Bridgend County Borough Council
Cardiff Council
Vale of Glamorgan Council

Regionalising Regulatory Services Consultancy

Target Operating Model Business Case Implementation Plan

VERSION 2.0: FINAL

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Plan Design Enable

Notice

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Executive Summary

1. Executive Summary

1.1. Introduction

The **economic and Political climate in Wales** and the United Kingdom has required local authorities to provide services with ever decreasing budgets for a number of years. The pressures to **deliver efficiency savings whilst maintaining high quality services** for the public is arguably as high now as is it has ever been. Many councils are therefore exploring alternative service delivery models to meet these challenges over the longer-term.

The **Welsh Government** Collaboration agenda is encouraging local authorities to work together to deliver services jointly across administrative boundaries. **Bridgend, Cardiff and Vale of Glamorgan** councils have recognised the opportunity to collaborate and establish a joint delivery model for Regulatory Services; including **Environmental Health, Trading Standards and Licensing**. The councils have been successful in securing support for this initiative from the Welsh Government **Regional Collaboration Fund** and subsequently established a joint project team and Shadow Joint Committee.

In September 2013, **Atkins Ltd** was appointed to work in partnership with the three councils to produce a **Target Operating Model**, supporting **Business Case** and **Implementation Plan** (the deliverables) for Regionalised Regulatory Services with the aim of achieving the following key outcomes & priorities:

- A more secure, **sustainable and efficient service** with improved customer experience and enhanced satisfaction;
- Greater **service resilience** to respond to emergency situations and access to a wider range of specialist professional expertise;
- Provision of **economies of scale** in order to deliver the essential statutory functions of Regulatory Services;
- Reduced service support costs through the exploration of ICT technologies, mobile and home working and **innovative new ways of working**;
- Opportunities to realise **in excess of £1 million in efficiency savings** through the implementation of the new model and investigation into **new income streams**.

The deliverables have been **developed in consultation** with Chief Officers, Heads of Service and a range of other stakeholders from Bridgend, Cardiff and Vale of Glamorgan and we have drawn on **extensive engagement with staff and managers** in Regulatory Services.

1.2. Business Case

Options Appraisal

The financial and non-financial appraisal presented in the **Economic Case** compares the proposed collaborative Target Operating Model (i.e. formal collaboration between the three local authorities with an integrated service operating under a single management structure and the proposed new ways of working fully adopted) with alternative scenarios as follows:

1. **Do Nothing**: No collaboration between the three local authorities (other than the informal arrangements already in place) or any fundamental changes to the way in which services are delivered at a local level.

2. **Change Only**: Delivering a number of the new ways of working outlined in the Target Operating Model, but without collaboration between the three local authorities (other than the informal arrangements already in place).

3. **Collaborate Only**: Formal collaboration between the three local authorities without any significant changes to working practices. In effect this option provides a single management structure with frontline service operations remaining unchanged across the three administrations.

4. **Collaborate and Change**: Formal collaboration between the three local authorities with an integrated service operating under a single management structure. The proposed changes to the delivery of regulatory services in the Target Operating Model are adopted in full.

The analysis assumes that **current services are continued** (albeit delivered in a different way) and therefore provides like-for-like potential future baselines against which any further savings can be delivered.

The 'collaborate and change' option is recommended because:

- Offers a resilient structure with the flexibility to respond to emergencies;
- Is least vulnerable to future budget pressures;
- Includes greater capacity for income generation;
- Introduces new ways of working that will deliver efficiencies and a more risk-based approach to regulation;
- Shares the cost of the required investment between the three participating Councils; and
- Delivers the significantly greater savings than the other options.

Recommendation 1

The options appraisal concludes with a recommendation that a **collaborative model incorporating fundamental changes to the way in which regulatory services are delivered should be the preferred option** for Bridgend, Cardiff and Vale of Glamorgan councils

Host Employing Authority

The **Commercial Case** provides a further quantitative and qualitative evaluation of the total employment costs, impact on staff and strengths and weaknesses of Bridgend, Cardiff and Vale of Glamorgan as the potential Host Employing Authority for Regionalised Regulatory Services.

Recommendation 2

A host employing authority should be established for regionalised regulatory services.

Given that the comparative analysis of Bridgend, Cardiff and Vale of Glamorgan as host is inconclusive and provides a good case for each of the three councils, the councils should make a decision upon the identity of the host employing authority.

For the purposes of this business case, the working assumption of **Vale of Glamorgan Council as the Host Employing Authority** for a regionalised Regulatory Services function was originally agreed and maintained for the following reasons:

- The overall balance of total employment cost versus number of staff at risk of reductions in remuneration is most favourable:
    − The total employment cost savings with Vale of Glamorgan as host is not projected to be hugely different to that of Bridgend (the lowest cost council).
    − The proportion of staff estimated to be affected by reductions in remuneration with Bridgend as host is considerably greater than both Vale of Glamorgan and Cardiff. There is a significant risk that this will adversely affect morale in the workforce and make a very challenging transformation even more difficult to implement.

- Whilst the total number of staff expected to transfer to Vale of Glamorgan is the greatest of the three Councils (marginally more than Bridgend), the enormity of the exercise of transferring staff is unlikely to be directly proportional to the number of staff affected.

- The larger number of staff transfers can help to set the 'cultural tone' of a newly formed joint-service. Transferring a smaller number of staff to Cardiff could inadvertently disrupt the balance of the partnership.

- Vale of Glamorgan is within the regional collaboration footprint along with Cardiff and is central to the partner authorities, with the potential to provide accessible accommodation for centralised elements of the service model (e.g. administration).

Financial Contributions

In the **Financial Case**, indicative contributions to the implementation and ongoing operational (direct costs by Bridgend, Vale of Glamorgan and Cardiff Councils have been assessed.
The implementation and ongoing operational (direct) costs are broadly similar for each of the different apportionment protocols used. In the summary below the 'current budget' method has been used as this allows the councils to achieve equal returns on investment and percentage savings on budget savings (before indirect costs and income).

Bridgend	Current	Year 1	Year 2	Year 3 Onwards
Implementation Costs (Capital)	£-	£189,437	£-	£-
Implementation Costs (Revenue)	£-	£172,872	£79,815	£-
Direct Costs	£2,324,890	£2,096,475	£1,992,431	£1,972,818
Contribution to Host Indirect Costs	£-	£58,961	£58,961	£58,961
Indirect Costs	£435,334	£292,510	£292,510	£292,510
Income	-£380,760	-£358,681	-£368,687	-£388,089
Total	**£2,379,464**	**£2,451,574**	**£2,055,030**	**£1,936,201**
Total Budget Impact	**£-**	**-£72,110**	**£324,434**	**£443,263**
Budget Impact (excl Indirect Costs)	**£-**	**-£155,973**	**£240,571**	**£359,400**

Cardiff	Current	Year 1	Year 2	Year 3 Onwards
Implementation Costs (Capital)	£-	£522,301	£-	£-
Implementation Costs (Revenue)	£-	£476,628	£220,061	£-
Direct Costs	£6,410,000	£5,780,233	£5,493,369	£5,439,296
Contribution to Host Indirect Costs	£-	£162,563	£162,563	£162,563
Indirect Costs	£1,006,000	£723,000	£723,000	£723,000
Income	-£2,087,000	-£2,026,125	-£2,053,714	-£2,107,206
Total	**£5,329,000**	**£5,638,600**	**£4,545,279**	**£4,217,654**
Total Budget Impact	**£-**	**-£309,600**	**£783,721**	**£1,111,346**
Budget Impact (excl Indirect Costs)	**£-**	**-£430,036**	**£663,284**	**£990,910**

Vale of Glamorgan	Current	Year 1	Year 2	Year 3 Onwards
Implementation Costs (Capital)	£-	£192,542	£-	£-
Implementation Costs (Revenue)	£-	£175,705	£81,124	£-
Direct Costs	£2,363,000	£2,130,841	£2,025,091	£2,005,157
Contribution to Host Indirect Costs	£631,998	£660,453	£660,453	£660,453
Indirect Costs	£-	-£221,525	-£221,525	-£221,525
Income	-£384,000	-£361,559	-£371,729	-£391,449
Total	**£2,610,998**	**£2,576,458**	**£2,173,413**	**£2,052,636**
Total Budget Impact	**£-**	**£34,540**	**£437,585**	**£558,362**
Budget Impact (excl Indirect Costs)	**£-**	**-£158,530**	**£244,515**	**£365,292**

1.3.   Target Operating Model

Our analysis of the current operating model has drawn on relevant performance and statistical information, engagement with Heads of Service and Chief Officers, a series of workshops with staff and managers, results from an Activity Based Costing exercise and legislation, guidance and codes of practice.
This analysis has demonstrated some significant differences in the services that are delivered at Bridgend, Cardiff and Vale of Glamorgan and also the way in which they are delivered. The most significant differences identified are:

- Port Health is delivered at Cardiff and the Vale of Glamorgan but not Bridgend;
- Analyst Services and a Dogs' Home are delivered at Cardiff only;
- Bridgend and Vale of Glamorgan group some services together in teams or working alongside each other (e.g. housing and pollution and health and safety, food safety and food standards). Cardiff has more specialist teams focussing on one particular functional area (e.g. Port Health, Health and Safety).
- Animal related licensing is in Trading Standards at Bridgend but Environmental Health at Vale of Glamorgan and Cardiff;
- Pest control is outsourced at Bridgend but a direct service at Cardiff and Vale of Glamorgan;
- Unit costs of service delivery and the proportions of travel, casework (maintaining and updating records) and time on-site vary significantly between Bridgend, Cardiff and Vale of Glamorgan; demonstrating opportunities for improvement and efficiencies through service redesign.

The proposed Target Operating Model takes necessary account of these differences; setting out the blueprint for the collaborative model and proposing a **fundamental shift in the way that Regulatory Services are provided**. The proposed actions presented in this report constitute a major **transformation** based on our analysis and experience of collaboration and alternative models for Regulatory Services elsewhere.

Recommendation 3

The proposed Target Operating Model should be adopted for regionalised regulatory services (corresponding with the preferred 'collaborate and change' option identified in the business case.
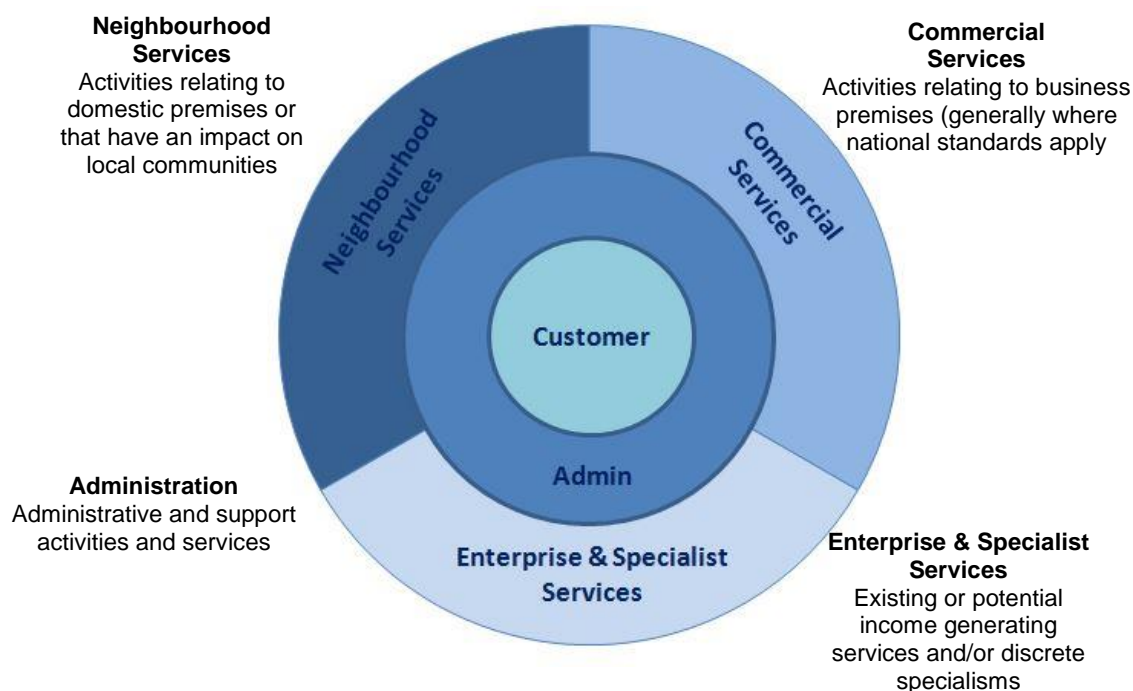
The proposed actions to deliver the Target Operating Model are described in this report and summarised below:

Governance:

1. A Joint Committee should be established with delegated powers from each council to provide democratic oversight of the Regionalised Regulatory Service. Members of the committee should be drawn from each council but to include the Cabinet/Executive Member with lead responsibility for Regulatory Services and a representative from each Licensing Committee.

2. Each council should continue to deal with all licensing matters through their own Licensing Committees (including Taxis and Gambling where there is no statutory requirement), but the regionalised regulatory service should provide a joint administrative structure for licensing across the three councils.

3. A scheme of delegation should be drawn up for the Joint Committee (to include proposed delegations for the Regulatory Services Manager and cross council authorisations).

4. Scrutiny of decisions to be taken by the Joint Committee should be undertaken within the scrutiny process of each council.
   However, should the councils decide to opt for the alternative of a joint scrutiny committee, they should each be satisfied that the arrangements will provide sufficient political control.

5. A senior officer within each council (director level suggested) should have designated responsibility for regulatory services and maintain communication with the Regionalised Regulatory Services Chief Officer.

6. An Officer Board should be established to support the management of relationships between the regionalised service and the participating Councils. This should include the Designated Senior Officer from each participating council and the Regionalised Regulatory Services Chief Officer.
   This should initially be established as a Project Board to oversee implementation (including Project Sponsor and Project Manager) and should transition to an operational board as the new service is established.

Service Delivery:

7. A model consisting of three service areas (Neighbourhood Services, Commercial Services and Enterprise and Specialist Services) and a central administration function should be adopted for Regionalised Regulatory Services.

8. Engagement and communication should be undertaken with relevant statutory and non statutory agencies to determine the implications of the joint service across the geographical area and its impact upon future relationships.

9. Unique identity and branding should be established for the regionalised service.

Neighbourhood Services
Activities relating to domestic premises or that have an impact on local communities

Commercial Services
Activities relating to business premises (generally where national standards apply

Administration
Administrative and support activities and services

Enterprise & Specialist Services
Existing or potential income generating services and/or discrete specialisms

Neighbourhood Services

Commercial Services

Customer

Admin

Enterprise & Specialist Services

Scope of Services:

10. The reduction, elimination or charging for discretionary services should be given further consideration in light of the risks and sanctions that may be incurred.

11. The future of the Dogs Home should given further consideration in respect of the extension of the service to the other two authorities and the development of a business case to relocate the facility. The potential to make greater use of volunteers should be explored.

12. A detailed review of Analytical Services should be undertaken with a view to determine the future provision of this function.

13. The legal and contractual arrangements for the Illegal Money Lending Unit should be clarified to determine whether or not it can be included in Regionalised Regulatory Services.

14. Delivery of the Pest Control service in conjunction with Cardiff and the Vale should be considered when the Bridgend Pest Control contract is due for renewal. Alternatively Pest Control should be outsourced jointly on behalf of Bridgend, Cardiff and Vale of Glamorgan. Inconsistencies in fees and charges will need to be given due consideration.

Policies and Charges:

15. Regulatory Services policies at Bridgend, Cardiff and Vale of Glamorgan Councils should be reviewed and standardised as appropriate whist taking into account local circumstances.

16. Common issues within local housing strategies should be identified and standardised (where practicable) whilst recognising the differing private sector housing circumstances and needs of the three councils.

17. Bridgend, Cardiff and Vale of Glamorgan Councils should consider standardising their fees and charges.

18. Fees and charges for Pest Control in Cardiff and Vale of Glamorgan should be standardised in the first instance. Further consideration should then be given to standard pest control charges when the Bridgend contract is due for renewal.

People and Structure:

19. The proportion of enforcement work carried out by Technical Officers with appropriate levels of competence should be increased.

20. A move towards more generic working and the development of multi-disciplinary officers should be adopted in the Neighbourhood Services area.

21. Technical Officers with appropriate levels of competence should be used to carry out more high risk inspections and Business Compliance Officers deployed to support the Commercial Services Team.

22. Proposals for income generation should be developed further within the remit of Enterprise and Specialist Services.

23. A Business Development Team should be established as detailed in the proposed organisational structure.

Process and Technology:

24. A process redesign exercise, adopting lean principles, should be undertaken to define detailed processes for Regionalised Regulatory Services.
Areas of highest demand or cost (e.g. licensing, noise, pest control, food safety and standards and consumer advice) should be prioritised.

25. Flexible and mobile working should be embedded by ensuring it is integral in the terms and conditions of service and by investment in mobile working systems as part of the start up process.

26. A single ICT platform with mobile working functionality should be implemented for the regionalised service. Bridgend, Cardiff and Vale of Glamorgan Councils should jointly consider the various options available (including existing suppliers and procurement of a new system). Consideration should also be given to the use of other technologies such as video conferencing, instant messaging and use of social media to develop and maintain contact with staff and customers.

Performance Management:

27. A strategic performance management framework based on outcomes and protecting the public should be adopted for Regionalised Regulatory Services.

28. A series of outcome-focussed performance measures should be developed for the regionalised service. This should reflect local priorities and the BRDO toolkit for outcomes and impacts should be considered to assist this process.

29. Further consultation with statutory bodies and other agencies should be conducted to establish and agree the operation of any potential collaborative service issues, the submission of statutory returns and auditing processes.

30. Management information processes should be established to provide transparency of service costs and performance between the regionalised service and the participating councils. This should support service level agreements in the medium to longer-term.

Support Services:

31. Responsibility for the provision of Human Resources, Finance, Procurement and ICT support services for Regionalised Regulatory Services should be transferred to the host employing authority.

32. Responsibility for Property and Facilities Management should remain locally with each participating council.

33. Customer contact for Regulatory Services should continue to be managed via the existing contact centres at the participating councils. Diverting demand away from other council services to a central contact centre is likely to create confusion for local residents and businesses.

34. Decisions in respect of legal action should remain the responsibility of each participating council. This should include liability for the costs arising from any legal actions.

1.4. Implementation Plan

The Implementation Plan articulates the roadmap for delivering the proposed Target Operating Model for Regionalised Regulatory Services and realising the benefits of change.

The plan includes activities that can started immediately and is structured around **nine distinct workstreams**, each responsible for delivering an interdependent set of activities. The nine workstreams, building upon the existing project structure, are:

1. HR and Legal;
2. Finance;
3. ICT;
4. Information Sharing;
5. Assets and Property;
6. Service Delivery;
7. Policies and Procedures;
8. Training; and
9. Communication and Marketing;

Establishing a collaborative service model across three organisations will always be **extremely challenging**, from technical, cultural and change management perspectives. The proposed plan therefore incorporates a **phased approach to implementation** that is assumed to be delivered over a **two year period to December 2015**.

Effective governance and management of the implementation project will be critical to its success. A **Project Board should be established** to convene at key decision milestones. The Project Board should be accountable to the Joint Committee and comprise the Project Sponsor, Project Manager, Chief Officer for Regionalised Regulatory Services (once appointed) and chief officer representation from Bridgend, Cardiff and Vale of Glamorgan.

Introduction

2. Introduction

Atkins Limited was appointed in September 2013 to provide consultancy services to support Bridgend County Borough Council, Cardiff Council and the Vale of Glamorgan Council in developing a regionalised regulatory services model comprising Trading Standards, Environmental Health and Licensing functions.

This collaboration approach is in line with the Welsh Government's commitment around "Public Services in Wales" and the drive to adopt greater collaboration in the face of increasing financial pressures. The project has received support of the Welsh Government's Regional Collaboration initiative.

The three councils currently employ a total of over 280 staff in regulatory services and have a combined net controllable budget (direct costs less income) of approximately £8 million, serving a population of approximately 622,000.

2.1.   Requirements of the Project

The requirements in respect of this project were set out in the Invitation to Tender document issued on 30th July 2013. This stated that Bridgend, Cardiff and the Vale of Glamorgan Councils were seeking support to create a Target Operating Model, detailed Business Case and Implementation Plan for the regionalised regulatory services to achieve the following key outcomes & priorities:

- A more secure, sustainable and efficient service with improved customer experience and enhanced satisfaction;
- Greater service resilience to respond to emergency situations and access to a wider range of specialist professional expertise;
- Provision of economies of scale in order to deliver the essential statutory functions of regulatory services;
- Reduced service support costs through the exploration of ICT technologies, mobile and home working and innovative new ways of working;
- Opportunities to realise in excess of £1 million in efficiency savings through the implementation of the new model and investigation into new income streams.

The proposal to create a regionalised regulatory service covering Bridgend, Cardiff and the Vale of Glamorgan Councils is an ambitious project and is required to deliver demonstrable improvements and efficiency savings within very challenging timescales. It is clear that without a collaborative approach, finding efficiency savings from already prioritised and stretched services may not be possible in each of the three councils and will result in the termination of some aspects of service provision.

2.2.   Purpose of this Report

This report is intended for chief responsible officers and elected members at Bridgend, Cardiff and Vale of Glamorgan Councils to inform decisions regarding the future for operating model for regulatory services. It includes the three Atkins deliverables of the Regionalised Regulatory Services project, namely;
1. Target Operating Model;
2. Business Case; and
3. Implementation Plan

In section 4 the Business Case articulates the strategic and economic rationale for adopting the a collaborative model for regulatory services and how it will be funded by the three constituent local councils.

In section 5 of this report the proposed Target Operating Model (TOM) for a Regionalised Regulatory Service to be shared between Bridgend, Cardiff and Vale of Glamorgan Councils is described. It demonstrates how the TOM will work in practice, including interfaces with other organisations and constitutional implications.

In section 6 the Implementation Plan sets out the key activities that will need to be undertaken to deliver the proposed TOM and realise the benefits projected in the Business Case.
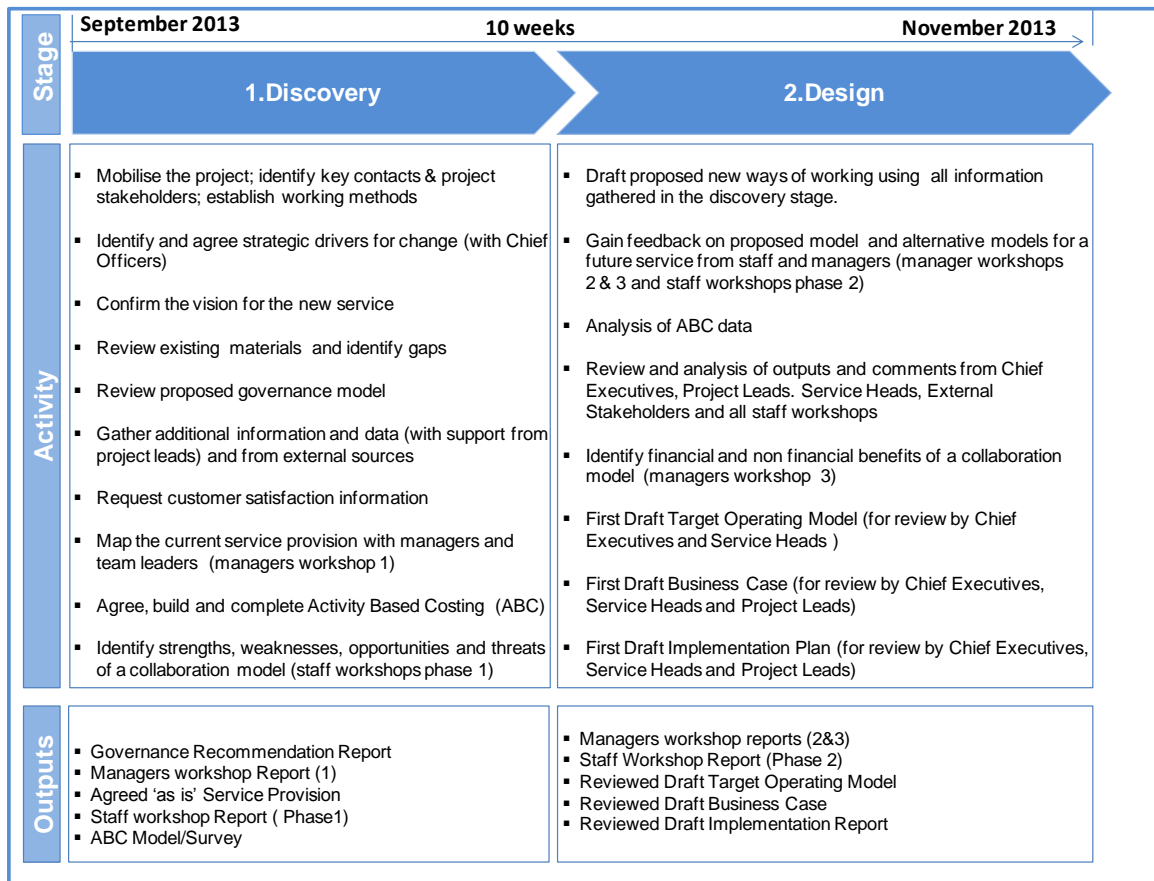
Approach

3. Approach

3.1. Overview

The Target Operating Model, Business Case, and Implementation Plan have been developed over a ten week period in consultation with Heads of Service, Directors and Chief Executives and draws on extensive engagement with staff and managers in regulatory services at all three participating councils.

The Atkins Transformation Framework consists of four distinct phases; 'Discover', 'Design', 'Implement', 'Deliver & Sustain').

The Target Operating Model, Business Case and Implementation Plan deliverables are developed in the Discover and Design phases prior to the subsequent implementation and delivery of the new model.

The overall approach adopted during this project is shown in the diagram below.

Stage	September 2013 10 weeks November 2013	
	1.Discovery	**2.Design**
Activity	▪ Mobilise the project; identify key contacts & project stakeholders; establish working methods ▪ Identify and agree strategic drivers for change (with Chief Officers) ▪ Confirm the vision for the new service ▪ Review existing materials and identify gaps ▪ Review proposed governance model ▪ Gather additional information and data (with support from project leads) and from external sources ▪ Request customer satisfaction information ▪ Map the current service provision with managers and team leaders (managers workshop 1) ▪ Agree, build and complete Activity Based Costing (ABC) ▪ Identify strengths, weaknesses, opportunities and threats of a collaboration model (staff workshops phase 1)	▪ Draft proposed new ways of working using all information gathered in the discovery stage. ▪ Gain feedback on proposed model and alternative models for a future service from staff and managers (manager workshops 2 & 3 and staff workshops phase 2) ▪ Analysis of ABC data ▪ Review and analysis of outputs and comments from Chief Executives, Project Leads. Service Heads, External Stakeholders and all staff workshops ▪ Identify financial and non financial benefits of a collaboration model (managers workshop 3) ▪ First Draft Target Operating Model (for review by Chief Executives and Service Heads) ▪ First Draft Business Case (for review by Chief Executives, Service Heads and Project Leads) ▪ First Draft Implementation Plan (for review by Chief Executives, Service Heads and Project Leads)
Outputs	▪ Governance Recommendation Report ▪ Managers workshop Report (1) ▪ Agreed 'as is' Service Provision ▪ Staff workshop Report (Phase1) ▪ ABC Model/Survey	▪ Managers workshop reports (2&3) ▪ Staff Workshop Report (Phase 2) ▪ Reviewed Draft Target Operating Model ▪ Reviewed Draft Business Case ▪ Reviewed Draft Implementation Report

The two staged approach included:

1. **Discovery:** Mobilising the project and seeking to engage stakeholders, understand the current service in its 'as-is' state and identify any gaps in information available

2. **Design:** Identifying the ways that improvements can be made by understanding the priorities of the service going forward, aligning the improvements with the service vision and objectives and testing new approaches to see understand how they will work in practice and the benefits they will bring.

3.2. Stakeholder Engagement

A range of key stakeholders were engaged to identify issues with the current delivery model and define the key design principles for the regionalised regulatory service. This approach provided clarity and understanding of the key issues and helped to engage staff in the process.

The following key stakeholders were engaged during the project:

Name	Role	Local Authority
Darren Mepham	Chief Executive (Project Sponsor)	Bridgend County Borough Council
Sian Davis	Managing Director	Vale of Glamorgan Council
Tara King	Assistant Director, Environment	Cardiff Council
Rob Thomas	Director of Development Services	Vale of Glamorgan Council
Dave Holland	Head of Service for Regulatory and Supporting Services (Project Manager)	Cardiff Council
Alun Billinghurst	Head of Public Protection	Vale of Glamorgan Council
Lee Jones	Head of Service	Bridgend County Borough Council
Elizabeth Weale	Solicitor	Cardiff Council
Reuben Bergman	Head of Human Resources	Vale of Glamorgan Council
Deborah Exton	Group Manager - Finance	Bridgend County Council
Ian Lloyd-Davies	Communications Officer	Cardiff Council
Peter Richards	Group Manager – ICT	Bridgend County Borough Council
Lorna Cross	Group Estates Officer	Vale of Glamorgan Council
Tomas Bowring	Project Manager	Vale of Glamorgan Council
Elizabeth Jones	Project Manager	Bridgend County Borough Council

We also engaged with the Trade Unions on a regular basis. The meetings and attendees are highlighted below

Date	Name	Trade Union	Apologies
16th September	Andy Gardner	Unite	
	Ken Daniels	GMB	
	Rowan Hughes	Unison	
21st October	Ken Daniels	GMB	
	Rowan Hughes	Unison	
	Jane Isle	Unison	
			Andy Gardner Unite
4th November	Linda Webb-Thornton	Unison	
	Jane Isles	Unison	
			Andy Gardner - Unite
			Ken Daniels - GMB
			Rowan Hughes - Unison

The Implementation Plan deliverable (see section 6) includes wider consultation with statutory agencies such as the FSA, HSE, and Police to ensure that appropriate working arrangements are put in place.

3.3. Workshop Approach and Outputs

The approach to the assignment has included a series of workshops with staff and managers working in regulatory services at each of the three councils. The schedule of workshops is shown below:

Workshop	Date
Managers Workshop 1 (Cardiff)	25th September 2013
Staff Workshop 1 (Vale of Glamorgan)	1st October 2013
Staff Workshop 1 (Cardiff)	2nd October 2013
Staff Workshop 1 (Bridgend)	3rd October 2013
Additional session for Cardiff Staff (sessions also open to staff unable to attend previous sessions from other two councils)	9th October 2013
Managers Workshop 2 (Cardiff)	9th October 2013
Staff Workshop 2 (Vale of Glamorgan)	22nd October 2013
Staff Workshop 2 (Cardiff)	23rd October 2013
Staff Workshop 2 (Bridgend)	25th October 2013
Additional session for Cardiff Staff (sessions also open to staff unable to attend previous sessions from other two councils)	29th October 2013
Additional session for Cardiff Staff (sessions also open to staff unable to attend previous sessions from other two councils)	5th November 2013
Managers Workshop 3	30th October 2013

The total number of staff that attended the workshops from each council is shown below:

	Bridgend	Cardiff	Vale	Total
Phase 1 Workshops	40	51	31	122
Phase 2 Workshops	39	62	31	132

Additionally an average of between 25-40 managers/team leaders attended each of the managers/team leader's workshops.

3.3.1. Change Curve Exercise

To gain an understanding of how all staff felt in relation to the current changes attendees at the first and last set of workshops were asked to indicate how they felt about the project on a change curve. The change curve is a popular and powerful model used to understand the stages of personal transition and organisational change. It helps to gain an understanding of how people react to change, and can provide an insight into the help and support staff need to move forward. The detailed change curves can be found in Appendix B

3.3.2. Managers Workshops

The first manager's workshop provided a definition of service offerings across all three councils across Trading Standards, Licensing and Environmental Health (the "as is" state) and outlined an agreed list of potential future services.

Managers at the second workshop agreed a list of consistent key messages to use when communicating to staff. The attendees also provided an outline of service delivery for the Target Operating Model and key roles and responsibilities needed to operate the new model.

In the third and final managers workshop attendees provided detailed feedback on the proposed Target Operating Model which included a list of potential financial and non financial benefits.

3.3.3. Staff Workshops

In the first phase of staff workshop attendees were asked to identify strengths, weaknesses, opportunities and threats of a collaboration model (a SWOT Analysis). They also explored how the new service could be delivered.

In the second phase of staff workshops attendees were asked to review and provide feedback on the draft target operating model. The outputs from each workshop can be found in a series of separate reports. Wherever possible account has been taken of the staff comments and ideas stemming from the workshops have informed the development of the Target Operating Model including:

- A range of proposals on income generation
- Changes to the original structure proposals
- Proposals concerning strategy and policy harmonisation
- The location of specific services within the proposed structure

The detailed feedback and outputs from each of the manager's workshops and from the first and second phase of staff workshops have been documented in detail and are available in a separate suite of reports. All of the information gathered was given extensive consideration and clearly informed the development of the Target Operating Model, Business Case and Implementation Plan.

Business Case

4. Business Case

4.1. Introduction

This business case has been developed to support the management and democratic approval of a collaborative approach to the provision of regulatory services (comprising Environmental Health, Trading Standards and Licensing) on behalf of Bridgend County Borough Council, Cardiff Council and Vale of Glamorgan Council. Principally, the business case provides a value for money assessment of:

a) Adopting proposals for a collaborative approach to the provision of regulatory services across the three councils; and

b) Fundamentally changing the way in which regulatory services are delivered (as described in the Target Operating Model, section 5).

The business case follows the Treasury recommended standard 'Five Case Model' and includes:

- **The Strategic Case**: The Case for Change
  The strategic case identifies and articulates the strategic rationale, drivers and vision for a regionalised regulatory services model, and describing the current position of regulatory services at Bridgend, Cardiff and Vale of Glamorgan Councils, including budgets and the key differences between the current operating models of each council.

- **The Economic Case**: Value for Money
  The economic case appraises the costs and benefits of implementing a regionalised regulatory services model and fundamentally changing the way in which regulatory services are delivered for Bridgend, Cardiff and Vale of Glamorgan councils.
  The appraisal compares this model with doing nothing, sharing a single management structure and introducing new ways of working at each council in isolation.

- **The Commercial Case**: The Delivery Solution
  The 'Collaboration Model Health Check Report' (30th September 2013, Appendix P) concluded that a governance model incorporating a Joint Committee with a Host (employing) Authority, was a reasonable working assumption for regionalised regulatory services.
  The commercial case explores the advantages and disadvantages of Bridgend, Cardiff and Vale of Glamorgan as host employing authority in terms of the total employment costs for a regionalised service at each council, the expected impact on staff and a range of qualitative considerations.

  The commercial case concludes that **there is potential for each council to be established as host employing authority** (when considering different factors). The other elements of the business case assume that Vale of Glamorgan Council is established as host employing authority as this option provides a medium balance between total employment costs and disruption to staff.

- **The Financial Case**: Affordability
  The financial case outlines how the projected implementation and ongoing operational costs of Regionalised Regulatory Services will be funded and apportioned between the three participating councils.

- **The Management Case**: Successful Delivery
  The management case outlines how the councils will deliver the new operating model, including transition to the Target Operating model and how this will be managed.

4.2.   The Strategic Case - The Case for Change

This section of the business case sets out the strategic case for change and the rationale underpinning Regionalised Regulatory Services. The strategic case:

- Describes the current economic, Political and operational drivers for change;
- Outlines the current position in terms of service delivery models adopted by Bridgend, Cardiff and Vale of Glamorgan Councils for Regulatory Services; and
- Articulates the strategic benefits of Regionalised Regulatory Services in terms of their contribution to the agreed objectives.

4.2.1.   Drivers for Change

The ambition to share a regionalised regulatory services function between Bridgend, Cardiff and Vale of Glamorgan has been influenced by a number of key factors affecting the three councils. These include:

- **Pressures in the current financial climate to deliver efficiencies and savings.** The combined total savings requirement for the three authorities is in excess of £1m;

- **The Welsh Government Collaboration agenda following the Simpson review.** Work to date on the Regionalised Regulatory Services initiative has been part funded by the Regional Collaboration Fund and further funding is provisionally available for 2014/15 and 2015/16;

- **The need to ensure future resilience and longer-term sustainability of public services.** Previous rounds of budget cuts have reduced the resources available to deliver regulatory services. Service delivery is therefore vulnerable to the current financial savings;

- **The opportunity to change the way that Regulatory Services are delivered.** Environmental Health, Trading Standards and Licensing services have historically been delivered to a greater or lesser extent as individual professional disciplines. There is an opportunity to take a more joined-up multi-discipline approach to regulation within the collaboration agenda.

The future joint Vision for the service has been previously stated which necessitates a collaborative approach:

"A fully integrated Regulatory Services function working across Bridgend, Cardiff and Vale of Glamorgan, operating within one Management Structure"

4.2.2.   The Current Position

Whilst there is a belief that real benefits can be realised that align to the objectives and the Vision above, the delivery of a Regionalised Regulatory Service will need to address a number of differences between the current operating models of Bridgend, Cardiff and Vale of Glamorgan.
These include differences between:

- Current budgets allocated for the delivery of Regulatory Services;
- The organisational structures and the way that services are delineated between functions;
- The scope of services that are provided within Regulatory Services and the way in which they are delivered;
- The information management and ICT systems in place and the way in which they are used; and
- The level and type of demand on the services.

These differences will need to be accommodated by introducing a consistent service delivery framework which incorporates sufficient flexibility to absorb the necessary variations between the three councils.

4.2.3. Budgets

The direct and indirect cost budgets for regulatory services at Bridgend, Cardiff and Vale of Glamorgan councils were provided by the Finance workstream lead. The future operating model for Regionalised Regulatory Services is expected to deliver net benefits in excess of £1m against the current total net 'controllable' (direct) budgets.
A detailed analysis of indirect costs is beyond the scope of this business case.

Total Budgets

The total combined budgets for the three authorities in 2013/14 is approximately is summarised in the table below:

	Bridgend	Cardiff	Vale of Glamorgan	Totals
Staffing Budget	£1,956,900	£5,222,000	£1,936,000	£9,114,900
Total Non-Staffing Budget	£367,990	£1,188,000	£427,000	£1,982,990
Income Budget	-£380,760	-£2,087,000	-£384,000	-£2,851,760
Net Controllable Budget	£1,944,130	£4,323,000	£1,979,000	£8,246,130
Total Indirect (Uncontrollable) Costs	£435,334	£1,006,000	£631,998	£2,073,332

Direct Costs

The total combined net controllable budget for the three authorities in 2013/14 is approximately £8.2m and is summarised in the table below:

	Bridgend	Cardiff	Vale of Glamorgan	Totals
Staffing Budget	£1,956,900	£5,222,000	£1,936,000	£9,114,900
Travel Costs	£103,340	£128,000	£136,000	£367,340
Premises Costs	£200	£54,000	£-	£54,200
ICT Licences	£11,660	£-	£26,000	£37,660
Other Costs	£252,790	£1,006,000	£265,000	£1,523,790
Total Non-Staffing Budget	£367,990	£1,188,000	£427,000	£1,982,990
Income Budget	-£380,760	-£2,087,000	-£384,000	-£2,851,760
Net Controllable Budget	£1,944,130	£4,323,000	£1,979,000	£8,246,130

Indirect Costs

The indirect costs apportioned to regulatory services as corporate recharges by each council are shown in the table below:

	Bridgend	Cardiff	Vale of Glamorgan	Totals
Finance incl. cash control, debtors	£26,844	£77,000	£78,348	£182,192
HR	£17,540	£80,000	£77,220	£174,760
Council Buildings	£65,090	£399,000	£167,000	£631,090
Legal	£153,340	£112,000	£67,000	£332,340
ICT	£97,980	£121,000	£95,333	£314,313
Facilities Management	£32,320	£110,000	£35,000	£177,320
Procurement	£460	£5,000	£2,097	£7,557
Customer Contact Centre	£26,670	£7,000	£50,000	£83,670
Communications	£0	£63,000	£0	£63,000
Miscellaneous	£15,090	£32,000	£60,000	£107,090
Totals	£435,334	£1,006,000	£631,998	£2,073,332

People and Structures

Whilst there are some obvious similarities, Bridgend, Cardiff and Vale of Glamorgan councils have adopted distinctly different people profiles and structures for Regulatory Services as summarised in the table below.

Local Authority	Key Service Areas	Key Features of Current Operating Model
Bridgend	Environmental Health Pollution Housing Trading Standards Control of Stray Animals Health & Safety Animal Welfare Licensing	Organised within technical disciplines with some degree of multi-disciplinary approach. Administrative roles are included within the professional team structures.
Cardiff	Pollution and Animal Services Public Protection Licensing Trading Standards Private Sector Housing	Organised within technical disciplines and high level of technical specialism. Administrative roles are operating within the professional team structures.
Vale of Glamorgan	Public Protection Administration Environmental Health Control of Stray Animals Pollution Pest Control Licensing Trading Standards Housing	Organised within technical disciplines with some degree of multi-disciplinary approach. The structure includes a single general administration function with licensing administration operating within the licensing team structure.

Funded Establishments

Local Authority	Permanent FTE (Headcount)	Temporary FTE (Headcount)	Vacancy FTE	Total FTE (Headcount)
Bridgend	50.8 (54)	0 (0)	2	52.8 (54)
Cardiff	138.61 (167)	9.87 (11)	6	154.48 (178)
Vale of Glamorgan	41 (44)	4.5 (6)	6	51.5 (50)
Total	**230.41 (265)**	**14.37 (17)**	**14**	**258.78 (282)**

The future Vision implies that a single consistent management structure will be a key element to support Regionalised Regulatory Services. The probability of success can be increased by creating an unambiguous structure that is clearly understood by staff, managers and other key stakeholders.

4.2.4. Scope of Services

The specific services provided under Regulatory Services vary across the three local authorities, in terms of the range of services provided and in some cases in the way in which certain services are delivered. A key challenge in delivering a sustainable collaborative working model will be in achieving some common service definitions and consistent methods of delivery.

A full list of services currently delivered at Bridgend, Cardiff and Vale of Glamorgan was identified and agreed at a workshop with Regulatory Services managers from the three Councils and is included in Appendix C.

4.2.5. Information Management and ICT Systems

The use of ICT in Regulatory Services varies between Bridgend, Cardiff and Vale of Glamorgan. The key systems in use are listed in Appendix J:

In addition to the range of different systems in place, where common systems have been implemented across the three Councils (e.g. Civica), it is noted that the configurations at a local level vary between Bridgend, Cardiff and Vale of Glamorgan.

This divergence of ICT systems will need to be addressed within a collaborative model in order to deliver consistency, economies and thus ensure that the benefits of the new arrangements are fully realised. There is a need to identify, classify, prioritise, review and decide on products/applications for the range of other related applications in use in the various regulatory areas. As part of this strand there is a need to investigate the implications for existing licences as there may be additional costs in extending or terminating licences within the new service. This will mean that the impact on other service areas that may be using current systems should be assessed and that some current systems at each authority will be decommissioned.

4.2.6. Demand

The demand on the Regulatory Services functions at Bridgend, Cardiff and Vale of Glamorgan Council varies considerably as a result of the contrasting demographics and rural/urban makeup between the three administrative boundaries. The table below demonstrates the key differences across the three councils.

Activity	Bridgend	Cardiff	Vale of Glamorgan	Total
Premises potentially liable for food safety inspections	1,302	3,044	1,253	**5,599**
Premises potentially liable for food standards inspections	1,015	1,899	1,192	**4,106**
Premises potentially liable for Health and Safety Inspections	2,401	6,117	1,931	**10,449**
Premises potentially liable for Trading Standards non food inspections	1,873	5,335	1,976	**9,184**
HMOs on database	2,004	4,443	316	**6,763**
Food complaints or service requests	649	2,971	1,012	**4,632**
Noise Complaints	1,037	3,137	808	**4,982**
Pest Complaints	3,148	2,614	1,537	**7,299**
TS complaints and advice enquiries	1,248	4,155	1,438	**6,841**
Licensed Hackney Carriage and Private Hire Vehicles	445	1,757	370	**2,572**
Licensed premises under the Licensing Act 2003	2,196	5,631	2,090	**9,917**
Total visits made in 2012-3	10,073	29,346	5,001	**44,420**

*   Includes premises licences, CPCs and TENs
**   Does not include verbal advice given over the phone in some areas

Any proposed regionalised Regulatory Services model will need to 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.

4.2.7.   Target Operating Model (TOM)

A range of changes to the way in which regulatory services can be delivered are considered in this business case (and described in detail in the Target Operating Model, section 5).

The key areas of change directly relate to the stated drivers of change described in section 4.2 and include:

- Delivering a combined service model within a single host employing authority, accountable to a joint committee consisting of representatives from Bridgend, Cardiff and Vale of Glamorgan Councils;

- Consolidating management structures to reduce the overall number of managers required;

- Exploiting economies of scope and scale to reduce the total resources required to deliver regulatory services;

- Taking a multi-disciplinary approach to regulation with individual officers equipped to deliver a wider range of requirements;

- Reducing the proportion of work undertaken by professionally qualified officers and delegating more tasks to suitably competent officers at lower grades; and

- Introducing a single shared ICT suite that incorporates mobile technology and digital customer access channels.

4.3. The Economic Case – Value for Money

The Economic Case documents the results of the Value for Money Appraisal undertaken for a series of options that may meet the requirements for Regulatory Services as outlined in the Strategic Case. The analysis in this section sets out to answer two key questions:
  a) Should Bridgend, Cardiff and Vale of Glamorgan councils commit to a collaborative model for the delivery of regulatory services? and
  b) Should a fundamental change in the way that regulatory services are delivered be adopted in by the councils?

The costs and benefits of each option have been estimated using a series of assumptions developed in consultation with officers representing the relevant functions of Bridgend, Cardiff and Vale of Glamorgan Councils.

Please note that in the business case implementation costs are assumed to be incurred as early as possible. In practice some of the more significant costs could be capitalised and spread over a number of years, for example, pension strain, ICT, home working costs, etc.

4.3.1. Options Considered

Undertaking such a fundamental change in the way that Regulatory Services are delivered across Bridgend, Cardiff and Vale of Glamorgan Councils presents significant challenges for the three authorities and as such a number of options have been considered.

The options considered present a range of different approaches to reducing the overall budget for regulatory services in which the three local authorities collaborate and/or change the way in which regulatory services are delivered. These options have been agreed in consultation with the sponsors from each authority.

An overview of four options that have been considered is provided in the matrix below and an analysis of each option is summarised in the sections that follow.

Change how regulatory services are delivered?

	NO	YES
YES	**Collaborate Only** This option involves formal collaboration between the three local authorities without any significant changes to working practices. In effect this option provides a single management structure with frontline service operations remaining unchanged across the three administrations.	**Collaborate and Change** This option involves formal collaboration between the three local authorities with an integrated service operating under a single management structure. The proposed changes to the delivery of regulatory services are adopted in full. **Proposed Option**
NO	**Do Nothing** This option involves delivering the required budget savings without any formal collaboration between the three local authorities (other than the informal arrangements already in place) or any fundamental changes to the way in which services are delivered at a local level.	**Change Only** This option involves delivering a number of the new ways of working outlined in the Target Operating Model, but without formal collaboration between the three local authorities (other than the informal arrangements already in place).

Collaborate?

The costs and benefits of each of these options are outlined in the tables below. When calculating the Net Present Values/Costs of these profiles, a discount rate of 3.5% has been assumed in accordance with the HM Treasury Green Book. Furthermore all cash flows have been shown on a real basis (i.e. without the impact of any indexation).

NPV is the sum of:
$R_t / (1+i)^t$ (for 5 years in this business case)
Where t = time of the cashflow (0 for Year 1, 1 for Year 2, etc)
   i = discount rate (3.5%)
   R_t = net cashflow (cash inflow – cash outflow) at time t.

The appraisal has been made on a 'like-for-like' basis in that all options consider the costs and benefits of collaboration and/or the proposed changes to deliver the current range of regulatory services as the 'base level' for each council.

The projected savings (and the projected budgets shown in the Financial Case) are therefore positions from which further savings may be delivered via other initiatives that have not been included in the scope of this business case. Likewise any changes to the service/service levels required by the participating councils will need to be factored in to the regionalised service budget.

4.3.2.   'Do Nothing' Option

Adopting the 'do nothing' option will mean that Bridgend, Cardiff and Vale of Glamorgan Councils must deliver savings without any formal collaboration or fundamental changes to structures or ways of working.

Savings can be achieved and realised earlier than the options to collaborate (as a result of there being no requirement for transfer of staff); however:
- Service levels must be reduced and/or services discontinued;
- The opportunity to consolidate management structures across the three authorities (and thus realise the significant associated savings) will be forgone;
- Resource constraints will restrict opportunities to increase income from existing revenue streams and exploit new ones. Revenue levels may actually fall if this option is adopted as limited resources are focussed on delivering core services as a priority.

In the 'do nothing' option, any potential savings will have to be delivered by 'top slicing' budgets thus exposing the councils to significant risks in terms of the resilience and longer-term continuity of key public services. The need to reduce service levels and/or discontinue services at a local level to meet budget requirements will be greater in this scenario than for the other options considered.

For this option, with all other factors being equal, the costs and benefits are assumed to be nil.

4.3.3.   Change Only

The 'change only' option is a natural progression of the 'do nothing' option in which changes to the way in which regulatory services are delivered are adopted at each of the participating Councils in isolation. An indicative organisation structure is included in Appendix F.

This key advantage of this option is that it allows savings to be realised early (as a result of there being no requirement for transfer of staff); however:
- Service levels may need to be reduced and/or services discontinued;
- The opportunity to consolidate management structures across the three authorities (and thus realise the significant associated savings) is forgone; and
- Resource constraints are likely to restrict opportunities to increase income from existing revenue streams and exploit new ones. Revenue levels may actually fall if this option is adopted as limited resources are focussed on delivering core services as a priority.

The costs and benefits of the 'change only' option are outlined for each Council followed by the overall totals in the tables below. A more detailed summary of costs, benefits and supporting assumptions is included in Appendix K and indicative organisational structures for the 'change only' options are included in Appendix F.

The key assumptions for the 'change only' option are as follows:

- The majority of implementation costs (including redundancy costs, pension strain and investment in ICT) are incurred in Year 1 (with the exception of project management/support costs in both Year 1 and Year 2).
- A cost of £100k is assumed for each council to introduce ICT system changes to support new ways of working. This assumes the introduction of a new system at each council; however this cost will be reduced significantly should the councils decide to remain with existing suppliers.
- The key benefits are realised from reduced employment costs and a reduction in travel costs.
- Revenue from grant funding, training, etc. is projected to increase at Cardiff only as there is sufficient capacity for a business development function, but not at Bridgend or Vale of Glamorgan (as shown in Appendix F). The estimated revenue benefits are realised at 50% in Year 2 and 100% thereafter to allow time for the business development function to become established.

Change Only: Bridgend

Financial Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Cash Outflow						
Contractors, consultancy, temp staff	-£15,000	£-	£-	£-	£-	**-£15,000**
IT: Capital	-£131,570	£-	£-	£-	£-	**-£131,570**
Estates related costs	-£82,000	£-	£-	£-	£-	**-£82,000**
Training	-£1,800	£-	£-	£-	£-	**-£1,800**
Redundancies	£-	£-	£-	£-	£-	**£-**
Staff Costs	-£148,205	-£140,000	£-	£-	£-	**-£288,205**
Other Costs: Revenue	-£4,469	-£4,469	-£4,469	-£4,469	-£4,469	**-£22,345**
Cash Inflow						
Revenue	£92,874	£92,874	£92,874	£92,874	£92,874	**£464,370**
Travel Costs	£-	£-	£15,888	£15,888	£15,888	**£47,664**
FTE savings	£93,555	£93,555	£93,555	£93,555	£93,555	**£467,777**
Totals						
Total Cash Outflow	-£383,044	-£144,469	-£4,469	-£4,469	-£4,469	**-£540,920**
Total Cash Inflow	£186,429	£186,429	£202,317	£202,317	£202,317	**£979,810**
Net Cashflow	-£196,615	£41,960	£197,848	£197,848	£197,848	**£438,890**
NPV	**-£196,615**	**£40,541**	**£184,693**	**£178,448**	**£172,413**	**£379,481**

Change Only: Cardiff

Financial Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Cash Outflow						
Contractors, consultancy, temp staff	-£15,000	£-	£-	£-	£-	**-£15,000**
IT: Capital	-£175,460	£-	£-	£-	£-	**-£175,460**
Estates related costs	-£196,000	£-	£-	£-	£-	**-£196,000**
Training	-£6,000	£-	£-	£-	£-	**-£6,000**
Redundancies	-£791,000	£-	£-	£-	£-	**-£791,000**
Staff Costs	-£148,205	-£140,000	£-	£-	£-	**-£288,205**
Other Costs: Revenue	-£39,615	-£48,382	-£50,242	-£50,242	-£50,242	**-£238,723**
Cash Inflow						
Revenue	£-	£53,750	£107,500	£107,500	£107,500	**£376,250**
Travel Costs	£-	£-	£16,970	£16,970	£16,970	**£50,910**
FTE savings	£256,074	£333,667	£350,126	£350,126	£350,126	**£1,640,118**
Totals						
Total Cash Outflow	-£1,371,280	-£188,382	-£50,242	-£50,242	-£50,242	**-£1,710,388**
Total Cash Inflow	£256,074	£387,417	£474,596	£474,596	£474,596	**£2,067,277**
Net Cashflow	-£1,115,206	£199,034	£424,354	£424,354	£424,354	**£356,889**
NPV	**-£1,115,206**	**£192,304**	**£396,139**	**£382,743**	**£369,800**	**£225,779**

Change Only: Vale of Glamorgan

Financial Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Cash Outflow						
Contractors, consultancy, temp staff	-£15,000	£-	£-	£-	£-	**-£15,000**
IT: Capital	-£128,490	£-	£-	£-	£-	**-£128,490**
Estates related costs	-£74,000	£-	£-	£-	£-	**-£74,000**
Training	-£2,400	£-	£-	£-	£-	**-£2,400**
Redundancies	£-	£-	£-	£-	£-	**£-**
Staff Costs	-£148,205	-£140,000	£-	£-	£-	**-£288,205**
Other Costs: Revenue	-£4,033	-£4,033	-£4,033	-£4,033	-£4,033	**-£20,165**
Cash Inflow						
Revenue	£1,021	£1,021	£1,021	£1,021	£1,021	**£5,103**
Travel Costs	£-	£-	£22,789	£22,789	£22,789	**£68,368**
FTE savings	£210,888	£210,888	£210,888	£210,888	£210,888	**£1,054,438**
Totals						
Total Cash Outflow	-£372,128	-£144,033	-£4,033	-£4,033	-£4,033	**-£528,260**
Total Cash Inflow	£211,908	£211,908	£234,697	£234,697	£234,697	**£1,127,909**
Net Cashflow	-£160,220	£67,875	£230,664	£230,664	£230,664	**£599,649**
NPV	**-£160,220**	**£65,580**	**£215,328**	**£208,046**	**£201,011**	**£529,745**

Change Only: Totals (Bridgend, Cardiff and Vale of Glamorgan)

The table below shows the aggregate costs and benefits of implementing changes to the way in which regulatory services are delivered at Bridgend, Cardiff and Vale of Glamorgan without regional collaboration.

Financial Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Cash Outflow						
Contractors, consultancy, temp staff	-£45,000	£-	£-	£-	£-	**-£45,000**
IT: Capital	-£435,520	£-	£-	£-	£-	**-£435,520**
Estates related costs	-£352,000	£-	£-	£-	£-	**-£352,000**
Training	-£10,200	£-	£-	£-	£-	**-£10,200**
Redundancies	-£791,000	£-	£-	£-	£-	**-£791,000**
Staff Costs	-£444,615	-£420,000	£-	£-	£-	**-£864,615**
Other Costs: Revenue	-£48,117	-£56,884	-£58,744	-£58,744	-£58,744	**-£281,233**
Cash Inflow						
Revenue	£93,894	£147,644	£201,394	£201,394	£201,394	**£845,722**
Travel Costs	£-	£-	£55,647	£55,647	£55,647	**£166,941**
FTE savings	£560,517	£638,110	£654,569	£654,569	£654,569	**£3,162,333**
Totals						
Total Cash Outflow	-£2,126,453	-£476,884	-£58,744	-£58,744	-£58,744	**-£2,779,568**
Total Cash Inflow	£654,411	£785,754	£911,610	£911,610	£911,610	**£4,174,996**
Net Cashflow	-£1,472,041	£308,870	£852,866	£852,866	£852,866	**£1,395,428**
NPV	**-£1,472,041**	**£298,425**	**£796,160**	**£769,237**	**£743,224**	**£1,135,004**

Under the 'change only' approach, benefits of approximately £4.2m from an investment of £1.4m across all three Councils are projected over a five year period. Bridgend, Cardiff and Vale of Glamorgan are projected to realise 5-year Net Present Values of around £379k and £226k and £530k under the assumptions applied. The values for Bridgend and Vale of Glamorgan are higher than Cardiff as a result of the redundancy costs incurred by Cardiff whereas Bridgend and Vale can realise the identified savings entirely via the deletion of vacancies.

The 'change only' option, like the 'do nothing' option, whilst having the potential to deliver savings, exposes the Councils to significant risks in terms of the resilience and longer-term continuity of key public services (Bridgend and Vale of Glamorgan particularly).

The need to reduce service levels and/or discontinue services at a local level to meet budget requirements is less than that of the 'do nothing' option (owing to the efficiencies delivered by new ways of working) however the risk is greater than the options in which formal collaboration is included.

Furthermore, the project management effort (and cost) required to deliver the new ways of working will be duplicated at each authority.

4.3.4. Collaborate Only

The 'collaborate only' option brings the resources from Bridgend, Cardiff and Vale of Glamorgan together under a single management structure. The financial benefits associated with this model are principally limited to reduced headcount arising from the consolidation and reduction of management posts. Income from revenue generating sources is likely to be maintained at current levels or may see incremental increases as a result of pooling resources; however in the absence of any significant changes to the way in which services are delivered, significant increases in revenue from new and existing sources is less probable than if changes were implemented.

The costs and benefits of the 'collaborate only' option are outlined in the table below. A more detailed summary of costs, benefits and supporting assumptions is included in Appendix K and an indicative organisational structure for the 'collaborate only' option is included in Appendix F.

The key assumptions for the 'collaborate only' option are as follows:

- The costs relate to redundancies only (incurred in Year 1) as there are no further changes assumed beyond the integration of management structures.
- Benefits are realised from employment cost savings in management posts for the last five months of Year 1 onwards.

Financial Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Cash Outflow						
Contractors, consultancy, temp staff	£-	£-	£-	£-	£-	**£-**
IT: Capital	£-	£-	£-	£-	£-	**£-**
Estates related costs	£-	£-	£-	£-	£-	**£-**
Training	£-	£-	£-	£-	£-	**£-**
Redundancies*	-£646,000	£-	£-	£-	£-	**-£646,000**
Staff Costs	£-	£-	£-	£-	£-	**£-**
Other Costs: Revenue	£-	£-	£-	£-	£-	**£-**
Cash Inflow						
Revenue	£-	£-	£-	£-	£-	**£-**
Travel Costs	£-	£-	£-	£-	£-	**£-**
FTE savings	£264,941	£635,857	£635,857	£635,857	£635,857	**£2,808,370**
Totals						
Total Cash Outflow	-£646,000	£-	£-	£-	£-	**-£646,000**
Total Cash Inflow	£264,941	£635,857	£635,857	£635,857	£635,857	**£2,808,370**
Net Cashflow	-£381,059	£635,857	£635,857	£635,857	£635,857	**£2,162,370**
NPV	**-£381,059**	**£614,355**	**£593,580**	**£573,507**	**£554,113**	**£1,954,495**

Note: Redundancy costs would be shared across the three councils. At this stage it is not possible to determine the proportions of redundancies at each council.

Under the 'collaborate only' approach, benefits of approximately £2.8m from an investment of £646k are projected over a five year period.

This option delivers some of the key benefits of collaboration associated with cost savings from management consolidation and service resilience. The way in which services are delivered however, essentially remains unchanged, albeit with the ability to share resources across administrative boundaries. This means that the financial benefits and longer-term sustainability of services will be less than the option described in the Target Operating Model in section 5.

In order to deliver greater savings in this scenario, the risk of having to reduce service levels and/or discontinue services remains significant. The vulnerability of the service therefore remains relatively high for this option.

4.3.5. Collaborate and Change (Proposed Option)

The 'collaborate and change' option is as described in the Target Operating Model in 5. This scenario delivers a collaborative regulatory services model shared by Bridgend, Cardiff and Vale of Glamorgan Councils and also takes the opportunity to introduce fundamental changes to the way in which services are managed and delivered. The financial benefits of this option are primarily associated with:
- Reduced headcount resulting from harmonised working practices (economies of scale) and consolidated management structure;
- Further reductions in employment costs arising from a shift in the balance of tasks performed by professional officers vs. technical officers; and
- Significant increases in income as a result of exploiting new sources of revenue and increasing the yield from existing sources.

The costs and benefits of the 'collaborate and change' option are outlined in the table below. A more detailed summary of costs, benefits and supporting assumptions is included in Appendix K and a proposed organisational structure for the 'Collaborate and Change Only' option is included in Appendix F.

The key assumptions for the 'collaborate and change' option are as follows:

- Redundancy costs are incurred in Year 1 (pre-transfer to host) and Year 2 (post-transfer) using cost assumptions for redundancy and pension strain provided by the HR workstream. Prior to consultation it is not possible to predict how many terminations will be made at each council so an average cost assumption has been applied).
- A cost of £400k is assumed for the introduction of a new shared ICT system, infrastructure and mobile technology (based on Worcestershire model and agreed with ICT workstream). Should the councils decide to remain with existing suppliers, this cost will be significantly reduced.
- The key benefits are realised from reduced employment costs and a reduction in travel costs.
- Prudent assumptions for projected revenue increases have been made. The estimated revenue benefits are realised at 50% in Year 2 and 100% thereafter to allow time for the business development function to become established.

Financial Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Cash Outflow						
Contractors, consultancy, temp staff	-£15,000	£-	£-	£-	£-	**-£15,000**
IT: Capital	-£556,280	£-	£-	£-	£-	**-£556,280**
Estates related costs	-£348,000	£-	£-	£-	£-	**-£348,000**
Training	-£10,800	£-	£-	£-	£-	**-£10,800**
Redundancies	-£856,000	-£491,000	£-	£-	£-	**-£1,347,000**
Staff Costs	-£168,405	-£140,000	£-	£-	£-	**-£308,405**
Other Costs: Revenue	-£148,271	-£170,505	-£172,892	-£172,892	-£172,892	**-£837,451**
Cash Inflow						
Revenue	£-	£95,000	£190,000	£190,000	£190,000	**£665,000**
Travel Costs	£-	£-	£68,521	£68,521	£68,521	**£205,562**
FTE savings	£1,108,218	£1,604,875	£1,629,973	£1,629,973	£1,629,973	**£7,603,013**
Totals						
Total Cash Outflow	-£2,102,756	-£801,505	-£172,892	-£172,892	-£172,892	**-£3,422,936**
Total Cash Inflow	£1,108,218	£1,699,875	£1,888,494	£1,888,494	£1,888,494	**£8,473,575**
Net Cashflow	-£994,539	£898,370	£1,715,602	£1,715,602	£1,715,602	**£5,050,638**
NPV	**-£994,539**	**£867,991**	**£1,601,533**	**£1,547,375**	**£1,495,048**	**£4,517,408**

Under the 'collaborate and change' approach, benefits of approximately £8.5m from an investment of £3.4m are projected over a five year period.

This option delivers a model that, whilst not eliminating the risk completely, gives Bridgend, Cardiff and Vale of Glamorgan:
- The best chance of maintaining service resilience in the face of substantial budget cuts
- Longer-term sustainability; and
- Significant opportunities to increase revenues by adopting a more commercial approach.

The need to reduce service levels and/or discontinue services is significantly lower in comparison to the other options considered. The decisions to change service levels are then more likely to be made with a sound 'business rationale' rather than as a purely reactive response to budget restrictions.

4.3.6. Options Appraisal

The four options described above have been compared from both a financial and non-financial perspective and it is critical that this balanced view is taken in appraising the options. Savings can be delivered in all three options over and above the Do Nothing as shown in the financial appraisal that follows. In the non-collaborative options savings may be delivered earlier, thus potentially making these options appear to be more advantageous. The likely impact on public services and longer-term sustainability however, is different for each option and this is articulated in the subsequent non-financial appraisal.

4.3.7. Financial Appraisal

The following table provides a breakdown of the high-level financial figures for each option compared with the Do Nothing option.

Note that each option is compared on a 'like-for-like' basis in that each proposed model considers the costs and benefits of collaboration and/or service delivery changes (as appropriate to each option) only. Further savings may be delivered from other initiatives in addition to the options considered; and these are out of scope for this business case.

Option	Total 5-Year Cost	Total 5-Year Benefit	5-Year Return on Investment	Annual Net Budget Impact	5-Year NPV
Do Nothing	Nil	Nil	Nil	Nil	Nil
Change Only	£2.8m	£4.2m	1.5	£0.9m	£1.1m
Collaborate Only	£0.6	£2.8m	4.7	£0.6m	£2.0m
Collaborate and Change	£3.4m	£8.5m	2.5	£1.7m	£4.5m

The 'collaborate only' option provides the greatest return on investment; however it provides significantly lower overall savings than can be achieved by the 'collaborate and change' option. Collaboration between Bridgend, Cardiff and Vale of Glamorgan councils is unlikely to offer the current level of savings required without introducing significant changes to the way in which regulatory services are delivered. The changes evaluated in the business case are described in more detail in the Target Operating Model (section 5)

4.3.8. Non-Financial Appraisal

An outline analysis of the relative strengths and weaknesses of the four options has been considered for comparison and is shown in the table below.

Option	Strengths	Weaknesses
Do Nothing	• Project management requirements are limited • Headcount savings can be delivered relatively quickly • No requirement to transfer staff to new organisation or change terms & conditions	• Significantly increases the need to discontinue services and/or reduce service levels • Limits the opportunities to increase revenue from new and existing sources • Service continuity vulnerable to any future budget cuts • Limited opportunity to retain specialist skills in key areas • Service management likely to be affected • Unlikely to be supported by external funding (e.g. Regional Collaboration Fund)

Option	Strengths	Weaknesses
Change Only	• New ways of working deliver process efficiencies and greater service capacity vs. 'do nothing' option • Introduces more multi-skilled officers providing some service flexibility • Reduces regulatory burden on business	• Requirements for project management duplicated across three authorities • The need to discontinue service and/or reduce service levels remains significant • Service continuity vulnerable to any future budget cuts • Limited opportunity to retain specialist skills in key areas
Collaborate Only	• Delivers efficiencies related to shared management structure • Provides a marginally greater ability to respond to emergencies and unexpected events	• Requires resource effort to deliver transfer and restructuring • Savings are delayed by consultation on transfer • Savings limited largely to management structure and unlikely to be sufficient • Service continuity vulnerable to any further budget cuts as operations remain as per legacy services • Complex management arrangements across a range of service delivery models.
Collaborate and Change	• New ways of working deliver process efficiencies and greater service capacity vs. 'do nothing' option • Introduces more multi-skilled officers providing some service flexibility • Reduces regulatory burden on business • Significantly increase the ability to respond to emergencies and unexpected events	• Requires significant resource effort to deliver transfer and restructuring • Savings are delayed by consultation on transfer and restructuring

Compared with the other options, the 'collaborate and change' option provides the most compelling advantages although there are some disadvantages to truly secure these benefits.

4.3.9. Preferred option

The 'collaborate and change' option (as described in the Target Operating Model in section 5 is considered to be the most advantageous model in both the financial and non-financial assessments.

The 'collaborate and change' option is the most advantageous to Bridgend, Cardiff and Vale of Glamorgan Councils because the scenario:

- Delivers the significantly greater Net Present Value cash flow over 5-years of £4.5m;
- Offers a resilient structure with the flexibility to respond to emergencies;
- Is least vulnerable to future budget pressures;
- Includes greater capacity for income generation;
- Introduces new ways of providing regulatory services that will deliver efficiencies and a more risk-based approach to regulation; and
- Shares the cost of investment required between the three participating Councils.

On this basis it is recommended that this option is selected as the Preferred Option as it is assumed as the most appropriate when considering the favourable financial outcomes and risks to continuity of public services.

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Recommendation 1

The options appraisal concludes with a recommendation that a **collaborative model incorporating fundamental changes to the way in which regulatory services are delivered should be the preferred option** for Bridgend, Cardiff and Vale of Glamorgan councils.

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4.3.10. Sensitivity Analysis

The assumptions concerning costs and benefits of implementing the Target Operating are considered to be prudent (see Appendix K); however the purpose of sensitivity analysis is to understand how sensitive the cash flows are to changes in key assumptions.

To counter any perceived optimism bias within the judgements, a sensitivity analysis has been conducted by reducing all benefits by 10% and increasing all costs by 10%. In combination, these factors make up the 'worst case scenario' of the preferred 'collaborate and change' option as presented in the following tables.

Preferred Option (No Sensitivity Applied)

Financial Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total Cash Outflow	-£2,102,756	-£801,505	-£172,892	-£172,892	-£172,892	**-£3,422,936**
Total Cash Inflow	£1,108,218	£1,699,875	£1,888,494	£1,888,494	£1,888,494	**£8,473,575**
Net Cash flow	-£994,539	£898,370	£1,715,602	£1,715,602	£1,715,602	**£5,050,638**
NPV	**-£994,539**	**£867,991**	**£1,601,533**	**£1,547,375**	**£1,495,048**	**£4,517,408**

Preferred Option (10% Sensitivity Analysis)

Financial Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total Cash Outflow	-£2,313,032	-£881,655	-£190,181	-£190,181	-£190,181	**-£3,765,230**
Total Cash Inflow	£997,396	£1,529,888	£1,699,645	£1,699,645	£1,699,645	**£7,626,217**
Net Cash flow	-£1,315,636	£648,232	£1,509,464	£1,509,464	£1,509,464	**£3,860,987**
NPV	**-£1,315,636**	**£626,311**	**£1,409,100**	**£1,361,450**	**£1,315,410**	**£3,396,636**

Even under the 'worst case' scenario, a net benefit NPV of £3.4m is achieved over five years with projected net annual budget reductions of £1.5m in Year 3. This would still result that this option is the highest ranking option in terms of NPVs compared with the other (unadjusted) options.

The sensitivity would need to be adjusted to 23% for both costs and benefits before the Collaborative and Change option ceases to be the highest ranking in terms of 5-year NPVs.

Additionally, a zero 5-year NPV is only achieved if costs increase by 136% or benefits reduce by 58%.

On this basis, the preferred option is considered to be a robust and sustainable solution compared with the considered options.

4.4.   The Commercial Case – The Delivery Solution

This Commercial Case outlines how the preferred option can be delivered. Various delivery solutions for Regionalised Regulatory Services have previously been considered by Bridgend, Cardiff and Vale of Glamorgan Councils, including:
- Informal arrangements;
- Formal partnership arrangements;
- Secondments;
- Joint appointments;
- Provision from one authority to another (or others) via a contractual arrangement;
- Delegation to another local authority;
- Corporate joint venture or enterprise; and
- Delegation to a Joint Committee.

4.4.1.   Host Employing Authority

The 'Collaboration Model Health Check Report' (Atkins Ltd, September 2013) supported a governance model for a **Regionalised Regulatory Services function consisting of a Joint Committee and Host Employing Authority**, but recommended that the working assumption of Vale of Glamorgan Council as the Host Employing Authority should be tested in this business case. An assessment of this is shown in this section; however a detailed analysis of alternative governance models is however out of scope.

4.4.2.   Approach to Identifying the Host Employing Authority

The approach used to identify the Host Employing Authority has been to consider various parameters against which each authority is assessed, assuming that the preferred 'collaborate and change' option is adopted as described in the Target Operating Model in section 5.

This analysis is undertaken in two parts, firstly a quantitative assessment, predominately based on the impact on staff and employment costs. The second part considers the qualitative considerations.

4.4.3.   Quantitative assessment

The table below summarises a comparison of the following potential consequences of selecting each Council as the host (based on the preferred 'collaborate and change' option):

- **Total Projected Employment Cost**: The total cost of salaries and relevant on-costs for the organisation following full implementation of the proposed collaborative model. This has been calculated using the grade and cost assumptions (Appendix N) for the indicative new structure ('collaborate and change', Appendix F) as shown below:

	Bridgend	Cardiff	Vale
Current Employment Cost	£1,956,900	£5,222,000	£1,936,000
Total Current Employment Cost for All Councils	£9,114,900	£9,114,900	£9,114,900
Total Employment Cost for	£7,284,953	£7,722,436	£7,484,927
Difference	£1,829,947	£1,392,464	£1,629,973
Reduction in Licensing Revenue	£128,634	£142,893	£155,016
Total Net Projected Employment Cost Saving	**£1,701,313**	**£1,249,572**	**£1,474,958**

*Licensing revenue reduced to account for savings against licensing related posts (in accordance with CIPFA guidance 'A Practical Guide for Local Authorities on Income Generation: 2013 Edition).

- **Transfer to Host**: The total projected FTE to transfer to the host employing authority from the other two Councils in the proposed collaborative model (not accounting for establishment reduction).
- **Total Reduction in Establishment**: The total projected FTE reduction from the baseline establishment following full implementation of the proposed collaborative model.

- **Potential Remuneration Decreases**: The projected number of FTE that may receive a lower remuneration in the proposed collaborative model (not accounting for establishment reduction or potential role downgrades).
- **Potential Grade Changes**: The total number of FTE that may occupy a role in the proposed collaborative model at a lower grade than their current post (not accounting for establishment reduction). This will be the same regardless of host as the structure will be consistent.

The analysis has been conducted using a manual model populated with establishment lists provided by the Finance workstream. It is understood that a separate exercise carried out by the HR workstream produced similar results. All results are indicative and would be subject to job evaluation and the outcomes from consultations, both of which are unknown at this time.

Host Authority	Total Net Projected Employment Cost Saving	Transfer to Host (FTE)		Establishment Reduction (FTE)		Potential Remuneration Decreases (FTE)		Potential Grade Changes (FTE)	
Bridgend	£1,701,313	200.5	78%	53.7	21%	90.9	36%	15.6	6%
Cardiff	£1,249,572	108.1	42%	53.7	21%	49.2	19%	15.6	6%
Vale of Glamorgan	£1,474,958	202.6	79%	53.7	21%	60.4	24%	15.6	6%

This analysis is not conclusive and a clear preferred host employing authority is not identified. Bridgend provides the greatest level of savings; however the number of staff adversely affected by loss of remuneration is around a third greater than Vale of Glamorgan and nearly double that shown for Cardiff.
With Cardiff as the host the projected savings are lower; however the impact on staff is also less than the other two councils.
Vale of Glamorgan offers a reasonable middle ground with savings projected of a level between those of Bridgend and Cardiff and only ten more staff affected by remuneration loses than Cardiff.

4.4.4. Qualitative Assessment

Furthermore, in addition to the quantitative analysis summarised above, a qualitative assessment of the strengths and weaknesses of each council as a potential host for the regionalised service was also considered. This is summarised in the table:

Host Authority	Bridgend	Cardiff	Vale of Glamorgan
Description of Delivery Solution			
Within Regional Collaboration Footprint	No	Yes	Yes
Capacity of support services and management	Low/Medium	Medium	Low
Geographic Location relative to partners	West	East	Central
Potential office locations for centralised services (e.g. administration)	Limited accessibility and available parking	Some capacity, but accessibility and parking likely to be an issue	'Alps' depot: potential location, accessible with parking availability
Redundancy/Redeployment policies	3 months	6 months (minimum)	3 months
Current working assumption	Not applicable	Not applicable	
Strengths	Larger number of staff transfers represents a clear 'statement of intent' to change	Largest of the three councils with considerably greater corporate capacity to manage the service	Larger number of staff transfers represents a clear 'statement of intent' to change

The Vale of Glamorgan has been assumed as host for some time. |
| **Weaknesses** | Transfer of staff may be more difficult to manage for a smaller council (relative to Cardiff) | May be viewed as a 'takeover' by the largest council | Transfer of staff may be more difficult to manage for a smaller council (relative to Cardiff) |

Again this analysis is not conclusive and there are relative advantages and disadvantages to each council as host employing authority. There have not however been any factors identified to suggest that a joint committee and host employing authority model is not appropriate. The business case (including the value for money assessment in the economic case) is based on this assumption and does not therefore dispute the conclusions of the 'Collaboration Model Health Check Report' (September 2013, Appendix P).

Recommendation 2

A host employing authority should be established for regionalised regulatory services.

Given that the comparative analysis of Bridgend, Cardiff and Vale of Glamorgan as host is inconclusive and provides a good case for each of the three councils, the councils should make a decision upon the identity of the host employing authority.

4.4.5. Conclusion

The analysis above is inconclusive as there is a good case can be made for each council to be established as host employing authority. For the purposes of this business case the working assumption of **Vale of Glamorgan Council** as host is maintained for the following reasons:

- The overall balance of total employment cost versus number of staff at risk of reductions in remuneration is most favourable:
    - The total employment cost savings with Vale of Glamorgan as host is not projected to be hugely different to that of Bridgend (the lowest cost council).
    - The proportion of staff estimated to be affected by reductions in remuneration with Bridgend as host is considerably greater than both Vale of Glamorgan and Cardiff. There is a significant risk that this will adversely affect morale in the workforce and make a very challenging transformation even more difficult to implement.

- Whilst the total number of staff expected to transfer to Vale of Glamorgan is the greatest of the three Councils (marginally more than Bridgend), the exercise of transferring staff is unlikely to be proportional to the number of staff affected.

- The larger number of staff transfers can help to set the 'cultural tone' of a newly formed joint-service. Transferring a smaller number of staff to Cardiff could inadvertently disrupt the balance of the partnership.

- Vale of Glamorgan is within the regional collaboration footprint along with Cardiff and is central to the partner authorities, with the potential to provide accessible accommodation for centralised elements of the service model (e.g. administration).

4.4.6. Services Provided by the Host Authority

Services through Transition

Initially upon transfer to the host authority, services will be broadly delivered 'as is' on behalf of the other local authorities. The key change taking effect from the date of transfer will be the introduction of a new single senior management structure for the service;

As implementation progresses the actions proposed to deliver the Target Operating Model will be introduced in accordance with the implementation plan.

Service Levels

Once the new service is properly established, the services and relevant service levels will be agreed between the participating councils and the regionalised function. Standardised delivery of services will be the default; however where there is a clear business case for a variation, the senior officers acting on behalf of the participating authorities will 'commission' services from the regionalised function through a regular dialogue with the chief officer for regulatory services.

4.4.7. Performance Management Information

It will be the responsibility of the Regionalised Regulatory Services chief officer and three service managers to implement management information processes that will enable the costs and performance of services transparent to the participating councils. Considering the cost and performance information alongside local budgets and priorities for regulatory services will support decisions with respect to the requirements of the participating authorities. Once the requirements are agreed, this will form the basis of the regionalised service budget and the financial contributions made by each of the participating Councils.

In the absence of suitably robust management information in the early life of the regionalised service, an indicative budget has been developed within this business case. The financial contributions of each participating Council have been determined under the assumptions outlined in the Financial Case (section 4.5) and assume that current services are delivered (albeit in a very different way).

As the management information matures with the introduction of time recording and adoption of outcome performance measures (see Appendix E) the budget agreement cycle described above will be implemented as shown in the diagram below.
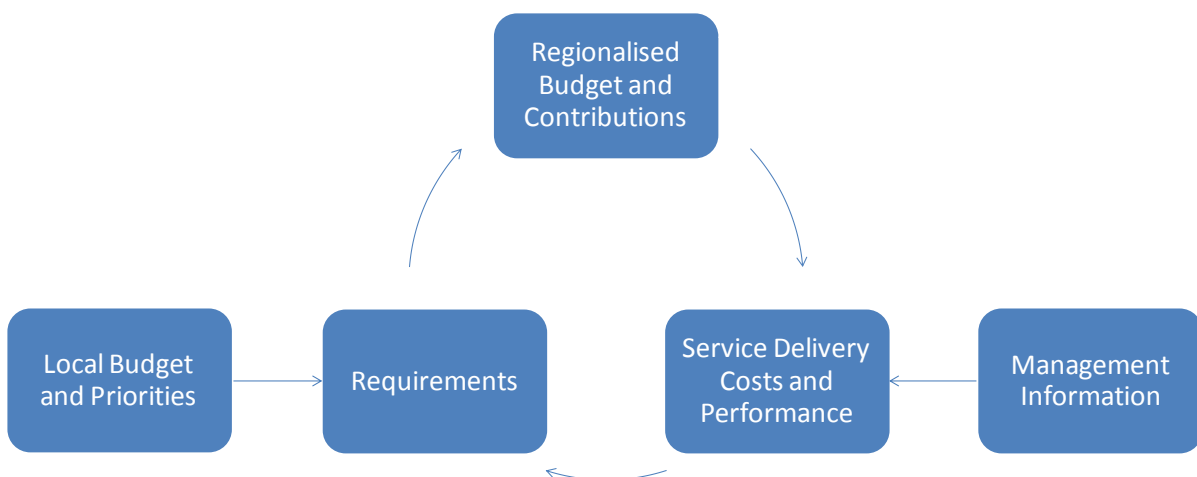
4.4.8. Risk Management

It is critical that risk is shared proportionally between Bridgend, Cardiff and Vale of Glamorgan Councils and that the host authority is not unduly advantaged or disadvantaged in the delivery model. This will be ensured by:

- A proposed governance model incorporating a joint committee on which each of the three participating Councils will be represented. The regionalised service will be accountable to the joint committee.

- Decisions of the joint committee will be subject to scrutiny by each of the participating Councils.

- Ongoing funding of the regionalised service will be agreed annually between participating Councils and the host authority and reviewed quarterly.

- Regulatory services will be delivered by the host employing authority on behalf of the three participating authorities under the terms of a memorandum of understanding between them.

- Licensing decisions and decisions to proceed with legal action will remain the responsibility of the relevant sovereign participating Council as required by statute.

4.5.   The Financial Case – Affordability

4.5.1.   Funding Requirements

Implementation Costs

The proposed implementation plan described in section 6 will incur total investment costs of around £2.6m over Year 1 and Year 2 as shown in the table below:

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Revenue	£1,075,205	£631,000	£-	£-	£-	**£1,706,205**
Capital	£904,280	£-	£-	£-	£-	**£904,280**
Total Cost	**£1,979,485**	**£631,000**	**£-**	**£-**	**£-**	**£2,610,485**

The key implementation costs will include:
- Redundancy and pension strain (as provided by HR workstream);
- Introduction of a shared ICT system, infrastructure and mobile technology (£400k procurement cost based on Worcestershire model and agreed with ICT workstream);
- Training for staff to adopt new working practices (estimated costs for external training have been included. Internal staff costs are excluded as agreed with Finance workstream);
- Establishing drop-in centres, central administration hub and home working arrangements.

Detailed assumptions are included with costs in Appendix K.
.
Note: the costs above do not include additional ongoing costs which have been incorporated into the contribution to direct costs below.

Direct Costs

The projected ongoing direct operational costs (and income) of regionalised regulatory services are shown in the table below. The figures shown for years 1 – 3 and beyond are current budget, less the relevant benefits shown in Appendix K.

	Current	Year 1	Year 2	Year 3 Onwards
Staffing Budget	**£9,114,900**	**£8,006,682**	**£7,510,025**	**£7,484,927**
Travel Costs	**£367,340**	£367,340	£367,340	£298,819
Premises Costs	**£54,200**	£54,200	£54,200	£54,200
ICT Licences	**£37,660**	£37,660	£37,660	£37,660
Other Costs	**£1,523,790**	£1,541,666	£1,541,666	£1,541,666
Total Non-Staffing Budget	**£1,982,990**	**£2,000,866**	**£2,000,866**	**£1,932,345**
Income Budget	**-£2,851,760**	-£2,746,365	-£2,794,131	-£2,886,744
Net Controllable Budget	**£8,246,130**	**£7,261,183**	**£6,716,760**	**£6,530,528**

Key direct costs assumptions:
- Projected staffing budget is based on the employment cost of the indicative organisational structure in Appendix F (Collaborate and Change) and the indicative grades in Appendix N (as agreed with HR workstream). The grades and associated costs for all posts will be subject to the appropriate job evaluation during implementation.
- Projected travel costs are current budget less the benefits assumed for peripatetic workers (see Appendix K)
- Premises costs are assumed to remain unchanged; however benefits (or additional costs) may result as part of the wider corporate property strategies.

- ICT licence costs are assumed to remain constant due to potential contractual issues. In the medium to longer-term however, benefits may be realised from the consolidation of software licences.
- Projected income budget is current budget plus additional revenue (see Appendix K) less the employment cost savings associated with Licensing related posts (in accordance with CIPFA guidance 'A Practical Guide for Local Authorities on Income Generation: 2013 Edition).

4.5.2. Methods of Cost Apportionment

The sections that follow will show how the implementation and ongoing operational (direct) costs can be apportioned between the three local authorities. This builds on the protocols developed by the Finance project workstream and includes the following methods for determining the contributions to be made by Bridgend, Cardiff and Vale of Glamorgan councils:

- Current Direct (controllable) budgets (excluding income);
- Population;
- Number of Food Premises; and
- Environmental Health & Port Health Indicator Based Assessment.

The cost contribution percentages are shown in the table below for each council and each apportionment method (as developed by the Finance project workstream).

Council	Current Budgets	Population	Food Premises	Environmental Health & Port Health Indicator Based Assessment
Bridgend	20.95%	22.25%	23.25%	22.59%
Cardiff	57.76%	57.06%	54.37%	56.36%
Vale of Glamorgan	21.29%	20.69%	22.38%	21.05%

4.5.3. Contributions to Implementation Costs

The total required investment of £2.6m for implementing the Target Operating Model (see section 5) will be shared between Bridgend, Cardiff and Vale of Glamorgan Councils as follows:

- The Regional Collaboration Fund will be used for the internal costs of project management, project support, and other internal resources identified in the business case.
- The remaining investment (capital and revenue) will be apportioned between the three Councils according to current total direct (employment and non-employment) costs.

The investment contributions from the Regional Collaboration Fund and Bridgend, Cardiff and Vale of Glamorgan Councils are shown in the tables below:

Regional Collaboration Fund

The provisional allocation of funding is understood to be £250k in 2014/15 and £250k in 2015/16 and it is assumed that all of this will be used to fund the implementation regionalised regulatory services as shown below.

Financial Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Implementation Cost (Revenue)	£1,075,205	£631,000	£-	£-	£-	**£1,706,205**
Regionalised Collaboration Fund	£250,000	£250,000	£-	£-	£-	**£500,000**
Remaining Revenue Funding Required	£825,205	£381,000	£-	£-	£-	**£1,206,205**

Contributions to Implementation Costs by Current Budgets

Financial Year	Current	Year 1	Year 2	Year 3 Onwards	Total
Capital					
Bridgend	£-	£189,437	£-	£-	**£189,437**
Cardiff	£-	£522,301	£-	£-	**£522,301**
Vale of Glamorgan	£-	£192,542	£-	£-	**£192,542**
Revenue					
Bridgend	£-	£172,872	£79,815	£-	**£252,687**
Cardiff	£-	£476,628	£220,061	£-	**£696,689**
Vale of Glamorgan	£-	£175,705	£81,124	£-	**£256,829**
Total	**£-**	**£1,729,485**	**£381,000**	**£-**	**£2,110,485**

Contributions to Implementation Costs by Population

Financial Year	Current	Year 1	Year 2	Year 3 Onwards	Total
Capital					
Bridgend	£-	£201,202	£-	£-	**£201,202**
Cardiff	£-	£515,982	£-	£-	**£515,982**
Vale of Glamorgan	£-	£187,096	£-	£-	**£187,096**
Revenue					
Bridgend	£-	£183,608	£84,773	£-	**£268,381**
Cardiff	£-	£470,862	£217,399	£-	**£688,261**
Vale of Glamorgan	£-	£170,735	£78,829	£-	**£249,564**
Total	**£-**	**£1,729,485**	**£381,000**	**£-**	**£2,110,485**

Contributions to Implementation Costs by Number of Food Premises

Financial Year	Current	Year 1	Year 2	Year 3 Onwards	Total
Capital					
Bridgend	£-	£210,283	£-	£-	**£210,283**
Cardiff	£-	£491,629	£-	£-	**£491,629**
Vale of Glamorgan	£-	£202,369	£-	£-	**£202,369**
Revenue					
Bridgend	£-	£191,894	£88,598	£-	**£280,493**
Cardiff	£-	£448,638	£207,138	£-	**£655,776**
Vale of Glamorgan	£-	£184,673	£85,264	£-	**£269,937**
Total	**£-**	**£1,729,485**	**£381,000**	**£-**	**£2,110,485**

Contribution to Implementation Costs by Environmental Health & Port Health Indicator Based Assessment

Financial Year	Current	Year 1	Year 2	Year 3 Onwards	Total
Capital					
Bridgend	£-	£204,277	£-	£-	**£204,277**
Cardiff	£-	£509,652	£-	£-	**£509,652**
Vale of Glamorgan	£-	£190,351	£-	£-	**£190,351**
Revenue					
Bridgend	£-	£186,414	£86,068	£-	**£272,482**
Cardiff	£-	£465,086	£214,732	£-	**£679,817**
Vale of Glamorgan	£-	£173,706	£80,201	£-	**£253,906**
Total	**£-**	**£1,729,485**	**£381,000**	**£-**	**£2,110,485**

4.5.4. Contributions to Operational Budget (Direct Costs)

Contributions to the ongoing operational budget (see Direct Costs in section 4.5.1) can also be shared between Bridgend, Cardiff and Vale of Glamorgan councils using the same methods shown in section 4.5.2.

The potential contributions by Bridgend, Cardiff and Vale of Glamorgan Councils to the regionalised Regulatory Services operational budget are shown in the tables below:

Contributions to Operational Budget by Current Budgets

Financial Year	Current	Year 1	Year 2	Year 3 Onwards
Bridgend	£2,324,890	£2,096,475	£1,992,431	£1,972,818
Cardiff	£6,410,000	£5,780,233	£5,493,369	£5,439,296
Vale of Glamorgan	£2,363,000	£2,130,841	£2,025,091	£2,005,157
Total	**£11,097,890**	**£10,007,548**	**£9,510,891**	**£9,417,272**

Contributions to Operational Budget by Population

Financial Year	Current	Year 1	Year 2	Year 3 Onwards
Bridgend	£2,324,890	£2,226,680	£2,116,173	£2,095,343
Cardiff	£6,410,000	£5,710,307	£5,426,914	£5,373,495
Vale of Glamorgan	£2,363,000	£2,070,562	£1,967,803	£1,948,434
Total	**£11,097,890**	**£10,007,548**	**£9,510,891**	**£9,417,272**

Contributions to Operational Budget by Number of Food Premises

Financial Year	Current	Year 1	Year 2	Year 3 Onwards
Bridgend	£2,324,890	£2,327,171	£2,211,677	£2,189,907
Cardiff	£6,410,000	£5,440,789	£5,170,772	£5,119,874
Vale of Glamorgan	£2,363,000	£2,239,589	£2,128,442	£2,107,491
Total	**£11,097,890**	**£10,007,548**	**£9,510,891**	**£9,417,272**

Contribution to Operational Budget by Environmental Health & Port Health Indicator Based Assessment

Financial Year	Current	Year 1	Year 2	Year 3 Onwards
Bridgend	£2,324,890	£2,260,705	£2,148,510	£2,127,362
Cardiff	£6,410,000	£5,640,254	£5,360,338	£5,307,575
Vale of Glamorgan	£2,363,000	£2,106,589	£2,002,043	£1,982,336
Total	**£11,097,890**	**£10,007,548**	**£9,510,891**	**£9,417,272**

4.5.5. Contributions to Indirect Costs

The financial appraisal outlined in section 4.3.7 has only considered the direct net controllable budgets for Regulatory Services at each council.

The scope of the project and business case does not include a detailed analysis of the indirect costs apportioned to the budgets as corporate recharges. Further work will be required during the implementation phase to define and apportion indirect costs for the regionalised service.

The analysis below however shows the potential indirect costs (indicative only) that might be recharged to a regionalised regulatory services function by its host employing authority (against the baseline in section 4.2.3) and in turn the contributions that might be made by the other participating councils. The analysis assumes that Vale of Glamorgan is the host employing authority (as per section 4.4.5).

Current Indirect Costs

	Bridgend	Cardiff	Vale of Glamorgan	Totals
Finance incl. cash control, debtors	£26,844	£77,000	£78,348	**£182,192**
HR	£17,540	£80,000	£77,220	**£174,760**
Council Buildings	£65,090	£399,000	£167,000	**£631,090**
Legal	£153,340	£112,000	£67,000	**£332,340**
ICT	£97,980	£121,000	£95,333	**£314,313**
Facilities Management	£32,320	£110,000	£35,000	**£177,320**
Procurement	£460	£5,000	£2,097	**£7,557**
Customer Contact Centre	£26,670	£7,000	£50,000	**£83,670**
Communications	£0	£63,000	£0	**£63,000**
Miscellaneous	£15,090	£32,000	£60,000	**£107,090**
Totals	**£435,334**	**£1,006,000**	**£631,998**	**£2,073,332**

Assumptions for Post-Transfer Indirect Costs

	Assumption
Finance incl. cash control, debtors	Provided by host only No change in host costs assumed; however further analysis will be required
HR	Provided by host only Costs increased at host in proportion to post-transfer headcount
Council Buildings	Provided by each council No change in costs assumed; however further analysis will be required
Legal	Provided by each council 10% increase in host costs only assumed to provide legal advice to joint-committee
ICT	Provided by host only No change in host costs assumed; however further analysis will be required
Facilities Management	Provided by each council No change in costs assumed; however further analysis will be required
Procurement	Provided by host only No change in host costs assumed; however further analysis will be required
Communications	Provided by each council No change in costs assumed; however further analysis will be required
Customer Contact Centre	Provided by each council No change in costs assumed; however further analysis will be required
Miscellaneous	Provided by each council No change in costs assumed; however further analysis will be required

Indicative Post-Transfer Indirect Costs before Contributions to Host

	Bridgend	Cardiff	Vale of Glamorgan	Totals
Finance incl. cash control, debtors	£0	£0	£78,348	**£78,348**
HR	£0	£0	£98,975	**£98,975**
Council Buildings	£65,090	£399,000	£167,000	**£631,090**
Legal	£153,340	£112,000	£73,700	**£339,040**
ICT	£0	£0	£95,333	**£95,333**
Facilities Management	£32,320	£110,000	£35,000	**£177,320**
Procurement	£0	£0	£2,097	**£2,097**
Customer Contact Centre	£26,670	£7,000	£50,000	**£83,670**
Communications	£0	£63,000	£0	**£63,000**
Miscellaneous	£15,090	£32,000	£60,000	**£107,090**
Totals	**£292,510**	**£723,000**	**£660,453**	**£1,675,963**

Assumptions for Contributions to Host

	Host Costs to be shared	Total Indirect Cost to be Shared
Finance incl. cash control, debtors	100%	£78,348
HR	100%	£98,975
Council Buildings	0%	£0
Legal	Additional cost for legal advice to Joint Committee	£6,700
ICT	100%	£95,333
Facilities Management	0%	£0
Procurement	100%	£2,097
Communications	0%	£0
Customer Contact Centre	0%	£0
Miscellaneous	0%	£0
Totals		**£281,453**

Indicative Contributions to Host Indirect Costs

The table below shows indicative contributions that could be made by the non-hosting councils (assumed to be Bridgend and Cardiff) to the indirect costs of the host (assumed to be Vale of Glamorgan). The protocols developed by the Finance project workstream (shown in section 4.5.2) have been used to determine the contributions.

Council	Current Budgets	Population	Food Premises	Environmental Health & Port Health Indicator Based Assessment
Bridgend	£58,961	£62,623	£65,449	£63,580
Cardiff	£162,563	£160,597	£153,017	£158,627

The indirect costs analysis shown in this section is indicative only and further work will be required at implementation to determine:

- The impact on support services requirements at the host authority and associated costs. This includes that of hosting Regionalised Regulatory Services and any other relevant initiatives (e.g. 'back-office' efficiencies, wider council transformation, etc.);
- The impact on support services requirements and associated costs at the non-hosting councils. following transfer of Regulatory Services to the host employing authority. This includes that of no longer directly providing regulatory services and any other relevant initiatives (e.g. 'back-office' efficiencies, wider council transformation, etc.);
- The mechanisms by which indirect costs are recharged by the host employing authority to Regionalised Regulatory Services and in turn apportioned to the other participating councils;

4.5.6. Income

Each council should retain the income generated for services provided to its own residents and business customers. In the analysis below, each council is assumed to receive its current income from the regionalised service in the first instance. The remaining income is then divided proportionally between the three councils based on proposed contributions to the operational budget (see section 4.5.4). The table below shows the current income for each council (as provided by the Finance project workstream):

Council	Current Income
Bridgend	£380,760
Cardiff	£2,087,000
Vale of Glamorgan	£384,000
Total	**£2,851,760**

The apportionment of income to Bridgend, Cardiff and Vale of Glamorgan are shown in the table below).

Financial Year	Current	Year 1	Year 2	Year 3 Onwards
Total Income	**£2,851,760**	**£2,746,365**	**£2,794,131**	**£2,886,744**
Existing Income				
Bridgend	£380,760	£380,760	£380,760	£380,760
Cardiff	£2,087,000	£2,087,000	£2,087,000	£2,087,000
Vale of Glamorgan	£384,000	£384,000	£384,000	£384,000
Additional Income				
Bridgend		-£22,079	-£12,073	£7,329
Cardiff		-£60,875	-£33,286	£20,206
Vale of Glamorgan		-£22,441	-£12,271	£7,449
Totals				
Bridgend	£380,760	£358,681	£368,687	£388,089
Cardiff	£2,087,000	£2,026,125	£2,053,714	£2,107,206
Vale of Glamorgan	£384,000	£361,559	£371,729	£391,449

The fall in income in Years 1 and 2 and the modest overall increase in Year 3 are as a result of:
a) Conservative assumptions for additional revenue (see Appendix K); and
b) The impact of licensing revenue reductions to account for savings against licensing related posts (in accordance with CIPFA guidance 'A Practical Guide for Local Authorities on Income Generation: 2013 Edition).

4.5.7.   Summary of Contributions to Regionalised Regulatory Services

The implementation and ongoing operational (direct) costs are broadly similar for each of the different apportionment protocols used. In the summary below the 'current budget' method has been used as this allows the councils to achieve equal returns on investment and percentage savings on budget savings (before indirect costs and income).

Bridgend	Current	Year 1	Year 2	Year 3 Onwards
Implementation Costs (Capital)	£-	£189,437	£-	£-
Implementation Costs (Revenue)	£-	£172,872	£79,815	£-
Direct Costs	£2,324,890	£2,096,475	£1,992,431	£1,972,818
Contribution to Host Indirect Costs	£-	£58,961	£58,961	£58,961
Indirect Costs	£435,334	£292,510	£292,510	£292,510
Income	-£380,760	-£358,681	-£368,687	-£388,089
Total	**£2,379,464**	**£2,451,574**	**£2,055,030**	**£1,936,201**
Total Budget Impact	**£-**	**-£72,110**	**£324,434**	**£443,263**
Budget Impact (excl Indirect Costs)	**£-**	**-£155,973**	**£240,571**	**£359,400**

Cardiff	Current	Year 1	Year 2	Year 3 Onwards
Implementation Costs (Capital)	£-	£522,301	£-	£-
Implementation Costs (Revenue)	£-	£476,628	£220,061	£-
Direct Costs	£6,410,000	£5,780,233	£5,493,369	£5,439,296
Contribution to Host Indirect Costs	£-	£162,563	£162,563	£162,563
Indirect Costs	£1,006,000	£723,000	£723,000	£723,000
Income	-£2,087,000	-£2,026,125	-£2,053,714	-£2,107,206
Total	**£5,329,000**	**£5,638,600**	**£4,545,279**	**£4,217,654**
Total Budget Impact	**£-**	**-£309,600**	**£783,721**	**£1,111,346**
Budget Impact (excl Indirect Costs)	**£-**	**-£430,036**	**£663,284**	**£990,910**

Vale of Glamorgan	Current	Year 1	Year 2	Year 3 Onwards
Implementation Costs (Capital)	£-	£192,542	£-	£-
Implementation Costs (Revenue)	£-	£175,705	£81,124	£-
Direct Costs	£2,363,000	£2,130,841	£2,025,091	£2,005,157
Contribution to Host Indirect Costs	£631,998	£660,453	£660,453	£660,453
Indirect Costs	£-	-£221,525	-£221,525	-£221,525
Income	-£384,000	-£361,559	-£371,729	-£391,449
Total	**£2,610,998**	**£2,576,458**	**£2,173,413**	**£2,052,636**
Total Budget Impact	**£-**	**£34,540**	**£437,585**	**£558,362**
Budget Impact (excl Indirect Costs)	**£-**	**-£158,530**	**£244,515**	**£365,292**

4.6.   The Management Case – Successful Delivery

This section describes how the Bridgend, Cardiff and Vale of Glamorgan councils can deliver the new operating model, make the transition to the proposed Target Operating Model and how this will be managed.

The Management Case provides an overview of the approach to project governance, project management arrangements and the key strategic risks related to the project.

4.6.1.   Implementation Plan

The Implementation Plan in section 6 describes the key activities required to establish the preferred option as articulated in the Target Operating Model in section 5.

4.6.2.   Implementation Timescales

The implementation plan includes activities that can be started immediately; however the bulk of activity is expected to follow decisions to proceed taken individually by Bridgend, Cardiff and Vale of Glamorgan. Decisions are scheduled for February/March 2014 with a view to transfer employees to the Host Employing Authority in June 2014. The proposed implementation plan incorporates a

4.6.3.   Project Governance

The proposed governance model for the implementation project is also described in the implementation plan consisting of:
- A **Joint Committee** with representation from Bridgend, Cardiff and Vale of Glamorgan established as the ultimate decision making body;
- A **Project Board** responsible to the joint committee, comprising senior officers from Bridgend, Cardiff and Vale of Glamorgan, the Project Sponsor, Project Manager and the Chief Officer for Regionalised Regulatory Services (once the appointment has been made).
- A **Project Team** with nominated workstream leads reporting to the Project Manager and responsible for key activities in the project plan.

The proposed project governance model is shown in the diagram below:
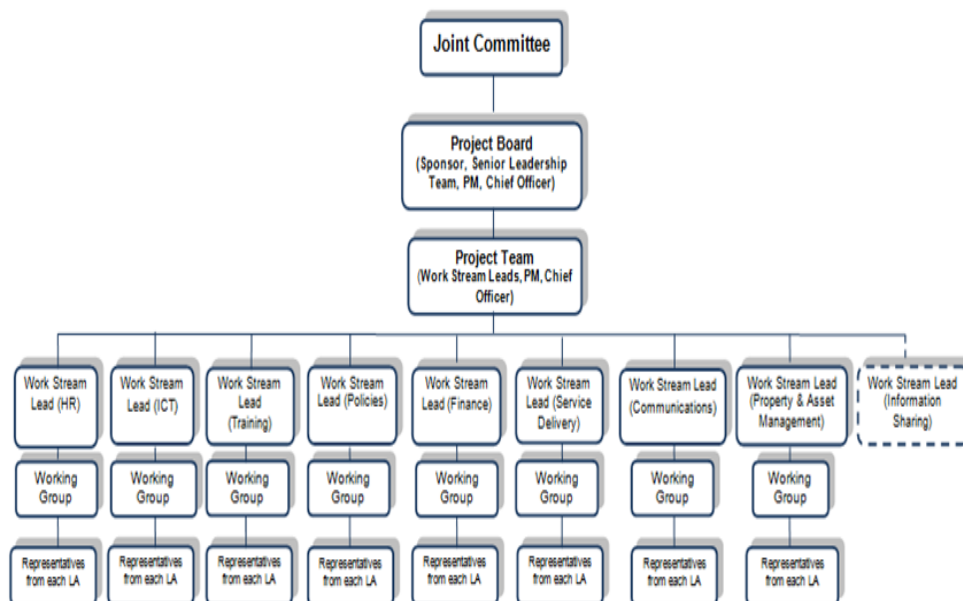
4.6.4. Project Management

An established PRINCE2 project management methodology is recommended for complex implementation projects such as the implementation of Regionalised Regulatory Services.

A nominated Project Manager should be responsible for day-to-day management of the project and ensuring that the project is delivered on time, within budget and to the required specification.

The allocation of project support will be extremely beneficial in assisting the project manager.   Project support responsibilities include:

- Arranging meetings;
- Updating plans, risk and issue registers;
- Tracking and chasing up action;
- Informing the project team;
- Maintaining project libraries, etc.

4.6.5. Risks

The table below outlines the key strategic risks to the delivery of a regionalised Regulatory Services function through the TOM. These have been identified during the project and also based on experience of major transformational change elsewhere.

Risk	Description and Mitigation	Severity
Political Agreement	**Risk:** Failure to reach political and senior officer agreement between the 3 authorities **Mitigation**: Frequent engagement with members at all three councils and the establishment of a Joint Committee	**HIGH**
Realisation of projected savings	**Risk:** A significant proportion of the projected savings will be realised from employment costs. This process will require appropriate consultation and notice periods for employment terminations, thus delaying the realisation of benefits. **Mitigation:** Vacant and temporary posts have been identified in the business case (section 4) for release at the earliest opportunity. The HR workstream should be maintained into implementation to specifically manage the consultation/termination process.	**HIGH**
Service Continuity	**Risk:** insufficient capacity to accept change, resulting in risks to service continuity **Mitigation:** Implementation is scheduled so that the impact on service delivery is fully understood. The implementation plan includes gates where timescales can be changed to ensure that operational risks are managed (and customer services maintained).	**HIGH**
Change capability	**Risk:** Insufficient capability to deliver change effectively, resulting in benefits not being delivered **Mitigation:** Invest in building change capability and capacity across the three councils.	**HIGH**

Risk	Description and Mitigation	Severity
Resistance to change	**Risk:** Resistance from staff to the proposed changes, particularly professional staff who may not view the greater reliance on technical officers and the introduction of Business Compliance Officers favourably. **Mitigation:** The implementation plan includes a Communication and Engagement workstream that is intended to keep staff closely involved and informed.	**HIGH**
Business sponsorship	**Risk:** Operational business areas do not adopt new ways of working, resulting in benefits not being delivered **Mitigation:** New management appointments from operational areas are engaged to lead change initiatives; operational staff are involved in project design, delivery and acceptance testing; investment is made in change management activity in operational areas so that staff are engaged and enabled throughout the project.	**HIGH**
Suppliers cannot deliver	**Risk:** The full transformation requires new technology and a range of interventions that require external expertise. There is a risk that the market cannot supply these skills to sufficient quality in the required timescales. **Mitigation:** Develop commercial strategy outlining what external skills are required and the basis on which they will be engaged. Engage with market early to ensure strategy is sufficiently attractive for the market to participate and prioritise. Ensure sufficient supplier management skills are in place to manage outcomes from all contracts.	**MEDIUM**
Costs in business case are underestimated	**Risk:** The costs outlined in the business case increase as more detail is understood about the requirements. **Mitigation:** Sufficient market comparisons should be used to develop the current cost estimates and business case is reviewed at each stage in the implementation project.	**MEDIUM**
Fluctuations in demand	**Risk:** Demand for services change significantly. This will result in fluctuating income and effort requirements for the Regionalised Service. The potential impact of these changes on finances, workforce and funding requirements from the three local authorities is significant. **Mitigation:** In the short term, detailed forecasts for demand are required. In the medium term, new MI requirements need to be delivered and business planning capability developed. The new collaborative model is designed to provide greater resilience to fluctuations in demand and emergencies than the other options considered.	**MEDIUM**

The risks identified above are fairly typical of major change projects and the likelihood of failure is considerable if they are not managed effectively. A risk register should be maintained and frequently reviewed by the Project Board to ensure that effective mitigation measures are in place and remain relevant.

Most of the risks will have relevance to Regionalised Regulatory Services and the participating councils. It is important that key strategic risks are also reflected in corporate risk registers whenever appropriate.

Target Operating Model

5. Target Operating Model

5.1. Introduction

The options appraisal concludes with a recommendation that a collaborative model incorporating fundamental changes to the way in which regulatory services are delivered should be the preferred option for Bridgend, Cardiff and Vale of Glamorgan councils (Recommendation 1, section 4.3.9).

The Target Operating Model (TOM) described in this section describes the preferred option identified in the business case ('collaborate and change') in more detail. It provides an articulation of a collaborative model for Bridgend, Cardiff and Vale of Glamorgan in which significant and fundamental changes are made to the way in which regulatory services will be delivered. The TOM makes a major contribution to the success of regionalised regulatory services by:

- Bridging the gap between the vision and detailed internal configuration for the new service design;
- Clearly displaying the key components in the current and target delivery model to enable quick understanding of proposed changes by stakeholders;
- Clearly showing the contrast between the "as-is" and "to-be" for how the new service will operate;
- Reflecting different "views" of the organisation (for example process, structural, and technological) as relevant to different stakeholders;
- Acting as an ideal starting point for more detailed organisational design (including processes, systems, roles, and structure) within the subsequent implementation phase;
- Helping to ensure that change is not undertaken in a 'silo' manner and missing or under-representing important interdependencies;
- Providing a detailed description of the preferred option of the business case and laying a foundation to enable the implementation plan.

The TOM provides the opportunity to introduce a new service configuration whilst also delivering efficiencies and savings, some of which will involve new and different ways of working. This will require a significant 'culture shift' as new methodologies are adopted and staff will need support and training to ensure the successful delivery of the new service.

Given the level of savings required of the current services, it is inevitable that there will be some reduction in the provision of services. A collaborative model that is shared between Bridgend, Cardiff and Vale of Glamorgan Councils offers an option for keeping service reductions to a minimum, maintaining statutory requirements and enhancing operational resilience.

The TOM has been based on the contributions and information available during the project. Should circumstances change significantly and/or further information become available, then the conclusions made in this report may need to be re-evaluated. For example, limited information was available in the work preceding this assignment regarding Analytical Services, the Illegal Money Lending Unit and Dogs Home. These areas of regulatory services, whilst clearly within the scope of the collaboration agenda will require further investigation to establish requirements in the Target Operating Model (see section 5).

Recommendation 3

The proposed Target Operating Model should be adopted for regionalised regulatory services (corresponding with the preferred 'collaborate and change' option identified in the business case.

5.2.   Information Sources

The following sources of information were considered in formulating the proposed Target Operating Model:

- A range of performance and statistical information describing the inputs and outputs from the three council services, produced by the councils themselves and from other sources (e.g. CIPFA). Working with staff and managers the information has been refined during the project to clarify discrepancies and anomalies.

- Engagement with Heads of Service to understand the current operating arrangements and potential changes in a regionalised regulatory service.

- Engagement with the chief responsible officers from each council to understand the strategic objectives for the new service.

- Outputs from a series of workshops held with staff and managers.

- Results and analysis from an Activity Based Costing exercise whereby staff across the three councils self-assessed the time they spent undertaking activities and processes to allocate over £9m of staff cost. A summary of the Activity Based Costing analysis is shown in Appendix A and the full results are available separately in an Excel workbook.

- UK and Welsh legislation, Guidance and Codes of Practice particularly in the areas of food safety and standards, consumer protection, health and safety at work and environmental protection.

- Guidance and tools produced by the Business Regulation Delivery Office of BIS, developed to assist regulators in delivering their service in a consistent and transparent manner.

The TOM also draws on Atkins experience and knowledge of collaboration at other councils and case studies from statutory and national agencies. We make specific reference to these case study examples in our report where relevant. In particular, the TOM draws upon the experience of:

- The Worcestershire Regulatory Services in establishing a joint service;
- The Association of Greater Manchester Authorities (AGMA) in relation to their Business Compliance Service; and
- The Northamptonshire local authorities in establishing a joint licensing administration.

5.3. Current Service Provision

5.3.1. Service Profile

The three regulatory services at Bridgend, Cardiff and Vale of Glamorgan Councils deliver a range of services that are broadly similar in the areas of Trading Standards, Environmental Health and Licensing, though there are some distinct differences. The services provided by each authority are set out in Appendix C.

The tables below outline some key statistics in relation to the demand (provided by regulatory services functions at each council) and level of current resource (provided by Finance workstream) for the existing services:

Activity	Demand
Premises potentially liable for food safety inspections	5,599
Premises potentially liable for food standards inspections	4,106
Premises potentially liable for Health and Safety Inspections	10,449
Premises potentially liable for Trading Standards non-food inspections	9,184
HMOs on database	6,763
Food complaints or service requests	4,632
Noise Complaints	4,982
Pest Complaints	7,299
TS complaints and advice enquiries	6,841
Licensed Hackney Carriage and Private Hire Vehicles	2,572
Licensed premises under the Licensing Act 2003*	9,917
Total visits made (2012/13 actual)**	**44,420**
Resource	**Current Level**
Staffing FTE's (2013/14 Estimate, including temps & vacancies)	258.78
Net Controllable Budget (2013/14 Estimate)	£8,246,130
Total Income (2013/14 Estimate)	£2,851,760

*   Includes premises licences, CPCs and TENs

**   Does not include verbal advice given over the phone in some areas

The information above is taken from a full profile of the service provision including samples taken, premises profile, visits made, service requests/complaints and licensing activity compiled by the three councils and taking account of the differences between their current recording practices.

5.3.2. Accommodation

Services are delivered from a number of locations within Bridgend, Cardiff, and the Vale of Glamorgan, predominantly from the main Civic Offices in each council with additional locations at the Port and the Licensing Office in Cardiff.

5.3.3. Customer Contact

Initial customer contact is mainly via customer contact centres at Bridgend and Vale of Glamorgan. It is understood that these operate predominantly to receive and direct calls whilst doing some limited work delivering services via first point resolution, although this varies between councils. The face-to-face element of customer contact is either at the office base, residents' home or during business visits; approximately 70-75% of the total workforce is totally or partly peripatetic.

Customer contact for regulatory services at Cardiff is via a number of channels, including both direct dial to the service area and contact centre.
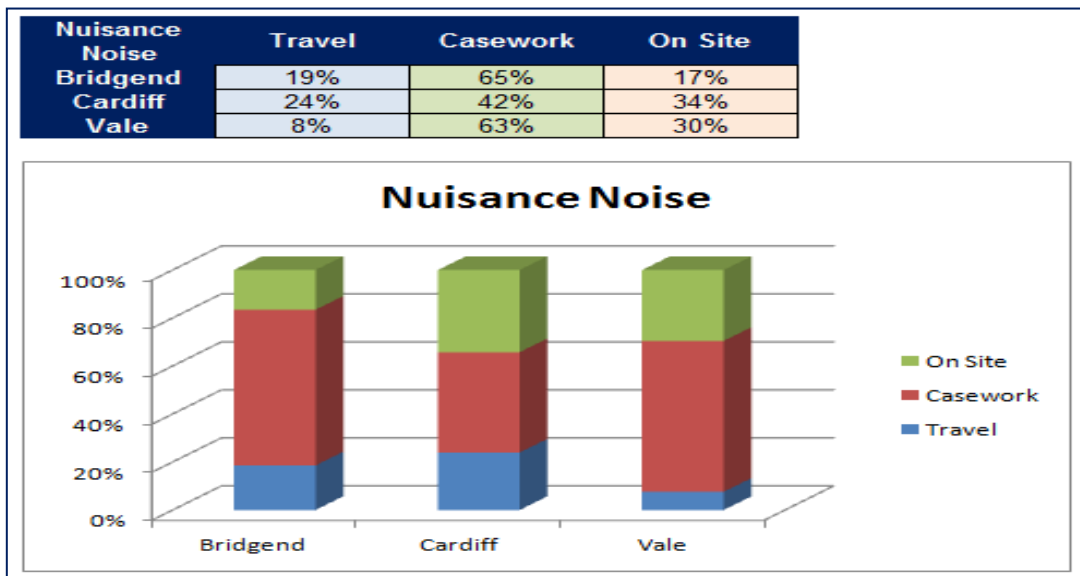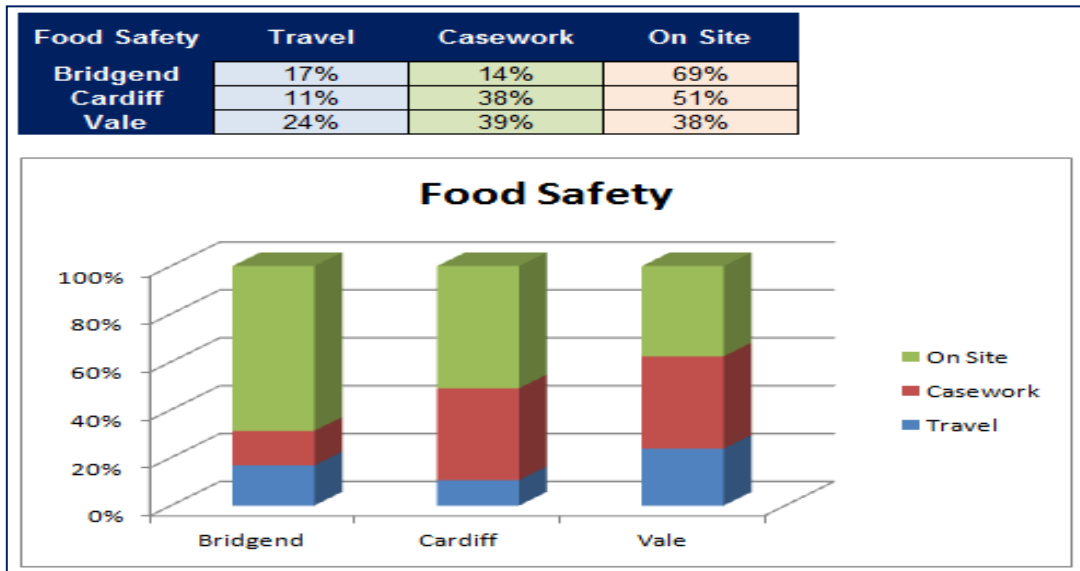
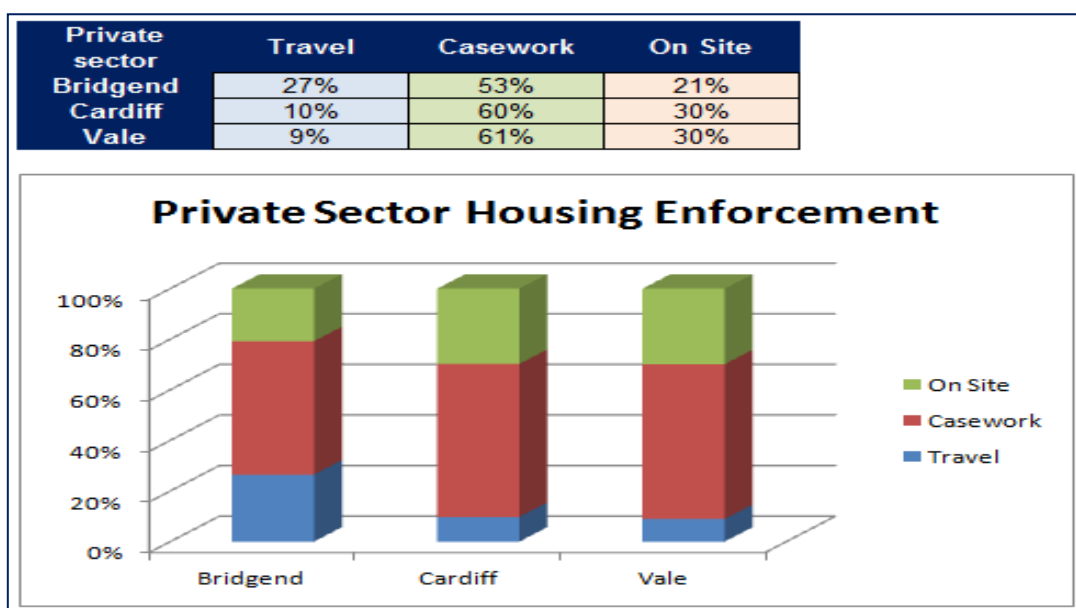## 5.4. Key Differences in Current Service Delivery

The key differences between the three council services in the way that they deliver regulatory services were identified in the following:

- The specific services that are provided, with the most significant differences being:
    - Port Health is delivered in Cardiff and the Vale of Glamorgan Councils but not Bridgend Council
    - Analyst Services and a Dogs' Home are delivered in Cardiff Council

- The structure of the service, for example:
    - Bridgend and the Vale of Glamorgan councils group some services together in teams or working alongside each other (e.g. housing and pollution team anda , food safety and health and safety team . Cardiff has more specialist teams focussing on one particular functional area (e.g. port health, health and safety).
    - Animal related licensing is under Trading Standards at Bridgend and Vale of Glamorgan councils but Environmental Health at Cardiff.

- The model of service delivery in some areas, for example:
    - Pest control is outsourced at Bridgend Council but is a direct service in Cardiff and the Vale of Glamorgan councils.

5.5. Activity Based Costing Analysis

The Activity Based Costing (ABC) exercise undertaken during the course of the project identified considerable differences across the councils not only in process costs, which is expected given the different profiles of the three councils, but also comparable unit costs of delivery. This is indicative of different ways of working between the three councils and shows the opportunity for efficiencies and improvements through service redesign. The figures below illustrate this by showing the differences across the three councils for the relative times spent on travel, casework and on site activities for Food Safety, Nuisance Noise and Private Sector Housing Enforcement.

Food Safety	Travel	Casework	On Site
Bridgend	17%	14%	69%
Cardiff	11%	38%	51%
Vale	24%	39%	38%

Nuisance Noise	Travel	Casework	On Site
Bridgend	19%	65%	17%
Cardiff	24%	42%	34%
Vale	8%	63%	30%

Private sector	Travel	Casework	On Site
Bridgend	27%	53%	21%
Cardiff	10%	60%	30%
Vale	9%	61%	30%

Private Sector Housing Enforcement

These tables not only highlight the differences across the three councils but also shows that casework (maintaining and updating records and systems) is consistently higher in terms of the time taken (and therefore cost) than on site work (i.e. customer facing activities). This imbalance can be addressed through process redesign and flexible and mobile working.

The analysis also identified considerable differences in unit costs between the three councils. As an example food related processes are shown below. These figures should be considered as illustrative rather than absolute given different recording methods across the three councils.

	Units from service profile			Unit cost per council		
	Bridgend	Cardiff	Vale	Bridgend	Cardiff	Vale
Food Hygiene: Due for Inspection 2013-14	799	1,996	834	£494	£479	£331
Total samples recorded: Food Standards	235	635	95			
Total samples recorded: Food Hygiene	225	436	312			
Total samples recorded	460	1,071	407	£859	£893	£679
Food Hygiene: Visits	974	3,914	1,339	£405	£244	£206
Food Hygiene: Complaints and service requests	649	2,971	1,012	£609	£322	£273

Please note that the results are based on information provided by staff working in regulatory services at Bridgend, Cardiff and Vale of Glamorgan councils. The activity directory was developed and agreed with a selection of staff from each council and all participants were provided with the same instructions and guidance for completing the exercise. The results are indicative of current service provision and can be used to inform process redesign in a regionalised regulatory services model. A new model would ultimately be expected to have a different cost profile and the ABC results are therefore not appropriate as a basis of determining the financial contributions from each council.

- A more detailed summary of the ABC results are provided in Appendix A and the full results of the Activity Based Costing exercise are available separately.

5.6.   Key Decision Areas in the Target Operating Model

The sections that follow describe the areas in which key decisions will be required to deliver a regionalised regulatory services model for Bridgend, Cardiff and Vale of Glamorgan. These are:

1. **Governance:** The democratic and executive decision-making framework and processes.

2. **Service Delivery:** The core model in which services are delivered to customers and the interfaces with stakeholders.

3. **Scope of Services:** Key considerations regarding the services delivered by the regionalised service.

4. **Policies and Charges:** Consideration of the policies and charges across the three participating councils and how these may be affected by the introduction of a regionalised model.

5. **People and Structure:** Organisational structure, reporting lines, capabilities and roles and responsibilities in the proposed operating model.

6. **Process and Technology:** The core process and supporting technology requirements to enable the proposed service model to operate effectively.

7. **Performance Management:** The management information and performance measures that should be established to support the operation and continuous improvement of the service and to demonstrate its value to stakeholders.

Each of these areas are discussed in the sections that follow and a series of actions are proposed which together formulate the Target Operating Model.

5.7. Governance

Current legislation in Wales supports collaboration between councils. The table below outlines some of the legislative powers that support collaboration between councils.

Legislation	Relevance
Local Government (Wales) Measure 2009 Section 9	An express power to collaborate with 5 limbs defining collaboration
Local Government (Wales) Measure 2009 Section 11	Sets out the "powers of collaboration". These are: • Section 101 of the Local Government Act 1972 (power of delegation to another authority) • Section 101 (power to discharge functions jointly) • Section 19 of the Local Government Act 2000 (for executive functions) • Section 70 of the Deregulation and Contracting Out Act 1994;
Local Government (Wales) Measure 2009 Section 12	Authorities are under a duty to consider whether to use collaboration. Section 12 sets out 2 duties: • The first requires consideration from time to time as to whether exercise of any of the powers of collaboration would assist them to discharge their improvement duties. • If they would assist, the Authority is then obliged to exercise the powers of collaboration;
Local Government Wales Measure 2011 Section 162	The power to amalgamate 2 or 3 local government areas if necessary to achieve effective local government;

The proposed model for the collaboration between Bridgend, Cardiff and the Vale of Glamorgan Councils is a Joint Committee structure with a host employing authority. The proposed governance arrangements for the regionalised service are described in a previous report to the Shadow Joint Committee on the 30th September 2013, (Collaboration Model Health Check Report).

The host authority will provide the relevant support services with the exception of legal services which will continue to be provided by each individual council. The relevant legislative provisions in this context are as follows:

- The Local Authorities (Goods and Services) Act 1970 allows councils to provide goods and services to other councils to secure the benefit of economies of scale. The Act restricts the type of services provided to goods, materials and administrative, professional and technical services, and to the use of vehicles, plant and apparatus, and for the carrying out of maintenance. It also specifies that the authority can only trade with public bodies (not private companies). This is relevant in the provision of support services and may be done through a service level agreement.

- Section 101 of the Local Government Act 1972 enables councils to arrange for the discharge of their functions by an elected member of the council, an officer employed by the council, another council or a Joint Committee. This power was extended by sections 19 and 20 of the Local Government Act 2000 to include the Executive of another council.

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The formation of a Joint Committee may empower two or more councils to discharge any of their functions jointly. In forming a Joint Committee, councils must take account of the executive arrangements of each of the constituent bodies. This will inevitably mean an arrangement whereby the Joint Committee has membership from Cabinet/Executive members from each council, preferably with responsibility for the specific function(s). The formation of a Joint Committee is usually underpinned by a Memorandum of Understanding between the councils setting out the matters to be the responsibility of the Joint Committee and those matters to be retained by the constituent councils. The Joint Committee may in turn discharge the functions through a sub-committee or an officer of the council. This is supported by Section 102 of the Local Government Act 1972 enables the appointment of committees and Section 19 and 20 of the LGA 2000 enables 2 or more authorities to discharge any of their functions jointly, and where this occurs, to do so via a joint committee, and/or by their officers;

TOM Action 1

A Joint Committee should be established with delegated powers from each council to provide democratic oversight of the Regionalised Regulatory Service. Members of the committee should be drawn from each council but to include the Cabinet/Executive Member with lead responsibility for Regulatory Services and a representative from each Licensing Committee.

A formal scheme of delegation will need to drawn up and approved by the Joint Committee to delegate functions from the Joint Committee to the Chief Officer responsible for the new service. Members of the Joint Committee may be co-opted from the private and/or voluntary sector. This may serve to formulate a 'best of both worlds' approach, particularly where commercial services are involved, by combining public sector regulation with private sector expertise although such co-optees may not be afforded voting rights. This is supported by Section 102(3) of the Local Government Act 1972 (co-opted members cannot have a vote) and also Section 13 Local Government and Housing Act 1989 (voting rights of members of certain committees);

Section 101(15) of the Local Government Act 1972 clearly states that the discharge of functions does not apply to any function under the Licensing Act 2003. Therefore this Joint Committee arrangement does not extend to those elements that fall within in the Licensing Act 2003 such as alcohol, entertainment, and people and premises licenses. These must be retained by the participating council Licensing Committees although issues such as taxi and private hire licensing may be delegated to the Joint Committee. There are significant differences in licensing policy between the three councils, so it is proposed that a joint licensing administrative structure be established but that each individual council continues to deal with all licensing matters through its own Licensing Committee. In practice this means that the administrative activities for the joint committee and licensing committees will be carried out by staff transferred to the regionalised service and provision has been made for this in the indicative structures and business case. Professional officers transferred to the regionalised service will provide support to both the joint and sovereign committees where relevant to the regulatory functions for which they have responsibility to provide.

Efforts must be made to standardise where possible policies, fees and charges to facilitate the working of the regionalised service. To facilitate this it may be appropriate to have the chairs or representatives of each Licensing Committee as members of the Joint committee.

TOM Action 2

Each council should continue to deal with all licensing matters through their own Licensing Committees (including Taxis and Gambling where there is no statutory requirement), but the regionalised regulatory service should provide a joint administrative structure for licensing across the three councils.

A full detailed consideration of the duties, functions and responsibilities delegated to the joint committee and regionalised regulatory services chief officer, with reference to the primary and secondary legislation, will be required. As an example, such a scheme of delegation has been developed for Worcestershire and has been made available to the project team.

TOM Action 3

A scheme of delegation should be drawn up for the Joint Committee (to include proposed delegations for the Regulatory Services Manager and cross council authorisations).

A further consideration is the scrutiny process. Section 245 of the National Health Act 2006 deals with scrutiny issues within local councils and allows for the formation of a joint scrutiny process for shared services. Although establishment of a Joint Scrutiny Committee would facilitate the scrutiny process and reduce the amount of administration, it may not best serve the democratic process. The scrutiny of decisions, (particularly policy decisions to be taken by the Joint Committee), by scrutiny committees within each council will enable each council to influence those decisions.

TOM Action 4

Scrutiny of decisions to be taken by the Joint Committee should be undertaken within the scrutiny process of each council.

However, should the councils decide to opt for the alternative of a joint scrutiny committee, they should each be satisfied that the arrangements will provide sufficient political control.

A designated senior officer within each participating council should be identified with responsibility for Regulatory Services to act as a regular line of communication with the regionalised service Chief Officer. This will ensure that appropriate relationships are maintained with each participating council and provide a champion for the service within each council. We suggest this is a director level responsibility and that there will be sufficient executive capacity following the transfer of regulatory services to a single host. The councils may consider additional resource to support this role and the additional cost will need to be accounted for above those included in the business case (section 4)

TOM Action 5

A senior officer within each council (director level suggested) should have designated responsibility for regulatory services and maintain communication with the Regionalised Regulatory Services Chief Officer.

It will be necessary to form an Officer Board to facilitate this approach. Representation at this board must include the designated Senior Officers at each council and the regionalised regulatory services Chief Officer. During the implementation phase this should act as a Project Board and also include the Project Sponsor and Project Manager as well as key workstream leads as appropriate (e.g. HR, Legal, etc.).
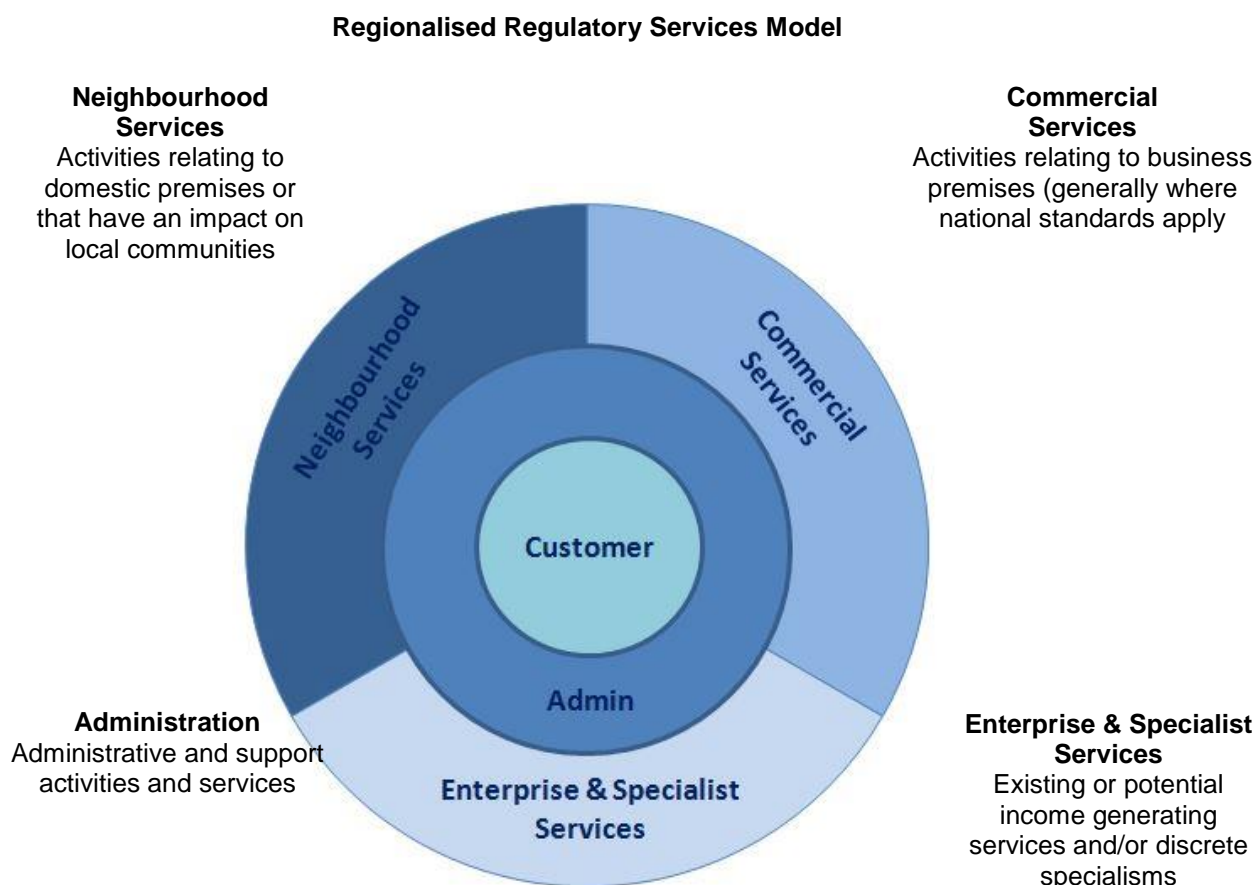
TOM Action 6

An Officer Board should be established to support the management of relationships between the regionalised service and the participating Councils. This should include the Designated Senior Officer from each participating council and the Regionalised Regulatory Services Chief Officer.

This should initially be established as a Project Board to oversee implementation (including Project Sponsor and Project Manager) and should transition to an operational board as the new service is established.

5.8. Service Delivery

5.8.1. Service Model

The proposed Target Operating Model comprises of three service areas and a central administration function as shown in the diagram below:

Regionalised Regulatory Services Model

Neighbourhood Services
Activities relating to domestic premises or that have an impact on local communities

Commercial Services
Activities relating to business premises (generally where national standards apply

Administration
Administrative and support activities and services

Enterprise & Specialist Services
Existing or potential income generating services and/or discrete specialisms

- The **Neighbourhood Services** area will deal with matters that relate to domestic premises or premises that have an impact on local communities, including private sector housing, environmental protection and licensing.

- The **Commercial Services** area will deal with activities relating to business premises and will include food safety and standards, health and safety, trading standards and consumer protection; this service area will also include port health and infectious disease control.

- The **Enterprise and Specialist Services** area will deal with existing or potential income generating services and the discrete specialisms of the analyst service, pest control, animal health welfare, special investigations, and contaminated land, environmental permitting and progressing the public health agenda with the local health boards.

- The central **Administration** area will provide administrative support to the service from a single location in the host authority with customer contact points in each council.

More detailed descriptions of the service areas are included in 'People and Structure' section 5.11.

There will be some overlap between the service areas, particularly with, for example, licensing and some of the responsibilities of Enterprise and Specialist Services. This will require the establishment of effective co-

ordination and communication across the new organisation. The new service areas should not be allowed to operate as organisational 'silos'.

Alongside the reduced management structure there will also be a need to identify lead officers for specific areas of work e.g. food standards, credit, noise, animal licensing. These will generally be the more experienced officers who demonstrate expertise in specific areas and will expert provide advice to other officers as required. There will generally be an expectation that professionally qualified and experienced staff will manage their own workloads and will only call on the team leaders for support occasionally. However with the flexible and mobile working approach there will be a need for regular team meetings and for staff to access more experienced staff and team leaders to share concerns and problems.

A breakdown of the principal functions in each service area is given in the table below:

Neighbourhood Services	Administration	Commercial Services	Enterprise &Specialist Services
Major Events	Major Events	Major Events	Major Events
Intel Handling	Intel Handling	Intel Handling	Intel Handling
RIPA	RIPA	RIPA	RIPA
Planning Consultation	Planning Consultation	Planning Consultation	Planning Consultation
Housing Complaints	All Licensing Administration	Food and Feed Safety and standards/sampling	Pest Control Delivery
Empty Properties	Administration support	H&S Inspections/investigations	Student Liaison
Landlord Accreditation/HMO Licensing	Rota support for drop in and contact centres	Smoking Enforcement/ Tobacco Display	Training/Business Advice Promotion
Illegal Evictions	Human resource administration	Port Health	Laboratory Services/Environmental Monitoring
Caravan Licensing	ICT support	Infectious Disease control	Business Development & Support
Pest Control Enforcement	Contact Centre	Explosives/Fireworks	Contaminated Land
Fly Tipping	Procurement	Petroleum	Air Quality/Environmental Permitting
Community Safety Partnership	Budget Administration	Consumer/Business Advice	Dog Warden/ Dogs Home/ Animal Welfare
Statutory Nuisance/Public Health complaints	Housing Loans Administration	Underage sales	Marketing/Business Development/Income generation
Noise complaints	Customer Advice	Fair Trading (Consumer Regulations)/Metrology/Rogue Traders	Mediation
Clean Neighbourhood Act		Product Safety	Legal Support
Burial of Dead/Exhumation		Credit Controls	Public Health/ Health Promotion support
Water Quality		Animal Health	Special Investigation/POCA
Out of Hours		Water Quality	Primary/Home Authority
Alcohol, Entertainment, Taxi and Gambling Licensing		Out of Hours	Data Base Administration
Public Health Licensing including animals and animal establishments		Other Trading Standards legislation	Performance Management
Licensing Enforcement		Other Environmental Health legislation	

TOM Action 7

A model consisting of three service areas (Neighbourhood Services, Commercial Services and Enterprise and Specialist Services) and a central administration function should be adopted for Regionalised Regulatory Services.

The three service areas and administration function are described in more detail in 'People and Structure' (section 5.11).

5.8.2. Customers and Stakeholders

Regulatory services at Bridgend, Cardiff and Vale of Glamorgan in total currently:

- Receive nearly 20,000 complaints or service requests for a range of services;
- Are responsible for the health and safety, food safety and standards and other trading standards in over 10,000 business premises;
- License over 4,000 premises for alcohol, entertainment, gambling and a range of other activities; and
- License over 2,500 taxis and private hire vehicles.

This represents the principal services provided by the councils and there is a range of legislation relating to other important issues such as infectious disease control and under age sales that fall within their responsibilities.

Customers

Customers benefiting from the services broadly fall within 2 categories:

- Residents of the three councils whose populations total over 622,000
- Businesses within the three councils, which total over 10,000 and vary considerably both in size and the products and services produced.

The following customer satisfaction information was provided by each council from previous customer satisfaction surveys and not as a result of a survey conducted by Atkins. The level of detail available was varied across the three councils.

Customer Satisfaction

An overview of customer satisfaction data made available for the review is given below:

Bridgend

Bridgend customers demonstrated general satisfaction with Trading Standards, Housing and Pollution Control services and found them easy to access.

Cardiff

In Cardiff customers are generally satisfied with the service. However the key areas for improvement were identified as:

- The length of time taken to complete work and resolve complaints
- Keeping customers up to date with progress of their complaint
- The length of time taken to respond to initial complaints
- The need to re-allocate complaints due to staff absence
- Updating businesses with changes in legislation and requirements prior to an inspection to give them the opportunity to implement required changes
- The timing of spot checks to avoid busy lunchtime periods
- The need to review the fees charged for services and the introduction of discounts for certain groups
- Finding information about Pest Control Services on the website
- Appointment times of pest control technicians
- Using the same pest control technicians to undertake repeat visits and consistency of their work
- Need to provide more written information for alleged offenders to read following contact.
- Higher perceived level of dissatisfaction with Trading Standards inspections from business (33%)

Cardiff received 92 customer complaints in the 6 months from April to September 2013 mostly about poor quality of service and attitude of staff.

Vale of Glamorgan

The key customer satisfaction trends at Vale of Glamorgan Council were:

- The majority of customers felt fairly treated and that officers were polite and courteous
- A small minority were dissatisfied (5-7%) with the speed of responses
- A substantial minority (5-20%) felt that they were not kept in touch with progress.
- A small minority (5-9%) were dissatisfied with the outcome

Impact of Customer Satisfaction on the Requirements of the TOM

The key messages from the previous customer satisfaction information that informed the customer requirements within the TOM are:

- The need for a speedy response to initial complaints/service requests
- The need to resolve all complaints as quickly as possible
- As far as possible each case should be dealt with by the same officer to ensure consistency of approach
- The need for information for customers both before and after officer visits.

Impact of the BDRO Survey on the Requirements of the TOM

The key messages from the BDRO survey results (see Appendix O) that have informed the development TOM are:

- Businesses generally want to comply and value advice and guidance from local enforcement authorities
- Businesses are generally satisfied with local enforcement
- Businesses are looking for information and independent advice

The main principles that will underpin the future customer contacts are as follows:

- Utilise and develop capabilities at existing contact centres as first point of contact for transactional demand (e.g. Service requests). All three councils have existing contact centres although it is understood that these operate predominantly to receive and direct calls but also do some work

delivering services or first point resolution (this is limited and varies between authorities). This needs to be explored in more detail as the primary intention is for the contact centres to deal with as much transactional demand as possible. This will require process re-engineering and staff training.

- Digital by default introduced so that the majority of transactions can be done online.

- Relevant officers interact more effectively with customers at the point of delivery. This means when an officer carries out an inspection, the business operator is left with a pro forma that sets out the requirements from the inspection. This must be a standard form with options which can be hand written, sent by email or with the development of ICT could be printed on site

- All processes to be subject to lean review and the underlying principle of this process is that customer contacts should result in getting it right first time.

- The focus for business regulation should be on high risk and non-compliant premises and the provision of advice and support to broadly compliant businesses

Stakeholders

Stakeholders of regulatory services fall into a number of categories:

Stakeholder	Role
The Welsh Government	Direct responsibility for the majority of the services provided, although some central government departments maintain some responsibilities.
Wales Audit Office	Promote improvement through accountable, well-managed public services that offer the value for money
Statutory Agencies	Includes: - Food Standards Agency (Wales); - Health and Safety Executive; - Public Health (Wales); - Environment Agency; and - Office of Fair Trading. Some of these bodies have an auditing or monitoring role in respect of specific service provision.
Local Authority Environmental Health, Licensing and Trading Standards Staff	Direct responsibility for delivery of the three services to the members of the public.
Trade Unions	Provide support and advice to employees
The Business Regulatory Delivery Office & Business Regulation Executive (BRE)	Both organisations within BIS and tasked with reducing the burden of regulation on business.

Stakeholder	Role
Local Agencies (Police, Fire and Rescue Authority, the NHS, Water company and the Citizens Advice Bureau etc)	Specific roles and some statutory functions in respect of the regulatory functions that the service undertakes.
Other local authorities	Joint information or service sharing activities, or in the context of the Primary and Home Authority schemes.
Other internal local authority services (Planning, Housing and Community Safety etc) **Support services** (Legal, ICT, Finance and HR etc).	Interact with regulatory services on a range of issues.
Customers (residents/general public)	Those in receipt of services offered
Trade organisations	Representing business interests
Charities and local interest groups	Specific interests in such issues as animal welfare
Professional bodies (Chartered Institute of Environmental Health, Trading Standards Institute and Institute of Licensing etc)	Provide advice and support to professional officers as well as continuing professional development

Maintaining stakeholder contact in the new collaborative service is fundamentally important. The need to clearly communicate and engage statutory and non statutory agencies about the changes particularly where there are statutory requirements or benefits to the service will be paramount.

TOM Action 8

Engagement and communication should be undertaken with relevant statutory and non statutory agencies to determine the implications of the joint service across the geographical area and its impact upon future relationships.

5.8.3.   Identity

It is important from both a customer and staff perspective that the new joint service has a single consistent identity and branding. This branding should not be too closely associated with any one council within the joint service to avoid any suggestion of a 'takeover'. It will also require changes in stationery and signage which

will incur one-off additional costs. It is equally important that the regionalised regulatory service does not become divorced from its constituent councils or become marginalised. The need for a clear identity and branding was strongly endorsed by staff and managers throughout the engagement processes.

TOM Action 9

Unique identity and branding should be established for the regionalised service.

5.9.   Scope of Services

A detailed breakdown of the services that should transfer to the new service is set out at Appendix D. This is based upon the current service provision, including services that are currently provided in each council, based on demand and performance.

The majority of regulatory services are mandatory but there are a range of services which are wholly or partly discretionary although they do contribute to improving the regulatory environment or in some instances public health. These services include:

- Mediation Services
- Some elements of Consumer and Business Advice
- Business Training
- Public Health Initiatives
- Some elements of Landlord Accreditation
- The provision of Landlord Forums
- Some elements of Pest Control and the provision of free or subsidised services
- Out of Hours services
- Public Analyst service

The extent to which some statutory services are offered is a matter of discretion although some have very specific standards and auditing by statutory agencies e.g. food safety. Many councils have however considered various ways to reduce their resource input into these areas.

The charging for services which are subsidised or free at the moment is another consideration to be made. Given the financial restrictions and the reductions in staffing proposed in this report the agreement of future service provision will need to examine carefully which services may need to cease or be reduced in order to meet targets.

TOM Action 10

The reduction, elimination or charging for discretionary services should be given further consideration in light of the risks and sanctions that may be incurred.

The risk matrix in Appendix H will help to examine the majority of the services and enforcement provided in regulatory services and should be considered as part of the service level agreement. It outlines which Services which are mandatory and discretionary, the likely sanctions for not fulfilling statutory duties and the risks attached to not fulfilling these functions.

5.9.1.   Discrete Service Areas

A number of discrete services are provided by Cardiff Council within the regulatory services function; namely the Dogs Home, Analytical Services and Illegal Money Lending Unit.

Whilst these services are currently within the scope of the regionalised regulatory services initiative, limited information about the functions was available from the work that preceded this review. Further consideration will therefore be required to understand how these services will transition into the regionalised service as described below.

The implications of the different outsourced/in-house delivery models for pest control will also need further consideration.

Dogs Home

The future of the Dogs Home will need further consideration. If possible the service could be extended to cover the Vale and Bridgend who currently have their own arrangements. It is acknowledged that the current facility has limited capacity and would require significant investment.
The opportunity to move to a bigger site would need to be considered in more detail to develop an additional business case specifically for this service.
Some of the functions at the Dogs Home are currently carried out by volunteers and the potential for expanding this also needs to be explored.

TOM Action 11

The future of the Dogs Home should given further consideration in respect of the extension of the service to the other two authorities and the development of a business case to relocate the facility.

The potential to make greater use of volunteers should be explored.

Analytical Services

This service currently fulfils an important role for Cardiff albeit at a subsidised cost. Following a more detailed review of this service a business case may be developed to appraise the options of retaining the service versus outsourcing.
There is clearly potential for Vale of Glamorgan and Bridgend to make greater use of this service in a regionalised model as well as the service taking on other functions such as air, water and soil monitoring and testing.

TOM Action 12

A detailed review of Analytical Services should be undertaken with a view to determine the future provision of this function.

Illegal Money Lending Unit

The Illegal Money Lending Unit is an All Wales initiative funded by the Welsh Government and housed within Cardiff Regulatory Services. It is not clear at present whether the contractual arrangements will allow for it to be incorporated within Regionalised Regulatory Services. This will need to be resolved and if appropriate consideration given to managing it within the Special Investigations Team. It is important to note that any cessation of funding from the Welsh Government will result in the dissolution of this unit.

TOM Action 13

The legal and contractual arrangements for the Illegal Money Lending Unit should be clarified to determine whether or not it can be included in Regionalised Regulatory Services.

Pest Control

Consideration will need to be given to how the Bridgend contract is dealt with in 2 years' time and whether it is appropriate for the joint service to bid for the contract or consider reallocating the whole service in one contract.

TOM Action 14

Delivery of the Pest Control service in conjunction with Cardiff and the Vale should be considered when the Bridgend Pest Control contract is due for renewal. Alternatively Pest Control should be outsourced jointly on behalf of Bridgend, Cardiff and Vale of Glamorgan. Inconsistencies in fees and charges will need to be given due consideration.

5.10. Policies and Charges

5.10.1. Policies

All three councils have policies covering various areas of regulatory responsibilities which will differ in relation to the detail rather than in the primary aims and objectives. This will be particularly true for those areas of work where there are national standards or templates such as food safety and standards and enforcement policy. However in areas where policies are set locally there are significant differences. Examples of this are:

- **Taxi Licensing Policy**: There are three distinctly different policies in place for Bridgend, Cardiff and Vale of Glamorgan.
- **Private Sector Housing Policy** - Based upon local housing circumstances and although the broader principles of enforcement are common, the focus will be on specific areas of poor housing, houses in multiple occupation and empties property strategies.
- **Pest Control** - Different levels of fees and charges apply in the three councils. In Bridgend most of the service is supplied free of charge and there are wide differentials on pricing for benefits claimants. Additionally whilst Cardiff and the Vale of Glamorgan Councils provide their service in house, Bridgend has outsourced.
- **Contaminated Land** – Strategies are dependent upon local conditions and there is more contamination in the urban areas than in rural areas

During the second phase of staff workshops, staff clearly identified the necessity, over a period of time, to achieve consistency and standardise polices and fees in order to facilitate better service delivery and administration. There will however be a need to recognise those areas where it will not be possible to harmonise due to local circumstances.

TOM Action 15

Regulatory Services policies at Bridgend, Cardiff and Vale of Glamorgan Councils should be reviewed and standardised as appropriate whist taking into account local circumstances.

Private Sector Housing

Whilst the Private Sector Housing function sits alongside other Public Protection functions in Bridgend, Cardiff and Vale of Glamorgan Councils it also has a very close links with the council's Housing Departments, providing key services to support delivery of the Local Housing Strategy and other key housing strategies, policies and plans.

These Local Housing Strategies, and other key documents, are developed by each council based on housing need, which relates to the housing market and conditions within that area. Bridgend, Cardiff and Vale of Glamorgan are spread across very different housing markets and conditions - from the inner city wards of Cardiff with high private rental accommodation, to the urban towns of Barry and Bridgend, to the rural villages in the west of the Vale and into Bridgend's boundary. Each area requires a different Private Sector Housing response. For example, the issues concerning a large concentration of student accommodation is specific to a number of wards within Cardiff and will require a different response to that in the rural Vale. Similarly, the coast of the Vale of Glamorgan and Bridgend has several caravan sites that require inspecting whilst Cardiff has very few.

There are a range of services offered by the three different councils beyond the basic enforcement roles which include HMO Licensing, Landlord Accreditation, Landlord Forums, Loan Schemes and Area Renewal. These services are not offered by all three and the provision is very dependent on local circumstances. There has been some suggestion from staff that there should be a 'core' or 'basic' service and that other services should be offered as optional with an additional associated charge. Given the current financial restrictions there is a real danger that the 'core' service will become the norm and many of these other services, where they have no statutory requirement, will be lost along with the benefits to residents and the private sector as a whole. It is therefore recommended that existing services be maintained, as far as

possible, but that all discretionary services be reviewed to determine their costs, benefits and viability in a financially restricted environment.

There will continue to be a need for local Housing Strategies with input from the Regionalised Regulatory Service; every effort should be made to standardise policies over those areas where there are common issues. Officers will need to recognise the different approaches across each council as part of their working pattern and this will require some training.

TOM Action 16

Common issues within local housing strategies should be identified and standardised (where practicable) whilst recognising the differing private sector housing circumstances and needs of the three councils.

5.10.2. Fees and Charges

There is a considerable variation in fees and charges across the three councils and every effort should be made to standardise these as far as possible.

TOM Action 17

Bridgend, Cardiff and Vale of Glamorgan Councils should consider standardising their fees and charges.

It is understood that pest control services at Bridgend, Cardiff and Vale of Glamorgan councils do not currently recover their costs from income and there are significant differences in the fee schedules. It is also noted that Cardiff and Vale of Glamorgan provide pest control services in-house, whilst Bridgend has a third party outsourced arrangement in place.

The majority of councils charge for the pest control services but offer reduced prices for those in receipt of benefits – a legitimate reason for services not recovering their costs. It is proposed that Cardiff and Vale of Glamorgan should consider reviewing and harmonising their charges in the regionalised service model and that Bridgend fees are also considered when the current contract is due for renewal. Harmonising the services delivered will also need to be considered in due course.

TOM Action 18

Fees and charges for Pest Control in Cardiff and Vale of Glamorgan should be standardised in the first instance. Further consideration should then be given to standard pest control charges when the Bridgend contract is due for renewal.

5.11. People and Structure

This section details the key human resource and structural implications of the service areas described in section 5.8 (i.e. Neighbourhood Services, Commercial Services, Enterprise and Specialist Services and Administration).

5.11.1. Neighbourhood Services

The proposal for Neighbourhood Services comprises Environmental Protection and Housing, and Licensing on the basis that these relate to and impact most on the residential community, and the strong links between them. There is an argument for placing Licensing in Commercial Services as much of the work relates to business premises but placing it in Neighbourhood Services is pragmatic in balancing the service areas. The use of Business Compliance Assessors will maintain a link to Commercial Services.

A single Neighbourhood Services Manager will be responsible for the management of the service with three Neighbourhood Services team leaders, covering Environmental Protection and Housing and two Licensing team leaders covering Licensing. The configuration and delineation of responsibility between the teams will need to be agreed based on numbers of premises and travel distances.

A move to more generic working in this area will provide greater resilience across the service area.

This will require some additional training on noise, housing and licensing in the first instance to ensure that all staff have a basic understanding of the key issues and can identify and report concerns for other disciplines when they visit a premises. This approach will be facilitated by the fact that many of the staff concerned are already Environmental Health Practitioners with a background in these areas.

A second phase of training will involve development of competency to carry out enforcement work, where appropriate.

The advantages of multi-skilled teams include:

- A higher degree of resilience across the service;
- Ability to deal with a range of issues in one visit – this may initially be an alert type service;
- Use of the full range of skills available to professionals such as EHOs who tend to become extremely limited and narrowly focussed when confined to specialisms;
- Reduced level of visits to a range of premises; and
- Increased ability to respond to emergency situations.

There is often some suggestion from professional officers that this is 'dumbing down' the service – this should not be the case as the intention is to ensure that appropriately qualified officers deal with the areas appropriate levels of risk.

There is already use of well qualified technical officers in this area, some of whom are authorised to serve notices and take other enforcement actions. It is recommended that this situation should be extended, with appropriate training and the development of competence, over a period of time,to enable a wider range of technical officers to undertake enforcement activity.

The processes, particularly in respect of noise, should be redesigned with a concentration on delivering the statutory requirements whilst signposting residents who have issues that are private or common law nuisances towards remedies that they must pursue themselves.

Housing and Environmental Protection

Environmental Protection staff and housing staff will form three multi-skilled teams delivering the services they currently provide with the exception of the specialist tasks relating to contaminated land, environmental permitting, and monitoring which will move to Enterprise and Specialist Services. Establishing multi-skilled teams will take time and require considerable training and support to ensure that a good quality of service is maintained. However if managed effectively this provides an opportunity to use resources in a very different way to deliver the requirement for financial savings.

Environmental Protection headcount will be reduced to take account of these changes and process redesign should bring about:
- A focus on mandatory activities e.g. statutory nuisances only, not common law or private nuisances
- Getting things right first time and reducing the need for revisits,
- Focussing on self-help and mediation and
- Reduction in out-of-hours services. This approach should be set out in a Noise Policy to be agreed by the Joint Committee.

The provision of an out-of-hours service (currently only provided in Cardiff and Bridgend) will be an option for the whole service but will probably be subject to a separate agreement and additional cost beyond the basic service. Cardiff Council may consider reducing the current service to reduce costs. Out-of-hours services should adopt flexible working arrangements rather than relying on overtime payments. For the purpose of the business case (section 4) it is assumed that current services are maintained (albeit in a very different way) and that further work will be required to determine each council's longer-term requirements and subsequent financial contribution to the regionalised services.

Staff will be designated as Neighbourhood Services Officers or Neighbourhood Services Technical Officers. Where Neighbourhood Services Technical Officers have the appropriate competency and training they will be fully authorised.

TOM Action 19

The proportion of enforcement work carried out by Technical Officers with appropriate levels of competence should be increased.

TOM Action 20

A move towards more generic working and the development of multi-disciplinary officers should be adopted in the Neighbourhood Services area.

Licensing

Licensing functions will be carried out by two area teams although the restrictions of the Licensing Act will need to be respected. Broadly the Licensing Act 2003 requires that no function under this Act may be carried out by another local authority. In practice this means maintaining separate Licensing Committees and decision making powers and may well mean different policies for the different local authorities; however the medium-term ambition must be to standardise policies as far as practicable.

Although the Licensing Act function cannot be delegated to the Joint Committee, individual officers may be authorised to act in other councils by those councils. These Licensing Act restrictions do not apply to other licensing activities such as taxis and private hire but it is proposed that all licensing functions that currently sit with individual Licensing Committees should remain so, both for practical administration reasons but also because the issue of taxis and private hire licenses, in particular, can be sensitive. However, every effort should be made, over time, to standardise the various licensing policies, as far as possible, recognising that there are some areas where local factors may outweigh the practical benefits of harmonisation.

The Licensing administration function should be carried out by a centralised team with the use of local contact points to provide face-to-face customer interfaces. There should however be a focus on encouraging customers to use digital channels as the default for the majority of transactions.

Process redesign will result in reductions in staffing in both the Licensing Team and administration but this is not expected to deliver any net cashable savings, as any cost reduction should be reflected in reduced charges as per the Hemming judgement concerning cost recovery, although this may yet be subject to appeal.
.
The use of Business Compliance Officers is discussed below and these can be used to check compliance with licensing conditions.

It is not proposed, at the moment, to incorporate Licensing into generic teams because of the different statutory arrangements and also the differences in grading levels for Licensing Officers. However this may be an option for the future if it proves possible to standardise policies to any extent.

5.11.2. Commercial Services

Commercial Services will deal with the majority of enforcement activity associated with businesses; the main exception being licensing which sits in Neighbourhood Services. This will involve the areas of Food Safety & Standards, Health & Safety at Work and the majority of Trading Standards work. These are broadly the areas governed by national standards. There will be some elements, particularly in respect of illegal money lending and special investigations that will form part of Enterprise and Specialist Services. Commercial Services will also deal with Infectious Disease Control, Port Health and Consumer and Business Advice due to the close affinity with the professionals that will work in this service area.

Commercial Services will be established as follows:

- Four area teams will be responsible for routine inspection work with a fifth team having a wider remit across the whole service and taking responsibility for issues such as non-retail activity, consumer and business advice beyond routine work associated with visits and possibly Primary and Home Authority. Some further detailed work on numbers will have to be undertaken to determine the right split for the areas and the size of each team which will vary with work load.

- Mixed teams of EHOs and TSOs to facilitate multi-skilling over a period of time but also to improve programming of visits to premises. These officers are to be known as Commercial Service Officers and Commercial Services Technical Officers. It should be noted that the Food Law Code of Practice allows EHOs and TSOs to do both Standards and Safety work, in defined situations, although there are clear competency issues that will have to be addressed. Any training is envisaged to take place in 2 tranches – initial training to provide officers with basic knowledge in areas with which they are unfamiliar (to enable hazard spotting in other work areas whilst undertaking inspections) followed by training to relevant competency levels for those officers who are able to undertake multi-disciplined roles.

- The current ratio of Senior EHO/EHOs to Technicians/Sampling Officers across Bridgend, Cardiff and Vale of Glamorgan is 33:7.4. As this is a specialist area of work, more use should be made of Technical Officers with higher qualifications in Food Safety and Standards to move the balance of staff to something more like that found between Trading Standards Officers and Fair Trading Officers/Consumer Protection Officers (9:28). There is likely to be resistance to this change citing the requirements of the Food Law Code of Practice, however the Code of Practice does allow for use of specialised staff with the appropriate training and competencies who are not EHOs. This will require further training for some staff and will have to be addressed over time.

- Combining Food Safety and Standards work and Health and Safety – as already undertaken at Vale of Glamorgan and Bridgend (Food Safety and H&S only) – will be a first step in this multi-discipline approach. Inspections of businesses should address Food Safety and Standards and where appropriate Health and Safety, in the context of the HSE Local Authority National Code, at the same time. It is anticipated that there will be some resistance to this approach partly on professional grounds but also in terms of practicality (the amount of time to undertake inspections, differences in risk rating for Food and Health and Safety premises). There are relatively few high risk premises for

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Health and Safety requiring proactive inspections within the region (39) and many of these are run by national organisations which already have effective Health and Safety processes and auditing in place. Some will also have food hygiene or standards issues that will need to be addressed in a single visit. The promotion of the business advice and training programme will also address many of the businesses that fall outside the high risk category. The objectives of this approach are to:

- Introduce a higher degree of flexibility to address some of these issues;

- Minimise visits to businesses as far as possible; and

- Provide an alert system that will focus action on the most high risk premises.

A gradual transition is required which should start with the use of EHO/TSOs to provide information about non-compliance in other professional areas, moving to more multi-skilling of staff. This is very much in line with the Government aim to reduce the regulatory burdens on business. Liaison with the Food Standards Agency will be required when implementing these changes.

- Elements of training, advice and education for business which sit outside the normal actions during enforcement visits will be undertaken by the Specialist Services Team with support from staff in the Commercial Services Area. These activities provide opportunities for income generation.

- Using qualified Business Compliance Officers (BCOs) to carry out visits to identify premises and risk type, broad compliance or non-compliance and alerts for immediate action. This would be in the areas of Food Safety and Standards, Health & Safety at Work, Fair Trading, Consumer Protection and Licensing. BCOs have no enforcement responsibility and offer no advice on the respective areas but their main responsibility is to gather information and intelligence. Experience elsewhere indicates that BCOs can reduce the numbers of inspections required from professionally qualified officers and help to maintain accurate records of business premises at a lower cost than other models. Additionally, BCOs are being used elsewhere to promote Pest Control, Trade Waste services and training provided by the local authority, and working in partnership with the Fire and Rescue Service (who contribute towards their cost) to identify alerts on Fire Safety. These officers can also be used for sampling work and other low risk activities.
It is noted that the introduction of BCOs elsewhere has been resisted by professional associations and professional officers as a 'dumbing down' of their role. The BCO role is however intended to support a more intelligence based enforcement regime and focus professionally qualified officers on high risk areas. The indicative organisational structure (Appendix F) and business case (section 4) assumes twelve BCOs based on the number of premises across the three councils, an annual visit, plus capacity for additional work.

- Redesigning processes by adopting lean principles, in line with that carried out in Great Yarmouth (Food Safety) and Buckinghamshire (Trading Standards) to improve processes and provide a clearer focus on protecting the public. This will be a resource intensive exercise and staff will require support for it to be completed in a reasonable timescale.

- Focussing inspection regimes on protecting the public ahead of inspection numbers with interventions targeting high risk premises and using alternative enforcement strategies for broadly compliant businesses. This type of approach has been pursued successfully at Westminster, Worcestershire and others in consultation with the FSA in respect of Food Safety and Standards. It is clear at the present time that for some elements of the work delivered by the three participating councils, interventions go beyond the requirements of the various codes of practice. This approach is arguably no longer affordable; however proposed changes will need to be made in full consultation with the FSA and HSE.

The current FSA review projects a 5% reduction in food safety inspections; however the Food Hygiene Safety Rating Scheme which became mandatory in Wales earlier this year is likely to increase workload. Using Technical Officers and Business Compliance Officers for follow up visits can help to mitigate against a significant increase in associated cost and there is also the option available to charge for these re-rating visits as allowed for in the Food Hygiene Safety Rating (Wales) Act 2013.

TOM Action 21

Technical Officers with appropriate levels of competence should be used to carry out more high risk inspections and Business Compliance Officers deployed to support the Commercial Services Team.

These proposals will inevitably require a re-balancing and reduction of staffing in these areas. A significant cultural change is required for officers whose previous focus has been their professional discipline. There will need to be a management focus on bringing about this cultural change and training to facilitate multi-discipline approaches.

Some examples of the type of approach set out above are given in the case studies in Appendix G.

5.11.3. Enterprise and Specialist Services

Enterprise and Specialist Services will incorporate existing or potential income generating services and discrete specialisms with a commercial approach to marketing council services. The proposed service area comprises three teams:

- Specialist Services;
- Special Investigations; and
- Pest Control and Animal Welfare

The Analytical Services and Illegal Money Lending Unit could be included as two additional teams. Including these functions is subject to a decision to retain Analytical Services and contractual agreements for the Illegal Money Lending Unit with Welsh Government.

There should be some degree of staff rotation throughout the specialist team and the special investigations unit to vary staff experience and continuing professional development as well as providing support to any specific special investigations.

To support the service manager a post of Business Development Officer is proposed, with a role to develop business opportunities across Regionalised Regulatory Services.

Specialist Services

The Specialist Services Team will carry out work in the areas of:

- **Environmental Protection** – support for the areas of Contaminated Land, Environmental Permitting and monitoring activities (although this latter function could go to the Analyst Service)
- **Education, training and advice** to businesses – to market and organise delivery from within other teams as well as some delivery, with a view to generating income.
- **Public Health** – primarily to seek external funding for the Public Health programme but also to have some involvement in delivery
- **Primary and Home Authority** – specifically to promote the role to businesses and support officers in the Commercial Services area.
- **Mediation Services** – is it understood that this is only provided on a limited basis by officers who have been trained but have other duties. No provision has been made for additional staffing for this as it is a discretionary service which may not be affordable in a financially restrained environment, although it provides significant advantages to resolving neighbour disputes particularly in respect of noise.

Special Investigations

This team will support other teams in carrying out special investigations particularly but not exclusively in the area of Trading Standards and the Proceeds of Crime Act. This team could ultimately be combined with the specialist team.
The team will consist of two Special Investigations Officers, an Accredited Financial Investigator and a Legal Support Officer.

Pest Control and Animal Welfare

Animal Health and Welfare functions, including the Horse Wardens, Dog Wardens, Pest Control and Dogs Home, will be brought together into one team under a single Team Leader. This will provide service resilience and potential efficiency savings from a combined team as well as a specialist focus.

Pest Control services are currently provided in-house by Cardiff and Vale of Glamorgan and via a third-party contract by Bridgend. It is proposed to bring the administration of the service together and redesign processes to reduce the overall administration requirements. The management and staffing of the existing two teams will also be merged and further work done, particularly in Vale of Glamorgan, on marketing contracts to businesses.

Income Generation and Business Development

A number of areas have been identified by staff in workshops with the potential for income generation:

a) There is a need to embrace the Primary Authority principle and seek out agreements with leading businesses both within and outside the boundaries of the region. Careful management of this enterprise could enable a self financing unit to deal with Primary Authority businesses with benefits across Regulatory Services.

b) Charging for business advice – a system already adopted by a number of other councils whereby basic advice to businesses may be given free of charge but more involved matters, for example consideration of product labelling and contract terms and conditions, attracts an hourly charge.

c) The development and marketing of the bespoke business training currently offered by Cardiff Trading Standards. Again this could potentially extend beyond the boundaries of the region to provide a further source of income.

d) The provision of a 'retailer awareness' facility along the lines of the Police 'driver awareness' courses. This would enable instances of first time offending to be dealt with by offering the individual/ business concerned the opportunity to undertake a training course for which there is a charge, rather than have the matter dealt with through more formal channels. This would lend itself well to matters such as underage sales offences, and the finding of food on sale past its use by date, these types of offences having clear due diligence elements. This would need to be set out as an option in the Compliance and Enforcement Policy. The legality of this needs to be properly assessed before anything is put in place. *(Note there have been 21 premises across the region selling age restricted products to youngsters during 2012-13).*

e) Extensive marketing of specialist services such as the Metrology Laboratory and the Public Analyst

f) As the collaborative arrangements become established and the benefits of greater resilience and wider expertise are realised, there is a real potential for services (general as well as specialist) to be sold to other local authorities unable to deliver them in-house in a cost effective manner.

g) Charging other service areas for the provision of mediation services utilising existing trained mediators.

h) There needs to be a greater emphasis on chasing up costs from prosecutions and ensuring the proceeds are credited to the service budget.

i) Making use of the Business Compliance Assessors to encourage businesses to take up local authority services such as Pest Control, Trade Waste, and training.

j) Agreeing a partnership with the Fire and Rescue Service for Business Compliance Assessors to report fire risk 'alerts' to support the service in prioritising fire inspections e.g. bedrooms over restaurant kitchens.

k) Charging for Housing Enforcement action under the provisions contained within S.49 of the Housing Act 2004

The business development posts proposed within this service area will have specific responsibility for income generation. These appointments could be made on a fixed-term basis and reviewed against the additional revenue achieved. Some prudent assumptions have been made for potential income in the business case (see Appendix K). Further investigation will need to be undertaken on the lack of a general competence in Wales to market local authority services to the public, so marketing may initially be limited to other authorities.

TOM Action 22

Proposals for income generation should be developed further within the remit of Enterprise and Specialist Services.

To support business development and income generation initiatives a Business Development Team led by a Business Development Officer and reporting to the Enterprise and Specialist Services Manager will be created. The primary roles included in this team will be:

- **Business Development Officer** to identify opportunities to develop business for Regionalised Regulatory Services, develop supporting business cases and effectively market these propositions.

- **Business Development and Performance Support Officer** to support this role and assist in maintaining and auditing performance information across the service

- **Improvement Officer** to support service redesign and continuous improvement initiatives

- **Database Administrator** to maintain the services statistical information and returns

This team will effectively contribute to the 'enterprise' element of the Enterprise and Special Services area.

TOM Action 23

A Business Development Team should be established as detailed in the proposed organisational structure. This should be established on a fixed-term basis and reviewed periodically.

5.11.4. Administration

A central administration function for Regionalised Regulatory Services will be provided and managed by an Administration Manager who reports to the Enterprise and Specialist Services Manager.

The majority of customer interfaces should be migrated to digital channels with the facility for online information, forms and payments. A common ICT platform will be essential to the new service administration as well as facilitating flexible and mobile working. Some work is already underway with other councils looking at other options for a new web-based platform for the service.

The provision of local contact points staffed on a rota basis from the central hub will facilitate face-to-face interfaces with some support from technical and professional staff also on a rota basis. Work will need to be undertaken with the contact centres of each council initially to ensure that processes and procedures are in place to coordinate and communicate effectively with the central administration function way.
A second phase of work should then move them towards being able to provide a more supportive response to customers with specific requests for information or advice. However these changes need to consider duties under Equality Act re potential impact of the proposals on customers.

It is proposed that the administrative processes be redesigned, building on the work already done by Bridgend and Cardiff, with an initial focus on:

- Licensing;
- Noise;
- Food Safety and Standards;
- Trading Standards functions; and
- Pest Control

From experience elsewhere (see case studies in Appendix G), these are the areas likely to provide the most immediate benefits but all areas will need to be redesigned over time. This will need an early commitment of staff resources to support the redesign.

There are a range of individual staffing arrangements within the councils to deliver administration including team clerks, support officers, clerical officers and word processors and typists. The move to flexible and mobile working arrangements will require the introduction of a range of standard forms and letters, some of which may already exist, with the majority of officers responsible for their own correspondence and data input.
The administration team will be split into 2 teams. One team will be responsible for the licensing functions and the other for all other administrative functions. Consideration will have to be given in the early stages of implementation to running specialist teams to deal with areas such as Pest Control, with a gradual multi-skilling of staff via a training programme over time.

Provision will be made within the administrative team for support to the management team.

As with other areas this will involve significant cultural change and staff will require support through a cultural change and training programme.

5.11.5. Indicative Organisational Structure

A proposed organisational structure for Regionalised Regulatory Services is included in Appendix F ('Collaborate and Change' option). It is important to highlight that all jobs will need to be evaluated (including the Chief Officer role) during the implementation phase. This will entail a significant amount of additional work and therefore may impact upon the implementation timescales. The principle characteristics of the structure are as follows:

- A single integrated management structure with three tiers (chief officer, managers and team leaders). The overall number of managers will reduce from more than 30 to less than 20 reporting to a single overall Chief Officer. The reporting line for the Chief Officer role will need to be determined by the host authority, but the role will also need to be accountable to the Joint Committee.

- Multi-skilled officers working in multi-functional teams reducing overlap and duplication of tasks and minimising the regulatory impact on businesses. Achieving this approach will take time and will involve considerable effort in training and cultural change. The approach will need to be phased to avoid disrupting existing service delivery.

- Professionally qualified officers focussing on the more complex issues and technical officers with appropriate levels of qualification and competence being used in the inspection of 'high' risk premises and authorised to carry out the full level of functions.

- Professionally qualified officers to have a high degree of discretion and to take responsibility for decision making.

- The use of Business Compliance Officers to fulfil a monitoring and 'triage' role. These officers will provide information to assist the service in collating the information it needs to direct services, improve public protection and report on key indicators (including issues of environmental health, trading standards, and licensing). These officers would also identify broadly compliant premises across a range of regulatory functions and issue alerts to more qualified officers if they identify major non-compliance issues.

The project should be supported by a Project Manager and project support officers during the implementation phase and an appropriate project sponsor identified. These roles would not necessarily form part of the regionalised regulatory services structure but good relationships would be required to ensure successful delivery of the new model.

The proposed structure represents significant cultural change for both staff and management. This will need to be carefully managed to ensure the success of these proposals. The Business Regulatory Delivery Office provides some tools for assessing officer competency and how to address any development needs:

- The Regulators' Development Needs Analysis (RDNA) self-assessment tool;
- The Guidance for Regulators – Information Point (GRIP), designed to help meet the development needs identified

Use of these tools will be helpful in what will be a rapidly changing environment.

The adoption and implementation of the proposed organisational structure will need to be subject to the outcomes of statutory consultation.

5.12. Process and Technology

5.12.1. Process Redesign

Process redesign using lean principles will be a key element in delivering efficiencies. This requires the involvement of staff in determining what it is the customer wants, when they want it and how it can be provided more efficiently. Both Bridgend and Cardiff have already done some work in this area but in order to achieve the full benefits of such a process it will require a commitment of resources to fully examine those areas where it will be most effective

Process redesign should be undertaken with a view to:
- Streamlining processes and reducing costs;
- Removing unnecessary actions/duplication;
- Reducing processing times;
- Providing services online and automating processes;
- Signposting customers online/reducing customer contact; and
- Delivering benefits and added value for customers.

Process redesign involves a number of stages as shown in the diagram below:
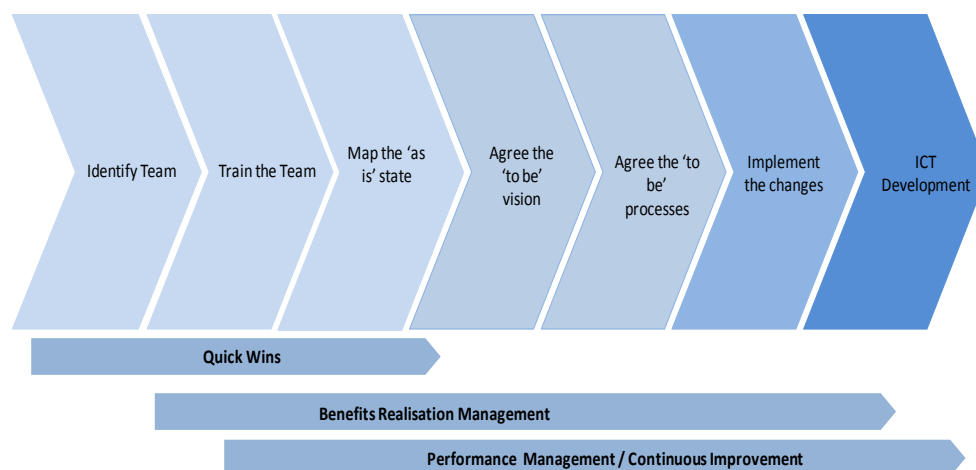
Process redesign can be resource intensive in terms of staff time therefore support to the process will be essential. Some examples that have delivered significant improvements and savings in the regulatory services area include Food Safety inspections at Great Yarmouth, Trading Standards services in Buckinghamshire and Noise and Licensing services in Guildford. More detail is provided in Appendix G.

Part of the process will be to examine how inspections are carried out in the individual councils and standardise the administration/data entry processes so that the majority of the input to the business can be done at the point of contact without the need for follow up letters, forms, etc. Preferably this should be done using electronic data input which will require investment in ICT. The process redesign should start as soon as possible with an initial focus on those areas that have the highest level of workload or costs e.g. licensing, noise, food safety and standards inspections, and consumer advice enquiries.

TOM Action 24

A process redesign exercise, adopting lean principles, should be undertaken to define detailed processes for Regionalised Regulatory Services.

Areas of highest demand or cost (e.g. licensing, noise, pest control, food safety and standards and consumer advice) should be prioritised.

Results from the Activity Based Costing exercise will support this redesign work (see section 5.5 and Appendix A)

5.12.2. Flexible and Mobile Working Arrangements

One of the notable features of regulatory services is that many customers (particularly in the business community) operate and are at their busiest outside of the normal working hours for those employed in the service. The monitoring of noise problems and reviewing compliance with licensing conditions often leads to the creation of out of hours working for some officers. There are many examples of local authorities making significant service improvements and savings by introducing flexible and mobile working. Savings of up to 40-50% have been quoted for some projects but savings between 10-20% are the norm. This approach will demand more than just flexible working (which is currently in place to some extent) as it will change both the timing and location of work to the benefit of both the service and the staff.

Some examples of approaches being used include:
- Annualised and compressed hours
- Home working for part or all of the time
- More flexible working patterns to meet employee, client and customer needs
- Relaxation of existing flexitime rules (e.g. removing core time)
- Use of touchdown and satellite offices and depots
- Desk sharing
- Selection and use of appropriate technology solutions

These approaches will need a significant level of investment particularly in relation to property and ICT. The benefits that have been identified from these approaches include:
- Reduced staff turnover with consequential reductions in recruitment and training costs
- Reduced sickness absence creating more productive time
- Productivity gains compared to "normal working patterns"
- Direct savings in accommodation costs
- Extended opening hours
- Working times better matched to client needs
- Higher staff satisfaction leading to improved performance

Many of the above will lead to cashable gains as a result of freeing up resources for other uses. The less tangible benefits such as improved employee morale or better customer satisfaction have a substantial, but generally unmeasured impact on productivity and performance. There is clear evidence that people working in more flexible ways tend to be better motivated, more productive, have a better work-life balance and take less time off for sickness and other reasons.

Moving to this way of working will require a significant culture change for both management and staff. It will be necessary to establish performance measures that will enable management to be confident that staff are working effectively and to remove some of the direct management overview that currently prevails. It will also require careful management to ensure staff are adequately supported and are able to keep in contact with colleagues.

TOM Action 25

Flexible and mobile working should be embedded by ensuring it is integral in the terms and conditions of service and by investment in mobile working systems as part of the start up process.

5.12.3. Information & Systems

It is clear that in order to deliver the savings required of the new service there is a need to adopt flexible and mobile working patterns (as described in section 5.12.2). In the first instance this does not necessarily require investment in mobile technology but this will support efficiency gains in the longer-term. More fundamental to the delivery of the new regionalised service will be:

- A common ICT platform across the regionalised service; and
- ICT systems accessible from different locations to enable the establishment of touchdown and contact points.

Discussions are in hand at the moment between a number of authorities in Wales, through the Welsh Purchasing Consortium, to establish a framework agreement to purchase the next generation of ICT systems; however the three participating councils should jointly consider the various options available (including existing suppliers and procurement of a new system).

TOM Action 26

A single ICT platform with mobile working functionality should be implemented for the regionalised service. Bridgend, Cardiff and Vale of Glamorgan Councils should jointly consider the various options available (including existing suppliers and procurement of a new system).

Consideration should also be given to the use of other technologies such as video conferencing, instant messaging and use of social media to develop and maintain contact with staff and customers.

5.13. Performance Management

Performance measurement is currently based upon inputs and outputs, for example number of inspections, complaints etc. The gathering of this information will need to continue as it is required by a number of the statutory agencies such as Food standards Agency; however it does not focus on outcomes and does not measure effectiveness.

TOM Action 27

A strategic performance management framework based on outcomes and protecting the public should be adopted for Regionalised Regulatory Services.

The Business Regulatory Delivery Office provides a tool that helps to develop outcome measures and impacts e.g. reduced incidence of food poisoning. Although there are often issues in identifying cause and effects, the right outcome measures can be a more meaningful reflection of the effectiveness of a service. The BRDO tool requires the involvement of staff in developing the right outcome measures for the service.

Some examples of outcome measures used by Worcestershire Regulatory Services are provided in Appendix E.

TOM Action 28

A series of outcome-focussed performance measures should be developed for the regionalised service. This should reflect local priorities and the BRDO toolkit for outcomes and impacts should be considered to assist this process.

Further consultation will be necessary with some of the statutory agencies that require an annual return from each council, such as the FSA and HSE, to determine whether a joint return and audit process will be acceptable.

TOM Action 29

Further consultation with statutory bodies and other agencies should be conducted to establish and agree the operation of any potential collaborative service issues, the submission of statutory returns and auditing processes.

Once the new service is agreed there will need to be a service level agreement between the three councils to finalise and agree future service provision.

In the first instance (immediately following transfer to the host authority) services will be delivered largely 'as is' and the financial contribution of each participating authority will be established (this is described in more detail in 4.5 of the business case).

As the service matures, management information processes should be established to provide transparency of service delivery costs and performance between the regionalised service and the participating councils.

Ultimately, standardised services should be adopted as the default; however where there is a clear business case for a variation, this should be negotiated on the basis of costs, performance, local budgets and priorities. In the medium to longer-term this will allow the participating councils to negotiate the services and service levels required of the regionalised service. The subsequent allocation of costs will require a careful consideration of the fixed and variable elements of the regionalised service budget and how these should be charged to the participating councils.

Change requests for new or additional services should ultimately be agreed by the Joint Committee.

TOM Action 30

Management information processes should be established to provide transparency of service costs and performance between the regionalised service and the participating councils. This should support service level agreements in the medium to longer-term.

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5.14. Support Services

The provision of support services to the regionalised service should be delivered as follows:

- **Human Resources**, **Finance** and **Procurement** support services provided by the host employing authority. This is logical because responsibility for staff and budgets will transfer to the host employing authority.

- **ICT** support is also best placed with the host employing authority as staff transfer from the other participating authorities and access other corporate systems.

- Responsibilities for **council property** should remain the responsibility of each participating council; however contributions should be made by the participating councils to the recharges incurred by the regionalised service.

- **Customer contact** for regulatory services should continue to be managed via the existing contact centres at the participating councils. Diverting demand to a central contact centre away from other council services is likely to create confusion for local residents and businesses.

- **Legal** support services should remain with the participating councils as decisions to proceed with legal action should be a sovereign responsibility.

It is not likely to be cost effective to procure support services from a third-party on behalf of the regionalised service alone; however outsourced provision should be properly considered as part of wider corporate transformation initiatives. The new regionalised service could then adopt the best value for money solution along with other council services.

The scope of this assignment did not include a detailed review of the support services at the councils involved. Further work will therefore be required to determine the detailed support service requirements for a regionalised service and these will evidently evolve further over time.

TOM Action 31

Responsibility for the provision of Human Resources, Finance, Procurement and ICT support services for Regionalised Regulatory Services should be transferred to the host employing authority.

TOM Action 32

Responsibility for Property and Facilities Management should remain locally with each participating council.

TOM Action 33

Customer contact for Regulatory Services should continue to be managed via the existing contact centres at the participating councils. Diverting demand away from other council services to a central contact centre is likely to create confusion for local residents and businesses.

The Joint Committee will require supporting administration to deliver the committees and the scrutiny process will be undertaken in each of the three councils in order to maintain a democratic process in overseeing the decisions of the Joint Committee.

The statutory requirement to maintain sovereign committees for Licensing has been identified, however the licensing enforcement and administration function should be centralised within the regionalised service. Some level of local support requirement will likely be required and it is assumed that there will be capacity for this within democratic services at each council.

Decisions with respect to legal action should remain the responsibility of each participating authority. This has worked well in other areas such as Worcestershire Regulatory Services.

TOM Action 34

Decisions in respect of legal action should remain the responsibility of each participating council. This should include liability for the costs arising from any legal actions.

Implementation Plan

6. Implementation Plan

6.1. Overview

The proposal to create a regionalised Regulatory Service covering Bridgend County Borough Council, Cardiff Council and the Vale of Glamorgan Council requires significant change. This complex transformation needs to implemented with demonstrable improvements and efficiency savings within very challenging timescales

In this section of the report, we will outline:

- The proposed approach for delivering the Implementation Plan
- The Implementation Plan required to successfully transform the Service;
- Current capability in the Service to deliver this Plan;
- The immediate next steps that would be required to mobilise the Transformation Plan.

6.2. Overall Approach

To support the successful delivery we recommend that the regionalised regulatory service adopts a project management approach to the implementation of the changes. PRINCE2 project management methodology will provide a coherent framework and appropriate governance to aid successful implementation.

We also recommend the establishment of a Project Board to drive the delivery of this plan. Once implementation is complete the project board can be replaced by an Officer Board that will oversee the service in steady state. Regular Project Board meetings should be scheduled to coincide with key milestones within the Implementation Plan.

The governance of the project will also include regular Joint Committee Meetings. We recommend that the relationship between the Project Board and the Joint Committee be clearly established to ensure there is sufficient capability and appropriate controls established to manage this complex, inter-related work.

We have outlined a structure and nine workstreams to support successful implementation. This is based on experience of what works well in other organisations and addresses the key issues that have been observed with change management capability in the Service. The aim of this approach is to:

- Ensure there is sufficient capability to establish and deliver the programme of change initiatives we have recommended.
- Ensure there is sufficient emphasis on building capability and capacity across the business so that change can be embedded at a local level.
- Ensure that sufficient controls are in place to provide effective decision making, a joined up view of change across the Service, and to identify and manage risks and issues.
- Provide a lean and light touch central programme to facilitate the delivery of change across the Service.

The governance structure (mapped out below) shows clearly the lines of governance to be in place throughout the implementation process. The Joint Committee heading up the governance structure will serve as the ultimate decision making body with the Project Board (made up of the Project Sponsor, Senior Leadership Team, Project Manager and the new Chief Officer), reporting into the Joint Committee. The direction and organisation of the implementation process will be delivered via a Project Team with the Joint Committee and Project Board providing a more high level oversight function to the governance structure.

The Project Team, consisting of Work Stream Leads, the Project Manager and Chief Officer, will drive the implementation plan through, ensuring close coordination across the nine work streams, many of which comprise of activities that have cross work stream dependencies.

Work Stream Leads will provide the information to which the Project Team will base decisions on. In heading up each work stream they will be tasked with managing their respected work stream and feeding back up the governance structure key information and progress from their working groups. The governance structure will also comprise of representatives from each council within the work streams to be delivered. Representatives from each council will ensure coordination across the three authorities and provide the necessary knowledge and expertise needed from each council to deliver each work stream.
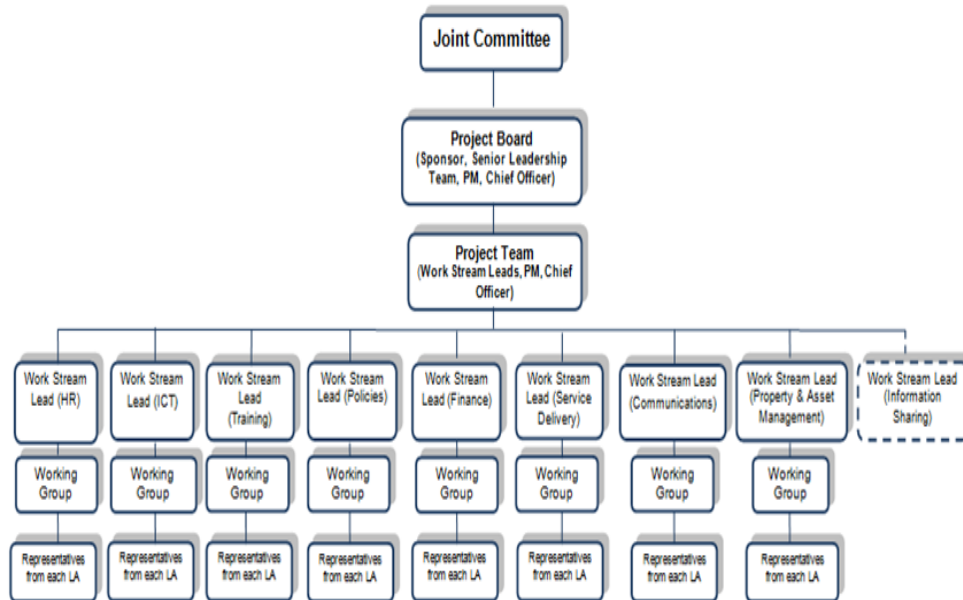
The effective delivery of the Implementation Plan needs to be underpinned by effective communication. Information sharing between the three councils and the work streams will be paramount. Information sharing and clear communication will be integral to the delivery and coordination of the nine work streams and is the principle activity to a successful collaborative model. The project plan documented at the end of the implementation plan maps out the nine work streams.

We have developed an Implementation Plan to deliver the proposed actions in the Target Operating Model over a two year period. To ensure a holistic, coherent and achievable plan we recommend nine workstreams of activity:

- HR and Legal
- Finance
- ICT
- Information Sharing
- Assets and Property
- Service Delivery
- Policies and Procedures
- Training
- Communication and Marketing

Each workstreams will be responsible for a range of activities that will support the implementation of the actions outlined within the Target Operating Model.

6.3. Individual Workstream Plans

The tables below summarise the individual workstream plans for each of the nine areas. They identify the activities that need to be undertaken, indicative timelines and where appropriate, the direct benefits that should be achieved.

Note: The implementation plan assumes a decision date in March 2014; however if a decision to proceed is made at a later date, the plan will need to be adjusted accordingly.

6.3.1. HR and Legal

Key Activities	Description	Time Scale	Benefits
Pre-Decision Preparation	• Decisions re: vacancy management • Decisions about process for redeployment and voluntary terminations • Decisions on the allocation of severance costs • Clarity in relation to co-ordination of change processes across Councils	Jan-March 2014	
Pre-Decision Engagement	• Continue engagement and consultation with trade unions and staff • Views and feedback to be fed into the decision making process	Jan-March 2014	• Meaningful engagement with trade unions and staff

Decision made re: continued development of new service	• Sign off from:
	  • Cabinet (across all three authorites
	  • Council (across all three authorities
		April-May 2014	

Key Activities	Description	Time Scale	Benefits
Consultation re: potential transfer of staff to new service	• Consultation to take place in relation to the potential transfer • To be undertaken by transferring Councils and potential host Council • To include "measures" that may be taken post transfer	June-Sept 2014	• Meaningful engagement with trade unions and staff
Implementation of management structure for new service	• Selection/matching process for new managerial roles • Managers moving to new roles.	Sept 2014	• Managers in place to drive the implementation process
Processing of any pre-transfer mitigation measures	• Consideration of applications for voluntary severance • Using appropriate protocols	Sept-Nov 2014	• Opportunity to mitigate adverse implications of change • Opportunity to achieve earlier cost reductions • Incremental approach to head count reduction
Potential date of transfer of staff to new service	• Transfer of staff to new service	Oct 2014	
Consultation re: implementation of post transfer measures /changes	• Consultation re: implementation of post transfer measures in accordance with statutory and agreed "change" policy requirements	Nov – Dec 2014	
Implementation of post transfer changes	• Commencement of implementation process • Subject to outcome of consultation • Selection of staff to new structure	Jan – March 2015	
Notice periods as necessary	• As per contractual requirements	March – May 2015	

Key Considerations (HR and Legal)

- The timescales set out above are contingent on a decision being made to progress the collaboration exercise in March 2014. Any slippage or lack will delay the achievement of the timescales.

- Achievement of the timescales will depend on adequate resources and good choreography between the three Councils

- The senior posts will need to be evaluated (separately using HAY) and this may impact on how the new service fits within the host authority.

- It will be important to ensure ongoing engagement and consultation with staff and the trade unions in relation to the pre and post transfer change issues. This will need to be properly resourced and undertaken by both the transferor and transferee (the host employer).

- Such consultation will help to mitigate the adverse implications of change including and help to refine the processes of implementation. This above may include the process for managing any pre-transfer consensual terminations.

- Pre transfer consultation will need to include "measures" to be undertaken by the Host employer. This will include the intention to undertake a post transfer restructuring process.

- Staff and trade unions will need to be consulted about the above prior to the transfer (as part of one of the "measures"). More formal/statutory consultation would then subsequently need to be carried out by the "host" employer after the transfer and in accordance with agreed change protocols

- The costs of the proposed structure at Appendix F are based on indicative grades. These will need to refined using the host employer's job evaluation scheme and based on the development of detailed job descriptions and person specifications.

- Need to ensure clarity about cost sharing implications of any potential redundancies or consensual terminations.

6.3.2. Finance

Key Activities	Description	Time Scale	Benefits
Pre – Transfer Work	• Work will include the agreement on how the implementation costs are to be apportioned across the three councils. And how the processing of fees and charges will be agreed and signed off.	December 2013 – April 2014	• Sign off of recharges from each council will ensure fairness and coordination • Pre – Transfer work carried out in good time before draft budgets are devised.
Budget Sign Off	• Host authority to draft budget alongside Joint Committee comment and sign off. The three councils to then sign off the agreed budget.	Dependent on decision	• Joint Committee review will provide transparency and fairness • Representation from each council in for draft and sign off process

Key Activities	Description	Time Scale	Benefits
Post Transfer Work	• Will include monthly/quarterly invoices from the host authority to partners. Quarterly monitoring reports to the Joint Committee. Host authority to close the end of year accounts and to provide an end of year statement.	October 2014 – July 2015	• Regular and consistent reporting to the Joint Committee, creating transparency and scrutiny. • Review of expenditure, commitments and forecasted outlays will ensure that allocated budgets are adhered to
Review of Fees and Charges	• Includes a period of review of fees and charges running from the initial transfer date	October 2014 – July 2015	• Early identification and resolution of budget inadequacy

Key Considerations (Finance)

- The host authority will be responsible for providing the accounting, administrative and financial systems and any support functions required by the Joint Committee.
- The host authority, for the purposes of the Joint Committee, will also be responsible for providing the services of their Chief Financial Officer.
- Quarterly budget reports will need to be presented to the Joint Committee, including explanations for any variances to the initial budget.
- The Joint Committee will review the budget and ensure the allocated budget is being appropriately adhered to.
- The Joint Committee will need to be given the proposed budget for the next financial year by the 1st December and calculations for each council's contributions will be derived from this.
- The host authority will need to have responsibility for preparing the financial accounts for the Joint Committee and ensuring that these are compliant with relevant legislation and guidance.
- The Joint Committee will be responsible for approving the annual accounts alongside reports from external auditors, which in the case of a shared service will be the host's external auditors.

6.3.3.   ICT

Key Activities	Description	Time Scale	Benefits
Preparation Work	• Identify, classify, prioritise, review and decide on products/applications for the range of other related applications in use in the various regulatory areas • Investigate implications for existing licences • Decision needed in relation to a core system	December 2013 –March 2014	
Market Testing and Formation of Strategy	• Assessment of potential new ICT suppliers and agreement on the ICT strategy across the three councils.	January 2014 – May 2014	• Detailed market testing will align the shared services ICT requirements and strategy with the most appropriate supplier • Formulation of the ICT strategy will develop from involvement of all three councils and is not a standalone decision made by the host authority
Discover and Assessment of Requirements	• Understanding the new ICT requirements in the TOM. • Data collection and detailed process redesign of the ICT infrastructure.	March 2014 – July 2014	
Procurement	• The development of a tender. • Engagement with suppliers and evaluation of responses and the negotiation and award of the contract.	July 2014 – September 2014	• Analysis and evaluation of supplier response will ensure the most appropriate supplier is selected • Improved negotiation position in the new shared service compared to individual procurement of ICT

Key Activities	Description	Time Scale	Benefits
Design and Build	• Implementation of new ICT infrastructure and systems. • Transfer of data from old to new system • Training associated with the new system.	September 2014 – April 2015	
New IT Infrastructure	• Integration of a common ICT platform. • Access to all systems across networks. • Design and integration with CRM and EDRM.	August 2014 – April 2015	• Access to all systems across networks for staff will enable hot desks and mobile working to be implemented and the transfer of staff to different locations

Key Considerations (ICT)

- The ICT implementation plan will be delivered in three stages, including a short, medium and long term ICT solution to the new shared services model.
- The short term initiative will include the transfer of all staff and management to a common ICT platform, enabling the initial movement of employees into new teams whilst working off the same outlook and calendar. If there is a delay in training for staff to use the host database then staff will need access to their existing database to continue to work.
- The medium term stage of implementation will be the transfer of each council ICT to the host authority ICT systems. Organisational restructuring can begin to take shape once a common ICT system is in place.
- The long term decision to upgrade and redesign the existing system or procure a new IT system is determined.
- Protocols around data access will need to be in place prior to transfer.

6.3.4. Assets and Property

Key Activities	Description	Time Scale	Benefits
Establish a Working Group	• The work stream lead, three service managers and three representatives from each service area (including the work stream lead)	December 2013	• Representation from across each new service line to gain a thorough assessment of property requirements across the new structure
Develop a Detailed Accommodation Brief	• The analysis of the current accommodation profile across the three councils • Analysis of staffing numbers and peripatetic staff in the new shared services structure • Assessment of the storage requirements for the new shared service and current capacity within existing properties	December 2013 – May 2014	• Will ensure an accurate assessment of what assets are required to deliver the new service • Will reduce the risk of insufficient capacity or over investment in assets
Review Potential Properties	• ICT requirements • Assessment of local touch points within the new service • Incorporation of centralised administration function • Hot desk capacity and functionality • Infrastructure within current properties and requirements for new properties	May 2014 – September 2014	• A tailored profile of properties aligned to the new delivery model for regulatory services

Key Considerations (Assets and Property)

- This work will need to link into current property strategies within each of the councils. This will provide a better understanding of current capacity and alignment of accommodation for the new structure and ways of working.
- The accommodation brief will be integral to this work
- It will be fundamentally important to fully understand the customer and staff needs
- This workstream will need to work closely with the ICT workstream.
- Utilisation of existing properties will be essential to cost savings.

6.3.5.   Service Delivery

Key Activities	Description	Time Scale	Benefits
Service Offerings	• Define the menu of services to be delivered within the new shared service.	April 2014 – June 2014	• A more refined service offering, focusing on statutory services and income generating services. A targeted reduction of less valuable and low risk services.
Geographical Service Delivery	• Decisions as to what services to be delivered where. This will be derived from a range of factors including: service demand analysis, capacity across the three Councils, hubs of delivery, mobile working . . .	April 2014 – July 2014	• A more tailored offering of services delivered through the collaborative service in a geographically focused approach. • Maximisation of resource capacity • A more focused, demand driven service
Budget	• The budget is to be agreed by each Council and disseminated to each service area within the new TOM. A budget review will also take place.	July 2014 – Jan 2015	

Key Considerations (Service Delivery)

- This is the shortest workstream and will be supported by previous work in relation to customer demand and the service directory
- Information that has been previously gathered needs to be maintained and kept up to date to feed in to final decisions in relation to future provision
- This workstream will require wider engagement of stakeholders including customers
- The workstream is highly depended on the Joint Committee and subsequent Council decisions in relation to a new service

6.3.6.   Policies and Procedures

Key Activities	Description	Time Scale	Benefits
Establish Working Groups	• Working groups established to drive the work Stream – made up of a work stream lead and a working group represented from each Council.	Jan 2014- Feb 2014	• Representation across three Councils • Dedicated resources for work stream lead to call on • Hand selected working group with necessary skills and expertise • Engagement of staff • Delegation of roles and responsibilities
Current Policies	• Includes gather and prioritising of existing policies across the three councils.	Feb 2014 – Sept 2014	• Detailed understanding of 'as is' state • Agreement across Councils of most important policies and procedures • Documentation for management to understand fully the roles and policies undertaken in their teams.
Process Redesign	• Detailed process redesign – including lean reviews and best practice.	April 2014 – Sept 2014	• Opportunity to minimise process inefficiencies • Potential time and cost savings • Knowledge transfer of best practice
Standardisation	• Standardisation of the newly agreed procedures and polices across the three councils.	Oct 2014 – Dec 2015	• Fundamental to shared services • Will enable staff to work across regions more effectively • Improve time costs associated with training • More effective redeployment of resources • Increased capacity to cover work colleagues
Sign Off	• Including sign off from Individual Council Scrutiny and Joint Shadow Committee	Oct 2014 – Dec 2015	• Legal requirement

Key Considerations (Policies and Procedures)

- The process of collecting and analysing existing policies and procedures can start immediately.
- A working group must be established in order to expedite the process of gathering information surrounding existing policies and procedures.
- The working group will ensure effective coordination of information gathering across the three councils whilst prioritisation of polices and subsequent process redesign can run simultaneously to this.
- Standardisation of policies and procedures and necessary revised supporting material should be in a position to be signed off from September 2014 onwards, including the sign off from individual council scrutiny and the Joint Shadow Committee.
- Detailed process redesign and standardisation of policies and procedures are pivotal to the new shared services model. How policies and procedures are redesigned and the level of standardisation will dictate when staff can move to new roles, the capacity to learn new roles and when training can begin. The prioritisation of policies and procedures therefore becomes an essential activity.
- The prioritisation process will determine which polices and procedures will first undergo redesign and standardisation and in doing so establish what roles will be delivered in the new model first and the training associated with it.

6.3.7. Training

Key Activities	Description	Time Scale	Benefits
General Training	• Training on interim host management system • Policy and Procedures Training • Training on new case management system	Nov 2014 – Jun 2015	• Reduced change over inefficiencies between time period of interim and new system • Multi skilling of staff • Increased capacity • Roll out of standardised training – time, cost and efficiency gains
Specialist – In- House Training	In – House training will cover the following: • Licensing – Cross training of policies across Councils • Environmental Protection – Covering noise and statutory nuisance • Environmental Health Officer – Covering food standards, metrology, pricing and fair trading • Trading Standards food Safety	Nov 2014 – March 2015	• Knowledge transfer • Sharing of best practise • Standardised training – increase cover and capacity • Efficiency savings out in the field – time and costs associated with carrying out tasks

Key Activities	Description	Time Scale	Benefits
Specialist – External Training	External Training will cover the following: • Business Compliance Officers • Environmental Protection – Covering housing and health ratings • Trading Standards – covering food safety and health safety • Environmental Health Officer – covering metrology, pricing and fair trading	Nov 2014 – Sept 2015	• Standardised external training across shared services • One set of training V three lots of training for each service – cost reductions • Increased economies of scale – greater negotiating position with external suppliers • Same training – Ensures same quality of service delivery

Key Considerations (Training)

- The new shared services structure will require staff to take on new roles and increased levels of cross disciplinary skill sets
- Three stages of training will make up the structure for implementing general training.
- For the effective transition of staff into new roles, all staff will operate from the host authority case management system.
- Training will commence in September, once staff have transferred over to the new structure. This will be an interim process whilst the procurement and implementation of a new IT platform is undertaken.
- Training related to the new policies and procedures will be undertaken once detailed process redesign and standardisation is signed off.
- Training on the new case management system will be implemented across the shared services once the new IT infrastructure is implemented.
- Specialist in house training will be delivered across Licensing, Environmental Protection, Environmental Health Officers and Trading Standards. The training will call upon existing knowledge and expertise within the three councils and the sharing of best practice. Specialist external training will be delivered across Business Compliance Officers, Environmental Protection, Environmental Health Officers and Trading Standards
- External training will be required for staff to achieve appropriate levels of certification and standards for their new roles.
- Training costs for external training has been accounted for and apportioned in the business case. Internally delivered training has not been costed (understood this to be the protocol agreed with Finance) and will be delivered within the operational costs (which is shared between the three authorities)

6.3.8.   Communication and Marketing

Key Activities	Description	Time Scale	Benefits
Internal Communication	• Communication to staff and senior stakeholders, including Shadow Joint Committee and Cabinet • Communication of Atkins deliverables and Joint Committee decision • Staff seminars and lead officer meetings	Feb 2014 – Dec 2014	• Open and transparency • Consistent information delivered
External Communication	• Communication to Unions • Public	Feb 2014 – Dec 2014	• Ensures that public are aware and understand the decision and its potential impact
Marketing Communication	• Branding – new identity • Media – Local papers, radio, TV • Websites, Leaflets • Advice to public	April 2014 – Dec 2014	

Key Considerations (Communication and Marketing)

- The agreement in relation to identity is a key factor in all communication and marketing moving forward
- This change project will require a communication strategy and communication plan
- The communication plan will need to be fully developed once a decision has been made
- There will need to be a detailed stakeholder analysis
- Once communication begins the messages need to be consistent, timely and communicated through all mediums
- The workstream Lead and team members will need to ensure cooperate communication teams in all three councils are fully aware and on board.

6.3.9.   Information Sharing

The effective delivery of the implementation plan is underpinned by the necessity for information sharing between the three councils and the work streams that form it. Information sharing is not a standalone work stream to be delivered in its own entity. It is an overarching activity that is integral to the delivery and coordination of the nine work streams and is the principle activity to a successful collaborative model. The project plan documented at the end of the implementation plan maps out the nine work streams. Information sharing is depicted as a continuous activity, running across all work streams throughout the implementation plan.

6.4.   Resources

A summary of each workstream including projected timescales, resources required and key benefits is included in Appendix L.

In aggregate, it is anticipated that overall resources of 43 FTEs will be needed on average for a day a week during the period of the Implementation Plan, made up of specific disciplines. It is likely however that peaks and troughs in resources will occur during the delivery of the Implementation Plan. It is also recommended that the plan is supported by a full time Project Manager and two Project Support Offices. Additionally 79 staff will be out on training for an average of three days each.

This project manager and project support officer resources have been included in the business case; however the training time has not and is considered a business as usual cost (as agreed with Finance workstream).

6.5.   Capability for Change

The ambition to share a regionalised regulatory services function between Bridgend, Cardiff and Vale of Glamorgan has been influenced by a number of key drivers affecting the three councils. These include:

- **Pressures in the current financial climate to deliver efficiencies and savings.** The combined total savings requirement for the three authorities is in excess of £1m;

- **The Welsh Government Collaboration agenda following the Simpson review.** Work to date on the Regionalised Regulatory Services initiative has been part funded by the Regional Collaboration Fund and further funding is provisionally available for 2014/15 and 2015/16;

- **The need to ensure future resilience and longer-term sustainability of public services.** Previous rounds of budget cuts have reduced the resources available to deliver regulatory services. Service delivery is therefore vulnerable to the current financial savings;

- **The opportunity to change the way that regulatory services are delivered.** Environmental Health, Trading Standards and Licensing services have historically been delivered to a greater or lesser extent as individual professional disciplines. There is an opportunity to take a more joined-up multi-discipline approach to regulation within the collaboration agenda.

6.6.   Managing Change Readiness

From our observations the Chief Executives and Service Heads across the three councils have demonstrated a passion for achieving the necessary efficiency savings whilst ensuring resilience for future service delivery. They are committed to delivering a quality service for their customers. In addition the current work stream leads have embarked upon a range of activities to support relevant gathering of data and information. Moving into implementation will require extensive resource and commitment from key individuals with subject matter expertise across the three councils to drive the change. The councils will need to consider their existing capacity and capability to deliver such an ambitious transformational change. This will need to be recognised and additional support provided as and when necessary. It will be important to ensure a workstream lead is identified for each of the workstreams to take forward the implementation plan supported by key individuals from each council.

6.7. Managing Culture Change

The nature and complexity of this transformation project will inevitably create cultural change once collaboration is implemented across the three councils. The working environment in which managers and staff operate will change considerably in the new service structure. The wide spread introduction of more flexible and mobile workings, new teams and management structure, new practices and procedures and potential office relocation will transform the way in which staff operate on a daily basis. It will be these new ways of working that will shape the new organisational culture and give the new service a sense of identity – 'who we are', 'what we stand for', and 'what we do'.

These changes in working environment require significant cultural change which is in turn derived from the collective behaviours of those involved in the implementation process and new organisational structure. It was highlighted from 'change curve' analysis, undertaken in management and staff workshops how challenging it can be for those involved to transition from anxiety, fear and a feeling of threat, to a point where they accept the project and engage in the process of formulating its future state. There will be therefore a level of resistance amongst staff and managers. Consistent, effective and timely engagement and communication is fundamental to developing and shaping staff behaviours towards the project and in turn will help develop the new organisational culture. We believe that change management capability needs to be significantly developed to enable the implementation plan to be delivered.

6.8. Next Steps

The initial next steps should concentrate on the adopting a Prince 2 project approach. This includes

- Discuss and agree Project Sponsor for the implementation period

- Identify and agree Project Team Members and Project Support Officers

- Establish the Project Board

- Agree workstream Leads

- Agree project reporting

- Establish working groups

Once an agreement has been made and the project infrastructure is in place the first significant milestone in the implementation of regionalised regulatory service will be the transition of management to their new roles. One Chief Officer will be supported by three Service Managers, one from each new service area including, Neighbourhood, Commercial and Enterprise and Specialist Services. This initial phase of restructuring will enable a more effective transition process leading up to the transfer date of all other staff. The new Chief Officer and Service Managers will be in a position to drive the implementation process through whist nine work streams, that will run simultaneously throughout the implementation process, will deliver key business changes that are fundamental to the successful delivery of the regionalised regulatory service.

Appendices

Appendix A - Activity Based Costing Results

Table 1: Total process cost by council

Process Name	Total Process Cost	% of Total	Bridgend	Bridgend As Council %	Cardiff	Cardiff As Council %	Vale	Vale As Council %
Management	£1,648,207	18%	£405,485	21%	£909,981	16%	£332,741	18%
Food Safety	£1,104,136	12%	£343,443	18%	£710,747	13%	£49,946	3%
General Trading Standards	£882,145	9%	£140,452	7%	£598,480	11%	£143,213	8%
Private sector housing enforcement	£634,031	7%	£49,858	3%	£475,531	9%	£108,642	6%
Nuisance Noise	£477,577	5%	£75,975	4%	£347,326	6%	£54,275	3%
Taxi, Hackney Carriages and PHO Licences	£383,872	4%	£84,035	4%	£176,634	3%	£123,203	7%
Pest Control (inc. PDPA)	£365,792	4%	£48,832	3%	£207,088	4%	£109,872	6%
Licensing Act 2003	£349,876	4%	£97,491	5%	£151,676	3%	£100,709	6%
Health and Safety (Inc. Accident Investigation)	£315,485	3%	£66,259	3%	£210,331	4%	£38,895	2%
Food Standards and Materials and Articles in Conta	£267,589	3%	£22,509	1%	£239,586	4%	£5,493	0%
Animal health (inc. Horses)	£259,595	3%	£118,707	6%	£83,742	2%	£57,147	3%
Any Combined Inspections (Inc. Food, H&S, Food Std	£255,575	3%	£29,003	1%	£5,599	0%	£220,973	12%
HMO Licensing	£221,158	2%	£7,233	0%	£192,538	3%	£21,387	1%
All Other Licences	£190,793	2%	£55,859	3%	£60,819	1%	£74,115	4%
Empty property management	£175,301	2%	£36,645	2%	£99,227	2%	£39,429	2%
Doorstep and Rogue Trader	£175,064	2%	£51,874	3%	£87,067	2%	£36,123	2%
Cardiff Dogs Home	£172,085	2%	£0	0%	£172,085	3%	£0	0%
Communicable Disease	£169,175	2%	£49,341	3%	£84,125	2%	£35,709	2%
Dog Warden Service	£162,873	2%	£40,214	2%	£72,733	1%	£49,926	3%
Nuisance Other	£149,199	2%	£63,548	3%	£39,563	1%	£46,088	3%
Delivering training, awareness, promotions, etc	£148,913	2%	£20,571	1%	£112,647	2%	£15,695	1%
Planning Consultation (New and Discharge)	£127,234	1%	£34,728	2%	£74,909	1%	£17,597	1%
Weights and measures	£104,452	1%	£21,489	1%	£80,524	1%	£2,439	0%
Air Quality	£90,499	1%	£9,130	0%	£45,699	1%	£35,670	2%
Other: Time spent outside Regulatory Services	£84,612	1%	£19,501	1%	£35,268	1%	£29,844	2%
All Wales Landlord Accreditation Scheme / Student	£82,037	1%	£854	0%	£80,544	1%	£640	0%
Regulating Permitted Premises	£60,503	1%	£11,358	1%	£39,979	1%	£9,166	1%
Petroleum, Explosives and Poisons	£52,795	1%	£8,543	0%	£32,016	1%	£12,235	1%
Contaminated Land	£50,436	1%	£7,047	0%	£35,762	1%	£7,626	0%
Water Quality (Inc. Bathing and Private Water Supp	£43,031	0%	£1,940	0%	£33,870	1%	£7,221	0%
Gambling Act 2005	£42,180	0%	£10,107	1%	£13,938	0%	£18,135	1%
Port Health	£41,123	0%	£0	0%	£35,250	1%	£5,874	0%
Feed Safety	£20,446	0%	£7,436	0%	£6,873	0%	£6,137	0%
Caravan Sites	£16,045	0%	£8,847	0%	£243	0%	£6,955	0%
Burial of the Dead (Inc. Exhumation)	£12,466	0%	£3,019	0%	£2,942	0%	£6,505	0%
Total	**£9,336,298**	**100%**	**£1,951,332**	**100%**	**£5,555,341**	**100%**	**£1,829,625**	**100%**
			21%		**60%**		**20%**	

Table 2: Total activity cost by council

Activity	Activity Cost	% of Total		Bridgend	Bridgend As Council %	Cardiff	Cardiff As Council %	Vale	Vale As Council %
Casework (maintaining / updating records / deskwor	£1,895,260	20%		£365,249	19%	£1,091,244	20%	£438,767	24%
Time on site (visit/inspection)	£1,523,455	16%		£314,827	16%	£903,993	16%	£304,635	17%
Customer contact (phone, letter, f2f, email, etc)	£1,356,050	15%		£308,825	16%	£755,436	14%	£291,788	16%
Consult / research / discussions in order to infor	£784,770	8%		£204,210	10%	£464,098	8%	£116,462	6%
Travelling time (to/from site)	£491,521	5%		£115,844	6%	£257,636	5%	£118,041	6%
Management of staff	£467,689	5%		£118,960	6%	£265,746	5%	£82,983	5%
Meetings (internal and external)	£414,455	4%		£111,221	6%	£209,631	4%	£93,603	5%
Prosecution / legal action / WID (work in default)	£408,174	4%		£80,010	4%	£262,190	5%	£65,973	4%
Sampling / monitoring / testing	£368,622	4%		£18,005	1%	£325,211	6%	£25,405	1%
Policy / strategy / procedures / tech panel	£219,578	2%		£33,985	2%	£158,986	3%	£26,607	1%
Cardiff Dogs Home	£172,085	2%		£0	0%	£172,085	3%	£0	0%
Management of money	£164,755	2%		£14,440	1%	£120,380	2%	£29,936	2%
Reporting / statutory returns / stats / PI	£136,614	1%		£32,393	2%	£88,429	2%	£15,792	1%
Committee / Cabinet work: Making a decision	£105,190	1%		£19,567	1%	£60,003	1%	£25,621	1%
Cross process administrative support	£101,831	1%		£34,172	2%	£21,520	0%	£46,139	3%
Responding to FOI / EIR / Land Searches	£97,008	1%		£38,622	2%	£46,313	1%	£12,072	1%
Maintenance / management of IT systems	£89,443	1%		£18,628	1%	£39,988	1%	£30,827	2%
Receiving training / CPD	£88,797	1%		£35,857	2%	£35,458	1%	£17,483	1%
Time spent on other activities outside of Regulato	£84,469	1%		£19,501	1%	£35,268	1%	£29,701	2%
Delivering (Training/Promotion/etc)	£69,810	1%		£14,767	1%	£50,002	1%	£5,041	0%
Stakeholder development, management, support	£56,220	1%		£7,391	0%	£43,185	1%	£5,644	0%
Councillor liaison, meetings, briefings, etc	£54,612	1%		£10,946	1%	£31,851	1%	£11,815	1%
Preparing (Training/Promotion/etc)	£44,317	0%		£5,076	0%	£30,255	1%	£8,986	0%
Seizure and disposal for Trading Standards only	£32,236	0%		£4,456	0%	£24,438	0%	£3,342	0%
Questionnaire (alternative enforcement)	£31,549	0%		£16,975	1%	£7,570	0%	£7,003	0%
Evaluating (Training/Promotion/etc)	£27,619	0%		£430	0%	£26,313	0%	£876	0%
AQMA Work	£24,036	0%		£4,745	0%	£6,850	0%	£12,441	1%
Maintenance/cleaning of equipment or vehicles	£18,967	0%		£1,933	0%	£15,187	0%	£1,847	0%
Travelling (Training/Promotion/etc)	£7,168	0%		£298	0%	£6,077	0%	£792	0%
Total	**£9,336,298**	**100%**		**£1,951,332**	**100%**	**£5,555,341**	**100%**	**£1,829,625**	**100%**
				21%		**60%**		**20%**	

Note all figures are rounded

Appendix B – Change Curves

First Staff Change Curve Analysis
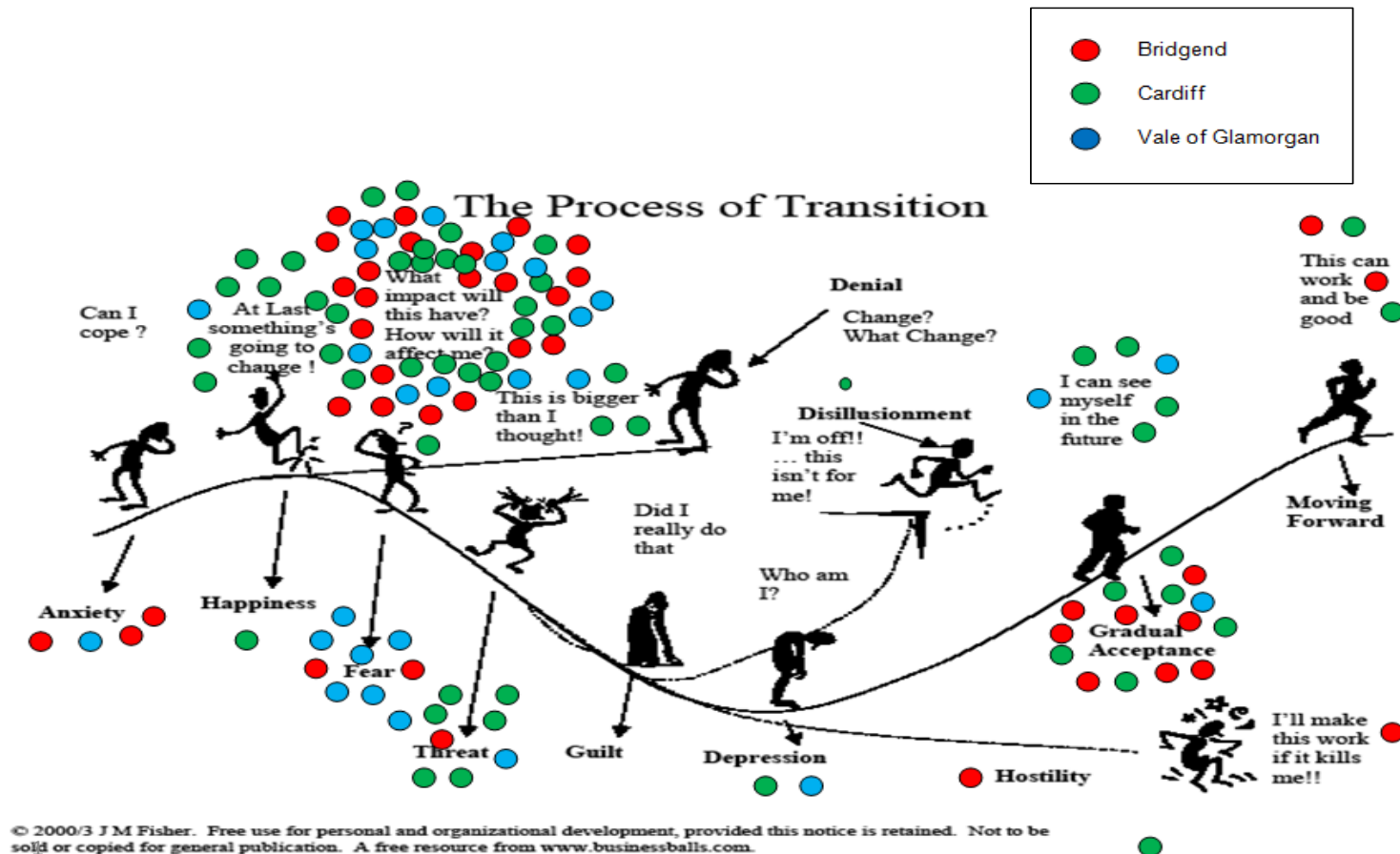
Second Staff Change Curve Analysis

Agree lots of people willing to accept change but worry about staff notice on job loss especially when silly amounts of money spent on chairs & manager/Chief Exec roles

I'm not worried about changing roles, happy to accept this just hoping to have a job at the end of it

The unknown

But I still have ~uestions

Could be good but what will happen to me

Chance to reorganise, and get rid of "this is how we have always done it!"

Only if it works will I stay (already see two regions!)

Worried if I will have a job

Feels like my job is being chopped up

The Process of Transition

Can I cope ?

At Last something's going to change !

What impact will this have? How will it affect me?

This is bigger than I thought!

Denial
Change? What Change?

Disillusionment
I'm off!! ... this isn't for me!

Did I really do that

Who am I?

I can see myself in the future

This can work and be good

Moving Forward

Anxiety

Happiness

Fear

Threat

Guilt

Depression

Gradual Acceptance

Hostility

I'll make this work if it kills me!!

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Project Change Team

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Version 2.0 FINAL

Managers First Change Curve Analysis

Managers Second Change Curve Analysis

The Process of Transition

Can I cope ?

At Last something's going to change !

What impact will this have? How will it affect me?

This is bigger than I thought!

Denial

Change? What Change?

This can work and be good

Disillusionment

I'm off!! … this isn't for me!

I can see myself in the future

Anxiety

Happiness

Did I really do that

Who am I?

Moving Forward

Fear

Gradual Acceptance

Threat

Guilt

Depression

Hostility

I'll make this work if it kills me!!
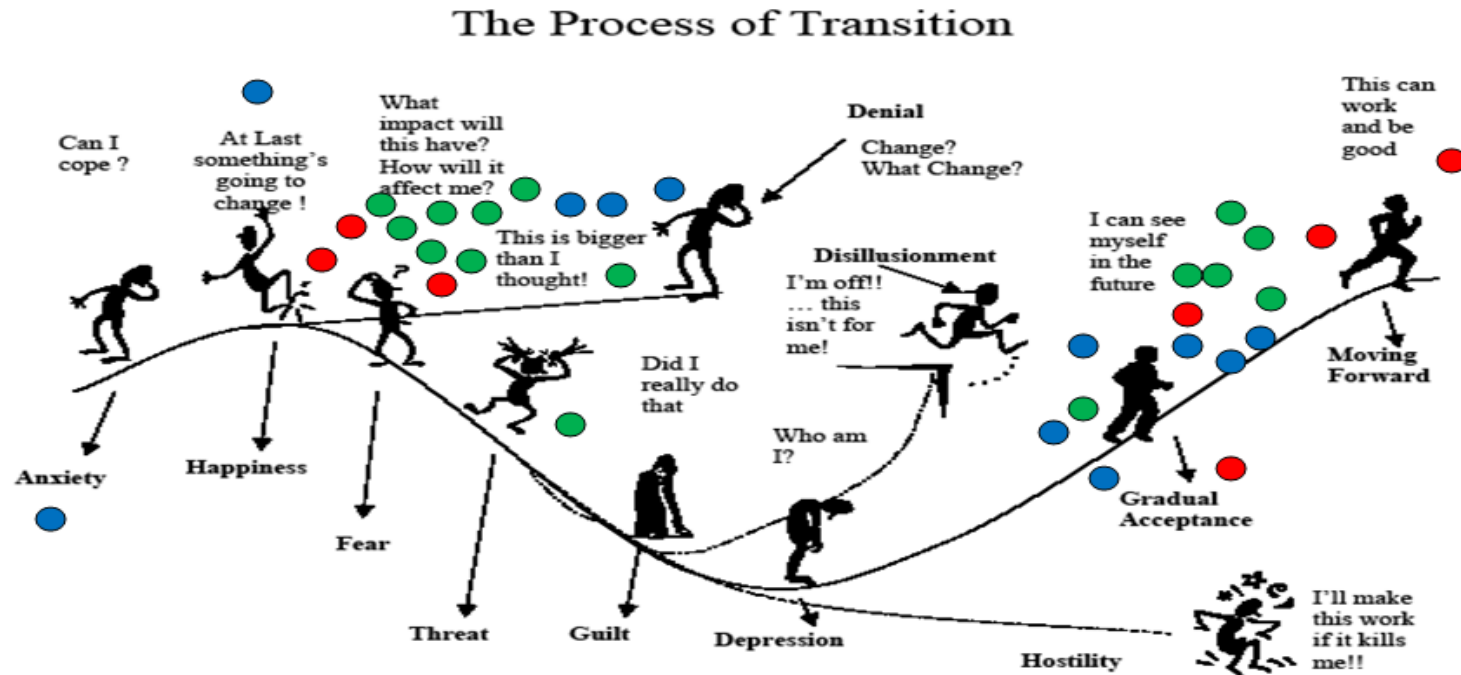
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Appendix C - Current Service Provision

Trading Standards

Vale of Glamorgan	Bridgend	Cardiff
Animal Health	Animal Health	Animal Health
	Animal Boarding	
Business Advice	Business Advice	Business Advice
Carrier Bags	Carrier Bags	Carrier Bags
	Clean Neighbourhood & Environment Act	Clean Neighbourhood & Environment Act
Credit	Credit	Credit
Consumer Advice	Consumer Advice	Consumer Advice
		Consumer Projects
Dog Warden service	Dog Warden Service	
Education	Education	Education
Enterprise Act	Enterprise Act	Enterprise Act
EPCs/DPCs/air con / product labelling	EPCs/DPCs/air con / product labelling	EPCs/DPCs/air con product labelling
EMC	EMC	EMC
Explosives / Fireworks	Explosives / Fireworks	Explosives / Fireworks
Fair Trading - business to business regs	Fair Trading - business to business regs	Fair Trading - business to business regs
Fair Trading - consumer regs	Fair Trading - consumer regs	Fair Trading - consumer regs
Feed Hygiene / Primary Production	Feed Hygiene / Primary Production	Feed Hygiene / Primary Production
Furnished Lets	Furnished Lets	Furnished Lets
	Financial Capability	Financial Capability
	Food Standards	Food Standards
Hallmarking Act	Hallmarking Act	Hallmarking Act
	Health Options Award Scheme	
Intel Handling	Intel Handling	Intel Handling
Intellectual property	Intellectual property	Intellectual property
Major Events	Major Events	Major Events
		Mediation Services

Vale of Glamorgan	Bridgend	Cardiff
NCCCZ	NCCCZ	NCCCZ
Product Safety	Product Safety	Product Safety
Packaging	Packaging	Packaging
Petroleum	Petroleum	Petroleum
POCA	POCA	POCA
Poisons	Poisons	Poisons
Public Health	Public health	Public health
		Rapid Response Number
R.I.P.A	R.I.P.A	R.I.P.A
Road Traffic	Road Traffic	Road Traffic
Rogue Trader operations		
Stray Horse Strategy	Stray Horse Strategy	Stray Horse Strategy
Scrap Metal		
Sunday trading	Sunday trading	
		Training For Business (Income generating, bespoke packages created & delivered
Tobacco Display	Tobacco Display	Tobacco Display
Underage Sales	Underage Sales	Underage Sales
		UKAS Accredited Mass Metrology Lab
Weights & Measures	Weights & Measures	Weights & Measures

Environmental Health

Vale of Glamorgan	Bridgend	Cardiff
Accident Investigations	Accident Investigations	Accident Investigations
Advice on HMO	Advice on HMO	Advice on HMO
	Advice for new businesses	
Air Quality	Air Quality	Air Quality
Approval of food premises	Approval of food premises	Approval of food premises
Bathing Water Sampling		
Businesses and consumer education and advice	Businesses and consumer education and advice	Businesses and consumer education and advice
Caravan Management (licensing & inspection)	Caravan Management	Business Forums, Food Safety & ID
	Caravan and camp site licensing, illegal encampments	
Community Safety Partnership Working	Community Safety Partnership Working	Community Safety Partnership Working
Contaminated Land Investigation	Contaminated land investigation	Contaminated land investigation
		Dog Homes
Dog Warden	Dog Warden	Dog Warden
		Delivering & Evaluating Intervention Projects in relation to both Food Safety, Health & Safety & ID
		E. Coli Corporate Compliance
Emergency planning response	Emergency planning response	Emergency planning response
Empty property enforcement/management	Empty property enforcement/management	Empty property enforcement/management
Events management/consultee	Events management/consultee	Events management/consultee
Environmental Permitting	Environmental Permitting	Environmental Permitting
Environmental Noise Directive	Environmental Noise Directive	Environmental Noise Directive
		Environmental Damage
Environmental Searches	Environmental Searches	Environmental Searches
		Events liaison panel
	Fly tipping	
Food Alerts/Incidents	Food alerts/incidents	Food Alerts/Incidents
		Advice Visits to food premises
Food premise/ complaints	Food premise/ complaints	Food Premise / complaints
Food Fraud investigation		Food Fraud Investigation
Food Hygiene Inspections	Food Hygiene Inspections	Food Hygiene Inspections

Vale of Glamorgan	Bridgend	Cardiff
Food hygiene rating scheme	Food hygiene rating scheme	Food Hygiene rating scheme
Food Hygiene Training	Food Hygiene Training	Food Hygiene training
Food Sampling	Food Sampling	Food Sampling
		Food Business Newsletter
Food Standards Inspections		
		Food Safety Management Training
H + S inspections interventions/projects	H + S inspections / projects	H + S inspections
H + S Service Request Complaints	Health and safety complaints	
Health promotion	Health promotion	Health Promotion
Housing Conditions	Housing conditions	Housing conditions
Empty properties Enforcement		Empty property complaints, works in default and enforced sales procedure
Healthy Options Awards		
		High Hedges under ASB act
Illegal evictions & harassment investigations	Illegal evictions + harassment	Illegal evictions + harassment
Infectious Disease Control /Outbreak Management	Infectious disease control Outbreak management	Infectious disease control
	Inspection of properties (HHSRS and stat. nuisance	
Imported food control	Imported food control	Imported Food Control
Inspection of properties (bond & leasing scheme)		
		Inspection of properties
	Investigation of food fraud	
Landlord & letting Agents Forum		Landlord & letting Agents Forum
		Landlord Accreditation Scheme Management
Licensing Consultee	Licensing consultee	Licensing Consultee
	Licensing (no current scheme)	
Maintenance of private rented sector		Maintenance of private rented sector
Mandatory HMO licensing	Mandatory HMO	Mandatory HMO
		National and regional representation
		Outbreak Management
Out of hours service	Out of Hours service	Out of hours service
Overgrown Gardens	Overgrown Gardens	
Pest Control (treatment)	Pest Control (treatment)	Pest Control (treatment)

Vale of Glamorgan	Bridgend	Cardiff
Pest control/ enforcement	Pest control/ enforcement	Pest control/ enforcement
Planning Consultee	Planning and building control consultee	Planning Consultee
	Primary Authority Role	
Port Health		Port health
	Procurement audit (food safety)	
Public Health Act Funeral exhumation	Public Health Act Funeral exhumation	Public Health Act Funeral exhumation
Public sewer baiting	Public sewer baiting	Public sewer baiting
Public health, filthy and verminous properties and nuisance	Public health, filthy and verminous properties and nuisance	Public health, filthy and verminous properties and nuisance
Provision of food hygiene training to local food businesses		
Radon advice	Radon advice	Radon advice
	Responsible authority for health and safety consultation-licensing.	
	Ruinous and dilapidated premises	
Smoking enforcement	Smoking Enforcement	Smoking Enforcement
Statutory Nuisance		
	Student liaison	Student liaison officer
Sunday Trading	Sunday Trading	Sunday Trading
	Tattoo, electrolysis, skin piercing registration etc	
	Unsecured properties	
	Waste management	
Water Quality	Water Quality	Water Quality

Licensing

Vale of Glamorgan	Bridgend	Cardiff
		Animal Boarding
BBFC Film Classification	BBFC Film Classification	BBFC Film Classification
Charity Collection	Charity Collection	Charity Collection
Dangerous Wild Animals		Dangerous Wild Animals
Dog Breeding		Dog Breeding
Gambling Act 2005	Gambling Act 2005	Gambling Act 2005
Hypnotism	Hypnotism	Hypnotism
Licensing Act 2003	Licensing Act 2003	Licensing Act 2003
	Marriage & Civil Partnership Approvals	Marriage & Civil Partnership Approvals
Performing Animals		
Pet Shop		Pet Shop
		Performing Animals
	Pleasure Boats	
	Premises Licenses	
Scrap Metal	Scrap Metal	Scrap Metal
Sex Establishments	Sex Establishments	Sex Establishments
Skin Piercing		Skin Piercing
Street Trading	Street Trading	Street Trading
Taxis	Taxis	Taxis
Zoo		Zoo

Appendix D - Overview of New Regulatory Functions

Neighbourhood Services	
Description	• Activities relating to residential or community premises or that have an impact on local communities
Customers	• Utilise and develop capabilities existing contact centres as first point of contact for transactional demand (e.g. complaints) • Digital by default introduced • Relevant officers interact with customer at point of delivery
Services & Performance	• Environmental Protection • Private Sector Housing • Licensing Enforcement
Operations & Processes	• Process flexibility allowing some degree of officer discretion • Standardised administration/data entry processes for inspections/visits
Information & Systems	• Mobile technology solutions • Common ICT platform across service • Systems accessible from any location
People and Structure	• Multi-skilled officers • Technical Officers with higher qualification levels carrying out' high' risk inspections • Business compliance officers performing 'low risk' activities, thus reducing number of professional officers required • Single integrated management structure
Policies	• Standardise where possible policies, fees and chares

Commercial Services

Description	• Activities relating to business premises (generally where national standards apply)
Customers	• Relationship between officers and business owners managed by area teams
Services & Performance	• Food Safety and Standards • Infectious Disease • Health and Safety, Metrology • Fair Trading. Port Health • Product Safety, Animal Health, Consumer Advice
Operations & Processes	• Process flexibility allowing some degree of officer discretion • Standardised administration/data entry processes for inspections/visits
Information & Systems	• Mobile technology solutions • Common ICT platform across service • Systems accessible from any location
People and Structure	• Multi-skilled officers • Technical officers performing a range of activities, thus reducing number of professional officers required • Single integrated management structure
Policies	• Standardise where possible policies, fees and charges.

Enterprise and Specialist Services

Description	• Existing or potential income generating services and/or discrete specialisms
Customers	• Utilise and develop capabilities existing contact centres as first point of contact for transactional demand (e.g. Service requests) • Digital by default introduced • Relevant officers interact with customer at point of delivery
Services & Performance	• Scientific Services • Pest Control • Dog Kennels, dog wardens, stray horses and animal welfare • Advice, Education and Training • Contaminated land, noise, water and air monitoring • Public Health • Illegal Money Lending Unit
Operations & Processes	• Operations characteristics specific to individual specialist areas
Information & Systems	• Mobile technology solutions • Bespoke specialist systems as required • Common ICT platform across service • Systems accessible from any location
People and Structure	• Specialist/ discrete skill sets for individual services • Single integrated management structure
Policies	• Standardise where possible polices, fees and charges

Administration

Description	• Administrative and support activities and services
Customers	• Contact for licensing managed from central location (except F2F delivered locally) • Digital by default
Services & Performance	• Licensing Administration • ICT Support • Finance, HR, Legal
Operations & Processes	• Consistent standardised administration processes
Information & Systems	• Common ICT platform across service • Systems accessible from any location
People and Structure	• Multi-skilled staff covering the full range of administration tasks
Policies	• Standardise where possible polices,fees and charges.

Appendix E - Examples of Outcome Measures

1. Reduced incidence of food poisoning
2. Greater public awareness of food safety issues
3. Improved Public Health & Well-being
4. More compliant businesses
5. Reduced hospital admissions
6. Changed attitude to smoking, healthy eating and sensible drinking
7. Reduced under age sale of alcohol
8. Reduced incidents of alcohol fuelled ASB
9. Improved animal welfare
10. Reduced risk of disease spread
11. Reduced Pollution
12. Reduced nuisance arising from businesses
13. Controlled incidents of infection
14. Reduction in ill health / sickness absence arising from accidents
15. Improved customer confidence on safe use of taxis
16. Reduction in alcohol-fuelled crime and disorder
17. Reduction in public nuisance associated with licensed premises
18. Reduction in underage sales of age-restricted products
19. Reduction in nuisances related to fireworks
20. Reduction in doorstep crime
21. Increase in older people feeling safe in their homes
22. Reduced level of counterfeit items being supplied
23. Improved public contentment with their neighbourhood
24. Confident informed consumers
25. Reduction in complaint levels relative to number of businesses
26. Reduced negative effects of contaminated land
27. People feel safe in their environment
28. More informed consumer choice
29. Reduced environmental emissions
30. Increasing value demand
31. Reducing failure demand
32. Consistent high quality service
33. Satisfied customers
34. Customer able to access service facilities by their chosen means
35. Staff have the right skills, tools and support
36. Staff engagement and job satisfaction
37. More joined up activities
38. Reduction in complaints reported

Appendix F – Indicative Organisation Models
Proposed Model for Collaboration and Change (TOM) across 3 Councils

Chief Officer, Regulatory Services (1)

Deputy to Chief Officer at 3rd tier incorporates £5k salary uplift (Selected from NSM, CSM and E&SSM)

Neighbourhood Services Manager (1)

Commercial Services Manager (1)

Enterprise and Specialist Services Manager (1)

Neighbourhood Services Team Leader (3)

Licensing Team Leader (2)

Commercial Services Team Leader (5)

Analytical Services (subject to decision to retain)

Illegal Money Lending Unit (subject to contractual agreement with Welsh Government)

Specialist Services Team Leader (1)

Special Investigations Team Leader (1)

Pest Control and Animal Welfare Team Leader (1)

Business Development Officer (1)

Administration Manager (1)

Neighbourhood Services Team Leader
- Neighbourhood Services Officer (20)
- Neighbourhood Services Technical Officer (14)

Licensing Team Leader
- Licensing Officer (2)
- Licensing Enforcement Officer (10)
- Licensing Assistant (4)

Commercial Services Team Leader
- Commercial Services Officer (24)
- Commercial Services Technical Officer (35)
- Business Compliance Officer (12)

Specialist Services Team Leader
- Education and Training Officer (2)
- Public Health Officer (1)
- Technical Officer - Contaminated Land (4)
- Primary/Home Authority Officer (1)

Special Investigations Team Leader
- Accredited Financial Investigator (1)
- Legal Support Officer (1)
- Specialist Investigations Officer (2)

Pest Control and Animal Welfare Team Leader
- Pest Control Officer (7)
- Contracts Manager (1)
- Dog Warden (4)
- Animal Welfare Officer (3)
- (Dogs Home)

Business Development Officer
- Business Development & Performance Support Officer (1)
- Improvement Officer (1)

Administration Manager
- Senior Licensing Support Officer (1)
- Licensing Support Officer (6)
- Senior Support Officer (1)
- Support Officer (15)*
- Database Administrator (1)

*Includes support to management team

Model for Collaboration across 3 Councils Only

Deputy to Chief Officer at 3rd tier incorporates £5k salary uplift (Selected from NSM, CSM and E&SSM)

Chief Officer, Regulatory Services (1)

Environmental Health Manager (1)

Trading Standards Manager (1)

Licensing Manager (1)

Bridgend

- Environmental Health (11.5 FTE)
- Pollution (4.7 FTE)
- Health & Safety (3.0 FTE)
- Housing (6.8 FTE)

Cardiff

- Public Protection (31.0 FTE)
- Pollution (14.7 FTE)
- Private Sector Housing (25.8 FTE)

Vale of Glamorgan

- Public Protection Administration (4.8 FTE)
- Environmental Health (12.2 FTE)
- Pollution (9.5 FTE)
- Housing (5.5 FTE)

Bridgend

- Trading Standards (13.6 FTE)
- Control of Stray Animals (1.0 FTE)
- Animal Welfare (4.5 FTE)

Cardiff

- Trading Standards (32.7 FTE)
- Animal Services (21.7 FTE)

Vale of Glamorgan

- Trading Standards (9.5 FTE)
- Control of Stray Animals (2.0 FTE)
- Pest Control (3.0 FTE)

Bridgend

- Licensing (8.0 FTE)

Cardiff

- Licensing (13.8 FTE)

Vale of Glamorgan

- Licensing (10.0 FTE)

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Model for Bridgend Change Only

Project Manager and project support does not report directly to Chief Officer, but is included in the business case.

Chief Officer, Regulatory Services (1)

Includes Pest Control and Animal Welfare to maintain spans of control

Neighbourhood Services Team Leader (1)	Licensing Team Leader (1)	Commercial Services Team Leader (1)	Administration Manager (1)
• Neighbourhood Services Officer (10) • Neighbourhood Services Technical Officer (7)	• Licensing Officer (1) • Licensing Enforcement Officer (2) • Licensing Assistant (3)	• Commercial Services Officer (4) • Commercial Services Technical Officer (5) • Business Compliance Officer (2) • Dog Warden (1) • Animal Welfare Officer (2)	• Licensing Support Officer (2) • Support Officer (5)* • Business Development & Performance Support Officer (1) • Database Administrator (1)

*Includes support to management team

Model for Cardiff Change Only

Chief Officer, Regulatory Services (1)

Deputy to Chief Officer at 3rd tier incorporates £5k salary uplift (Selected from NSM, CSM and E&SSM)

Neighbourhood Services Manager (1)

Commercial Services Manager (1)

Enterprise and Specialist Services Manager (1)

Neighbourhood Services Team Leader (2)

Licensing Team Leader (1)

Commercial Services Team Leader (3)

Analytical Services

(subject to decision to retain)

Illegal Money Lending Unit

(subject to contractual agreement with Welsh Government)

Specialist Services Team Leader (1)

Special Investigations Team Leader (1)

Pest Control and Animal Welfare Team Leader (1)

Business Development Officer (1)

Administration Manager (1)

- Neighbourhood Services Officer (13)
- Neighbourhood Services Technical Officer (9)

- Licensing Officer (1)
- Licensing Enforcement Officer (6)
- Licensing Assistant (2)

- Commercial Services Officer (13)
- Commercial Services Technical Officer (18)
- Business Compliance Officer (7)

- Education and Training Officer (1)
- Public Health Officer (1)
- Technical Officer - Contaminated Land (3)
- Primary/Home Authority Officer (1)

- Accredited Financial Investigator (1)
- Legal Support Officer (1)
- Specialist Investigations Officer (1)

- Pest Control Officer (4)
- Contracts Manager (1)
- Dog Warden (2)
- Animal Welfare Officer (1)
- (Dogs Home)

- Business Development & Performance Support Officer (1)
- Improvement Officer (1)

- Senior Support Officer (1)
- Licensing Support Officer (3)
- Support Officer (10)*
- Database Administrator (1)

*Includes support to management team

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Model for Vale of Glamorgan Change Only

Chief Officer, Regulatory Services (1)

Includes Licensing to maintain spans of control

Neighbourhood Services Team Leader (1)

Commercial Services Team Leader (1)

Pest Control and Animal Welfare Team Leader (1)

Administration Manager (1)

- Neighbourhood Services Officer (4)
- Neighbourhood Services Technical Officer (3)
- Licensing Officer (1)
- Licensing Enforcement Officer (4)

- Commercial Services Officer (5)
- Commercial Services Technical Officer (7)
- Business Compliance Officer (3)

- Pest Control Officer (3)
- Dog Warden (2)
- Animal Welfare Officer (1)

- Licensing Support Officer (5)
- Support Officer (4)*

*Includes support to management team

Appendix G - Case Studies

1. Buckinghamshire Trading Standards

A Change of Culture
Buckinghamshire County Council / Restructuring

"Overall performance is 10 per cent people and 90 per cent system."

Overview
Performance improvements and financial savings have followed the application of systems thinking to the trading standards service.

Issue / Problem
In 2007, the search to improve efficiency and customer focus led the trading standards service of Buckinghamshire County Council to fundamentally review the management and organization of its 25 front line officers.

Work Undertaken
Radical change was implemented through the application of systems thinking, which challenges many prevailing public sector approaches. At the outset, an intensive six week programme was followed with external consultants. This involved the introduction of new working practices on the basis of principles derived from the analysis of demand and in the light of the identification of the core purpose for activity: solve my problem, do it quickly, and stop it happening again. Consequently, the three specialist teams – safety, fair trading, and food and farming – were reconfigured into generic teams that operate in accordance with a rota and tackle issues as and when they arise. Specialist officers are evenly distributed between the teams so that their expertise is available as required.

Results / Benefits
The new structure proved highly flexible and significant performance improvements were achieved. The time taken to tackle complaints was reduced from 64 to 21 days while the percentage of problems resolved increased from around 30 to over 80 per cent. In addition, due in a large part to cutting demand arising from failure, savings of £300,000 were realized: around one fifth of the total budget. Some of this helped to meet the council's existing medium-term financial targets, while the remainder was reinvested in the trading standards service.

2. Great Yarmouth Food Safety Service
Using Systems Thinking to Redesign Food Inspection Work
Great Yarmouth Borough Council

"In the past, officers probably spent 50% of time in the office and 50% in the field, whereas now the ratio is more like 15% office and 85% in the field."

Summary
Using systems thinking, Great Yarmouth Borough Council has redesigned its food inspection work around the purpose of ensuring that food is safe for public consumption, by focusing on making food businesses safe. This has significantly increased contact time between officers and business, and enabled a new regulatory culture based around trusting relationships and tools to help make businesses safe. Early indications are showing better outcomes in terms of compliance.

Key lessons from the project include the benefits of early engagement with the Food Standards Agency to ensure the new service design works within the Code of Practice and the willingness of the national regulator to support innovation and new approaches which improve official controls and local food safety.

Background
Great Yarmouth had a critical Food Standards Agency audit arising from a backlog of high risk inspections, which it generally sought to reduce through consultancy support. Following four years' close support from the Agency, the Council secured funding from the Local Strategic Partnership for consultancy support for a systems thinking intervention, an approach strongly supported by the Council Chief Executive. This
started in September 2009 in housing and extended to food in March 2010. The food intervention intended to make the food inspection service more capable within its existing resources (2 managers, 2 EHOs, 3 technical officers covering 1,400 food businesses).

Check

The first stage of a systems thinking intervention involves a phase known as 'check' during which there is a consideration of the purpose of the service from the customer's perspective and an assessment of demand against that purpose, analysing how much of that demand is value demand and how much is failure demand from the customer's perspective. The team undertaking check spent a lot of time considering who the customer was for a food inspection. Having considered citizens, business, legislation and the Food Standards Agency, the team eventually concluded that while consumers were major beneficiaries of the food team, business was the primary customer of food inspection work. During check, the team spoke to over 40 businesses, visiting a wide variety of business types. The diverse sample of businesses gave a consistent set of messages, whether compliance was good or bad:

- they wanted the food team there and more contact with them;
- they wanted the opportunity to show the inspectors what they had done since
- the last inspection and how they had addressed any shortcomings raised;
- they did not want to harm people; and
- new businesses really wanted contact before they opened.

Check showed that:

- the service had become good at prosecution and formal enforcement but was less effective with non-broadly compliant businesses;
- repeated letters were sent to the same business year on year without achieving any sustainable improvement in compliance; they questioned the
- impact of providing a list of tasks, often long and without any clear sense of priorities for the business;
- they did little follow-up work because of the backlog of inspections and inspection targets set for officers, leading to a focus on inputs rather than outcomes; and
- they did not actively invest time in new businesses as to register and work with them could make it more difficult to achieve inspection targets: check showed that several businesses had not been inspected in the first two years after opening.
- They identified waste arising from dual IT systems (document management and database) and numerous steps and handoffs at each stage of the process. At the end of the check process, the team developed a new purpose which was very different from the previous purpose:

**Old purpose: Achieve my inspection targets each month**
New purpose: Ensure food is safe for public consumption

Plan / Experimentation

Following check, systems thinking involves a period of planning and experimentation to develop the new process and flow. Systems thinking involves total redesign of a service starting with a blank sheet of paper rather than trying to change and improve within the confines of the existing system/process. The team tried numerous things during plan, sharing the results regularly and changing the redesigned system as they went along. The plan phase used a set of 'guiding principles' to change thinking, one of the key principles being that everything would be done based on data and knowledge.

Redesigned System

Following check, the team redesigned the food inspection process around the revised purpose of making food safe. It was rolled out in June 2010. The redesigned system was based around making food safe, which meant that once a business was assessed as being unsafe, the team would not leave the business until it had worked with the business using a range of 'make safe tools', which is developing continuously, to address the root causes. The team tailors the selection of make safe tools to the business and the specific barriers to providing safe food. This approach was intended to provide focus, support and clarity about priorities for the business owner with a view to longer-term, more sustainable improvements in food safety in Great Yarmouth. The team has found that as a consequence of the focus on food safety, there have been improvements in overall compliance levels.
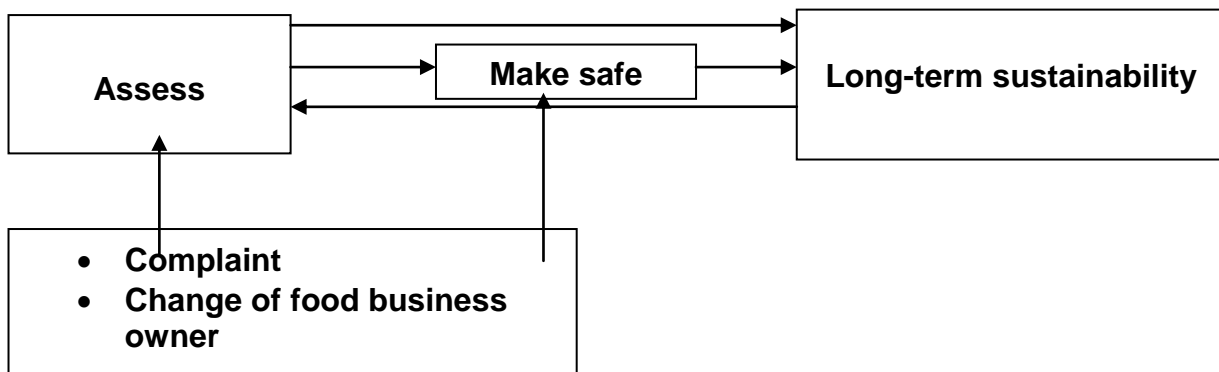
Officers are free to spend as long as they like with the business during the 'make safe' stage which is one of the biggest and most profound changes arising from the redesigned system. This enables the service to absorb variation much more effectively than the previous system which was designed around a certain time target for each inspection/intervention and a focus on inputs rather than longer-term outcomes.

Enforcement remains part of the team's approach where necessary. The team hand businesses a visit report while they are in the business. The back of the report contains a summary of relevant legislation and the associated requirements. The Food Standards Agency Code of Practice remains central to the approach and focus when taking enforcement action. The key is that the system is designed to make businesses safe which has significantly reduced the amount of time required for enforcement.

The team is trying to develop better links with and awareness of other business facing council services to enable them to signpost and support business more holistically and coherently. There has been a huge culture change as a result of the redesigned service, especially in terms of a very different, trusting relationship between the food team and the business, with businesses ringing in far more frequently and asking for help. The Food Standards Agency is interested in the culture change and a more formal examination of the Great Yarmouth experience is likely to be included within research which is about to be commissioned on regulatory cultures and behaviours in the enforcement community. In the past, officers probably spent 50% of time in the office and 50% in the field, whereas now the ratio is more like 15% office and 85% in the field. They write far fewer letters, leaving handwritten inspection reports with the business unless it specifically asks for a letter, and follow up to ensure priority actions have been taken forward.

Example Assessment Tools	Examples of some of the 'Make Safe' tools used in Great Yarmouth	E n g a
full assessment verification check sampling assessment school catering assessment	interpreter sampling supporting business use of HACCP asking the owner to do something while the inspector is there so that the inspector can observe and show them how to remedy any areas for improvement cross-contamination demonstrations using photographs showing expected standards it is worth noting that in line with the authority's enforcement policy, where necessary enforcement is still used by the team where a business will not engage	g e m e n t w i t h F o

od Standards Agency

Positive engagement with the Food Standards Agency has been central to the development of the new approach in Great Yarmouth and to ensure it works within the Code of Practice. The team contacted the Food Standards Agency who visited, looked at the redesigned system, and agreed that a pilot approach to further develop the new system would be useful pending evaluation. Early engagement with the Agency really paid off and the team found that their previous perception of what the Agency required was not matched by the reality. The old perceptions limited the scope the team thought they had to simplify and improve the delivery of food inspections, and demonstrated the value of greater engagement with the national regulator.

3. Northamptonshire Licensing Central Administration Unit

Introduction

The Central Administration Unit was established in January 2005. The unit has been awarded a highly commended by the Municipal Journal and received a prestigious APSE award for best public partnership. The unit is responsible for Licensing Act 2003, Gambling Act 2005 and Environmental Health Licensing. Currently they are considering taking on taxi and private hire licensing.

The licensing unit in 2013/14 functions on behalf of:-
- Corby Borough Council
- Daventry District Council
- East Northamptonshire Council
- Kettering Borough Council
- Borough Council of Wellingborough
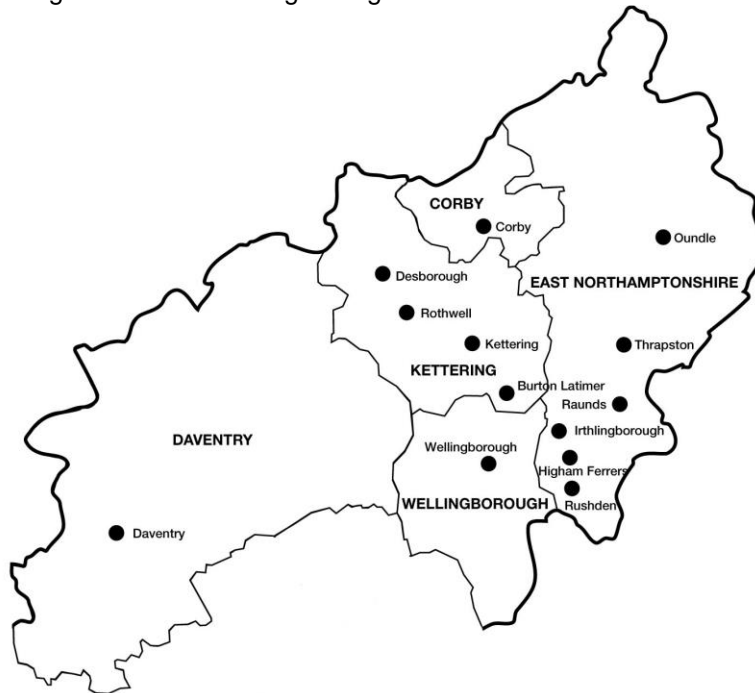
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Aim of Central Administration Unit

To provide an excellent service for the processing of applications and the provision of advice associated with the Licensing Act, Gambling Act and Environmental Health Licensing.

Objectives of the Central Administration Unit

- To process the partnership councils applications under the Licensing Act, Gambling Act and other Environmental Health Licensing.

- To provide a central administration function to accept consultation responses from the Fire Authority and Police to feed into licence applications as considered by individual authorities.
- To maintain records including public registers relating to the Licensing Act, Gambling Act and Environmental Health Licensing.
- To support the provision of a high quality and consistent licensing service throughout the partnership.
- To provide an advice centre for those making or considering making a licensing applications.
- To identify development opportunities for the unit into other areas of licensing.

- To develop service standards for the functions under the Licensing Act, Gambling Act, Environmental Health Licensing and any additional areas of licensing that may be taken on.
- To operate the GOV.UK system on behalf of the partnership authorities

Central Administration Unit Functionality Ownership

The Central Administration Unit is owned by the following Local Authorities:-

- East Northamptonshire Council
- Kettering Borough Council
- Corby Borough Council
- Borough Council of Wellingborough
- Daventry District Council

The unit is funded through the pooling of resources from the above partners. A Service Level Agreement has been signed by each partner involved with the Central Administration Unit.

On a day to day basis, East Northamptonshire Council manages the unit. They are responsible for all personnel issues, including the payment of wages and accommodation as well as overall supervision. However, all of the partners will contribute equally to the unit's governance and development. They are involved with projects associated with improvements and the introduction of new work streams.

The unit gives full access to internal and external auditors from partner authorities in order for them to gain comfort over the robustness of controls in place and accuracy of income figures disclosed within individual partnership accounts.

Accommodation and Facilities

The CAU accommodation with the necessary office equipment including furniture, IT equipment and associated maintenance is provided by the host authority.

Strategically the Management Board for the unit reports to the County Chief Executives Group in respect of business development and the future of the unit.

Customer Requirements
- Those making applications will require detailed guidance on legislation, in addition to how to apply for a licence.
- The public will need to know how they can comment on applications and the processes involved with respect to licence applications.
- The Fire Authority and Police will require information relating to applications in order for them to make representations.
- The local authority will require up to date information relating to applications, information relating to all aspects of the application and comments made. This will enable them to make the decisions with respect to determination of a licence and to identify premises operating without a correct licence.
- Up to date information on finance including income and budget monitoring information.
- The payment of fees taken by the host authority on a six monthly basis.

The Service

Service Provision
The CAU will provide the following services, under the provisions of the Licensing Act 2003, Gambling Act 2005 and Environmental Health Licensing:

- The receipt and assessment of all premises, permits and personal licence applications.
- The processing of all Gambling Act applications.
- The entry of the application on to Flovate.
- Sending out of all requests for applications.

- Providing advice to applicants on the application process.
- Undertaking the administration of the consultation process.
- Collating and forwarding all consultation results to the relevant local authority.
- On instruction from the relevant authority, produce the licence for authorisation by the relevant authority or issue the notice of refusal.
- Maintenance of records on the computer system.
- Provision of the public register as required by legislation.
- Detailed analysis of the numbers of applications and enquiries – by local authority – for performance measurement of the unit activity. Production of information relating to finances received by the unit with respect to licensing.
- The taking of payments and the collections of fees associated with licenses on behalf of the other local authorities.

Service Levels and Staffing Requirements

Based on the activities of 2012, projections of the service levels for 2013/14 have been established. This table only takes into account predicted service levels this could vary considerably. In addition, this is based on how the unit currently operates. The unit estimates it will process some 12500 applications during the year and have a total staffing complement of 4.7 including the Manager to deal with this

Financing of Unit

The unit is financed by the 5 councils involved. The service level agreement should be referred to for details of financial arrangements. There will be a predicted income this financial year of £394,350.

Estimated income	£384,924
Estimated unit cost	£172,405
Difference	£212,519

The income is predicted to not only cover the central administration unit but also the likely costs of administering the licensing system, the hearing process and training etc. at each local authority relating to the licensing. The difference as set out in the table above is paid back proportionally to the partner councils. It is also worth noting the reduced cost of the licensing unit to partners over the past 4 years as follows:-

Year	Unit Cost
2009/2010	192,578
2010/2011	190,189
2011/2012	172,160
2012/2013	167,905
2013/2014	172,405

Legislation covered by unit

- Licensing Act 2003 – premises licences, personal licences, club certificates, temporary event notices (TEN)
- Gambling Act 2005 – licences, permits and temporary use notices
- Local Government (Miscellaneous Provisions) Act 1982 – sex shops, acupuncture, tattooing, electrolysis and body piercing
- Caravan Sites and Control of Development Act 1960 – caravan site licensing
- Animal Boarding Establishments Act 1963 – kennels and catteries
- Scrap Metal Dealers Act 1964 – and replacement legal system due in 2013
- Riding Establishments Act 1964 and 1970 – riding establishments
- Pet Animals Act 1951 – pet shops
- House to House Collections Act 1939 – house to house collections
- Dangerous Wild Animals Act, 1976 – dangerous wild animals
- Breeding of Dogs Acts 1973 and 1991 – breeding dogs
- Breeding and Sale of Dogs (Welfare) Act 1999 – breeding dogs
- The Motor Salvage Operators Regulations 2002 and Vehicle (Crime) Act 2001 – motor salvage repair operators
- Zoo Licensing Act 1981 – zoos

- Street Collections Act 1972 – street collections

4. Worcestershire Shared Regulatory Services

Background
Joint regulatory service formed in 2010-11 by Worcestershire county Council and all 6 Worcestershire District Councils

Vision
A fully integrated Regulatory Services function, more effectively focussed on businesses and consumers, with all partners operating within one Management Structure.

Business Model
- Single management structure
- Integrated teams delivering County and District services seamlessly
- Focused on key customer groups – businesses and consumers/ residents
- "Core plus" model balancing service standardisation with local distinctiveness
- Dispersed workforce, locally based,
- Risk based and intelligence led
- Transformational service delivery through Worcestershire Hub & Consumer Direct

Benefits
- Improved delivery to customers
- Greater resilience
- Cost reduction through efficiencies
- Economies of scale
- Consistent approach in service delivery
- Reduce burdens on local businesses
- Standardise performance, quality, policy & processes
- Business transformation improving self-service and reducing avoidable contact

Governance Arrangements

- Head of Service reports to Joint Committee (Local Government Act 1972 s.101)
- Delegation of policy and executive functions from partners to Joint Committee and Head of Shared Service
- Service specifications detail partner delegations and operational arrangements
- Special arrangements for Licensing Act 2003 functions (retain local Licensing Committees)
- Partners retain determination of fees and charges

Financial Implications

- £1.26m (17.25%) like-for-like revenue saving (09/10)
- £438k saving 2011/12, £1,23m saving 2012/13
- Capital investment £1.23m (net of grant) for ICT & transformation
- Return on investment in 4th year
- Costs/ savings sharing in proportion to partner current gross revenue budgets
- Potential for further £355k savings in partner internal recharges/ overheads (equivalent to 20%)
- Risks if financial assumptions are not realised

5. Association of Greater Manchester Authorities

Business Compliance Assessors
Background
The Business Compliance Service is the result of a fundamental re-think which is transforming the way in which authorities in Greater Manchester (AGMA is the Association of Greater Manchester Authorities) deliver regulatory services. Wigan is leading the new shared service on behalf of AGMA's Public Protection Partnership. Current participating authorities include:

- Greater Manchester Fire and Rescue Service
- Oldham
- Rochdale
- Tameside
- Trafford
- Wigan

The local authorities in Greater Manchester were the first in the country to develop a statutory Combined Authority to co-ordinate key economic development, regeneration and transport functions. The Greater Manchester Combined Authority (GMCA) was established on the 1 April 2011. The Association of Greater Manchester Authorities (AGMA) will continue to act as the voice of the ten local authorities of Greater Manchester but as part of a much stronger partnership with GMCA. A new Transport for Greater Manchester Committee. The **Public Protection Partnership** consists of the Greater Manchester local authorities together with Greater Manchester Fire & Rescue Service. The Partnership works to support businesses, communities and the economy by delivering improved regulatory services in a more efficient and effective manner and in line with Better Regulation principles

Services
The Business Compliance Service complements and supports the role of existing local authority regulators by monitoring regulatory awareness in businesses, covering Environmental Health, Trading Standards, Fire Safety, Licensing, Trade Waste and Pest control. Their approach has been carefully designed to monitor businesses and their regulatory compliance across a range of disciplines. They provide an overview of the state of compliance of each business in real time to regulators, who benefit from:
- Up to date, accurate information about the businesses within their area, and
- Real-time intelligence about businesses which are failing to comply with regulatory requirements

Enabling them to effectively target their support to businesses and protect the public.

The service:
- Improves the efficiency of pubic protection regulatory services
- Provides relevant intelligence to LA regulators to inform strategy and to focus resources on those businesses which require improvements to secure public protection.
- Identifies and carries out a planned sequence of observations about new businesses including the scope and potential level of risk.
- Obviates the need for businesses to be subjected to multiple inspections by separate regulators except where that need is identified.
- Obviates the need for inspection of a business by any individual regulator except where a need is identified.
- Provides businesses with relevant information to assist them to understand and fulfil their responsibilities without the need for regulatory officer intervention.

Real time intelligence transferred to each participating authority's database
Assessors visit all businesses except those excluded by regulators. Exclusion is usually on the basis that a business is scheduled for inspection in the current year, high risk or subject to enforcement action of some sort. Using our purpose designed, secure electronic data transfer, the intelligence gathered is used to populate each participating authority's own database system with real-time information and intelligence. Alerts to the appropriate regulator ensure that any non-compliance identified by an assessor is highlighted to professional regulators, with intelligence to allow them to effectively prioritise their response.

This unique approach has been carefully designed to collect and transfer information about regulatory compliance across a growing range of disciplines. It has been developed and refined over a number of years, to deliver a highly efficient and effective, intelligence led approach which protects public health and wellbeing and fair and honest trading environment whilst delivering real efficiency savings. Independent challenge and evaluation have been and continue to be used to ensure there is an optimal, widely applicable solution.

Performance

In 2012/13, Assessors visited 5,103 businesses across five local authority areas. These visits were all to businesses which were part of the authorities' risk assessed databases for regulatory purposes, but which would not otherwise have received an inspection from any of our regulatory officers. Of these, 2,815 had either ceased trading or been replaced by new businesses. The analysis below is based on the compliance assessments carried out on the remaining 2,288 businesses.
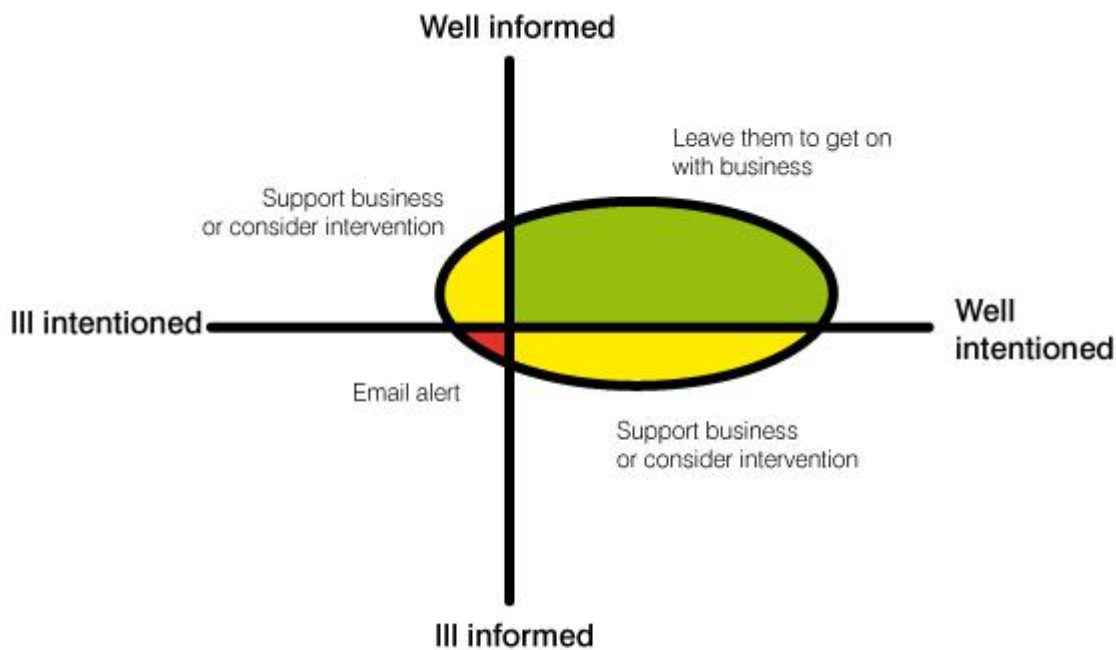
To help understanding of these results, consider that most businesses have some understanding of the regulations they need to comply with, and do their best to comply with those requirements. To put their resources to best effect, regulators need to identify those businesses which are less well informed or perhaps are tempted to 'cut a few corners' to survive in a competitive market; such businesses will benefit from support from regulators to help them to succeed. And of course, the small minority who compete unfairly or pose a danger through non-compliance need to be targeted for appropriate interventions; these are the businesses which we identify with 'alerts' to the relevant professional regulators.

Appendix H - Risk Matrix of Principle Areas of Regulation

Environmental Health

Food Safety

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Routine Inspection of food premises for safety and standards	Food Safety Act 1990 Food Hygiene (Wales) Regulations 2006 Food Standards Act 1999	Controls on the sale of food to prevent sale of food injurious to health. Duty to execute and enforce provisions of Act and regulations FSA can take over functions and resources where non performance	FSA Framework Agreement on Local Authority Food Law enforcement – Standards set by FSA for inspection of high, medium and low risk premises and the submission of an Annual Food Safety Service Plan Food Law Enforcement CoP	Currently low risk premises dealt with by alternate enforcement strategy – limited inspection Comparative figures suggesting variations in costs and performance between 3 authorities	Risk of takeover by Food Standards Agency Potential risk to public health as a result of food safety issues from unsafe food Political and public pressure particularly if there is a food poisoning or similar problem (Pennington)	The inspection of food premises has been a major factor in food safety for many years but there is limited evidence that it has any major impact on food poisoning Use of BCAs to provide intelligent prioritisation and targeting of professional resources
Food Hygiene Safety Rating Scheme	As above	Mandatory scheme for Wales	Welsh scheme	Difficult to limit Charge for re-inspections – Westminster model	Public and political pressure but no public health consequences	Use of Technical Officers and BCAs for follow up

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Training	Food Safety Act 1990	Discretionary	No of courses p.a.	Could be ceased or reduced with little impact	Could be ceased or reduced with little impact	Some limited income – Private sector courses available for businesses
Sampling	Food Safety Act 1990	Regulation 882 requires sampling as part of food safety programme	Agreed sampling programme with PH(W) and local authority group	Partnership issues with other members of sampling group – FSA grant and likely to be concerned if Regulation 882 not covered	Partnership issues with other members of sampling group – FSA grant and likely to be concerned if Regulation 882 not covered	Limited identification of problems as a result of sampling – some income – PH (W) to start charging for current free facility?

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Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Consumer complaints and business advice	Food Safety Act 1990	No duty to deal but provides intelligence on food risks and priorities	No standards	Limit business advice and only investigate high priority cases Public and political reaction – marginal risk to public health	No advice – no response to food complaints. Public and political reaction	
Private Water supplies	Private Water Supplies Regulations 2009	Monitoring programme to ensure safety of private water supplies	Requirement to carry out a risk assessment every 5 years and monitoring in accordance with RA	Provision for charges to be made for monitoring – probably does not cover costs	Statutory requirement – monitoring by Water Inspectorate likely to be limited – Public health issue	How many private water supplies in area

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Health and Safety at Work

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Routine inspection/ complaints	Health and Safety at Work Act 1974 and regulations. LAC 67/2 Priority Planning Guidance	Protection of employees and public at work

Duty to make adequate arrangements for the enforcement of the Act and regulations within their area. Duty to appoint inspectors | Standards set by HSE for inspection of high, medium and low risk premises – National Local Authority Enforcement Code

SoS may pass responsibilities and resources to HSE where default | Currently low risk premises dealt with by alternate enforcement strategy proactive inspection of high risk premises only where specified | Risk of takeover by HSE for defaulting LA in extreme cases – significant risk of injury or even death in high risk premises | Use of BCAs to provide intelligent prioritisation and targeting of professional resources |
| Accident investigation | Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 | Duty on employer to report deaths and certain types of injury/illness at work | Investigation on specific incidents on a priority basis | Already working on a priority basis and limited numbers | May result in action from HSE – potential loss of intelligence on high risk situations | Provides intelligence on specific health and safety issues within a premises |
| Employee and business advice | Health and Safety at Work Act 1974 | Discretionary | None set but partly taken up with inspections | Signposting to other sources – some access to inspectors – limited reaction | Use of website to signpost to other sources – no access – business reaction | Wide range of advice available online from HSE

Potential for income generation |

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Training	Health and Safety at Work Act 1974	Discretionary	Not known			Wide range of courses available from private sector
Infectious disease control	Public Health (Control of Disease Act)1984 Health Protection (Notification) Regulations 2010 .	Various duties in respect of control of notifiable diseases including appointment of Proper Officer and administration of a range of controls SoS has default powers and can take expenses	Duty to appoint a Proper Officer and to deal with notifications of infectious disease and food poisoning. Arrangements may change with demise of HPA and changes to Public Health arrangements	Potential for closer working arrangement with PH(W) to reduce investigations carried out by EHP's	Public health issues and potential for food poisoning outbreaks continuing unchecked if not properly investigated Political and public pressure particularly if there is a food poisoning outbreak or similar problem (Pennington)	How many investigations in resulted from non-specific viral infections which could have been dealt with by PH(W) Identification and control of food handlers suffering from food poisoning critical issue Need to maintain resilience

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Licensing of cooling towers – control of legionnaires disease	Health and Safety at Work Act 1974

Notification of and Evaporative Condensers Regulations 1992, | Duty of premises owners to notify LA's of presence of 'wet' cooling towers and evaporative condensers | Management plans to be in place to limit the risk of spread of legionnaires disease – part of health and safety inspection | Limited resource input already | Potential for major Legionella out break and subsequent judicial review of Council and officers actions (Barrow case) | How many? |
| Smoke free inspections | Health Act 2006 | Duty of premises owners to ensure enclosed public spaces smoke free. Power of LA to prosecute | Guidance from DoH and CIEH | Mainly self-regulating now | Limited resource being used | Picked up in context of other inspections |

Environmental Protection

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Air Quality	Part IV Environment Act 1995	Duty to carry out air quality reviews and take action where air quality objectives not being met Reserve powers of SoS to make directions	Guidance from Defra. How many monitoring sites? Production of Air Quality report	Reduce to one monitoring site Limited savings on staffing	Reduce to nil monitoring sites and no report production. Limited savings on staffing. Limited reaction likely from DEFRA who have reviewed LA input	Failure of Air Quality Directive Standards for Nox and particulate predominantly due to traffic issues
Contaminated Land	Environment act 1995 Environmental Protection Act 1990	Control of 'contaminated land' resulting in human health effects or effects on the environment – other controls in planning system Duty to identify and take action on contaminated sites	Statutory guidance from DEFRA Production of strategy (complete). Further investigation of potentially contaminated sites. Input to planning applications	Limit action on strategy – no further site investigation Responses to planning applications only. Impact on economic development Limited staff savings	Potential impact on health Impact on development plans – particularly housing Limited staff savings	Strategies have identified how many potentially contaminated sites. Major input is to planning applications

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Pollution Prevention and Control	Environmental Protection Act 1990	Control of emissions from IPPC and APC installations Duty to identify and authorise premises falling within the act and regulations	Guidance from DEFRA	Limited opportunity to limit as reactive to applications although follow up inspections could be limited or ceased Pollution and public health impacts	Loss of income from authorisations Reaction from businesses. Pollution and public health impacts. S0S power to transfer responsibility to Environment Agency	Limited area of work How many premises – how many already authorised Resources used Income generated
Noise Control Night noise service	Environmental Protection Act 1990 Noise and Statutory Nuisance act 1993 Noise Act 1996	Control of noise prejudicial to health or a nuisance, noise in the streets and night time noise Duty to investigate complaints	No statutory guidance – but possibly coming Guidance from CIEH on process to be followed on investigating complaints. Night noise service discretionary	Remove or reduce out of hours service – no statutory requirement Political and public pressure Pressure on staff dealing with out of hours complaints in normal work time Only deal with potential statutory nuisance Wider information to public on taking own action	Potential for legal or ombudsman action for failure to carry out statutory duties Political and public reaction	Provision of information to public on how they can take their own action OOH in Cardiff only at present Lean review Flexible working to provide OOH

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Nuisance	Environmental Protection Act 1990	Prevention of matters prejudicial to health or a nuisance – fumes, gases, odours, smell, steam, dust, smoke, land light from premises or industry. Control of accumulations, insects and animals Duty to inspect district and investigate on complaint	Large amount of background law supporting nuisance regime Default powers of SoS to take defaulting LA powers	Provide advice only via phone, e-mail or internet for low priority complaints. No repeat investigations within specified period. Difficulties of prioritisation Political and public reaction	Public and political reaction Possible legal action for failure to carry out statutory duties Possible criticism from Ombudsman	Lean review
Pest Control Complaints Proofing Commercial contracts	Prevention of Damage by Pests Act 1949 Public Health Act 1936 Environmental Protection Act 1990	Duty to take action to ensure district is kept free of rats and mice – duty to keep own land free of rats and mice – duty to take action to require owners and occupiers of land to keep free of rats and mice See public health nuisance re insects and duty to investigate on complaint	No requirement to provide pest service No requirement to provide commercial services	Stop commercial service – loss of income – limit service to benefit recipients – probably not accessing at present – loss of income	Loss of income Requirement to still take action against landowners and to keep own land free Political reaction likely Potential public health problems	Income – block treatment for schools in Cardiff If commercial services to be provided then sound business plan required Outsourcing a possibility or combining all 3 services Bridgend already outsourced Lean Review

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Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Animal Welfare	Agricultural (Miscellaneous Provision) Act 1968 Animal Welfare Act 2006	Offence to cause unnecessary pain or distress to livestock Powers (discretionary) in respect of animal welfare including service of prohibition notices and seizure. Power to appoint inspectors	Guidance from Defra	Limited work done except in context of licensing	Licensing regime main contribution Possible public reaction Possible reaction from DEFRA	Inspectors don't have to be local authority employees – appointment of RSPCA Inspectors or by ministers
Stray dogs	Environmental Protection Act 1990, Clean Neighbourhood and Environment Act 2005	Duty to deal with stray dogs Power to control access of dogs to specific areas – not duty	Defra guidance on stray dogs and CIEH guidance on kennels	Establish single collection point – require strays to be taken there Increase in number of strays – public reaction – less use by public to dispose of unwanted pets	Increase in strays on street Public and political complaint	Capacity of Dogs Home and poor condition – business case required for relocating
Drainage	Building Act Public Health act 1936 Environmental Protection Act 1990	Duty to require satisfactory drainage provision to a building	Powers in respect of private sewers transferred to Water Companies in October 2011	Use of UK Insurance companies to deal with group drainage problems Little associated problems apart from overview	few issues since transfer	Water companies now responsible for majority of private and public drainage – some limited residual responsibilities

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Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Filthy and verminous premises	Public Health Act 1936	Duty to deal with filthy and verminous premises	Guidance on hoarding from CIEH. Links to mental health issues	Tighter interpretation of what is prejudicial to health or a nuisance to reduce numbers. Push responsibility back to Adult Social Care and PCT	Difficult to eliminate service altogether	

Housing

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Enforcement of housing standards	Housing Act 2004	Duty to inspect area for housing conditions to identify any action required Duty to inspect properties where Official Complaint of category 1 or 2 hazards or LA becomes aware and take action. Duty to inspect on Official Complaint or where they become aware any area for clearance or demolition	None prescribed – potential for judicial review or order of mandamus	Risks to public health and safety	Risks to public health and safety	All actions are likely to be part of the Housing Strategy of a local authority
HMO Licensing	Housing Act 2004	Mandatory licensing of HMOs prescribed by regulation Designation of areas subject to additional licensing	All relevant HMOs to be licensed – potential for judicial review or order of mandamus Discretionary power – relates to areas of significant HMO problem	Difficult to reduce - risks to public health and safety Limited control on ASB and related problems	Risks to public health and safety Use of mandatory licensing	Predominantly Cardiff
Demolition Order	Housing Act 2004	Discretionary power to make a Demolition Order	Optional action on Category 1 hazard	Limited use of power	Limited use of power	

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Clearance Area	Housing Act 2004	Discretionary power to make a Clearance Area	Optional action on area with Category 1 hazards in all properties	Limited likelihood	Limited likelihood	
Licensing of private sector housing	Housing Act 2004	Discretionary power for selective licensing of privately rented houses	Optional action on areas of poor quality PR housing	Limited application	Limited application	
Action on Empty Properties	Housing Act 2004	Discretionary power to bring properties back into occupation	Optional power, part of LA Housing Strategy	Part of Empty Property Strategy	Limit ability to bring unoccupied properties Back into use	Empty Property Strategy
Disabled facilities grants	Housing Grants, Construction and Regeneration Act 1996.	Mandatory requirement to provide disabled facilities grants	Requirement to approve grants for disabled persons for prescribed purposes	Mandatory requirement	Mandatory requirement	Partial funding from Government
Other grants	Housing Grants, Construction and Regeneration Act 1996.	Range of discretionary grants for such things as home repairs, improvements and repairs	Part of Housing Strategy generally replaced by loans with exception of home repairs assistance	Replace with loans	Replace with loans	

Trading Standards

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Food and Feed Standards	Agricultural Act 1970 Feed (Hygiene and Enforcement) (Wales) Regulations 2005	Duty of competent authority to enforce regulations Joint responsibility with FSA	Offences in respect of unsafe feedstuffs, labelling. Traceability and advertising Auditing by FSA	Reduction in staffing Potential for unsafe feed stuffs to go to food animals	Reduction in staffing Potential for unsafe feed stuffs to go to food animals Direction from FSA	How many premises under this provision?

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Fair Trading	Includes: Consumer Protection from Unfair trading Regulations 2008 Business Protection from Misleading Marketing Regulations 2008 Trade Marks Act 1994 Consumer Credit Act 1974 & 2006	Prohibits unfair commercial practices including 31 specific practices Prohibition of advertising misleading traders Protection of trade marks Control of credit agreements, hire agreements and linked transactions Duty of W&M authority to enforce all of above	Report required to OFT/BIS on activities Report to OFT in respect of court action Report required to OFT	Customer dissatisfaction Economic damage to businesses trading within law. Business dissatisfaction and economic damage to businesses	Potential for legal challenge Political reaction	Role of OFT to enforce against a number of businesses promoting the same unfair commercial practice

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Recovery of criminal assets	Proceeds of Crime Act 1995 and 2002	No duty on local authority – power of courts to confiscate	Guidance from the National Policing Improvement Agency	Staff saving by loss of AFI and transfer responsibility to other staff – will probably severely limit ability to pursue Loss of significant tool against rogue traders	Staff saving Loss of potential income Loss of significant tool against rogue traders	AFI provision has potential to be used by other authorities - already being used by some. Potential for income generation
Consumer Safety	Consumer Protection Act 1987 General Product safety Regulations 2005 Various regulations transposing CE marking directives	Duty to enforce safety and misleading price elements. Prohibits the supply of unsafe goods Protects consumers by controlling consumer goods. Approved safety standards. Powers for seizure, forfeiture, and suspension	Power of SoS to transfer enforcement to other bodies/persons	Reduction in staffing Public and political reaction Potential reaction from businesses Potential reaction from SoS	Reduction in staffing Public and political reaction Potential reaction from businesses Reaction from SoS – transfer of powers with charges	
Animal Health and Welfare	Animal Health Acts 1981 and 2002 Animal Welfare Act 2006	Duties in respect of animal disease controls	Guidance from Defra	Potential public and political reaction on outbreaks – related public health issues	Potential public and political reaction on outbreaks – related public health issues	

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Consumer Advice	All consumer protection regulation	None	Referral from CAB and direct customer access	Customer dissatisfaction Loss of intelligence on rogue traders Impact on 'good' businesses	Political and public impact	Transfer to CAB has resulted in more workload for Trading Standards if CAB not adequately trained and resourced

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Health and safety (Statutory provisions) Petrol and explosives	Pyrotechnic Articles (Safety) Regulations 2010 **Fireworks (Safety) Regulations 1997** **Manufacture and Storage of Explosives Regulations 2005**	Duty to enforce and register stores. Control on the selling of fireworks and the registration of explosive stores. Controls on the sale of fireworks to under-aged persons	Guidance from HSE	Reduction on test purchases achievable with little apparent impact – could result in an increase in ARS Incidents could result in public reaction	Little immediate impact – will probably result in increase in ARS once it becomes knowledge that no enforcement. Incidents likely to result in public reaction	Limited income from licences
	Dangerous Substances and Explosive Atmospheres Regulations 2002	Storage of Petrol and other dangerous substances - solvents, paints, varnishes, flammable gases, such as liquid petroleum gas (LPG), dusts from machining and sanding operations and dusts from foodstuffs.	Guidance from HSE	Reduction in staffing – potential for dangerous incidents	Reduction in staffing – potential for dangerous incidents – public and political reaction Potential for legal action and response from HSE	

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Under Age Sales	Licensing Act 2003 Intoxicating Substances (Supply) Act 1985,	Duty of the W&M to enforce. Other duties relate to Licensing Authority Prevents the sale to young persons of intoxicating substances and equipment to aid misuse of such substances.(includes solvents)	Guidance from Home Office and TSI on test purchases Duty to consider at least once a year extent of enforcement action to be undertaken	Impact on Safeguarding policy and anti-social behaviour	Likely public and political reaction Impact on Safeguarding policy and anti-social behaviour	National PASS scheme
	Children and Young Persons (Protection from Tobacco) Act 1991	Prohibits the sale of tobacco to children.	Guidance on test purchases from Home Office	Impact on public health	Limited public or political reaction. Impact on public health.	
	Knives Act 1997	Prevents the marketing of dangerous knives, and prohibits their sale to minors	Power to prosecute	Limited public or political reaction unless a specific incident e.g. knife related, results in public outcry	Political and public reaction likely	Not a LA function but work done in conjunction with police
	Video Recordings Act 1984 as amended	Control of the sale of unclassified video recordings	Function of the local W&M authority. Guidance from Home Office, BBFC and FACT	Limited public or political reaction	Limited reaction unless highlighted by press. Impact on Safeguarding policy	

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
	Anti Social Behaviour Act 2003	Prohibits the sale of aerosol paints to young persons	Power to enforce not duty	Limited public or political reaction	Limited reaction unless highlighted by press. Impact on Safeguarding policy	

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Metrology	Weights and Measures Act 1985

Non-automatic Weighing Instruments Regulations 2000

Measuring Instruments Regulations (various) | Duty of Inspectors appointed under the Act to regulate weighing and measuring equipment used for trade, protect against deficient quantity in the sale of goods,

Allows provision of metrological technology service to trade and industry, provide guidance and control on packers' quality control systems, and promotes the free flow of goods within the European Union. | Annual report to National Measurement Office on arrangements for carrying out functions under the Act

SoS may carry out inspections of arrangements – SoS required to report 5 yearly to Parliament | Could be reduced – priority visits.

reduced programme on petrol stations

Some reactive work on request by business | Business reaction

Potential action by SoS | Some limited income

Powers of the SoS to require action by W&M authority by notice or to arrange for duties to be performed by others and recover costs

Authorisation of private inspectors

Appointment by SoS of notified bodies and self-verification by manufacturers

Potential income generation from Cardiff metrology service |

Licensing

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Alcohol	Licensing Act 2003	Licensing of the sale by retail of alcohol, the supply of alcohol by or on behalf of a club to, or to the order of, a member of the club, the provision of regulated entertainment and the provision of late night refreshment.	Range of guidance and orders on performance of functions. Failure to carry out function can result in appeal to Magistrates Court who may decide in individual cases	Loss of income High level of political business and public pressure As a reactive measure difficult to see how this could be reduced Government pressure from Home Office Anti-social behaviour issues – police involvement	Loss of income High level of political, business and public pressure Appeals to court could lead to action by Home Office Government pressure from Home Office Anti-social behaviour issues – police involvement	Significant income generation Hemmings judgement Cardiff and Bridgend have surpluses, Vale runs a deficit

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Gambling	Gambling Act 2005	Prevention of gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime, ensuring that gambling is conducted in a fair and open way, and protection of children and other vulnerable persons from being harmed or exploited by gambling.	Co-regulation with Gambling Commission Guidance on functions from Gambling Commission. Returns to be submitted annually to Gambling Commission	Loss of income Some political business and public pressure As a reactive measure difficult to see how this could be reduced Government pressure from Home Office and Gambling Commission	Some loss of income Political, business and public pressure Appeals to court could lead to action by Home Office or Gambling Commission	Some income generation

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Pet Shops, Animal boarding, Riding establishments Zoos, Control of dogs, Dangerous Wild Animals, Performing Animals	Pet Animal Act 1951(amended 1983), Animal Boarding Establishment Act 1963, Animal Health Acts 1981 and 2002 Riding Establishments Act Zoo Licensing Act 1981 and subsequent regulations Breeding of Dogs Act 1973 and 1991, Breeding and Sale of Dogs Act 1999, Dangerous Wild Animals Act	Power to license various animal establishments for sale, boarding or breeding to control animal welfare. Power of LA to license the keeping of listed DWA's If LA do not grant license or impose unreasonable conditions appeal to magistrates court	Guidance from DEFRA, CIEH, Kennel Club etc	Probably not an option	Magistrates may grant license if LA do not Loss of income Business reaction Animal welfare lobby reaction	

Work Area	Legislation	Statutory Requirement	Performance Standards	Impact of reducing service	Impact of ceasing service	Comments
Pleasure Boats, Hypnotism, Special Treatment, Sex Establishments, Hairdressers, Launderettes, Street Trading, Scrap Metal, Motor Salvage, Occasional Sales, Tables and chairs	A variety of legislation but similar to other licensing regimes Scrap Metal Act – new provision	Range of licensing arrangements – generally limited in numbers under a variety of legislation but similar to other licensing regimes	Range of guidance from Defra and CIEH and others	Majority discretionary licensing regimes so could be reduced but needs further work Loss of income	Persons aggrieved by failure to grant a license may appeal to a magistrates court which may grant with conditions Reaction from business major issue Loss of income Some public reaction from nuisance businesses	Licensing generally for nuisance businesses or practices likely to cause public moral outrage or present a potential safety hazard to public. Often controllable under other legislation
Out of hours service	Covers all legislation	Discretionary but important in policing licensing requirements – leave to police		Could be done within a more flexible working arrangement	No out of hours controls – difficult to enforce regimes	Use flexible working approach

Appendix I - Job Descriptions

Bridgend County Borough, Cardiff Council Vale of Glamorgan Council
Job Description and Person Specification

Job Title:	Chief Officer, Regulatory Services
Responsible to:	TBD, Vale of Glamorgan Council for operational matters
	The Joint Committee for Bridgend, Cardiff, and Vale of Glamorgan Regulatory Services in respect of the strategic development and performance management of the joint Regulatory Service, in accordance with delegated authority of the Committee.
Responsible for:	**The Regulatory Services of all participating Councils, comprising:**

- Environmental Health
- Trading Standards
- Licensing
- All staff, budgets, technology, and other resources within the Worcestershire Regulatory Service.

1. Job Purpose:

- Under the direction of the Regulatory Services Joint Committee:
- To be responsible and accountable for planning, developing, leading and managing the newly established and customer focused Regulatory Shared Service, delivering improved organisational efficiencies and improved outcomes for customers.
- To ensure overall compliance with the Councils' statutory and non-statutory obligations and requirements.
- To be accountable to the Regulatory Service Joint Committee for the performance of the Shared Service.

2. Main Duties and Responsibilities

- To be responsible for the delivery of the detailed business case underpinning the formation of the Regulatory Service.
- To be responsible for establishing a "cutting edge" and innovative approach to Regulatory shared services for all of the participating authorities.
- To be strategically and operationally responsible and accountable to the Regulatory Service Joint Committee; for ensuring that the Shared Regulatory Service complies with statutory and non - statutory requirements/obligations, in accordance with the Joint Committee's directions and the partner organisations' requirements. This includes the exercise of functions where the post holder is deemed to be the Proper Officer.
- To be strategically and operationally responsible for leading, motivating and directing all of the Shared Service's employees to achieve efficient and effective, high-performance services for all of the participating authorities.
- To provide advice, information and reports to the Joint Committee and partner organisations and stakeholders on all relevant matters, including performance.
- To be alert to the potential for, and to scan the environment for new business partners to the Regulatory Service.
- To effectively manage agency arrangements or contracts for services that are delivered by third parties.
- To submit and participate in bids for funding on projects on behalf of the Service, and in partnership from external agencies and Government Departments.
- To promote a positive image of all participating councils externally, and to represent the Joint Committee at public meetings and in discussions with partner organisations, stakeholders and outside bodies.
- To ensure that the Licensing Committee for each participating council is effectively supported and administered, in order to ensure that the specific required functions are carried out in accordance with statutory requirements (currently the Licensing Act 2003).
- To ensure that the principle of delivering equality in service provision runs throughout the whole of the service, and across the boundaries of all participating councils, as identified in the Place Survey.
- To ensure the development of, and lead on, innovative and effective systems and procedures to ensure that the Shared Service is totally customer-orientated.
- To ensure the continuing development and effective use of ICT systems across the Shared Service.
- To be innovative in building upon and improving the arrangements with the respective Council's customer contact arrangements to ensure that the existing customer interfaces are improved and maximise the opportunities offered through generic working and technology.
- To ensure the effective use of resources and grants to improve services. To be responsible for developing strategies to achieve excellence in the services provided.

Person Specification
Knowledge and Experience
1. Relevant professional qualification or equivalent demonstrable vocational experience and evidence of continuing professional development.
2. Recent and demonstrable experience of operating at senior management/chief officer level, equivalent to head of service/second tier level.
3. An in-depth knowledge and management experience of at least one of the significant services specified in the job description in a demanding, complex and politically sensitive environment.
4. A good understanding of a wide range of policy and operational issues, as well as experience of achieving significant service outcomes, in at least one of the significant services specified in the job description.
5. Proven success in leading a large multi-disciplined team through major change, managing the integration of functions into a customer-focused service that significantly contributes to the achievement of corporate priorities.
6. A successful track record of operating in a complex political context and winning the respect, trust and confidence of all Councillors, staff, residents and partners.
7. A strong track record of achievement in developing, managing and implementing service strategies that underpin the delivery of progressively higher standards of service and cost reductions within challenging organisational circumstances.
8. Experience of planning, monitoring and managing service budgets.
9. Evidence of having used diversity (in its broadest sense), in a very practical way, to increase levels of organisational performance.
10. Demonstrates a commitment to self and staff development.

Key competences and behaviours
1. A corporate leader and excellent manager who is energetic, determined and positive in approach to developing the joint working arrangements of the participating councils.
2. The ability to lead transformational change.
3. The ability to provide professional advice confidently and tactfully, expressing   viewpoint and providing policy direction.
4. The ability to handle competing priorities and a challenging workload in a complex political environment.
5. Highly developed communication, networking and ambassadorial skills.
6. Commercial awareness.
7. Strong personal commitment to the delivery of first-class services.
8. An inclusive team player who can foster partnerships, work collaboratively across boundaries and achieve performance and results through others.
9. The ability to motivate staff at all levels to perform at the highest level possible.

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Bridgend County Borough, Cardiff Council and Vale of Glamorgan Council

Job Description and Person Specification

Post Title:	**Service Manager**
Unit:	**Regulatory Services**
Post Ref.	
Grade:	
Date last reviewed:	
Responsible to:	**Chief Officer, Regulatory Services**
Responsible for:	**A business sector assigned to the post comprising the functions of Neighbourhood Services / Commercial Services / Enterprise and Specialist Services**

Main Purpose and scope of the post:

Under the direction of the Chief Officer, Regulatory Services

- To plan, develop and manage the newly established Regulatory Service, delivering improved organisational efficiencies and improved outcomes for customers.
- Through 'Systems Thinking' methodology to lead and drive ongoing change programmes.
- To ensure overall compliance with the Services statutory and non-statutory obligations and requirements.
- To focus on particular aspects of strategic development within the Service, to be agreed with the Service Manager e.g. Information Technology, Finance, Partnerships, Organisational Development.
- To support the development of income generating services

Specific Post Responsibilities:

For the designated business area:

- To be strategically and operationally responsible and accountable to the Regulatory Service Manager.
- To be a member of the Leadership Team of the Service and to deputise for the Regulatory Services Manager as directed and when appropriate.
- To be strategically and operationally responsible for leading, motivating and directing assigned staff to achieve efficient and effective high performance services for all the participating authorities.
- To develop an organisation culture that is customer focussed and performance orientated embedding systems thinking and continuous learning.
- In conjunction with other members of the Leadership Team, to develop a plan that will ensure staff are properly trained and developed so that they have the skills and mindset to meet the challenges of a rapidly changing regulatory environment.
- To help develop a 'cutting edge' and innovative approach to Regulatory Services for all the participating authorities.
- To participate in the design and delivery of a customer focused Service Plan.
- To ensure that the Regulatory Service complies with statutory and non-statutory requirements/obligations.
- To provide advice, information and reports to the Head of Service, Joint Committee, partner organisations and stakeholders on all relevant matters.
- To be alert to the potential for, and to scan the environment for new business partners for the Regulatory Service.
- To manage effectively agency contract arrangements for services delivered by third parties.
- To submit and participate in bids for funding and projects on behalf of the Service and in partnership with external agencies and Government departments.

Breakdown of Areas of Responsibility

Within the assigned business area

- To be responsible for developing strategies to achieve excellence in the services provided.
- To ensure the development of and lead on innovative and effective systems and procedures to ensure that the Service is customer focused.
- To ensure the effective use of resources and grants to improve services.
- To promote and maintain positive morale throughout the Service.
- To practice and promote the values of the Service to all staff, partners and our customers.
- To ensure the principle of delivering equality.

- To promote a positive image of the Service and to represent the Service Manager at public meetings and in discussions with partner organisations, stakeholders and outside bodies.

Other Duties
- To maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff in their development and training.
- To undertake such other duties, training and/or hours of work as may be reasonably required, and which are consistent with the general level of responsibility for this post. Reasonable adjustments will be considered as required by the Disability Discrimination Act.
- To undertake Health & Safety duties commensurate with the post and/ or as detailed in the Service's and the Host's Health & Safety Policy.
- To participate in the Service's out of hours emergency response arrangements as and when directed.

Decision Making
- These post-holders, with the Service Manager, will be responsible for establishing the culture of the new service and hence, any decision made by these post holders will have considerable impact upon the service. They will also be responsible for making the long term decisions on allocation of resources so their decisions will actively shape what the service delivers and how it is achieved.
- Around Communications, high levels of professional judgement will be required in terms of ensuring the quality of information being put out and the formats/ consistency of message. This will be particularly important given the level at which these post holders will be operating.

Communications and Contacts
- In all contacts the potholder will be required to present a good image of the Service as well as maintaining constructive relationships.

External
- Elected Members
- Other Local Authorities, including partner Authorities
- Professional bodies, including the TSI and CIEH
- Local, regional and national government departments, agencies and forums
- General Public
- Press/Media
- Stakeholders (e.g. Police, Health Service, Regional TS/ EH groups, CAB, Age Concern, Business Federations/representatives, Business Link).

Internal
- Other officers of the Service and Members of the Joint Committee

Training and Development
- Each employee, with the support of the Council, has a responsibility to develop the skills, knowledge and abilities required to meet the challenges of their own job and objectives identified in their section's business plan.
- Supervisors, especially, are charged with the responsibility for holding performance and development review discussions with employees, in accordance with the Council's procedures.

Equal Opportunities
- The Service is committed to ensuring equality of opportunity and to the principle that employees should be entitled to work in an environment free from intimidation or harassment.
- All employees have a responsibility not only for their own behaviour, but also for the behaviour of others regarding equality of opportunity. Any act of discrimination must be avoided, and any incidents reported accordingly.
- The duties described in this job description must be carried out in a manner, which promotes equality of opportunity, dignity and due respect for all employees and service users and is consistent with the Host's Equal Opportunities Policy.

Notes
- The Regulatory Service reserves the right to alter the content of this job description, after consultation, to reflect changes to the job or service provided, without altering the general character or level of responsibility.
- Reasonable adjustments will be considered as required by the Disability Discrimination Act.
- This post is politically restricted under the terms of the Local Government and Housing Act 1989

Personal Specification
Experience
- Considerable recent and demonstrable experience of operating at a senior management level

- Significant experience in achieving demonstrable service outcomes

- A successful track record of positive communication with partners and service users

- A strong track record of achievement in developing, managing and implementing efficiency in service delivery

- Experience of planning, monitoring and managing service budgets

- Experience of preparing and developing policy documents, including consulting with relevant stakeholders

- A proven ability to manage change and experience of organizational development to achieve service improvements.

- Experience of using a 'Systems Thinking' approach to business transformation
- Experience of developing income generation opportunities, writing business cases and marketing services

Skills Required
- The ability to lead transformational change and staff engagement

- The ability to provide professional advice confidentially and tactfully, expressing viewpoint and policy direction

- The ability to handle competing priorities and a challenging workload

- Highly developed communication and networking skills

- The ability to foster partnerships, work collaboratively across boundaries and achieve performance and results through others.

Knowledge Base

- A good understanding of a wide range of policy and operational issues

- A clear and demonstrable understanding of the strategic issues impacting upon local government and regulatory services in particular

- A clear and demonstrable understanding of the legal process issues that affect regulatory service delivery

- A clear and demonstrable understanding of marketing principles

Qualifications /Training

- Relevant professional qualification or equivalent demonstrable vocational experience and evidence of continuing professional development

- Relevant management qualification, or equivalent vocational training

Attitude/ Motivation

- An excellent leader who is enthusiastic energetic, determined and positive in approach to developing the joint working arrangements of the participating authorities

- A proven ability to develop and motivate staff within a team.

- Evidence of having a practical awareness of diversity in its broadest sense and equality of service deliver
- A demonstrable commitment to self and staff development
- Commercial awareness.

- Strong personal commitment to the delivery of first class services and the ability to motivate team members to achieve the same aims.
- An inclusive team player
- A positive, forward thinking and customer focused attitude which practices and promotes these and other values to the staff and our customers

Other Requirements

- The ability to travel throughout the district
- Able to work outside normal office hours, including evenings and weekends, both planned and in an emergency

Appendix J – Current ICT Systems

Bridgend	Cardiff	Vale of Glamorgan
Civica APP version 8	LalPac	Flare
Mapinfo Pro GIS	FSS Net	Licenceflo
Cadcorp GIS	Optitime	LalPac
Bruel and Kjaer Evaluator Type 7820-7821 noise analysis software	Capita	GeoEnviron
Bruel and Kjaer Qualifier Type 7830 application software	Canon	MapEagle GIS
Bruel and Kjaer BZ-5503 Measurement Partnership Suite	Civica APP v.8 aka Flare (2 x instances - Trading Standards/Envir Protection and Housing Grants	MapInfo Professional (GIS)
Turnkey Instruments AirQ For Windows air quality monitoring software	SharePoint	AMLS (animal Movement Licensing system
EnviMan ComVisioner Air quality data download and handling software	Mitel	TS Link (shared with 6 other Local Authorities)
Coserv soon to be replaced with IBID for ID notification	Cadcorp	TS online services
UKFSS sampling software	AIS LIMS (for Cardiff Scientific Services)	BSI
Virtual EMM health and safety enforcement tool	LEXIS NEXIS LAW LIBRARY (online system)	Ferret (Housing Assistance Means Test Software)
Hypercom PC image recording software	TS Interlink news, information and pattern approval data (online system and CDRom for pattern approval)	Cisco
Memex Patriarch intelligence database	Info For Local Gov / BSI (online system)	Astun
Diamond taxi licensing software	Astun	Optitime
TS Interlink news, information and pattern approval data		Civica Flare
Information @ Work		Exchange Email 2010
Cisco		MS Office 2010
		Windows 7 Desktop
		MS Lync/Cisco Jabber

Appendix K - Option Financial Summaries and Assumptions

'Change Only' Bridgend – Costs

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Employment Terminations	Redundancies	Deletion of vacancies only. No costs	£-	£-	£-	£-	£-
Compulsory Redundancies: Post-Transfer	Redundancies	Deletion of vacancies only. No costs	£-	£-	£-	£-	£-
Pension Strain	Redundancies	Deletion of vacancies only. No costs	£-	£-	£-	£-	£-
Upgrade to ICT system	IT: Capital	Cost incurred in Year 1 Total provision of £100k for introduction and development of enhancements	£100,000	£-	£-	£-	£-
Training for users of new system	IT: Capital	Included in system costs	£-	£-	£-	£-	£-
ICT Infrastructure Costs	Staff Costs	Not applicable	£-	£-	£-	£-	£-
Mobile devices	IT: Capital	Devices procured for all individuals with mobile working requirement £500 cost per mobile device for 41 peripatetic officers	£20,500	£-	£-	£-	£-
Encryption (one-off cost)	IT: Capital	One-off encryption software cost for peripatetic workers. £120 one-off cost for 41 peripatetic officers	£4,920	£-	£-	£-	£-
Encryption (ongoing cost)	Other Costs: Revenue	£19 per annum ongoing encryption cost for 41 peripatetic officers	£779	£779	£779	£779	£779
Smart Phones	IT: Capital	Devices procured for all individuals with mobile working requirement £150 cost per mobile device for 41 peripatetic officers	£6,150	£-	£-	£-	£-
Smart phone contracts	Other Costs: Revenue	£7.50 per month (£90 per annum) contract costs for 41 peripatetic officers	£3,690	£3,690	£3,690	£3,690	£3,690
Reconfiguration of CRM Systems (phase 1)	Staff Costs	Enabling contact centres to identify and pass through calls to regionalised service at go-live £40k internal resource for 2 weeks	£1,538	£-	£-	£-	£-
Reconfiguration of CRM Systems (phase 2)	Staff Costs	Enabling contact centres to identify and resolve calls at first point of contact £40k internal resource for 2 months	£6,667	£-	£-	£-	£-
Home working set up	Estates related costs	£2k home working set up costs for 41 peripatetic officers	£82,000	£-	£-	£-	£-
Online form development and integration	Contractors, consultancy, temp staff	One-off cost	£15,000	£-	£-	£-	£-
ICT Project Manager	Staff Costs	£40k (inc on cost) for two years	£40,000	£40,000	£-	£-	£-
Project Manager	Staff Costs	£40k (inc on costs) for two years	£40,000	£40,000	£-	£-	£-

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Project Support	Staff Costs	2 x £30k (inc on costs) for two years	£60,000	£60,000	£-	£-	£-
Housing and Health Rating training	Training	Housing training (noise and statutory nuisance) delivered in house	£-	£-	£-	£-	£-
Food safety training for TSOs	Training	Mix of in-house/external Assumed competent for food standards	£-	£-	£-	£-	£-
Health and safety training for TSOs to basic competency level	Training	External delivery £300 each for 2 out of 4 Commercial Services Officers	£600	£-	£-	£-	£-
EHO training for food standards	Training	In-house delivery	£-	£-	£-	£-	£-
EHO training for metrology, pricing, fair trading	Training	External delivery £300 each for 2 out of 4 Commercial Services Officers	£600	£-	£-	£-	£-
Training for business compliance officers	Training	ONC for Business Compliance £300 each for 2 BCOs	£600	£-	£-	£-	£-
Cross-training for non-professional staff across three authorities	Training	In-house delivery (costs not included)	£-	£-	£-	£-	£-
Awareness training for contact centre staff	Training	Enabling contact centres to identify and pass through calls to regionalised service at go-live In-house delivery (costs not included)	£-	£-	£-	£-	£-
First point resolution' training for contact centre	Training	Enabling contact centres to identify and resolve calls at first point of contact In-house delivery (costs not included)	£-	£-	£-	£-	£-
Set up drop-in centres, customer contact points and administration centre	Estates related costs	Contact points for customers in each local authority Refurb and fitting costs only Assuming no new builds/acquisitions	£-	£-	£-	£-	£-
Service marketing and rebranding	Other Costs: Revenue	No change to service branding	£-	£-	£-	£-	£-
Total Costs			**£383,044**	**£144,469**	**£4,469**	**£4,469**	**£4,469**

'Change Only' Bridgend – Benefits

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Release of temporary staff and vacancies	FTE savings	Total 2 FTE in vacancies, therefore all total savings realised from vacancies from beginning of Year 1.	£93,555	£93,555	£93,555	£93,555	£93,555
Employment costs reduced following Consensual Terminations	FTE savings	Deletion of vacancies only.	£-	£-	£-	£-	£-
Employment costs reduced following Compulsory Redundancies (with pay protection)	FTE savings	Deletion of vacancies only.	£-	£-	£-	£-	£-
Employment costs reduced after pay protection	FTE savings	Deletion of vacancies only.	£-	£-	£-	£-	£-
Additional grants from WA, FSA, HSE, PH(W)	Revenue	No additional revenue (lack of dedicated resource)	£-	£-	£-	£-	£-
Additional revenue from Housing Registration training	Revenue	No additional revenue (lack of dedicated resource)	£-	£-	£-	£-	£-
Additional revenue from Analyst Service	Revenue	Not applicable (Cardiff only)	£-	£-	£-	£-	£-
Additional revenue from Metrology lab	Revenue	Not applicable (Cardiff only)	£-	£-	£-	£-	£-
Additional POCA revenue	Revenue	No additional revenue included as cases can take some time to resolve	£-	£-	£-	£-	£-
Additional revenue from business advice training and education	Revenue	No additional revenue (lack of dedicated resource)	£-	£-	£-	£-	£-
Additional revenue from retailer awareness courses	Revenue	No additional revenue included as legal requirements should be investigated further	£-	£-	£-	£-	£-
Travel cost saving	Travel Costs	Total travel cost of £103k reduced by 20% (in line with peripatic headcount reduction) Saving from Year 3 onwards	£-	£-	£15,888	£15,888	£15,888
Revenue from licensing adjusted in line with net headcount change for related posts (cost recovery assumed)	Revenue	Revenue adjusted according to net change in Licensing related employment costs	£92,874	£92,874	£92,874	£92,874	£92,874
Total Benefits			**£186,429**	**£186,429**	**£202,317**	**£202,317**	**£202,317**

'Change Only' Cardiff – Costs

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Employment Terminations	Redundancies	11 employment terminations (2 over 55 and 9 under 55) All staff will receive package of £22k (over 55) or £8k (under 55) on exit All termination costs incurred in Year 1.	£116,000	£-	£-	£-	£-
Compulsory Redundancies: Post-Transfer	Redundancies	No transfer. All Redundancies made via single consultation	£-	£-	£-	£-	£-
Pension Strain	Redundancies	£75k for 9 FTE over 55	£675,000	£-	£-	£-	£-
Upgrade to ICT system	IT: Capital	Cost incurred in Year 1 Total provision of £100k for introduction and development of enhancements	£100,000	£-	£-	£-	£-
Training for users of new system	IT: Capital	Included in system costs	£-	£-	£-	£-	£-
ICT Infrastructure Costs	Staff Costs	Not applicable	£-	£-	£-	£-	£-
Mobile devices	IT: Capital	Devices procured for all individuals with mobile working requirement £500 cost per mobile device for 98 peripatetic officers	£49,000	£-	£-	£-	£-
Encryption (one-off cost)	IT: Capital	One-off encryption software cost for peripatetic workers. £120 one-off cost for 98 officers	£11,760	£-	£-	£-	£-
Encryption (ongoing cost)	Other Costs: Revenue	£19 per annum ongoing encryption cost for 98 peripatetic officers	£1,862	£1,862	£1,862	£1,862	£1,862
Smart Phones	IT: Capital	Devices procured for all individuals with mobile working requirement £150 cost per mobile device for 98 peripatetic officers	£14,700	£-	£-	£-	£-
Smart phone contracts	Other Costs: Revenue	£7.50 per month (£90 per annum) contract costs for 98 peripatetic officers	£8,820	£8,820	£8,820	£8,820	£8,820
Reconfiguration of CRM Systems (phase 1)	Staff Costs	Enabling contact centres to identify and pass through calls to regionalised service at go-live £40k internal resource for 2 weeks	£1,538	£-	£-	£-	£-
Reconfiguration of CRM Systems (phase 2)	Staff Costs	Enabling contact centres to identify and resolve calls at first point of contact £40k internal resource for 2 months	£6,667	£-	£-	£-	£-
Home working set up	Estates related costs	£2k homeworking set up costs for 98 peripatetic officers	£196,000	£-	£-	£-	£-
Online form development and integration	Contractors, consultancy, temp staff	One-off cost	£15,000	£-	£-	£-	£-
ICT Project Manager	Staff Costs	£40k (inc on cost) for two years	£40,000	£40,000	£-	£-	£-
Project Manager	Staff Costs	£40k (inc on costs) for two years	£40,000	£40,000	£-	£-	£-

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Project Support	Staff Costs	2 x £30k (inc on costs) for two years	£60,000	£60,000	£-	£-	£-
Housing and Health Rating training	Training	Housing training (noise and statutory nuisance) delivered in house	£-	£-	£-	£-	£-
Food safety training for TSOs	Training	Mix of in-house/external Assumed competent for food standards	£-	£-	£-	£-	£-
Health and safety training for TSOs to basic competency level	Training	External delivery £300 each for 4 out of 13 Commercial Services Officers	£1,200	£-	£-	£-	£-
EHO training for food standards	Training	In-house delivery	£-	£-	£-	£-	£-
EHO training for metrology, pricing, fair trading	Training	External delivery £300 each for 9 out of 13 Commercial Services Officers	£2,700	£-	£-	£-	£-
Training for business compliance officers	Training	ONC for Business Compliance £300 each for 7 BCOs	£2,100	£-	£-	£-	£-
Cross-training for non-professional staff across three authorities	Training	In-house delivery (costs not included)	£-	£-	£-	£-	£-
Awareness training for contact centre staff	Training	Enabling contact centres to identify and pass through calls to regionalised service at go-live In-house delivery (costs not included)	£-	£-	£-	£-	£-
First point resolution' training for contact centre	Training	Enabling contact centres to identify and resolve calls at first point of contact In-house delivery (costs not included)	£-	£-	£-	£-	£-
Set up drop-in centres, customer contact points and administration centre	Estates related costs	Not applicable	£-	£-	£-	£-	£-
Service marketing and rebranding	Other Costs: Revenue	No change to service branding	£-	£-	£-	£-	£-
Revenue from licensing adjusted in line with net headcount change for related posts (cost recovery assumed)	Other Costs: Revenue	Revenue adjusted according to net change in Licensing related employment costs (calculated for each year proportional to employment cost savings in that year)	£28,933	£37,700	£39,560	£39,560	£39,560
Total Costs			**£1,371,280**	**£188,382**	**£50,242**	**£50,242**	**£50,242**

'Change Only' Cardiff – Benefits

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Release of temporary staff and vacancies	FTE savings	Total 6 FTE in vacancies and 9.87 FTE in temporary employment, therefore 60% total employment cost savings realised from vacancies from beginning of Year 1.	£209,048	£209,048	£209,048	£209,048	£209,048
Employment costs reduced following Terminations	FTE savings	Pay protection assumed for 5/12 months in Year 1 and 7/12 months in Year 2	£47,026	£124,619	£141,078	£141,078	£141,078
Employment costs reduced following Compulsory Redundancies (with pay protection)	FTE savings	No transfer. All Redundancies made via single consultation	£-	£-	£-	£-	£-
Employment costs reduced after pay protection	FTE savings	No transfer. All Redundancies made via single consultation	£-	£-	£-	£-	£-
Additional grants from WA, FSA, HSE, PH(W)	Revenue	Potential for £100k increase in grants received with active promotion. 50% achieved with resources available Assumed 50% in Year 2 and 100% thereafter	£-	£25,000	£50,000	£50,000	£50,000
Additional revenue from Housing Registration training	Revenue	Potential for £40 - 50k per annum (£40k assumed) 50% achieved with resources available Assumed 50% in Year 2 and 100% thereafter	£-	£10,000	£20,000	£20,000	£20,000
Additional revenue from Analyst Service	Revenue	Achieving breakeven (additional £150k) by Year 3. No benefits projeted (subject to further business case)	£-	£-	£-	£-	£-
Additional revenue from Metrology lab	Revenue	Additional £25k income per annum 50% in Year 2 and 100% thereafter No benefits projeted	£-	£12,500	£25,000	£25,000	£25,000
Additional POCA revenue	Revenue	No additional revenue included as cases can take some time to resolve	£-	£-	£-	£-	£-
Additional revenue from business advice training and education	Revenue	Additional £25k income per annum 50% achieved with available resources Assumed 50% in Year 2 and 100% thereafter	£-	£6,250	£12,500	£12,500	£12,500
Additional revenue from retailer awareness courses	Revenue	No additional revenue included as legal requirements should be investigated further	£-	£-	£-	£-	£-
Travel cost saving	Travel Costs	Total travel cost of £128k reduced by 13% (in line with peripatic headcount reduction) Saving from Year 3 onwards	£-	£-	£16,970	£16,970	£16,970
Total Benefits			**£256,074**	**£387,417**	**£474,596**	**£474,596**	**£474,596**

'Change Only' Vale of Glamorgan – Costs

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Employment Terminations	Redundancies	Deletion of vacancies only. No costs	£-	£-	£-	£-	£-
Compulsory Redundancies: Post-Transfer	Redundancies	Deletion of vacancies only. No costs	£-	£-	£-	£-	£-
Pension Strain	Redundancies	Deletion of vacancies only. No costs	£-	£-	£-	£-	£-
Upgrade to ICT system	IT: Capital	Cost incurred in Year 1 Total provision of £100k for introduction and development of enhancements	£100,000	£-	£-	£-	£-
Training for users of new system	IT: Capital	Included in system costs	£-	£-	£-	£-	£-
ICT Infrastructure Costs	Staff Costs	Not applicable	£-	£-	£-	£-	£-
Mobile devices	IT: Capital	Devices procured for all individuals with mobile working requirement £500 cost per mobile device for 37 peripatetic officers	£18,500	£-	£-	£-	£-
Encryption (one-off cost)	IT: Capital	One-off encryption software cost for peripatetic workers. £120 one-off cost for 37 peripatetic officers	£4,440	£-	£-	£-	£-
Encryption (ongoing cost)	Other Costs: Revenue	£19 per annum ongoing encryption cost for 37 peripatetic workers	£703	£703	£703	£703	£703
Smart Phones	IT: Capital	Devices procured for all individuals with mobile working requirement £150 cost per mobile device for 37 peripatetic officers	£5,550	£-	£-	£-	£-
Smart phone contracts	Other Costs: Revenue	£7.50 per month (£90 per annum) contract costs for 37 peripatetic officers	£3,330	£3,330	£3,330	£3,330	£3,330
Reconfiguration of CRM Systems (phase 1)	Staff Costs	Enabling contact centres to identify and pass through calls to regionalised service at go-live £40k internal resource for 2 weeks	£1,538	£-	£-	£-	£-
Reconfiguration of CRM Systems (phase 2)	Staff Costs	Enabling contact centres to identify and resolve calls at first point of contact £40k internal resource for 2 months	£6,667	£-	£-	£-	£-
Home working set up	Estates related costs	£2k homeworking set up costs for 37 peripatetic officers	£74,000	£-	£-	£-	£-
Online form development and integration	Contractors, consultancy, temp staff	One-off cost	£15,000	£-	£-	£-	£-
ICT Project Manager	Staff Costs	£40k (inc on cost) for two years	£40,000	£40,000	£-	£-	£-
Project Manager	Staff Costs	£40k (inc on costs) for two years	£40,000	£40,000	£-	£-	£-
Project Support	Staff Costs	2 x £30k (inc on costs) for two years	£60,000	£60,000	£-	£-	£-

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Housing and Health Rating training	Training	Housing training (noise and statutory nuisance) delivered in house	£-	£-	£-	£-	£-
Food safety training for TSOs	Training	Mix of in-house/external Assumed competent for food standards	£-	£-	£-	£-	£-
Health and safety training for TSOs to basic competency level	Training	External delivery £300 each for 2 out of 5 Commercial Services Officers	£600	£-	£-	£-	£-
EHO training for food standards	Training	In-house delivery	£-	£-	£-	£-	£-
EHO training for metrology, pricing, fair trading	Training	External delivery £300 each for 3 out of 5 Commercial Services Officers	£900	£-	£-	£-	£-
Training for business compliance officers	Training	ONC for Business Compliance £300 each for 3 BCOs	£900	£-	£-	£-	£-
Cross-training for non-professional staff across three authorities	Training	In-house delivery (costs not included)	£-	£-	£-	£-	£-
Awareness training for contact centre staff	Training	Enabling contact centres to identify and pass through calls to regionalised service at go-live In-house delivery (costs not included)	£-	£-	£-	£-	£-
First point resolution' training for contact centre	Training	Enabling contact centres to identify and resolve calls at first point of contact In-house delivery (costs not included)	£-	£-	£-	£-	£-
Set up drop-in centres, customer contact points and administration centre	Estates related costs	Not applicable	£-	£-	£-	£-	£-
Service marketing and rebranding	Other Costs: Revenue	No change to service branding	£-	£-	£-	£-	£-
Total Costs			**£372,128**	**£144,033**	**£4,033**	**£4,033**	**£4,033**

'Change Only' Vale of Glamorgan – Benefits

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Release of temporary staff and vacancies	FTE savings	Total 6 FTE in vacancies, therefore all total savings realised from vacancies from beginning of Year 1.	£210,888	£210,888	£210,888	£210,888	£210,888
Employment costs reduced following Consensual Terminations	FTE savings	Deletion of vacancies only	£-	£-	£-	£-	£-
Employment costs reduced following Compulsory Redundancies (with pay protection)	FTE savings	Deletion of vacancies only	£-	£-	£-	£-	£-
Employment costs reduced after pay protection	FTE savings	Deletion of vacancies only	£-	£-	£-	£-	£-
Additional grants from WA, FSA, HSE, PH(W)	Revenue	No additional revenue (lack of dedicated resource)	£-	£-	£-	£-	£-
Additional revenue from Housing Registration training	Revenue	No additional revenue (lack of dedicated resource)	£-	£-	£-	£-	£-
Additional revenue from Analyst Service	Revenue	Not applicable (Cardiff only)	£-	£-	£-	£-	£-
Additional revenue from Metrology lab	Revenue	Not applicable (Cardiff only)	£-	£-	£-	£-	£-
Additional POCA revenue	Revenue	No additional revenue included as cases can take some time to resolve	£-	£-	£-	£-	£-
Additional revenue from business advice training and education	Revenue	No additional revenue (lack of dedicated resource)	£-	£-	£-	£-	£-
Additional revenue from retailer awareness courses	Revenue	No additional revenue included as legal requirements should be investigated further	£-	£-	£-	£-	£-
Travel cost saving	Travel Costs	Total travel cost of £136k reduced by 17% (in line with peripatetic headcount reduction) Saving from Year 3 onwards	£-	£-	£22,789	£22,789	£22,789
Total Benefits			**£211,908**	**£211,908**	**£234,697**	**£234,697**	**£234,697**

'Collaborate Only' – Costs

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Consensual Terminations: Pre-transfer	Redundancies	14 Consensual Terminations (6 over 55 and 8 under 55) All staff will receive package of £22k (over 55) or £8k (under 55) on exit All consensual termination costs incurred in Year 1. Vacancies and temporary posts retained as no proposed change to operating model (other than shared management team).	£196,000	£-	£-	£-	£-
Compulsory Redundancies: Post-Transfer	Redundancies	All Redundancies made via Consensual Terminations	£-	£-	£-	£-	£-
Pension Strain: Pre-Transfer	Redundancies	£75k for 6 FTE over 55	£450,000	£-	£-	£-	£-
Pension Strain: Post-Transfer	Redundancies	All Redundancies made via Consensual Terminations	£-	£-	£-	£-	£-
Shared ICT system	IT: Capital	No change therefore no cost	£-	£-	£-	£-	£-
Training for users of new system	IT: Capital	No change therefore no cost	£-	£-	£-	£-	£-
ICT Infrastructure Costs	Staff Costs	No change therefore no cost	£-	£-	£-	£-	£-
Mobile devices	IT: Capital	No change therefore no cost	£-	£-	£-	£-	£-
Encryption (one-off cost)	IT: Capital	No change therefore no cost	£-	£-	£-	£-	£-
Encryption (ongoing cost)	Other Costs: Revenue	No change therefore no cost	£-	£-	£-	£-	£-
Smart Phones	IT: Capital	No change therefore no cost	£-	£-	£-	£-	£-
Smart phone contracts	Other Costs: Revenue	No change therefore no cost	£-	£-	£-	£-	£-
Reconfiguration of CRM (phase 1)	Staff Costs	No change therefore no cost	£-	£-	£-	£-	£-
Reconfiguration of CRM Systems (phase 2)	Staff Costs	No change therefore no cost	£-	£-	£-	£-	£-
Home working set up	Estates related costs	No change therefore no cost	£-	£-	£-	£-	£-
Online form development and integration	Contractors, consultancy, temp staff	No change therefore no cost	£-	£-	£-	£-	£-
ICT Project Manager	Staff Costs	No change therefore no cost	£-	£-	£-	£-	£-

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Project Manager	Staff Costs	No change therefore no cost	£-	£-	£-	£-	£-
Project Support	Staff Costs	No change therefore no cost	£-	£-	£-	£-	£-
Housing and Health Rating training	Training	No change therefore no cost	£-	£-	£-	£-	£-
Food safety training for TSOs	Training	No change therefore no cost	£-	£-	£-	£-	£-
Health and safety training for TSOs to basic competency level	Training	No change therefore no cost	£-	£-	£-	£-	£-
EHO training for food standards	Training	No change therefore no cost	£-	£-	£-	£-	£-
EHO training for metrology, pricing, fair trading	Training	No change therefore no cost	£-	£-	£-	£-	£-
Training for business compliance officers	Training	No change therefore no cost	£-	£-	£-	£-	£-
Cross-training for non-professional staff across three authorities	Training	No change therefore no cost	£-	£-	£-	£-	£-
Awareness training for contact centre staff	Training	No change therefore no cost	£-	£-	£-	£-	£-
First point resolution' training for contact centre	Training	No change therefore no cost	£-	£-	£-	£-	£-
Set up drop-in centres, customer contact points and administration centre	Estates related costs	No change therefore no cost	£-	£-	£-	£-	£-
Service marketing and rebranding	Other Costs: Revenue	No change therefore no cost	£-	£-	£-	£-	£-
Total Costs			**£646,000**	**£-**	**£-**	**£-**	**£-**

'Collaborate Only' – Benefits

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Employment costs reduced following Consensual Terminations	FTE savings	Total Savings from Consensual Terminations 5/12 months in 14/15 and full years thereafter	£264,941	£635,857	£635,857	£635,857	£635,857
Employment costs reduced following Compulsory Redundancies (with pay protection)	FTE savings	All employment cost savings made via consensual terminations No pay protection assumed as headcount reduction in management posts only	£-	£-	£-	£-	£-
Employment costs reduced after pay protection	FTE savings	No pay protection assumed as headcount reduction in management posts	£-	£-	£-	£-	£-
Additional grants from WA, FSA, HSE, PH(W)	Revenue	No additional revenue without changes to structure and ways of working	£-	£-	£-	£-	£-
Additional revenue from Housing Registration training	Revenue	No additional revenue without changes to structure and ways of working	£-	£-	£-	£-	£-
Additional revenue from Analyst Service	Revenue	No additional revenue without changes to structure and ways of working	£-	£-	£-	£-	£-
Additional revenue from Metrology lab	Revenue	No additional revenue without changes to structure and ways of working	£-	£-	£-	£-	£-
Additional POCA revenue	Revenue	No additional revenue included as cases can take some time to resolve	£-	£-	£-	£-	£-
Additional revenue from business advice training and education	Revenue	No additional revenue without changes to structure and ways of working	£-	£-	£-	£-	£-
Additional revenue from retailer awareness courses	Revenue	No additional revenue included as legal requirements should be investigated further	£-	£-	£-	£-	£-
Travel cost saving	Travel Costs	No saving in travel costs as no changes to ways of working	£-	£-	£-	£-	£-
Total Benefits			**£264,941**	**£635,857**	**£635,857**	**£635,857**	**£635,857**

'Collaborate and Change' (Preferred Option) – Costs

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Consensual Terminations: Pre-transfer	Redundancies	18 Consensual Terminations (8 over 55 and 10 under 55) All staff will receive package of £22k (over 55) or £8k (under 55) on exit All consensual termination costs incurred in Year 1.	£256,000	£-	£-	£-	£-
Compulsory Redundancies: Post-Transfer	Redundancies	11 Compulsory Redundancies (after temps, vacancies and consensual terminations) All staff will receive package on exit Average package of £22k (over 55) and £8k (under 55). Assumed equal proportional spread of Redundancies for over/under 55 (i.e. 2 & 9 respectively) 14%/86% All compulsory redundancy costs incurred at the beginning of Year 2.	£-	£116,000	£-	£-	£-
Pension Strain: Pre-Transfer	Redundancies	£75k for 8 FTE over 55	£600,000	£-	£-	£-	£-
Pension Strain: Post-Transfer	Redundancies	£75k for 5 FTE over 55		£375,000	£-	£-	£-
Shared ICT system	IT: Capital	Cost incurred in Year 1 No current tie in to existing contracts or penalty clauses Total provision of £400k No increase in licence and ongoing support costs	£400,000	£-	£-	£-	£-
Training for users of new system	IT: Capital	Not included in system costs	£30,000	£-	£-	£-	£-
ICT Infrastructure Costs	Staff Costs	Ability to access systems of all three authorities in numerous locations (office/mobile) £100 per user 202 users	£20,200	£-	£-	£-	£-
Mobile devices	IT: Capital	Devices procured for all individuals with mobile working requirement £500 cost per mobile device for 164 peripatetic officers	£82,000	£-	£-	£-	£-
Encryption (one-off cost)	IT: Capital	One-off encryption software cost for peripatetic workers. £120 one-off cost for 164 officers	£19,680	£-	£-	£-	£-
Encryption (ongoing cost)	Other Costs: Revenue	£19 per annum ongoing encryption cost for 164 peripatetic officers	£3,116	£3,116	£3,116	£3,116	£3,116
Smart Phones	IT: Capital	Devices procured for all individuals with mobile working requirement £150 cost per mobile device for 164 peripatetic officers	£24,600	£-	£-	£-	£-
Smart phone contracts	Other Costs: Revenue	£7.50 per month (£90 per annum) contract costs for 164 peripatetic officers	£14,760	£14,760	£14,760	£14,760	£14,760
Reconfiguration of CRM Systems (phase 1)	Staff Costs	Enabling contact centres to identify and pass through calls to regionalised service at go-live £40k internal resource for 2 weeks	£1,538	£-	£-	£-	£-
Reconfiguration of CRM Systems (phase 2)	Staff Costs	Enabling contact centres to identify and resolve calls at first point of contact £40k internal resource for 2 months	£6,667	£-	£-	£-	£-
Home working set up	Estates related costs	£2k home working set up costs for 164 peripatetic officers	£328,000	£-	£-	£-	£-

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Online form development and integration	Contractors, consultancy, temp staff	One-off cost	£15,000	£-	£-	£-	£-
ICT Project Manager	Staff Costs	£40k (inc on cost) for two years	£40,000	£40,000	£-	£-	£-
Project Manager	Staff Costs	£40k (inc on costs) for two years	£40,000	£40,000	£-	£-	£-
Project Support	Staff Costs	2 x £30k (inc on costs) for two years	£60,000	£60,000	£-	£-	£-
Housing and Health Rating training	Training	Housing training (noise and statutory nuisance) delivered in house	£-	£-	£-	£-	£-
Food safety training for TSOs	Training	Mix of in-house/external Assumed competent for food standards	£-	£-	£-	£-	£-
Health and safety training for TSOs to basic competency level	Training	External delivery £300 each for 7 out of 24 Commercial Services Officers	£2,100	£-	£-	£-	£-
EHO training for food standards	Training	In-house delivery	£-	£-	£-	£-	£-
EHO training for metrology, pricing, fair trading	Training	External delivery £300 each for 17 out of 24 Commercial Services Officers	£5,100	£-	£-	£-	£-
Training for business compliance officers	Training	ONC for Business Compliance £300 each for 12 BCOs	£3,600	£-	£-	£-	£-
Cross-training for non-professional staff across three authorities	Training	In-house delivery (costs not included)	£-	£-	£-	£-	£-
Awareness training for contact centre staff	Training	Enabling contact centres to identify and pass through calls to regionalised service at go-live In-house delivery (costs not included)	£-	£-	£-	£-	£-
First point resolution' training for contact centre	Training	Enabling contact centres to identify and resolve calls at first point of contact In-house delivery (costs not included)	£-	£-	£-	£-	£-
Set up drop-in centres, customer contact points and administration centre	Estates related costs	Contact points for customers in each local authority Refurb and fitting costs only Assuming no new builds/acquisitions	£20,000	£-	£-	£-	£-
Service marketing and rebranding	Other Costs: Revenue	£25k one-off cost No change in ongoing costs	£25,000	£-	£-	£-	£-
Revenue from licensing adjusted in line with net headcount change for related posts (cost recovery assumed)	Other Costs: Revenue	Revenue adjusted according to net change in Licensing headcount	£105,395	£152,629	£155,016	£155,016	£155,016
Total Costs			**£2,102,756**	**£801,505**	**£172,892**	**£172,892**	**£172,892**

'Collaborate and Change' (Preferred Option) – Benefits

Description of Cost	Cost Type	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Release of temporary staff and vacancies	FTE savings	Total 14.37 FTE in temporary employment and 14 FTE in vacancies, therefore 50% of total savings realised from temps and vacancies from beginning of Year 1.	£812,981	£812,981	£812,981	£812,981	£812,981
Employment costs reduced following Consensual Terminations	FTE savings	Total Savings from Consensual Terminations 5/12 months in Year 1 and full year savings thereafter Assumed 8 FTE over 55 and 10 FTE under 55 opt for consensual terminations, therefore 32% of total savings realised from consensual terminations.	£214,923	£515,814	£515,814	£515,814	£515,814
Employment costs reduced following Compulsory Redundancies (with pay protection)	FTE savings	Total employment cost savings from Consensual Terminations + Compulsory Redundancies (with pay protection) 4/12 months in Year 1 and full year savings thereafter 80% of remaining total savings realised (20% is pay protected)	£80,314	£240,943	£240,943	£240,943	£240,943
Employment costs reduced after pay protection	FTE savings	Total employment cost savings from Consensual Terminations + Compulsory Redundancies (without pay protection) 7/12 months in Year 2 and full year savings thereafter	£-	£35,137	£60,236	£60,236	£60,236
Additional grants from WA, FSA, HSE, PH(W)	Revenue	Potential for £100k increase in grants received with active promotion Assumed 50% in Year 2 and 100% thereafter	£-	£50,000	£100,000	£100,000	£100,000
Additional revenue from Housing Registration training	Revenue	Potential for £40 - 50k per annum (£40k assumed) Assumed 50% in Year 2 and 100% thereafter	£-	£20,000	£40,000	£40,000	£40,000
Additional revenue from Analyst Service	Revenue	Achieving breakeven (additional £150k) by Year 3. No benefits projected (subject to further business case)	£-	£-	£-	£-	£-
Additional revenue from Metrology lab	Revenue	Additional £25k income per annum	£-	£12,500	£25,000	£25,000	£25,000
Additional POCA revenue	Revenue	No additional revenue included as cases can take some time to resolve	£-	£-	£-	£-	£-
Additional revenue from business advice training and education	Revenue	Additional £25k income per annum Assumed 50% in Year 2 and 100% thereafter	£-	£12,500	£25,000	£25,000	£25,000
Additional revenue from retailer awareness courses	Revenue	No additional revenue included as legal requirements should be investigated further	£-	£-	£-	£-	£-
Travel cost saving	Travel Costs	Total travel cost of £367k reduced by 19% (in line with peripatetic headcount reduction) Saving from Year 3 onwards	£-	£-	£68,521	£68,521	£68,521
Total Benefits			**£1,108,218**	**£1,699,875**	**£1,888,494**	**£1,888,494**	**£1,888,494**

Appendix L – Implementation Workstream Summaries

Workstream	Timescales	Resources	Benefits of Workstream
HR & Legal	Nov 2013 – March 2015	3 FTE 1 day per week (Workstream Lead plus 2 equivalent)	• Managers in place to drive the implementation process in their service areas • New teams and working groups can be organised • Voluntary redundancy provides opportunity for quick cost reductions and reduces the need for compulsory redundancy • Results in an incremental reduction in head count compared to one round of redundancies
Finance	Dec 2013 – Sept 2014	3 FTE 1 day per week (Workstream Lead plus 2 equivalent)	• Sign off of recharges from each council will ensure fairness and coordination • Pre – Transfer work carried out in good time before draft budgets are devised. • Joint Committee review will provide transparency and fairness • Regular and consistent reporting to the Joint Committee, creating transparency and scrutiny. • Review of expenditure, commitments and forecasted outlays will ensure that allocated budgets are adhered to • Early identification and resolution of budget inadequacy

Workstream	Timescales	Resources	Benefits of Workstream
ICT	Dec 2013 – April 2015	ICT project officer for two years to manage implementation 3 FTE 1 day per week (Workstream Lead plus 2 equivalent) 6 FTE 3 days (staff engagement)	• Access to all systems across networks for staff will enable hot desks and mobile working to be implemented and the transfer of staff to different locations • Detailed market testing will align the shared services ICT requirements and strategy with the most appropriate supplier • Formulation of the ICT strategy from all three councils therefore not a standalone decision made by the host authority • Analysis and evaluation of supplier will ensure the most appropriate supplier is selected • Improved negotiation position compared to individual procurement of ICT
Information Sharing	Nov 2013 – Sept 2014	1 FTE ½ day per week (Workstream Lead)	• Mitigates risk of prosecutions and fines from inappropriate use of personal data
Assets & Properties		3 FTE 1 day per week (Workstream Lead plus 2 equivalent) 3FTE ½ day per week (Service Managers)	• Representation from across each new service line to gain a thorough assessment of property requirements across the new structure • Will ensure an accurate assessment of what assets are required to deliver the new service • Will reduce the risk of insufficient capacity or over investment in assets • A tailored profile of properties aligned to the new delivery model for regulatory services

Workstream	Timescales	Resources	Benefits of Workstream
Service Delivery	Feb 2014 – Sept 2014	3 FTE 1 day per week (Workstream Lead plus 2 equivalent)	• A more refined service offering, focusing on statutory services and income generating services. • A targeted reduction of less valuable and low risk services • A more tailored offering of services delivered through the regionalised service in a geographically focused approach. • Maximisation of resource capacity • A more focused, demand driven service
Policies & Procedures	Nov 2013 – Dec 2015	3 FTE 1 day per week (Workstream Lead plus 2 equivalent) 6 FTE 1 day per week Staff Engagement	• Hand selected working group with necessary skills and expertise • Engagement of staff • Consistent processes and procedures • Future training material standardised and in one place • Agreement across Councils of most important policies and procedures • Documentation for management to understand fully the roles and policies undertaken in their teams. • Opportunity to minimise process inefficiencies • Potential time and cost savings • Knowledge transfer of best practice • Fundamental to shared services • Will enable staff to work across regions more effectively • More effective redeployment of resources • Increased capacity to cover work colleagues

Workstream	Timescales	Resources	Benefits of Workstream
Training	Sept 2014 – Sept 2015	6 FTE 1 day per week (Internal Trainers) 79 FTE 3 days	• Knowledge transfer • Sharing of best practise • Standardised training – increase cover and capacity • Efficiency savings out in the field – time and costs associated with carrying out tasks • Standardised external training across shared services • One set of training V three lots of training for each service – cost reductions • Increased economies of scale – greater negotiating position with external suppliers • Same training – Ensures same quality of service delivery • Reduced change over inefficiencies between time period of interim and new system • Multi skilling of staff • Increased capacity • Roll out of standardised training – time, cost and efficiency gains
Communication & Marketing	Nov 2013 – Sept 2014	3 FTE 1 day per week	• Open and transparency • Consistent information delivered • Ensures that public are aware and understand the decision and its potential impact

Appendix M –Current Establishment Lists

Bridgend Current Establishment (as provided by Finance workstream)

AREA	POST DESCRIPTION	FTEs	2013/14 Estimate
Public Protection	Group Manager	1.00	
Public Protection	Personal Assistant	1.00	
ENV HEALTH SERVICE	Service Manager Environmental Health	1.00	
ENV HEALTH SERVICE	Principal Officer Food Safety Health & Safety	1.00	
ENV HEALTH SERVICE	Senior EHO Food Safety	1.00	
ENV HEALTH SERVICE	EHO (Trading Standards)	1.00	
ENV HEALTH SERVICE	EHO (Trading Standards)	0.61	
ENV HEALTH SERVICE	EHO	0.50	
ENV HEALTH SERVICE	EHO	1.00	
ENV HEALTH SERVICE	EHO (Non Commercial Services)	0.81	
ENV HEALTH SERVICE	EHO (E-Coli)	1.00	
ENV HEALTH SERVICE	EHO (E-Coli)	1.00	
ENV HEALTH SERVICE	EHO (E-Coli)	1.00	
ENV HEALTH SERVICE	Technical Officer	1.00	
ENV HEALTH SERVICE	Technical Officer - Food & Safety	0.81	
ENV HEALTH SERVICE	Team Clerk	0.81	
POLLUTION	Senior EHO Pollution	0.92	
POLLUTION	EHO (Pollution Control)	0.81	
POLLUTION	EHO (Pollution Control)	1.00	
POLLUTION	Technical Officer (Non commercial Services)	1.00	
POLLUTION	Technical Officer (Pollution Control)	0.95	
HOUSING	Principal Officer Housing/Pollution	1.00	
HOUSING	Senior EHO Housing	0.81	
HOUSING	EHO	1.00	
HOUSING	EHO	1.00	
HOUSING	Technical Officer (Non commercial Services)	1.00	
HOUSING	Technical Officer	1.00	
HOUSING	Team Clerk	1.00	
TRADING STANDARDS	Service Manager Trading Standards	1.00	
TRADING STANDARDS	Principal Officer Special Investigations,Fair Trading,Advice & Education	1.00	
TRADING STANDARDS	Principal TSO	1.00	
TRADING STANDARDS	TSO	1.00	
TRADING STANDARDS	TSO	1.00	
TRADING STANDARDS	Senior FTO	1.00	
TRADING STANDARDS	Senior FTO Advice & Educ	1.00	
TRADING STANDARDS	FTO (Trading Standards)	0.57	
TRADING STANDARDS	FTO	1.00	
TRADING STANDARDS	Trainee FTO	1.00	
TRADING STANDARDS	FTO (Trading & Advice)	1.00	
TRADING STANDARDS	FTO	1.00	
TRADING STANDARDS	Tech Support Officer	1.00	
TRADING STANDARDS	Business & Development Team	1.00	
TRADING STANDARDS	Team Clerk	1.00	
CONTROL OF STRAY ANIMALS	Dog Warden	1.00	
HEALTH & SAFETY	Senior EHO Health & Safety	1.00	
HEALTH & SAFETY	EHO (Trading Standards)	1.00	
HEALTH & SAFETY	Technical Officer Health & Safety	1.00	
ANIMAL WELFARE	AHO	1.00	
ANIMAL WELFARE	AHO	1.00	
ANIMAL WELFARE	FTO	0.54	
ANIMAL WELFARE	Horse warden	0.00	
ANIMAL WELFARE	Asst horse warden	0.00	
LICENSING	Licensing Officer	1.00	
LICENSING	Senior Licensing Assistant	1.00	
LICENSING	Licensing Assistant	1.00	
LICENSING	Licensing Assistant	1.00	
LICENSING	Licensing Enforcement Officer	1.00	
LICENSING	Licensing Enforcement Officer	1.00	
LICENSING	Team Clerk	1.00	
LICENSING	Licensing Assistant	1.00	

Cardiff Current Establishment (as provided by Finance workstream)

AREA	POST DESCRIPTION	FTEs	2013/14 Estimate
Head of Service	Head of Service	1.00	
Head of Service	Secretary	1.00	
Pollution & Animal Services: Pollution - Noise/Air	SENIOR ENV HEALTH OFF	1.00	
Pollution & Animal Services: Pollution - Noise/Air	GRP LEADER-NOISE & AIR POLUT	0.92	
Pollution & Animal Services: Pollution - Noise/Air	GROUP LEADER-PEST CONTROL	0.10	
Pollution & Animal Services: Pollution - Noise/Air	AIR QUALITY MANAGER	1.00	
Pollution & Animal Services: Pollution - Noise/Air	SENIOR TECHNICAL OFFICER	1.00	
Pollution & Animal Services: Pollution - Noise/Air	SENIOR AIR POLLUTION OFFICER	1.00	
Pollution & Animal Services: Pollution - Noise/Air	SENIOR ENV HEALTH OFF	1.00	
Pollution & Animal Services: Pollution - Noise/Air	WP OPERATOR/HCA/TYPIST	0.25	
Pollution & Animal Services: Pollution - Noise/Air	ADMINISTRATOR	0.50	
Pollution & Animal Services: Pollution - Noise/Air	SENIOR ENV HEALTH OFF	1.00	
Pollution & Animal Services: Pollution - Noise/Air	WP OPERATOR/HCA/TYPIST	0.50	
Pollution & Animal Services: Pollution - Noise/Air	SENIOR ENV HEALTH OFF	0.50	
Pollution & Animal Services: Pollution - Noise/Air	ENVIRONMENTAL NOISE OFFICER	1.00	
Pollution & Animal Services: Pollution - Noise/Air	OPERATIONAL MANAGER (2)	0.47	
Pollution & Animal Services: Pollution - Noise/Air	ENVIRONMENTAL NOISE OFFICER	1.00	
Pollution & Animal Services: Pollution - Contaminated Land	SENIOR TECHNICAL OFFICER	1.00	
Pollution & Animal Services: Pollution - Contaminated Land	GROUP LEADER - CONTAMINATED LAND	1.00	
Pollution & Animal Services: Pollution - Contaminated Land	SENIOR TECHNICAL OFFICER	1.00	
Pollution & Animal Services: Pollution - Contaminated Land	GROUP LEADER-PEST CONTROL	0.10	
Pollution & Animal Services: Pollution - Contaminated Land	ADMINISTRATOR	0.20	
Pollution & Animal Services: Pollution - Contaminated Land	WP OPERATOR/HCA/TYPIST	0.50	
Pollution & Animal Services: Pollution - Contaminated Land	WP OPERATOR/HCA/TYPIST	0.25	
Pollution & Animal Services: Pollution - Contaminated Land	OPERATIONAL MANAGER (2)	0.37	
Pollution & Animal Services: Pollution - Contaminated Land	SENIOR TECHNICAL OFFICER	1.00	
Pollution & Animal Services: Cardiff Dog's Home	CARDIFF DOGS HOME SUPPORT OFFICER	0.68	
Pollution & Animal Services: Cardiff Dog's Home	CARDIFF DOGS HOME MANAGER	0.70	
Pollution & Animal Services: Cardiff Dog's Home	KENNEL ASSISTANT	0.61	
Pollution & Animal Services: Cardiff Dog's Home	KENNEL ASSISTANT	1.00	
Pollution & Animal Services: Cardiff Dog's Home	KENNEL ASSISTANT	0.85	
Pollution & Animal Services: Cardiff Dog's Home	POUND ATTENDANT	1.41	
Pollution & Animal Services: Cardiff Dog's Home	POUND ATTENDANT	1.41	
Pollution & Animal Services: Cardiff Dog's Home	POUND ATTENDANT	1.41	
Pollution & Animal Services: Cardiff Dog's Home	POUND ATTENDANT	1.41	
Pollution & Animal Services: Cardiff Dog's Home	GROUP LEADER-PEST CONTROL	0.38	
Pollution & Animal Services: Cardiff Dog's Home	OPERATIONAL MANAGER (2)	0.03	
Pollution & Animal Services: Cardiff Dog's Home	SENIOR CLERICAL ASSISTANT	0.05	
Pollution & Animal Services: Cardiff Dog's Home	WEEKEND KENNEL SUPERVISOR	0.80	
Pollution & Animal Services: Pest Control	GROUP LEADER-PEST CONTROL	0.38	
Pollution & Animal Services: Pest Control	PEST CONTROL MANAGER	1.00	
Pollution & Animal Services: Pest Control	ASSISTANT PEST CONTROL MANAGER	1.00	
Pollution & Animal Services: Pest Control	SENIOR PEST CONTROL TECHNICIAN	1.00	
Pollution & Animal Services: Pest Control	COMMERCIAL CONTRACTS MANAGER	1.00	
Pollution & Animal Services: Pest Control	SENIOR PEST CONTROL TECHNICIAN	1.00	
Pollution & Animal Services: Pest Control	SENIOR PEST CONTROL TECHNICIAN	1.00	
Pollution & Animal Services: Pest Control	SENIOR PEST CONTROL TECHNICIAN	1.00	
Pollution & Animal Services: Pest Control	OPERATIONAL MANAGER (2)	0.10	
Pollution & Animal Services: Pest Control	SENIOR CLERICAL ASSISTANT	0.90	
Pollution & Animal Services: Pest Control	ADMINISTRATOR	0.05	
Pollution & Animal Services: Pest Control	SENIOR CLERICAL ASSISTANT	1.00	
Pollution & Animal Services: Dog Warden	CARDIFF DOGS HOME MANAGER	0.30	
Pollution & Animal Services: Dog Warden	GROUP LEADER-PEST CONTROL	0.25	
Pollution & Animal Services: Dog Warden	DOG WARDEN	1.00	
Pollution & Animal Services: Dog Warden	DOG WARDEN	1.00	
Pollution & Animal Services: Dog Warden	OPERATIONAL MANAGER (2)	0.03	
Pollution & Animal Services: Dog Warden	SENIOR CLERICAL ASSISTANT	0.05	
Public Protection: Food Hygiene	PRIVATE SECTOR HSG GRANTS MGR	0.40	
Public Protection: Food Hygiene	GROUP LEADER - FOOD	0.95	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Food Hygiene	ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.75	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.80	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.70	

AREA	POST DESCRIPTION	FTEs	2013/14 Estimate
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.50	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.75	
Public Protection: Food Hygiene	ADMINISTRATOR	0.40	
Public Protection: Food Hygiene	WP OPERATOR/HCA/TYPIST	0.80	
Public Protection: Food Hygiene	WP OPERATOR/HCA/TYPIST	0.15	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.95	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Food Hygiene	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	0.40	
Public Protection: Food Hygiene	SAMPLING OFFICER	0.95	
Public Protection: Food Hygiene	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.80	
Public Protection: Food Hygiene	HEALTH IMPROVEMENT OFFICER	1.00	
Public Protection: Food Hygiene	SENIOR CLERICAL ASST HEALTH IMP TEAM	0.50	
Public Protection: Occupational Health	PRIVATE SECTOR HSG GRANTS MGR	0.15	
Public Protection: Occupational Health	STUDENT ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Occupational Health	STUDENT ENVIRONMENTAL HEALTH OFFICER	0.00	
Public Protection: Occupational Health	STUDENT ENVIRONMENTAL HEALTH OFFICER	0.00	
Public Protection: Occupational Health	SENIOR CLERICAL ASSISTANT	0.50	
Public Protection: Occupational Health	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Occupational Health	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Occupational Health	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Occupational Health	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.50	
Public Protection: Occupational Health	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.50	
Public Protection: Occupational Health	TECHNICAL OFFICER	1.00	
Public Protection: Occupational Health	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: Occupational Health	TECHNICAL OFFICER	0.61	
Public Protection: Occupational Health	COMMUNITY HEALTH ADVISOR	0.00	
Public Protection: Occupational Health	TEAM LEADER HEALTH IMPROVEMENT TEAM	1.00	
Public Protection: Occupational Health	ADMINISTRATOR	1.00	
Public Protection: Occupational Health	WP OPERATOR/HCA/TYPIST	0.10	
Public Protection: Occupational Health	WP OPERATOR/HCA/TYPIST	0.85	
Public Protection: Occupational Health	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.03	
Public Protection: Occupational Health	STUDENT ENVIRONMENTAL HEALTH OFFICER	1.00	
Public Protection: E-coli	TEAM LEADER FOOD SAFETY	1.00	
Licensing: Hackney Carriage Licensing	SEN LICENSING ENFORCEMENT OFFR	0.70	
Licensing: Hackney Carriage Licensing	LICENSING ASSISTANT TAXI	1.00	
Licensing: Hackney Carriage Licensing	LICENSING ADMIN SUPPORT ASSIST	0.50	
Licensing: Hackney Carriage Licensing	LICENSING ADMIN SUPPORT ASSIST	0.50	
Licensing: Hackney Carriage Licensing	LICENSING ENFORCEMENT OFFICER	0.60	
Licensing: Hackney Carriage Licensing	LICENSING ENFORCEMENT OFFICER	0.60	
Licensing: Hackney Carriage Licensing	LICENSING ENFORCEMENT OFFICER	0.60	
Licensing: Hackney Carriage Licensing	LICENSING ENFORCEMENT OFFICER	0.70	
Licensing: Hackney Carriage Licensing	LICENSING ENFORCEMENT OFFICER	0.60	
Licensing: Hackney Carriage Licensing	LICENSING ADMIN SUPPORT ASSIST	0.15	
Licensing: Hackney Carriage Licensing	LICENSING ADMIN SUPPORT ASSIST	0.15	
Licensing: Hackney Carriage Licensing	GROUP LEADER (LICENSING)	0.33	
Licensing: Hackney Carriage Licensing	LICENSING ENFORCEMENT OFFICER	0.60	
Licensing: Hackney Carriage Licensing	SEN LICENSING OFFICER(GENERAL)	0.05	
Licensing: General Licensing	SEN LICENSING ENFORCEMENT OFFR	0.20	
Licensing: General Licensing	LICENSING ENFORCEMENT OFFICER	0.15	
Licensing: General Licensing	LICENSING ENFORCEMENT OFFICER	0.15	
Licensing: General Licensing	LICENSING ENFORCEMENT OFFICER	0.15	
Licensing: General Licensing	LICENSING ENFORCEMENT OFFICER	0.15	
Licensing: General Licensing	LICENSING ENFORCEMENT OFFICER	0.15	
Licensing: General Licensing	LICENSING ASSISTANT GENERAL	0.20	
Licensing: General Licensing	LICENSING ADMIN SUPPORT ASSIST	0.10	
Licensing: General Licensing	LICENSING ADMIN SUPPORT ASSIST	0.10	
Licensing: General Licensing	GROUP LEADER (LICENSING)	0.33	
Licensing: General Licensing	SEN LICENSING OFFICER(GENERAL)	0.20	
Licensing: General Licensing	LICENSING ENFORCEMENT OFFICER	0.15	
Licensing: Entertainment Licensing	SEN LICENSING ENFORCEMENT OFFR	0.10	
Licensing: Entertainment Licensing	LICENSING ENFORCEMENT OFFICER	0.25	
Licensing: Entertainment Licensing	LICENSING ENFORCEMENT OFFICER	0.25	
Licensing: Entertainment Licensing	LICENSING ENFORCEMENT OFFICER	0.25	
Licensing: Entertainment Licensing	LICENSING ENFORCEMENT OFFICER	0.25	
Licensing: Entertainment Licensing	LICENSING ENFORCEMENT OFFICER	0.25	

AREA	POST DESCRIPTION	FTEs	2013/14 Estimate
Licensing: Entertainment Licensing	LICENSING ASSISTANT GENERAL	0.80	
Licensing: Entertainment Licensing	LICENSING ADMIN SUPPORT ASSIST	0.75	
Licensing: Entertainment Licensing	LICENSING ADMIN SUPPORT ASSIST	0.75	
Licensing: Entertainment Licensing	GROUP LEADER (LICENSING)	0.34	
Licensing: Entertainment Licensing	SEN LICENSING OFFICER(GENERAL)	0.75	
Licensing: Entertainment Licensing	LICENSING ENFORCEMENT OFFICER	0.25	
Trading Standards: Management & Admin	TRADING STANDARDS OFFICER	1.00	
Trading Standards: Management & Admin	TRADING STANDARDS OFFICER	0.81	
Trading Standards: Management & Admin	ADMIN AND FINANCE OFFICER	0.90	
Trading Standards: Management & Admin	LEGAL SUPPORT OFFICER	0.81	
Trading Standards: Management & Admin	HIGHER CLERICAL ASSISTANT	1.00	
Trading Standards: Management & Admin	HIGHER CLERICAL ASSISTANT	0.50	
Trading Standards: Management & Admin	FINANCE OFFICER	1.00	
Trading Standards: Commerce Safety	TRADING STANDARDS OFFICER	1.00	
Trading Standards: Commerce Safety	TRADING STANDARDS OFFICER	0.60	
Trading Standards: Commerce Safety	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Commerce Safety	ASST CONSUMER PROTECTION OFF	0.49	
Trading Standards: Commerce Safety	TRADING STANDARDS OFFICER	1.00	
Trading Standards: Commerce Safety	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Commerce Safety	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Commerce Safety	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Projects	TRADING STANDARDS OFFICER	0.81	
Trading Standards: Projects	ACCREDITED FINANCIAL INVESTIGATOR	0.60	
Trading Standards: Projects	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Projects	SNR TRADING STANDARDS OFFICER	1.00	
Trading Standards: Projects	HORSE WARDEN/ANIMAL WELFARE OFFICER	1.00	
Trading Standards: Projects	GROUP LEADER (COMMERCIAL)	1.00	
Trading Standards: Projects	GROUP LEADER (TECHNICAL & PERFORMANCE)	1.00	
Trading Standards: Projects	FAIR TRADING OFFICER	1.00	
Trading Standards: Projects	FAIR TRADING OFFICER	1.00	
Trading Standards: Projects	ASSISTANT FAIR TRADING OFFICER	1.00	
Trading Standards: Consumer Services	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Consumer Services	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Consumer Services	OPERATIONAL MANAGER(2) CONSUMER SERVICES	1.00	
Trading Standards: Consumer Services	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Consumer Services	CONSUMER PROTECTION OFFICER	0.76	
Trading Standards: Consumer Services	SEN CONSUMER SER COORDINATOR	1.00	
Trading Standards: Consumer Services	CONSUMER PROTECTION OFFICER	0.81	
Trading Standards: Consumer Services	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Consumer Services	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Consumer Services	HIGHER CLERICAL ASSISTANT	0.40	
Trading Standards: Consumer Services	HIGHER CLERICAL ASSISTANT	0.60	
Trading Standards: Consumer Services	RECEPTIONIST	0.60	
Trading Standards: Consumer Services	CONSUMER PROTECTION OFFICER	1.00	
Trading Standards: Special Investigations	CONSUMER PROTECTION OFFICER	1.00	
Private Sector Housing: PSH Operational Manager	PRIVATE SECTOR HSG GRANTS MGR	0.40	
Private Sector Housing: Customer Service & Development	CUSTOMER SERVICES SUPERVISOR	0.50	
Private Sector Housing: Customer Service & Development	CUSTOMER SUPPORT OFFICER	0.50	
Private Sector Housing: Customer Service & Development	CUSTOMER SUPPORT OFFICER	0.50	
Private Sector Housing: Customer Service & Development	CUSTOMER SUPPORT OFFICER	0.60	
Private Sector Housing: Customer Service & Development	CUSTOMER SUPPORT OFFICER	0.50	
Private Sector Housing: Customer Service & Development	CUSTOMER SUPPORT OFFICER	0.50	
Private Sector Housing: Customer Service & Development	DEVELOPMENT MANAGER	1.00	
Private Sector Housing: HMO Licensing	HOUSING SURVEYOR	1.00	
Private Sector Housing: HMO Licensing	HOUSING SURVEYOR	1.00	
Private Sector Housing: HMO Licensing	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00	
Private Sector Housing: HMO Licensing	SERVICE MANAGER	1.00	
Private Sector Housing: HMO Licensing	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00	
Private Sector Housing: HMO Licensing	HOUSING SURVEYOR	0.77	
Private Sector Housing: HMO Licensing	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00	
Private Sector Housing: Improvement & Development	SERVICE MANAGER	1.00	
Private Sector Housing: Improvement & Development	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00	
Private Sector Housing: Improvement & Development	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	0.50	

AREA	POST DESCRIPTION	FTEs	2013/14 Estimate
Private Sector Housing: Improvement & Development	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00	
Private Sector Housing: Improvement & Development	HOUSING SURVEYOR	1.00	
Private Sector Housing: Improvement & Development	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00	
Private Sector Housing: Improvement & Development	HOUSING SURVEYOR	1.00	
Private Sector Housing: Improvement & Development	HOUSING SURVEYOR	0.50	
Private Sector Housing: Improvement & Development	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	0.50	
Private Sector Housing: Improvement & Development	HOUSING SURVEYOR	1.00	
Private Sector Housing: Improvement & Development	SURVEY SUP OFFR (VACANT HOMES)	1.00	
Private Sector Housing: Improvement & Development	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00	
Private Sector Housing: Improvement & Development	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00	
Private Sector Housing: Improvement & Development	ACCUMULATIONS OFFICER	1.00	
Private Sector Housing: Improvement & Development	STUDENT LIAISON OFFICER	0.33	
Private Sector Housing: Landlord Accreditation	LANDLORD ACCREDITATION WALES SCHEME COOR	1.00	
Private Sector Housing: Landlord Accreditation	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	0.50	
Private Sector Housing: Student Liaison	STUDENT LIAISON OFFICER	0.60	

Vale of Glamorgan Current Establishment (as provided by Finance workstream)

AREA	POST DESCRIPTION	FTEs	2013/14 Estimate
PUBLIC PROTECTION ADMINISTRATION	Head of Service	1.00	
PUBLIC PROTECTION ADMINISTRATION	Senior Support Officer	1.00	
PUBLIC PROTECTION ADMINISTRATION	Public Protection Support Officer (Finance)	1.00	
PUBLIC PROTECTION ADMINISTRATION	Support Officer (Management)	1.00	
PUBLIC PROTECTION ADMINISTRATION	Public Protection Support Officer (Commercial)	0.80	
PUBLIC PROTECTION ADMINISTRATION	Public Protection Support Officer (Pollution & Housing)	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	Principal Regulatory Services Officer	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	EHO (Team Leader)	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	EHO	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	EHO	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	EHO	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	EHO	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	EHO	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	EHO (Temp)	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	EHO	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	EHO	0.60	
ENV HEALTH SERVICE (Food & Food Health & Safety)	EHO	0.60	
ENV HEALTH SERVICE (Food & Food Health & Safety)	Sampling Officer	1.00	
ENV HEALTH SERVICE (Food & Food Health & Safety)	Technical Officer	1.00	
CONTROL OF STRAY ANIMALS	Dog Warden	1.00	
CONTROL OF STRAY ANIMALS	Dog Warden	1.00	
POLLUTION & HOUSING	Pollution Control Officer (Team Leader)	1.00	
POLLUTION & HOUSING	Pollution Officer	1.00	
POLLUTION & HOUSING	EHO (Consultation)	1.00	
POLLUTION & HOUSING	Technical Officer	1.00	
POLLUTION & HOUSING	Principal Environmental Health Officer	1.00	
POLLUTION & HOUSING	EHO	1.00	
POLLUTION & HOUSING	EHO	1.00	
POLLUTION & HOUSING	EHO	0.50	
POLLUTION & HOUSING	EHO	0.50	
POLLUTION & HOUSING	Technical Assistant	0.50	
POLLUTION & HOUSING	Technical Assistant	1.00	
PEST CONTROL	Pest Control Officer	1.00	
PEST CONTROL	Pest Control Officer	1.00	
PEST CONTROL	Pest Control Officer	1.00	
LICENSING	Licensing (Team Leader)	1.00	
LICENSING	Licensing Enforcement Officer	1.00	
LICENSING	Licensing Enforcement Officer	1.00	
LICENSING	Licensing Enforcement Officer	1.00	
LICENSING	Licensing Enforcement Officer	1.00	
LICENSING	Snr Licensing Administrator	1.00	
LICENSING	Licensing Administrator	1.00	
LICENSING	Licensing Administrator	1.00	
LICENSING	Licensing Administrator	1.00	
LICENSING	Licensing Administrator	1.00	
TRADING STANDARDS	Trading Standards (Team Leader)	0.50	
TRADING STANDARDS	Principal TSO	1.00	
TRADING STANDARDS	TSO (Consumer Services)	1.00	
TRADING STANDARDS	Consumer Protection Officer (Animal Health & Welfare)	1.00	
TRADING STANDARDS	Consumer Protection Officer	1.00	
TRADING STANDARDS	Consumer Protection Officer	1.00	
TRADING STANDARDS	Consumer Protection Officer	1.00	
TRADING STANDARDS	Consumer Education Officer	1.00	
TRADING STANDARDS	Assistant Consumer Protection Officer	1.00	
TRADING STANDARDS	Animal Licensing Officer	1.00	

Appendix N – Grade and Cost Assumptions for Indicative New Structure

The table below shows the grade and cost assumptions used for the indicative organisation structures shown in Appendix F. These are indicative only and will be subject to the appropriate job evaluation during the implementation phase.

In the economic case (section 4.3):

- The 'collaborate and change' option uses the Vale of Glamorgan figures (as assumed host) for the purposes of the value for money assessment.
- Each 'change only' option uses the relevant council figures (Bridgend, Cardiff or Vale of Glamorgan).
- The 'collaborate only' option uses the HOS and G16/OM2 grades for the top two management tiers with all other roles remaining unchanged.

AREA	POST DESCRIPTION	Bridgend		Cardiff		Vale of Glamorgan	
		Grade	Estimate	Grade	Estimate	Grade	Estimate
Chief Officer	Chief Officer, Regulatory Services						
Neighbourhood Services	Neighbourhood Services Manager						
Neighbourhood Services	Environmental Protection Team Leader						
Neighbourhood Services	Environmental Health Officer						
Neighbourhood Services	Technical Officer						
Neighbourhood Services	Licensing Team Leader						
Neighbourhood Services	Licensing Officer						
Neighbourhood Services	Licensing Enforcement Officer						
Neighbourhood Services	Licensing Assistant						
Commercial Services	Commercial Services Manager						
Commercial Services	Team Leader						
Commercial Services	Commercial Services Officer						
Commercial Services	Commercial Services Technical Officer						
Commercial Services	Commercial Services Business Assessors						
Enterprise and Specialist Services	Enterprise and Specialist Services Manager						
Enterprise and Specialist Services	Pest Control and Animal Welfare Team Leader						
Enterprise and Specialist Services	Pest Control Officer						
Enterprise and Specialist Services	Contracts manager						
Enterprise and Specialist Services	Dog Warden						
Enterprise and Specialist Services	Animal Welfare Officer						
Enterprise and Specialist Services	Specialist Services Team Leader						
Enterprise and Specialist Services	Education and Training Officer						
Enterprise and Specialist Services	Specialist Services Technical Officer						
Enterprise and Specialist Services	Public Health Officer						
Enterprise and Specialist Services	Specialist Investigations Unit Team Leader						
Enterprise and Specialist Services	Accredited Financial Investigator						
Enterprise and Specialist Services	Legal Support Officer						
Enterprise and Specialist Services	Specialist Investigations Officer						
Administration	Administration Manager						
Administration	Senior Licensing Support Officer						
Administration	Licensing Support Officer						
Administration	Senior Support Officer						
Administration	Support Officer						

Appendix O - Business Regulation Delivery Office Survey

The Business Regulation Delivery Office (BRDO) is an organisation within the Department of Business, Innovation and Skills (BIS) which is tasked with reducing the burden of regulation on business. BRDO provides a range of tools and resources for regulators and carries out a survey of business every 2 years. In 2012 they included a sub set of their sample from within Wales and the principal headlines from the survey were as follows:

- The survey found that fewer businesses felt that the overall level of regulation in the UK was an obstacle to their business success when compared to three years ago.

- Whilst there was no difference between responses in 2010 and 2012 in respect of the proportion of businesses stating that there is "too much" regulation, half of all businesses still reported that there is too much regulation, which is significantly higher than when this question was first introduced to the survey in 2009.

- Compliance matters to businesses as it gives a positive message to customers, and over the life of this survey, there is a downward trend in the number of businesses finding aspects of compliance burdensome. The survey finds that regulators are considered to have an important role to play in preventing non-compliance and providing clarity, through advice and guidance as well as enforcement.

- Most businesses do not employ anyone specifically to deal with their compliance issues. Businesses are generally positive, however, that the time they need to put in to ensure they are compliant will either stay the same or decrease in the next 12 months.

- Local councils enforce a range of regulations and the majority of businesses find it straightforward to contact their local council. The perceived consistency of advice provided by local councils is showing some signs of improvement since 2008, with fewer businesses dealing with more than one local council considering advice to be inconsistent. For businesses that have been contacted by local council regulators, the survey continues to demonstrate high levels of satisfaction with the service provided, although knowledge of officers about the situation of the business remains the area of lowest satisfaction.

- While there is little change from previous years in the proportion of businesses that feel informed about regulation, a greater number in 2012 than in 2010 are engaging external agents to provide information and independent advice. There are, nevertheless, a number of differences in the extent to which businesses feel informed about specific areas of law and the extent to which they use external agents. In general businesses are less likely to use external agents in relation to locally enforced areas.

Appendix P - Collaboration Model Health Check Report
(30 September 2013, VERSION 1.0: ISSUED)

1.   Introduction

1.1. Overview

Atkins Limited was appointed in September 2013 to provide consultancy services to support Bridgend County Borough Council, Cardiff Council and Vale of Glamorgan Council in delivering a regionalised Regulatory Services function serving the three local authorities.

The key deliverables of the assignment are:

- Target Operating Model (TOM) – What a regionalised regulatory services function should look like

- Business Case – Why a regionalised regulatory services function should be established

- Implementation Plan – How a regionalised regulatory services function should be delivered

Within the requirements of the assignment Atkins has been asked to conduct a 'Health Check' assurance review of the collaborative governance model proposed for the service; namely delegation to a joint committee with host authority. It was agreed that this Health Check review was not to include a detailed analysis and appraisal of options for collaboration and should consider the following questions:

- Is the proposed governance model appropriate for collaboration in regulatory services?

- Are there any alternative models that the local authorities should consider as more appropriate?

- Are there any additional implications, risks or benefits of the proposed model that the local authorities have not identified?

- Are there any obvious reasons why the proposed Target Operating Model (TOM) cannot be delivered within the proposed collaboration governance model?

1.2. Our Approach

We have used the report 'Models of Collaboration: Consolidation of Initial Appraisal and Considerations undertaken by Project Team' (version 0.8 Draft Not Approved, received Mon 23/09/2013, 21:06*) as the basis for our review.

We have performed a desk top review of this report, based on our experiences of other authorities considering similar issues.

In the course of undertaking this review, we also met with a number of key stakeholders and members of the project team; during which the collaboration model has been discussed (see section 1.4 for a list of contributors)

The Health Check draws on our experience and knowledge of collaboration at other local authorities and we make specific reference to these case study examples in our report wherever relevant.

It should be noted that our review has been based on the contributions and information that we have received to date, and should circumstances change and these contributions and sources of information develop, then the conclusions made in this report may need to be re-visited.

*Version 0.11 was received Fri 27/09/2013, 08:49 with the understanding that there were no material differences between this version and version 0.8.

1.3. Summary

In summary, our Health Check review has concluded that:

- The proposed collaborative model (i.e. Joint Committee and employing Host Authority) is the most appropriate at the current time.

- A joint venture/arms-length management organisation may be considered in future, however the likely timescales for delivering such a model are not compatible with the immediate requirements for Bridgend, Cardiff and Vale of Glamorgan.

- Other alternative models considered by the authorities either are unlikely to produce the savings required from the partnership or have specific delivery issues mainly in terms of human resource considerations or democratic deficit which make them unlikely to meet needs of the proposal.

- The Target Operating Model (TOM) produced as a deliverable of the consultancy assignment will be developed to operate effectively within the proposed governance model.

We recommend that the project continues to use the proposed collaborative model of Joint Committee with Host (employing) authority as the working assumption.

The business case that will be developed as a key deliverable of the project, whilst not including an exhaustive review of all possible models of collaboration will provide Bridgend, Cardiff and Vale of Glamorgan Councils a clear understanding of the value for money offered by the preferred model.

1.4. Contributors

In conducting the Health Check review we have met with the following key stakeholders and project work stream leads:

- Darren Mepham, Chief Executive, Bridgend County Borough Council (Project Sponsor)

- Dave Holland*, Head of Service for Regulatory and Supporting Services, Cardiff Council*

- Alun Billinghurst*, Head of Public Protection, Vale of Glamorgan Council

- Lee Jones*, Group Manager Public Protection, Bridgend County Borough Council

- Tara King, Chief Officer City Services, Cardiff Council

- Rob Thomas, Director of Development Services, Vale of Glamorgan Council

- Tomas Bowring, Project Manager, Vale of Glamorgan Council

- Elizabeth Jones, Project Manager, Bridgend County Borough Council

- Elizabeth Weale, Solicitor, Cardiff Council*

- Deborah Exton, Group Manager - Finance, Bridgend County Council

- Reuban Bergman, Head of Human Resources, Vale of Glamorgan Council

- Ian Lloyd-Davies, Communications Officer, Cardiff Council

*Meetings held in specific relation to the Health Check review during the period between receipt of the 'Models of Collaboration: Consolidation of Initial Appraisal and Considerations undertaken by Project Team' report (v0.8, 23 September 2013) and release of Atkins' draft Health Check report (v0 3, 27 September 2013).

2. Health Check Review

2.1. Collaboration Models

In our view, the proposed model (i.e. delegation to a joint committee with host authority) is considered the most appropriate model at the present time on the basis of experience elsewhere with collaborative models.

2.1.1. Joint Committee

The joint committee approach has been used successfully in a variety of local authority partnerships dealing with regulatory services e.g. **Worcestershire** Regulatory Services, **West Yorkshire** Trading Standards Services, Building Control Partnerships in **Southampton/Eastleigh** and **Fareham/Gosport** and many others. Some of these are more mature than others and the regulatory services partnerships tend to be in an early phase and can therefore only be judged informally at this stage but those quoted have most or all the indicators of successful partnerships

Potential indicators of success in partnership working against which they may be judged:

- Achieving predicted savings and efficiencies;
- Demonstration of alignment of goals between partners;
- Emphasis on the importance of relationships;
- Delivering more value than a traditional contract;
- Incorporating sharing of risk and reward;
- Change in behaviours from partners;
- Flexibility and ability to change in scope and nature
- Trust and good communication;
- Focus on outcomes rather than outputs;
- Achievement of joint working (planning, monitoring, problem-solving and decision making through a joint strategic board) and sharing of ideas and resources;
- Openness and honesty (e.g. open-book accounting);
- Continuous improvement in service delivery; and
- Mutual benefit to all partners.

There are limited examples where the approach has not been successful but these have been mainly as a result of a failure to agree a common vision and policy e.g. **New Forest/Test Valley** Waste partnership.

2.1.2. Joint Venture/Arms-Length Management Organisation

As the partnership between Bridgend, Cardiff and Vale of Glamorgan matures, further consideration may be given to the joint venture or arms-length management organisation (ALMO) model to enable a broader approach to trading.

At the present time however, there is very little experience with these models nationally – only three are up and running, **Barnet, North Tyneside** and **Northeast Lincolnshire** – and none of these have been running for more than nine months. The effort and time involved in a procurement exercise would not likely meet the timescales required for the current exercise – the **Barnet** proposals have taken two years to come to fruition.

2.1.3. Other Models Considered

In the report 'Models of Collaboration: Consolidation of Initial Appraisal and Considerations undertaken by Project Team' a number of other models have been considered with their relative advantages and disadvantages (Appendix A2). We are broadly supportive of the comments within the table, but again from experience elsewhere, the following additional comments are appropriate:

- **Informal Arrangements**: have been used extensively across local government to address staff shortages or lack of specific expertise and although useful to address these issues do not provide the savings/efficiencies required of this exercise. These arrangements tend to focus on single elements of a service e.g. dog kennelling services, contaminated land, air quality monitoring, where there are either requirements for significant capital investment, staff or expertise shortages or a need for work across a wider area. The same issues that apply to contractual agreements set out below are relevant.

- **Secondments**: useful in the context of more limited, short term, informal arrangements but in a wider partnership can result in staff problems with varying terms and conditions, unintentional TUPE transfers if allowed to continue for too long and difficulties in staff management over a prolonged period.

- **Joint appointments:** Some authorities have appointed a joint Head of Service to manage at two (or more) authorities. This provides some initial savings at senior management level but often leads to problems with the Head of Service having to report to two (or more) sets of committees, often operating to different policy approaches, with limited opportunities for cross authority working and with different employment terms and conditions for the staff working to them. There are a number of examples of this type of approach but to date they have not delivered the level of savings required by Bridgend, Cardiff and Vale of Glamorgan and seem unlikely to do so in the foreseeable future.

- **Contractual Agreement between Authorities**: has been used on a limited basis between authorities but usually in respect of a specific service that is better provided by one authority for another authority or a group of authorities e.g. dog collection services, contaminated land expertise. This is not a strict partnership and there may be a democratic deficit if this is extended to a whole service. There are no examples of this being used in respect of a whole service in regulatory services.

- **Delegation to another Local Authority (Lead Authority)**: There are no examples of this in respect of a whole service in regulatory services but it has been used in respect of some specific services. The main issue here would be the perceived democratic deficit and loss of sovereignty.

2.2. Host Authority

The 'Models of Collaboration: Consolidation of Initial Appraisal and Considerations undertaken by Project Team' report intrinsically recognises the need for a host (employing) authority for the partnership. The rationale for this is not evidently clear in the report.

We believe that the need for a host authority approach is supported because the model:

- Provides clear management accountability to the joint committee;

- Provides clear accountability of staff to management;

- Enables more effective cross boundary working to take place;

- Enables rationalisation of human resource policies across the staff within the partnership; and

- Provides a more streamlined organisation more capable of delivering savings.

The consideration of which authority should be the host authority is not clear in that in one section of the report recommends:

"Should the shadow Joint Committee recommend a governance model that requires a host (employing) Authority, that the business case subsequently be developed on the basis that the Vale of Glamorgan Council would be the host (employing) Authority" (Models of Collaboration: Consolidation of Initial Appraisal and Considerations undertaken by Project Team, p4)

Elsewhere in the report it is recommended that:

"The final decision as to the governance model and any host authority arrangements would be for the final determination of each council's Cabinet" (Models of Collaboration: Consolidation of Initial Appraisal and Considerations undertaken by Project Team, p13)

Although these are not mutually exclusive recommendations, a business case is required to address this issue. A limited matrix has been set out within the report (*p13*) considering the issue but a number of other factors need to be considered in any business case that considers how a preferred option may be delivered.

Factors that could be considered (but are not limited to):

- Availability and cost of accommodation

- Accessibility (including car parking facilities)

- Support services cost and effectiveness

- Numbers of staff to be relocated and associated cost

- Political considerations such as the relationships between the larger and smaller authorities and the creation of any impression of a 'take-over'

The business case will also have to take account of the intention to have a greater level of mobile working and a reduced requirement for staff to attend a central office base as well as the need for some locality-based operations.

2.3.   Scrutiny

The report recognises the need for common scrutiny arrangements (p10) but could go further and accept that a single joint scrutiny committee similar in composition to the joint committee, drawn from each authority, would have significant advantages, including:

- Reduced administrative arrangements – the current services report to 6 different scrutiny committees; and

- The development of considerable member expertise in respect of the partnership.

2.4.   Support Services and Indirect Costs

Within the report 'Models of Collaboration: Consolidation of Initial Appraisal and Considerations undertaken by Project Team', there is an assumption that certain indirect costs are outside the scope of the exercise (e.g. accommodation costs).

Given the potential for mobile working within this service and the possibility of relocating to more suitable office accommodation elsewhere than the existing council accommodation, this assumption should be tested as it could have significant overall advantages to the three councils including support cost savings. It should be recognised however that indirect costs may not be able to be flexed in short term, but may be a longer term solution.

There has also been an assumption within the report that IT services should be provided by the host authority and other services by the other authorities (p11). This assumption should also be tested, particularly in terms of the costs, effectiveness and ability to provide these services. It then may be determined whether or not it is more logical and cost effective for the host authority to provide all support services. The overall impact upon authorities losing responsibility for these services will also need to be assessed.

2.5.   Financial and Non-Financial Benefits

The financial and non-financial benefits identified in the 'Models of Collaboration: Consolidation of Initial Appraisal and Considerations undertaken by Project Team' report (p3) are reasonable, however the following additional benefits should be considered:

- Potential for improved income generation from combining service provision and improved marketing, such as provision of marketing expertise, business case evaluation of any proposals and professional marketing materials and delivery.

- More flexible response to changes in service provision as a result of government and statutory agency reviews.

2.6.   Guiding Principles

We are broadly supportive of the guiding principles listed in the 'Models of Collaboration: Consolidation of Initial Appraisal and Considerations undertaken by Project Team' report (p10). The list however could also include:

- Delivery of more efficient and effective services with related cost savings

2.7.   Risks

The key risks for the project are not specifically listed in the report 'Models of Collaboration: Consolidation of Initial Appraisal and Considerations undertaken by Project Team' , but we suggested that they could include:

- Insufficient funding of implementation and transformation with a particular focus on investment

- Timing of ICT infrastructure and integration;

- Savings and return on investment not being realised;

- Impact on corporate support and resilience;

- Performance levels not being realised;

- TUPE, HR issues and staff engagement; and

- Licensing Act limitations.

Mitigation measures will need to be in place to address these key risks and will form part of the detailed Business Case and Implementation Plan.

2.8.   Target Operating Model (TOM)

The Target Operating Model developed as a deliverable of the consultancy project is able to take full account of the proposed governance model, namely Joint Committee and Host Authority, and will be designed in such a way that it will operate effectively within this governance model.

It is indeed helpful that the proposed collaborative model is one that has been used successfully elsewhere and will enable the TOM to draw on that experience.

3. Next Steps

In conducting this Health Check Review we have concluded that the proposed collaboration model, i.e. Joint Committee with a Host (employing) authority, is a reasonable working assumption for the development of a Target Operating Model for Regionalised Regulatory Services.

We recommend that the project continues to use this assumption, however the costs and benefits associated with establishing this model will be explored in more detail during the development of the associated business case. The business case will not include an exhaustive review of all possible models of collaboration (as stated in 'Regionalising Regulatory Services Consultancy STATEMENT OF REQUIREMENTS', p9) but will naturally provide Bridgend, Cardiff and Vale of Glamorgan Council a greater understanding of the value for money offered by the proposed governance model.

Appendix Q – Recommendations and Actions

Recommendations:

1. The options appraisal concludes with a recommendation that a collaborative model incorporating fundamental changes to the way in which regulatory services are delivered should be the preferred option for Bridgend, Cardiff and Vale of Glamorgan councils.

2. A host employing authority should be established for regionalised regulatory services.
   Given that the comparative analysis of Bridgend, Cardiff and Vale of Glamorgan as host is inconclusive and provides a good case for each of the three councils, the councils should make a decision upon the identity of the host employing authority.

3. The proposed Target Operating Model should be adopted for regionalised regulatory services (corresponding with the preferred 'collaborate and change' option identified in the business case.

Target Operating Model Actions:

1. A Joint Committee should be established with delegated powers from each council to provide democratic oversight of the Regionalised Regulatory Service. Members of the committee should be drawn from each council but to include the Cabinet/Executive Member with lead responsibility for Regulatory Services and a representative from each Licensing Committee.

2. Each council should continue to deal with all licensing matters through their own Licensing Committees (including Taxis and Gambling where there is no statutory requirement), but the regionalised regulatory service should provide a joint administrative structure for licensing across the three councils.

3. A scheme of delegation should be drawn up for the Joint Committee (to include proposed delegations for the Regulatory Services Manager and cross council authorisations).

4. Scrutiny of decisions to be taken by the Joint Committee should be undertaken within the scrutiny process of each council.
   However, should the councils decide to opt for the alternative of a joint scrutiny committee, they should each be satisfied that the arrangements will provide sufficient political control.

5. A senior officer within each council (director level suggested) should have designated responsibility for regulatory services and maintain communication with the Regionalised Regulatory Services Chief Officer.

6. An Officer Board should be established to support the management of relationships between the regionalised service and the participating Councils. This should include the Designated Senior Officer from each participating council and the Regionalised Regulatory Services Chief Officer. This should initially be established as a Project Board to oversee implementation (including Project Sponsor and Project Manager) and should transition to an operational board as the new service is established.

7. A model consisting of three service areas (Neighbourhood Services, Commercial Services and Enterprise and Specialist Services) and a central administration function should be adopted for Regionalised Regulatory Services.

8. Engagement and communication should be undertaken with relevant statutory and non statutory agencies to determine the implications of the joint service across the geographical area and its impact upon future relationships.

9. Unique identity and branding should be established for the regionalised service.

10. The reduction, elimination or charging for discretionary services should be given further consideration in light of the risks and sanctions that may be incurred.

11. The future of the Dogs Home should given further consideration in respect of the extension of the service to the other two authorities and the development of a business case to relocate the facility. The potential to make greater use of volunteers should be explored.

12. A detailed review of Analytical Services should be undertaken with a view to determine the future provision of this function.

13. The legal and contractual arrangements for the Illegal Money Lending Unit should be clarified to determine whether or not it can be included in Regionalised Regulatory Services.

14. Delivery of the Pest Control service in conjunction with Cardiff and the Vale should be considered when the Bridgend Pest Control contract is due for renewal. Alternatively Pest Control should be outsourced jointly on behalf of Bridgend, Cardiff and Vale of Glamorgan. Inconsistencies in fees and charges will need to be given due consideration.

15. Regulatory Services policies at Bridgend, Cardiff and Vale of Glamorgan Councils should be reviewed and standardised as appropriate whist taking into account local circumstances.

16. Common issues within local housing strategies should be identified and standardised (where practicable) whilst recognising the differing private sector housing circumstances and needs of the three councils.

17. Bridgend, Cardiff and Vale of Glamorgan Councils should consider standardising their fees and charges.

18. Fees and charges for Pest Control in Cardiff and Vale of Glamorgan should be standardised in the first instance. Further consideration should then be given to standard pest control charges when the Bridgend contract is due for renewal.

19. The proportion of enforcement work carried out by Technical Officers with appropriate levels of competence should be increased.

20. A move towards more generic working and the development of multi-disciplinary officers should be adopted in the Neighbourhood Services area.

21. Technical Officers with appropriate levels of competence should be used to carry out more high risk inspections and Business Compliance Officers deployed to support the Commercial Services Team.

22. Proposals for income generation should be developed further within the remit of Enterprise and Specialist Services.

23. A Business Development Team should be established as detailed in the proposed organisational structure.

24. A process redesign exercise, adopting lean principles, should be undertaken to define detailed processes for Regionalised Regulatory Services.
Areas of highest demand or cost (e.g. licensing, noise, pest control, food safety and standards and consumer advice) should be prioritised.

25. Flexible and mobile working should be embedded by ensuring it is integral in the terms and conditions of service and by investment in mobile working systems as part of the start up process.

26. A single ICT platform with mobile working functionality should be implemented for the regionalised service. Bridgend, Cardiff and Vale of Glamorgan Councils should jointly consider the various options available (including existing suppliers and procurement of a new system).
Consideration should also be given to the use of other technologies such as video conferencing, instant messaging and use of social media to develop and maintain contact with staff and customers.

27. A strategic performance management framework based on outcomes and protecting the public should be adopted for Regionalised Regulatory Services.

28. A series of outcome-focussed performance measures should be developed for the regionalised service. This should reflect local priorities and the BRDO toolkit for outcomes and impacts should be considered to assist this process.

29. Further consultation with statutory bodies and other agencies should be conducted to establish and agree the operation of any potential collaborative service issues, the submission of statutory returns and auditing processes.

30. Management information processes should be established to provide transparency of service costs and performance between the regionalised service and the participating councils. This should support service level agreements in the medium to longer-term.

31. Responsibility for the provision of Human Resources, Finance, Procurement and ICT support services for Regionalised Regulatory Services should be transferred to the host employing authority.

32. Responsibility for Property and Facilities Management should remain locally with each participating council.

33. Customer contact for Regulatory Services should continue to be managed via the existing contact centres at the participating councils. Diverting demand away from other council services to a central contact centre is likely to create confusion for local residents and businesses.

34. Decisions in respect of legal action should remain the responsibility of each participating council. This should include liability for the costs arising from any legal actions.

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