

SERVICE REVIEW REGULATORY SERVICES IMPLEMENTATION PLAN PROGRESS @ 31st May 2011

OPTION ELEMENT		Initial Contact	STATUS*	Action to Date / Action Required
General Service Delivery Arrangements				
Review functions of CPSO	Feb 2011	Regulatory Services Manager (RSM)	COMPLETE	Report approved at PPSL, April 2011
Confirm transitional roles / responsibilities	Mar 2011	Head of Service (HS)	COMPLETE	TM agreed / Delivery teams confirmed April 2011
Design governance arrangements for the implementation of the new service delivery model, using Prince 2 methodology as appropriate.	May 2011	TM	COMPLETE	Reporting to Transformation Board via Cash Savings template. Project Team now in place with staff + trade union reps. Core Implementation Team + Delivery Teams now operational
Compile project plan, risk register etc, including arrangements for monitoring + review	May 2011	TM	COMPLETE	All mechanisms in place including monitoring and review.
Develop Human Resources Strategy (retirement / redundancy / recruitment)	May 2011	HR (JH)	ONGOING 95% complete	Recruitment to remaining posts ongoing
Develop Financial Management Plan addressing transitional arrangements + final service model	May 2011	Finance Manager (PC)	ONGOING 60% complete	Monthly monitoring returns do not reflect new structure; review meeting scheduled for 31st May
Training & support for management team, as required	June 2011	TM	ONGOING 40% complete	Transfer of responsibilities ongoing, supported by individual + team meetings with senior managers.

Consultation with Staff on implementation	April 2011	HS	COMPLETE	Review feedback, Jan 2011
Implementing The New Management Structure		Initial Contact	STATUS*	Action to Date / Action Required
Define line management and reporting structures	Feb 2011	RSM	COMPLETE	Completed Dec 2010
Recruit to the posts, in line with agreed HR Strategy	May 2011	HS	ONGOING 85% complete	Recruitment processes initiated
Allocate specific functions to nominated officers, in line with agreed HR Strategy	May 2011	RSM	ONGOING 80% complete	Transfer of remits on phased basis, phases 1 &2 completed
Prepare officers for new roles & responsibilities, in line with agreed HR Strategy	June 2011	TM	ONGOING 50% complete	Arrangements in place for RSM & 4 th tier, extending to field staff.
Merge 2x 3rd tier posts to 1xRSM				
Identify additional functions of Operations Manager	Feb 2011	TM	COMPLETE	
Allocate specific functions to RSM, in line with agreed HR Strategy	May 2011	HS	ONGOING 60% complete	On schedule
Phased transition to new strategic & statutory roles, in line with agreed HR Strategy	May 2011	TM	ONGOING 40% complete	On schedule
Transfer of technical awareness of whole discipline	June 2011	TM	ONGOING 20% complete	On schedule

Realign 4th tier management posts - shift from 6 area based teams to 3 teams (2xEH, 1x TS)				
Identify additional functions / remits of 4 th tier managers, in line with agreed HR Strategy	May 2011	RSM	COMPLETE	Few remaining issues to be addressed in Roles and Responsibilities report, May 2011
Allocate specific functions / remits to EH Managers and TS Manager , in line with agreed HR Strategy	May 2011	RSM	ONGOING 60% complete	In progress
Phased transition to new strategic & statutory roles, in line with agreed HR Strategy	Aug 2011	TM	ONGOING 50% complete	Shadowing and transfer under way
Review current arrangements and ensure that statutory appointments are in place	Apr 2011	TM	COMPLETE	committee report approved by PPSL
Realign frontline teams - match specialist and area staff to new 2x 4th tier managers				
Identify new /additional functions / remits of support officers, in line with agreed HR Strategy	March 2011	RSM	COMPLETE	
Allocate specific functions / remits to support officers, in line with agreed HR Strategy	May 2011	RSM	COMPLETE	
Phased implementation of new arrangements for all frontline staff, in line with agreed HR Strategy	Aug 2011	TM	ONGOING 40% complete	

Alternative Service Delivery Arrangements				
<i>Antisocial Noise</i>	Due	Initial Contact	STATUS*	Action to Date / Action Required
Confirm funding, Strathclyde Police	April 2011	RSM	COMPLETE	No changes to funding
Confirm Memorandum of Understanding for shared service model	April 2011	RSM	COMPLETE	No changes to agreement
Confirm service delivery model	May 2011	RSM	COMPLETE	Confirm amendments to model
Cascade training to relevant staff on enforcement approach	Jun 2011	TM	ONGOING 50% complete	ASD Delivery Team progressing
Deliver awareness briefings / bulletins to relevant agencies & public on enforcement approach	Jul 2011	TM	ONGOING 20% complete	ASD Delivery Team progressing
Monitor & Review service model	Mar 2012	RSM	NOT STARTED	pending full implementation
<i>Community Advice services</i>				
Confirm scope of review; Regulatory Services / all Council services	May 2011	TM	COMPLETE	Agreed with Director
Agree topic specific plan to review community advice	May 2011	HS	COMPLETE	
Complete meetings with relevant Council services	May 2011	TM	ONGOING 40% complete	Preliminary meetings held, provisional project team meeting scheduled
Assess capacity of alternative providers	May 2011	TM	ONGOING 40% complete	Ongoing
Prepare report of review findings for senior management team	May 2011	TM	ONGOING 80% complete	Report for SMT June 2011
Prepare briefings for elected members (BWG) & Council	June 2011	TM	ONGOING 40% complete	Await SMT decision
Implementation Plan @ new service	Aug 2012	TM	NOT STARTED	Await Council endorsement

Smoking Enforcement	Due	Initial Contact	Status*	Action to Date / Action Required
Assess residual workload	Mar 2011	RSM	COMPLETE	ASD Delivery Team progressing
Prepare transitional plan	April 2011	TM	COMPLETE	ASD Delivery Team progressing
Provide training for wider staff team	Jun 2011	TM	ONGOING	ASD Delivery Team progressing
Amend enforcement authorisations as required	Jun 2011	HS	ONGOING	ASD Delivery Team progressing
Deliver awareness briefings to relevant Council services, enforcement agencies & public	July 2011	TM	ONGOING	ASD Delivery Team progressing
Monitor & Review service model	Aug 2011	TM	NOT STARTED	Not yet due
Debt Counselling				
Assess residual workload	Feb 2011	Lead Officer, Money Advice	COMPLETE	completed
Identify transitional resource	Feb 2011	TM	COMPLETE	confirmed
Prepare implementation plan	Mar 2011	Lead Officer, Money Advice	COMPLETE	confirmed
Assess scope & capacity of alternative providers	May 2011	Lead Officer, Money Advice	ONGOING 60% complete	ASD Delivery Team progressing
Consult stakeholders re implementation	May 2011	Lead Officer, Money Advice	ONGOING 65% complete	ASD Delivery Team progressing
Review service model as required	June 2011	TM	NOT STARTED	
Deliver awareness briefings to relevant Council services, external agencies & public	July 2011	TM	NOT STARTED	
Monitor & Review service model	Aug 2011	TM	NOT STARTED	
Maximising Income	Due	Initial Contact	Status*	Action to Date / Action Required
Benchmark other services re fees + charges	April 2011	TM	ONGOING 60% complete	Data collated, analysis report to senior managers
Analyse results + draft proposals	May 2011	TM	NOT STARTED	Await initial findings
Consult service users re proposals	June 2011	TM	NOT STARTED	Await initial proposals

Prepare committee report	July 2011	TM	NOT STARTED	Await final findings
Publicise new fees + charges, as approved (for 2012-13)	Aug 2011	TM	NOT STARTED	Await Council endorsement
Transitional Arrangements				
Identify key objectives and work plans for the transitional team, in accordance with agreed HR Strategy	Feb 2011	HS	COMPLETED	As per implementation plan
Allocating transitional roles and responsibilities and resourcing the transitional arrangements, in accordance with agreed HR Strategy	April 2011	HS	COMPLETED	
Compile detailed work plans, including monitoring + review	Apr 2011	TM	COMPLETE	
Develop project plan for implementation of joint service licensing	April 2011	RSM	ONGOING 70% complete	Licensing Delivery Team - New approach agreed with Delivery Team Lead Officer
Consult other services undertaking / undertaken similar restructuring	May 2011	TM	ONGOING 30% complete	Check Fife, South Ayrshire
Consult on alternative service delivery; community advice, noise, smoking, debt	May 2011	TM	ONGOING 50% complete	Links re community advice with Scottish Borders
Develop Communication strategy for staff, stakeholders etc	May 2011	TM	ONGOING 70% complete	Communications Delivery team - Further staff seminars, continue Snippets
Develop new measures for benchmarking, productivity, performance + risk management	June 2011	TM	ONGOING	Service Improvement Delivery Team

Transitional Arrangements (cont)	Due	Initial Contact	Status*	Action to Date / Action Required
Develop policy, strategy + procedures for quality system for new service	Aug 2011	TM	ONGOING 10% complete	Service Improvement Delivery Team
Identify + implement IT developments to improve service delivery e.g. technical application of ICT developments (including mobile working), document management system etc	Aug 2011	TM	ONGOING 40% complete	Service Support Delivery team; ICT support within Planning and Regulatory Services; Council ICT services; System implementation initiated. Meetings ongoing to evaluate mobile working
Identifying opportunities for integration within Planning and Regulatory Services, Development and Infrastructure and other relevant Council services	Aug 2011	TM	ONGOING 30% complete	ASD Delivery Team progressing
Delivering equalities, sustainability, social and 3 rd sector impact assessments	Mar 2012	RSM	ONGOING 10% complete	Service Improvement Delivery Team ; Initiate schedule of surveys for staff + stakeholders
Develop & implement review systems for new service model, monitor progress, taking remedial action as required	Mar 2012	RSM	NOT STARTED	Service Improvement Delivery Team; Initiate schedule of surveys for staff + stakeholders Review performance results