

**IMPLEMENTATION OF
THE REGULATORY SERVICES SERVICE REVIEW**

1. PURPOSE

- 1.1** A previous report on the Service Review was considered by Committee on 24 June 2011 and a further report was to be brought forward to the December Committee, with a more detailed report to the June 2012 meeting.
- 1.2** This report provides an update on progress with the implementation of the service review for Regulatory Services.

2. RECOMMENDATIONS

- 2.1** That the Committee notes the progress which is being made in implementing the service review within Regulatory Services and the commitment of management and staff to deliver change.
- 2.2** That a more detailed report be prepared for the Audit Committee in June 2012.

3. SERVICE REVIEW OF REGULATORY SERVICES

- 3.1** The Service Review of Regulatory Services has radically redesigned the service and incorporates alternative means of service delivery. An implementation plan was developed to implement these changes and this is being managed and reviewed by a Project Team
- 3.2** Members may recall that the Committee paper presented to the June 2011 Committee included a progress tracker which monitored performance against each element of the implementation phase. This approach remain in place and key highlights of significance are:
- (i) The transitional arrangements, led by a Transition Manager, were successful in implementing the foundations to deliver the review. These arrangements ended on 31 August 2011, and enabled the new Management Team to establish new ways of working in the early months.
 - (ii) The implementation plan has been revised to reflect the timescale for delivering the review, and we have delivered 81%

of the target work to date.

- 3.3** The Project is delivered by a Project Team with staff delivery groups involved in specific areas of the plan. This provides staff engagement and commitment to the process, and will support the review process.
- 3.4** The review requires a cultural change and these issues were discussed with staff at a Staff Day on 27 October 2011. The format of the day focused on presentations on where we are at in the review process, updates on document management and the website, and workshops in communication, empowerment, administration arrangements and health and safety. The day concluded with a presentation on the way forward and current challenges.
- 3.5** Staff feedback on the day was very positive, with 93% rating the event good or excellent. Feedback on the day and from the workshops is being considered by the delivery groups as part of the implementation plan.

4. AIMS AND OBJECTIVES

- 4.1** The service objective is to deliver the statutory roles placed on the local authority by legislation in the areas of animal health, environmental health and trading standards. Notwithstanding this, we contribute to the Councils Corporate outcomes and the draft service plan for 2012-13 has service outcomes against the following corporate outcomes

Corporate outcomes	Service Plan
CO5 - Vulnerable children and families are protected and are supported in sustainable ways within their communities.	Empowered confident customers capable of successfully exercising their legal rights and accessing advice/ support
CO10 - We have contributed to an environment where existing and new businesses can succeed.	Public health is protected and improved through proportionate risk-based enforcement
CO11- The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	The health, safety, welfare and convenience of people in and around buildings is protected and improved.
CO13 - We contribute to a sustainable environment.	We live and work in an environment which is safe, promotes health and supports the local economy

- 4.2** The aims and objectives of the service review are detailed below, together with an indication of work to date.
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Aims	Achievements to date
Rationalised and focused management	<p>The Management Team has become firmly established and has a performance focus.</p> <p>Established new operational teams and are on target to deliver high and medium risk service priorities</p> <p>Established a benchmarking group with other Authorities and developing common benchmarks.</p>
Providing resources to front-line services	<p>We have appointed 2 Environmental Health Officers, 1 Regulatory Services Officer (EH), 1 Regulatory Services Officer (TS) and a Licensing Standards Officer. These appointments have increased our capacity at an operational level and performance improvements are being realised.</p>
Alternative enforcement strategy and better information for low risk businesses	<p>In the period since 1 April 2011, we have :-</p> <p>Updated and improved all information relating to Regulatory Services (Animal Health, Environmental Health, Trading Standards and Licensing Standards) on the Council's website</p> <p>We have undertaken promotional / educational initiatives on gas safety, bogus traders, and have a plan in place to 31 March 2012</p> <p>Applications for licences can be made on line, with application forms, guidance and supporting information available to assist</p>
Improving productivity	<p>We are in the process of implementing a document management system across Regulatory Services and Development Policy; and reviewing a mobile software solution. These will support mobile / flexible working, provide better access to documents; promote consistency and productivity</p>
Empowering staff	<p>The review introduces new support systems and seeks to empower staff to take more responsibility, supported by policies, procedures and management.</p> <p>The action plan is being reviewed following feedback from the Staff Day to address issues raised.</p>
Culture	<p>The aim is to provide integration across Regulatory Services and it is too early to report any progress on this. The Management Team has identified areas for integration and this will be progressed in the 2012 / 2013 Workplan.</p>
Communicating and Engaging	<p>We have to date :-</p> <p>Undertaken customer satisfaction surveys which have identified that 94% of customers randomly surveyed are satisfied with our service.</p> <p>Staff engagement and communication are essential and we have regular staff briefing notes issued (Snippets), written by a staff representative on the Project Team; involvement in the delivery groups, and the recent Staff Day was very positive.</p> <p>We have a meeting planned with Business Gateway to identify what businesses want from us.</p>

5. EXTERNAL AUDIT

- 5.1** The Food Standards Agency audited the Council's food safety enforcement work for approved premises (manufacturing premises exporting to other countries) in September 2011. This was a 3-day audit which involved the auditing of procedures, service plans, documentation and accompanied Officers on three visits to audit enforcement interventions against the Food Safety Code of Practice.
- 5.2** We are awaiting the issue of the final report but the draft report has been very positive. It identifies :-
- (i) General compliance with the Practice Code
 - (ii) Three areas of best practice relating to the inspection and verification procedures, aide memoire for inspections and business profile information
 - (iii) Areas of improvement related to inconsistencies in the use of standard documents, and the inadequacies of the Food Service Plan to meet the requirements for low and medium risk premises.
- 5.3** An action plan has been approved by PPSL Committee and submitted to the Food Standards Agency.

6. CONCLUSIONS

- 6.1** The service review is intended to improve the effectiveness and productivity of Regulatory Services in meeting its statutory requirements as a regulator, and the Councils Corporate Outcomes.
- 6.2** The Regulatory Services implementation plan is progressing well and some benefits in service delivery and performance are being realised, although there is still much work to do.
- 6.3** We have achieved the required budgetary savings for 2011 / 2012 and identified those for 2012 / 2013.
- 6.4** A more detailed report will be provided to the June 2012 Audit Committee in accordance with the minutes from the June 2011 meeting.

7. IMPLICATIONS

- Policy** In accordance with new policies and procedures for the service review process.
- Financial** The Service Review will deliver the required savings in the period 2011 – 2014.

**APPENDIX 1
PROGRESS TRACKER FOR REGULATORY SERVICES SERVICE REVIEW**

