker (Annex 1) details the position of each element of the implementation process as at 31<sup>st</sup> May 2011.
- 5.2 The Planning, Protective Services and Licensing Committee approved new statutory appointments to reflect the new responsibilities of managers in the current structure.
- 5.3 Proposals for integrating licensing functions between Regulatory Services and Governance and Law have been considered and an Action Plan (Annex 2) is currently being implemented.
- 5.4 Approval to recruit to the remaining posts was granted in May 2011, advertisements have now been placed, with a closing date of 17<sup>th</sup> June 2011.
- 5.5 Issues relating to community advice services (and Argyll and Bute Citizens Advice Bureau) are likely to be remitted to a corporate project team with representation from relevant council services. A report on this matter will be considered by the Strategic Management Team on 27<sup>th</sup> June 2011
- 5.6 Various corporate initiatives which impact on elements of the Implementation Plan will be addressed as far as is practicable within the transition period, e.g. workforce deployment (and mobile working), customer management (particularly Customer Contact Centre), website development and the review of administrative support.

## **6. CONCLUSIONS**

- 6.1 Although the Service Review was initiated before the previous Best Value Review had been delivered, it has been possible to convert most of the service improvements from that process into the new regime, in addition to achieving the required budget savings.
- 6.2 It should be acknowledged however that the rationalised management structure and redesign of frontline arrangements has resulted in a reduced number of staff. The effect of this is that the service is focussed exclusively on core statutory functions linked to a reduction in service capacity and resilience.

## **7. IMPLICATIONS**

<b>7.1</b> Policy :	In accordance with new policies relating to service reviews
Financial :	The review will deliver a minimum of 15% saving over the three year period, from 2011-12.
Equal Opportunities :	Incorporates equalities impact assessment
Personnel :	HR have addressed recruitment issues

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**June 2010**

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