

COUNCIL:

23 OCTOBER 2014

CABINET PROPOSAL

AGENDA ITEM: 9

REGIONALISING REGULATORY SERVICES PROJECT

Appendix J to this report is not for publication by virtue of paragraphs 13 and 14 of Part 4 of schedule 12A of the Local Government Act 1972 as amended and pursuant to paragraph 21 of part 5 of schedule 12 A it is viewed , in all the circumstances of the case, that the public interest in maintaining the exemption outweighs the public interest in disclosing the information .

Reason for this Report

1. To provide an update to Council on the progress being made to create a shared regulatory service between Bridgend, Cardiff and Vale of Glamorgan councils.
2. To seek approval to create the regionalised service as outlined in this report and to refer matters as appropriate to Council.

Background

3. As part of the Welsh Government's Regional Collaboration Fund, Bridgend, Cardiff and Vale of Glamorgan Councils have considered a shared service opportunity in relation to Regulatory Services. The proposal envisages an integrated service operating under a single management structure for the Trading Standards, Environmental Health and Licensing functions with a shared governance arrangement ensuring full elected member involvement.
4. The project has been identified as an opportunity for the councils to create a new and innovative service on a regional basis that can deal with changing customer demands at a time of significantly reduced levels of funding. In considering matters, the Councils are conscious of the White Paper 'Reforming Local Government'; the Welsh Government's consultation paper about the future of Local Government in Wales and the likely timescales. However, there is a need to proceed with this project at the current time to ensure continued delivery of a sustainable and resilient Regulatory service given the financial pressures being experienced by all three Councils.

5. The financial and non-financial benefits of the project are anticipated to include:
 - Development of a robust and sustainable collaborative service best placed to meet future service and financial challenges;
 - Development of best practice for the benefit of businesses and consumers;
 - Enhanced flexibility and service resilience to respond to emergencies and changing levels of demand through economies of scale;
 - Opportunities to enhance workforce development and embrace innovative technical and mobile working practices;
 - Annual financial efficiencies across the three authorities to assist in meeting the needs of the councils' medium term financial plans;
 - Improved access to a wider range of specialist knowledge;
 - The creation of a transferrable model for collaboration from which the councils and other bodies can learn to improve future collaborative working projects.

6. The project was granted funding of £250,000 in 2013/14 to support development and implementation. Funding for 2014/15 and a further year was also approved in principle by the Welsh Government from the Regional Collaboration Fund for a further £250,000 per annum.

7. In July 2013, the Cabinets of all three Councils (Cardiff, the Vale of Glamorgan and Bridgend) received a report proposing that a single shared service be created comprising the Environmental Health, Trading Standards and Licensing functions of each Council under a single management structure.

8. In accordance with the Cabinet decisions in July 2013 the following activities have been progressed:
 - Funding from the Regional Collaboration Fund was used to appoint WS Atkins Limited (Atkins) to develop and test the proposal as a detailed business case and determine the feasibility of such a venture. The work completed by Atkins has been managed by a cross-council project team.
 - The Chief Executive from Bridgend Council has undertaken the role of Chief Executive Project Sponsor.
 - The Head of Regulatory Services from Cardiff Council has responsibility as the interim project manager for the development phase of the project.
 - The Heads of Regulatory Services from each Council have continued to work together to support preparations for the proposed collaborative service whilst ensuring continuity of service.
 - A Shadow Joint Committee has been established to provide overall direction for the project pending decision by each authority as to the way forward. The Shadow Joint Committee has comprised two elected members from each authority.
 - Staff and Trade Unions have been engaged throughout the development of the project. A Trade Union Forum has been

established with representatives from the recognised trade unions across Bridgend, Cardiff and Vale of Glamorgan Councils. Workshops have been held with staff and managers from each Council during the consultancy assignment to inform the development of the Target Operating Model, Business Case and Implementation Plan. Staff briefings have been held in each Council during the project to date and there are further sessions planned. Further engagement and consultation activities are required and are described in this report.

9. The Council has entered into an interim collaborative working agreement on this matter.
10. The Councils have considered their duties under relevant equalities legislation and have given due regard to the legislation in developing proposals for the shared service. An initial Equality Impact Assessment has been prepared (Appendix D), to draw specific equalities issues to the fore and identify ways to manage them; this document will be further developed and updated at appropriate intervals should the decision be made to proceed.
11. Prior to this report being brought to Cabinet, a pre-decision engagement process has been undertaken running from 22nd July to 5th September 2014. This process has included a draft of this report being tabled at relevant Scrutiny Committees in all three local authorities. In addition to this, a series of staff engagement events and meetings with trade unions have been held, to seek views on the proposals for collaboration. Where appropriate, the issues raised by these comments and questions have been incorporated into the relevant sections of this report with further detail being outlined in the consultation section of the report and set out in Appendices, F, G, H and I.

Issues

12. This report sets out the result of the detailed work undertaken by the Councils to date on developing proposals for the shared regulatory service and, as a result of the decisions taken by Cabinet in July 2013, is seeking approval to create the shared service in line with the recommendations contained in this report. The questions and comments received from Scrutiny Committees, staff and Trade Unions in the three Councils are reflected in the relevant sections of the report and associated appendices. Any issues of accuracy highlighted during this process have been reviewed and are not considered to undermine the principles of the collaboration. Corrections will be made as necessary during the course of the project should approval be given to proceed.

Consultancy Commission

13. Following a procurement exercise, Atkins Ltd. were commissioned in September 2013 to produce a business case, target operating model and implementation plan for the creation of a shared regulatory service. The report produced by Atkins can be found in Appendix A and outlines proposals in four main areas:

- The Business Case for developing a shared service (Page 22);
 - A proposed Target Operating Model for the new service(Page 57);
 - The proposed governance arrangements for the new service (Page 65);
 - An implementation plan to progress work towards the shared service (Page 95).
14. The officer project team reviewed the commissioned work and proposals with a view to ensuring these would fit the changing circumstances of the Councils. The information used in the creation of the commissioned report was the 2013/14 budget for the services. Since that report was produced the Councils have made significant budget reductions for the 2014/15 financial year of approximately £1million, which should be considered in addition to the potential savings outlined in this report. Appendix B is therefore provided as a supplement to the Atkins report and reflects the amendments made to the proposed Target Operating Model which has been adapted to more appropriately suit the Councils' current positions, including an updated assessment of the costs, savings and HR implications (including a revised structure chart) for the project. A three year business plan would be created to ensure a detailed operational and financial basis is established for the shared service in the immediate and medium term. This plan would outline how additional savings could be delivered. Savings would initially be sought from the costs of implementation and subsequently from the operating costs. These savings would enable the service to deliver savings in line with those being expected from other Council services as outlined in the medium term financial plans of each Council.
15. A commentary on the main elements and proposals is set out in the following sections. The detailed financial and human resource implications are set out in the subsequent sections of this report.

Business Case

16. The business case developed by Atkins has built on the Councils' regional vision for regulatory services as being a fully integrated function working across Bridgend, Cardiff and the Vale of Glamorgan, operating within one management structure.
17. The business case follows the HM Treasury recommended standard "Five Case Model" and presents the strategic, commercial, financial and management case for the development of the service.
18. The strategic case establishes the case for change, based on an analysis of current economic, political and operational drivers for change.
19. The economic case builds on the strategic case by identifying the best value for money approach to meeting the strategic demands being placed on the services. An option appraisal was undertaken to identify whether the Councils should commit to a collaborative model for the delivery of the

service and whether a fundamental shift should be made in the way these services are delivered.

20. The options considered involve the three local authorities collaborating and/or changing the way in which regulatory services are delivered as follows:

Option	Implications	Financial Implications
<p>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.</p>	<p>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 and exposes the councils to significant risks in terms of the resilience and longer-term continuity of key public services.</p>	<p>Councils would continue to make their own savings independently and not benefit from collaborative opportunities.</p>
<p>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.</p>	<p>Some opportunity to harmonise operating arrangements. Does not provide opportunity to maximise attainment of benefits as there would be an insignificant increase in resilience or ability to generate efficiency savings other than from senior management arrangements.</p>	<p>Limited savings other than from senior management arrangements (Other savings as in do nothing above).</p>
<p>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.</p>	<p>Some opportunity to increase service resilience and generate efficiency savings through wholesale service remodelling.</p>	<p>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.</p>
<p>Collaborate & Change- Formal collaboration between the three local authorities with an</p>	<p>Maximises opportunity to increase service resilience and generate efficiency savings</p>	<p>A reduction in employment costs, whilst maintaining all elements</p>

integrated service operating under a single management structure.	through wholesale service remodelling and relocating staff. Benefits would be realised at operational and strategic levels.	of statutory provision, along with income generating opportunities. However, this model will require investment in the implementation stage.
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21. The preferred option is that of the "collaborate and change" as it 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.
22. The benefits of this option are primarily associated with:
- Reduced headcount (resulting from changes to working practices and consolidation of the 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.
23. The commercial case outlines how the "collaborate and change" model can be delivered. The case concluded that a host (employing) authority should be established for the shared service and that the Councils should identify who the host authority should be.
24. The financial case provides an analysis of the funding requirements, methods of cost and income apportionment and resulting savings in adopting the "collaborate and change" model. These are described in further detail in the financial implications section of this report. Due to the changes in budgets since the work was completed by Atkins, it is important to refer also to Appendix B which provides an updated analysis of the financial case.
25. The business case concludes with the management case. This sets out how the project could be delivered, the timescales and resource requirements summarised later in this report.

Target Operating Model

26. The Target Operating Model (TOM) describes how the shared service based on the "collaborate and change" model would be structured, how it would operate and how it would be governed.
27. The vision for the operating model involves there being three service areas complemented by a central administrative function as follows:
- Neighbourhood services - activities relating to domestic premises or which have an impact on local communities.

- Commercial services - activities relating to business premises (generally where national standards apply).
 - Enterprise and Specialist services - existing or potential income generating services and/or discrete specialisms.
 - Administration - administration and support activities and services.
28. The indicative employment structure recommended by Atkins has been refined to meet budgetary pressures whilst still maintaining the principles of the recommended operating model. The new structure will be subject to consultation with staff and the trade unions following the proposed transfer process in April 2015. The new management team will develop a three year business plan for the service and this will be required to reflect current and future financial and service pressures, should this proposal be endorsed.

Governance

29. In July 2013, Cabinet endorsed a recommendation that the Shadow Joint Committee should consider a range of collaboration models, including a Joint Committee model, to provide governance to the proposed regional regulatory service in order to provide direction for the development of the business case and target operating model. The internal project team prepared a report detailing a number of potential governance models to support collaborative working, informed by existing collaborative work between the authorities, work done by other local authorities on collaborative regulatory arrangements and guidance issued by bodies such as the Welsh Local Government Association. This report was provided to Atkins as part of their engagement in order that a review could be undertaken and recommendations made to the Authorities.
30. The review of potential governance arrangements confirmed that the Joint Committee with host (employing) authority was the most appropriate at the current time and the business case and target operating model were produced on this basis. Appendix E provides a diagram illustrating how the proposed governance model would operate.
31. The Joint Committee model allows certain functions or a range of activities to be carried out by partners on a joint basis, reducing duplication and generating economies of scale, whilst ensuring political representation and transparency for all partners and the public. The Joint Committee model is one that the three authorities have successful experience of using for other collaborative projects. Each Council would have two elected Member representatives on the Joint Committee. In Cardiff the nominated roles to sit on the committee are suggested as the Cabinet Member for Safety, Engagement & Democracy and the Chair of the Licensing and Public Protection Committees.
32. Services that are currently the responsibility of the Cabinet and Council would be delegated to the Joint Committee. These services are indicatively outlined in Appendix C and will be specific to each Council. Services that would remain the responsibility of each local authority are also indicatively listed in Appendix C. Licensing cannot be delegated in the

same way as Trading Standards and Environmental Health functions and therefore the existing Committees and Sub-Committees will continue to operate in each of the Councils for this area. In Cardiff this means that the [Public Protection & Licensing Committee] will continue with those functions not delegated to the Joint committee as indicatively set out in Appendix C.

33. Cabinet approved the recommendation in July 2013 that 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 would be the host (employing) authority.
34. Further analysis on the merits of each Council performing the role of host was undertaken by Atkins and the project team. This analysis concludes that there is potential for each Council to be established as host (employing) authority. All Councils have expressed the willingness to undertake the role of host (employing) authority and have the resources required to manage the project.
35. The costs that would vary as a result of each separate Council undertaking the host (employing) authority role are as follows:

	Bridgend (£)	Cardiff (£)	Vale (£)
Employment Costs	6,579,921	6,984,642	6,802,929
TUPE Protection Costs	216,288	18,890	80,954
Host Employer Costs	106,501	115,000	168,850
Total	6,902,710	7,118,832	7,052,733

This shows that the total costs of performing the role as host (employing) authority are lowest in Bridgend and highest in Cardiff. In addition, further factors were considered to determine whether the role should be performed by Cardiff or Vale of Glamorgan Councils.

Indicative Employment Costs

36. Elected members will be aware that each authority has a different pay and grading scale. A new position in the proposed structure could be funded at a different rate depending on which authority was the host and therefore employing authority. A comparison of indicative salaries within each of the prospective three “host” authorities was included in the Atkins report at “Appendix N”. The information has been updated by the project team and is now included at pages 36 to 39 of the supplementary report at Appendix B (Appendix N – Salary Comparison). Such salary details have been redacted in this report in view of concerns about potential data protection breaches. A full unredacted version of Appendix N is included as confidential Appendix J to this report.

The information set out in Appendix N has been used to populate the figures in the table above. This demonstrates that if Bridgend were the employing authority the overall salary bill would be the lowest, whereas the salary bill would be highest if Cardiff were the employing authority. The indicative costs do not however take into account the costs arising from TUPE protection. Elected Members will appreciate that the final salaries and grades will be dependent on a full job evaluation process and on the basis of finalised job descriptions and person specifications.

TUPE protection costs

37. One of the measures that will be pursued following the creation of the regionalised service and the TUPE like transfer will be remodelling of the service to achieve the requirements of the new operating model. In some cases this will involve the appointment of staff to the same or similar roles. In such cases TUPE protection will apply regardless of the potentially different grades resulting from the host authority's different grading structure.

Where staff are offered appointment to roles with different functions and responsibilities then in these circumstances the salary (and related contract terms) relevant to that post will apply and be congruent with the host employer's grading system and wider terms and conditions. This is reflective of the changes required for the regionalised service together with each respective authority's commitments to improving efficiency and reducing costs which are taken account of in the new operating model.

Host Employer costs

38. As indicated in the financial implications of this report, each authority has determined the additional support costs (HR, finance, ICT) that they would need to incur if they were selected as the host employer, due to the increase in size of budget, number of employees, ICT system users etc. These will be additional costs to the service and will vary depending on capacity already available within the three authorities.
39. The Vale of Glamorgan Council offers a central location with easy travel along the A4232 and A48 between the shared service's offices in Cardiff and Bridgend. The number of staff who could potentially experience losses in remuneration is the lowest if Cardiff undertakes the role of host (employing) authority and the highest if Bridgend undertakes such a role. The number of staff transferring to the host (employing) authority is highest from Cardiff Council. However, Atkins indicates that the enormity of the exercise of transferring staff is unlikely to be directly proportional to the number of staff affected. Based upon all of the above elements, the Vale of Glamorgan is recommended as offering a balance of these various factors.
40. The Atkins report, wider research and discussion with Councils operating similar schemes suggests that a management board be established comprising one Officer representative from each of the participating authorities and the Head of the shared service. The role and purpose of

the management board would be, under the direction of the Joint Committee, to:

- Ensure the development and delivery of a shared vision and strategy for the shared service, taking account of the needs and priorities of the individual Councils;
- Provide the key operational links with the participating authorities;
- Act as an escalation point for any operational shared service management issues;
- Drive transformation across the shared service partners in consultation with the Head of the shared service;
- Provide management information and advice to the Joint Committee.
- Provide the Annual Business Plan and each Authority's requirements

Property and ICT

41. It is proposed that the shared service functions would be delivered from a mix of customer-facing "satellite" offices located in each Council area and from a centrally located office. The 'satellite' locations will be established in each of the three council areas to provide customer-facing services on a local basis and also to provide work spaces for employees of the shared service to work from. Additionally, office accommodation will be required for a central team of officers who will manage and administrate the shared service.

Adopting the target operating model would involve a shift in working practices via a programme of process re-design to include flexible and mobile working arrangements and an emphasis on outcome-focussed performance measures. Changes in working practices enabled by ICT investment will reduce the overall requirement for office accommodation for the service over time. However, a cost of accommodating the service will remain.

42. To support the new service a common ICT platform will be required and access to systems will need to be available from different locations across the three Council areas. An ICT project team has been assembled and the costs of a dedicated ICT Project Manager are incorporated in the project's business case as well as an estimate of the investment required in hardware and software to support the shared service. The costs included in the business case are considered to be prudent estimates and savings will be sought from this area to contribute to the Service's savings target. Consideration will also be given to the phased introduction of ICT to support the delivery of the Shared Service and maximise the use of grant funding. Links are being made with other related projects in Wales to share experiences. The project team has made contact with the Worcester shared Regulatory Service and is liaising with them to identify lessons learnt, with a specific emphasis on ICT developments. Should approval be given to proceed with the proposals the ICT project team will undertake further work and pilot technology to facilitate the new ways of working required by the shared service.

Customer Contact

43. Arrangements for the management of customer contact by telephone, face-to-face and via the web will be developed further as part of the proposed shared service's business plan in order to reflect the requirements of each Council and current arrangements for handling customer contact. A single point of contact for telephone and web contacts will be evaluated based on the experiences each Authority has of creating this type of function within its own authority and also the experiences of operating Consumer Direct.

Implementation Approach

44. Delivering a transformational change project of this magnitude has significant employment implications. As such, the implementation plan for the shared service has been constructed based on the important and necessary Legal and Human Resources activities described in the Resource Implications section of this report.
45. It is proposed that (subject to approval from each Council's Cabinet and Full Council in October 2014) the Head of the shared service would be appointed in November 2014, staff would transfer to the new service in April 2015 and post-transfer changes would be implemented by September 2015, subject to appropriate consultation with staff and the trade unions. This timetable would allow the savings to be realised from the project as outlined in Appendix B.
46. Appendix A, as amended by Appendix B, contains "workstream" based project plans describing the key activities to be undertaken during implementation in "workstream" areas such as Legal, Finance, ICT and HR. A project management method (such as PRINCE2) would be adopted to provide a coherent framework and appropriate project governance.
47. The management board would initially perform the function of a project board to deliver the plan. Regular meetings with the Councils' Section 151 Officers and Monitoring Officers would be held to inform the development of the project. A project team of workstream leads would continue to operate to deliver the project plan and would report to the project board.
48. The newly formed Joint Committee would meet to reinforce the relationships between the project board and Committee and ensure sufficient capability and controls are established to manage the project.
49. In order to ensure effective delivery of the project to time and budget, it is recommended that delegated authority be given to the Chief Executive in consultation with Section 151 and Monitoring Officer to carry out on behalf of the Authority all associated matters involved in setting up the shared service and recommends to Council that a similar decision is made in respect of any such matters that are the responsibility of the Council. It is noted that such delegated matters include (without limitation to the generality of the forgoing):

- Conclusion of a joint working agreement for the shared regulatory service;
- Overseeing and directing the project board of officers established to implement the shared service, including project reporting and the management of key risks and issues facing the project; and
- Undertaking all required statutory and other consultation on the proposed transfer of staff to the host (employing) authority, considering the outcome of such consultation and making any subsequent refinements to the proposals, provided always that any material matters shall be reported back to Cabinet in respect of any refinements that fall outside of the proposals for the shared Regulatory service as set out in this report.

Financial Implications

50. The combined net budgets for 2014-15 of the three councils' in scope services equate to £7.26 million (£9.82 million gross). This is broken down over the three authorities as follows:

Authority	Gross Budget (£000)	Income (£000)	Net Budget (£000)
Bridgend	2,254	383	1,871
Cardiff	5,531	1,806	3,725
Vale of Glamorgan	2,038	374	1,664
TOTAL	9,823	2,563	7,260

51. The Atkins business case identified on-going savings achievable through the collaboration process of £1.937 million. However, since the business case was produced, each authority has faced significant funding reductions, and consequently the overall budget available has already been reduced by £986,000 between 2013-14 and 2014-15, thereby reducing the level of savings achievable by adopting the Atkins proposed structure. In addition, the likely level of funding for local authorities over the next few years is considered to be lower than originally estimated, so the model has been revised to enable a greater level of savings to be generated. The proposal currently envisages savings after implementation of £1.384 million across the three Councils.
52. The Business Case recommends that contributions to the operational budget are based on the following methodology initially: "The direct (employment and non-employment) costs in the regionalised operational budget will be shared between the three councils proportionate to current total direct (employment and non-employment) costs."
53. However, as the budgets for the 3 authorities have changed continuously over the financial year, with on-going changes resulting from job evaluation, pay awards and changes in superannuation contributions, it is proposed to use the current population as the initial basis for contributions to direct and host (employing) authority indirect costs. The advantage of this method is that it is transparent, fixed for the year ahead and is based

on Welsh Government published data. The population method would result in apportionments as follows:

Authority	% Population
Bridgend	22.56
Cardiff	57.04
Vale of Glamorgan	20.40
TOTAL	100

54. With regards to income collection, since each authority currently operates its own policy in terms of charging for services, with different rates agreed for each authority (currently Cardiff Council collects a much larger percentage of income than Bridgend and the Vale of Glamorgan Councils), all income arising from existing services will continue to be collected and allocated to each respective authority. The business case and projected costs of the regionalised service assumes an increase in income of £95,000 (2016-17) and £190,000 (2017-18 onwards) from the harmonisation of charges, wherever possible, acquisition of external grant funding and other income generating opportunities. However, these have not currently been secured and will need to be actively pursued and closely monitored.
55. Based on the apportionment bases for allocating direct costs, contributions to host indirect costs and income as described above, the contributions payable by each authority would be as follows:

Authority	£'000 share after implementation costs
Bridgend	1,521
Cardiff	3,007
Vale of Glamorgan	1,348
TOTAL	5,876

56. In terms of Bridgend Council, these proposals will realise operational savings (i.e. excluding implementation costs) of approximately £285,000 for 2015-16, £333,000 for 2016-17 and total cumulative on-going savings of approximately £350,000. This is subject to the assumptions built into the business case on costs and income generation. Whilst these savings are based on the direct costs of the service, there may also be savings on indirect costs such as support services (HR, finance etc) and premises costs, but these cannot be quantified at the current time. It should be noted that further savings from the shared service are highly likely to be required in the coming years.
57. In terms of Cardiff Council, these proposals will realise operational savings (i.e. excluding implementation costs) of approximately £555,000 for 2015-16, £675,000 for 2016-17 and total cumulative on-going savings of approximately £718,000. This is subject to the assumptions built into the business case on costs and income generation. Whilst these savings are based on the direct costs of the service, there may also be savings on indirect costs such as support services (HR, finance etc) and premises costs, but these cannot be quantified at the current time. It should be

noted that further savings from the shared service are highly likely to be required in the coming years.

58. In terms of the Vale of Glamorgan Council, these proposals will realise operational savings (i.e. excluding implementation costs) of approximately £257,000 for 2015-16, £300,000 for 2016-17 and total cumulative on-going savings of approximately £316,000. This is subject to the assumptions built into the business case on costs and income generation. It should be noted that further savings from the shared service are highly likely to be required in the coming years.
59. The impact of such significant levels of savings will be reflected in the level of service to be provided and the range and rate agreed to be charged for services provided to the public. It inevitably includes a number of staff reductions, although some of these have been realised over the previous year through vacancy management and early retirement, and this will require up-front funding to cover redundancy and early retirement costs. These costs will initially be met by the employee's current local authority in the period prior to transfer and in the first twelve months following transfer. Any costs arising following this would be apportioned across the three authorities on the basis of population figures. There will also be an element of TUPE protection going forward under the new structure, the estimated costs of which are built into the direct staffing costs.
60. As the host (employing) authority, the Vale of Glamorgan will be responsible for payment of all staff and non-staffing expenses and collection of income. Further work will be undertaken on the options for apportioning costs going forward, based on authority requirements and budget availability. Authorities may be able to commission additional services, but will have to bear additional, specific costs for these services.
61. The updated Financial Case (contained in Appendix B) identifies a number of projected revenue and capital costs which will need to be funded to enable the service transformation to take place. These costs comprise £815,000 capital costs that are mainly ICT related. However, until a procurement process has been progressed for a replacement ICT system, it is difficult to quantify these capital costs with accuracy. However, the project team will be minimising implementation costs as far as possible to protect the budget position of the partner organisations. A more detailed business plan, including these costs, will be established if the project progresses later in the year.
62. Revenue costs of £1,060,000 incurred over two years are estimated for severance costs associated with downsizing the establishment, as well as for project management costs to implement the new regional service and the training on new systems and processes that will be required. Until the staffing structure is fully populated and the distribution of severances between the three parent authorities is known, each authority's costs will need to continue to be based upon a proportionate distribution of impacts across the three authorities. The staffing cost of the proposed structure has been developed based on the estimated cost of each post as set out in Appendix N. These costs are subject to the Job Evaluation process with

job descriptions and person specifications being developed during the implementation phase of the project and will be subject to consultation with staff and trade unions.

63. In terms of external funding, the Cardiff and Vale region secured a grant of £250,000 per annum for 2013-14 and 2014-15 from the Welsh Government via the Regional Collaboration Fund (RCF) to support the project's development and implementation. Funding of £250,000 for 2015-16 has also been approved in principle by the Welsh Government, and this will be used towards the one-off costs (although this funding cannot be used to offset redundancy costs) required to establish the service as follows:

Financial Year	2014-15	2015-16	2016-17	Total
Implementation Cost (Revenue)	£130,000	£930,205	£0	£1,060,205
Implementation Cost (Capital)	£400,000	£415,170	£0	£815,170
Total Implementation Costs	£530,000	£1,345,375	£0	£1,875,375
Regionalised Collaboration Fund	£250,000	£250,000	£0	£500,000
Remaining Funding Required	£280,000	£1,095,375	£0	£1,375,375

64. The financial case assumes that any additional costs will be apportioned to each authority on the basis of population as follows

Financial Year	2014-15 (£)	2015-16 (£)	2016-17 (£)	Total (£)
Capital				
Bridgend	63,167	86,714	0	149,881
Cardiff	159,706	219,240	0	378,946
Vale of Glamorgan	57,126	78,421	0	135,548
Revenue				
Bridgend	0	160,399	0	160,399
Cardiff	0	405,540	0	405,540
Vale of Glamorgan	0	145,060	0	145,060
Total	280,000	1,095,375	0	1,375,375
Bridgend	63,167	247,113	0	310,280
Cardiff	159,706	624,780	0	784,487
Vale of Glamorgan ¹	57,126	223,482	0	280,608

¹ Implementation costs for Vale of Glamorgan exclude £180k estimate one year salary protection.

65. For Bridgend Council, this would equate to approximately £310,000 between 2014-15 and 2016-17. This would offset the savings generated from the new service in those initial years, but would enable on-going

revenue savings of £350,000 to be realised. The council has determined that its share of these costs will be met from reserves set aside.

66. For Cardiff Council, this would equate to approximately £784,000 of projected additional costs between 2014-15 and 2015-16. This would be offset by projected savings of £555,000 in 2015-16 resulting in a projected net cost to Cardiff Council over these two financial years of £229,000 for the new regional service. Projected revenue savings for 2016-17 are estimated to be £675,000 with on-going revenue savings of £718,000 from 2017-18 to be realised. As outlined in this report, a significant proportion of the implementation costs are redundancy related. The financial model projects redundancy costs based on certain assumptions in terms of the salary, age and length of service of the staff involved with these costs being apportioned between the three councils in proportion to population. Paragraph 58 refers to the arrangement where each Council will pay the redundancy costs associated with its own staff for up to 12 months after the implementation of the new regional service. The current severance scheme operated by Cardiff council is more generous than the assumptions used in the financial model. At the maximum severance liability the Council could incur additional expenditure of £8,500 for each redundancy with these costs being additional to those outlined at the start of this paragraph. The implication of the net increase in costs both in terms of 2014-15 Monitoring and the preparation of the 2015-16 Budget will need to be considered including any potential need to re-profile these implementation costs based upon the availability of more detailed information.
67. For the Vale of Glamorgan Council, this would equate to approximately £281,000 between 2014-15 and 2016-17. In addition (and not included in the table above as these costs are only incurred by the Vale of Glamorgan Council and not the project as a whole), the Vale of Glamorgan Council could incur an estimated cost of £180k reflecting the current policy to protect the salaries of adversely affected employees for one year. Until the project progresses, it is not possible to provide an accurate figure for this cost. However, it is unlikely that the impact of any variance would affect the financial viability of the business case. These total costs of implementation will offset the savings generated from the new service in those initial years, but would enable on-going revenue savings of £316,000 to be realised, the actual costs will depend upon the severance scheme in operation as the time in question. The council has determined that its share of these costs will be met by the use of reserves.
68. The annual recurring revenue savings resulting from the project are as follows:

Financial Year	2014-15 (£)	2015-16 (£)	2016-17 (£)	2017-18 (£)
Bridgend	0	285,758	333,257	350,332
Cardiff	0	555,167	675,259	718,431
Vale of Glamorgan	0	257,531	300,487	315,929
Total Impact	0	1,098,456	1,309,003	1,384,693

69. The level of savings each Council generates is determined by rolling forward their original 2014/15 budget and how this compares with the allocation of costs using the population apportionment method.
70. Section 151 Officers have determined that, if the Vale of Glamorgan hosted the new service, they would incur potential additional costs of £168,850, taking into account additional staffing costs that would be incurred in supporting the new service (legal services would, however, continue to be provided by each individual authority). These costs are incorporated in the total costs of the shared service as outlined in this report. It was agreed that, for the purpose of this project, it would be assumed that each authority would continue to pay their current indirect costs, plus contribute towards a share of the host's additional costs. These costs are included within the net savings identified above.
71. The office space required to accommodate the 'satellite' facility within each area will require less space than each of the councils currently provides to its Regulatory Services function and as such there will be a corresponding opportunity for each council to consider the potential to rationalise/reassign this space. Savings associated with this will be projected in the three year business plan currently being prepared by the project team. It is proposed that no additional charges be levied on the service for the provision of this category of office accommodation, consistent with the treatment of other indirect costs.
72. With regards the accommodation for the central team, it is proposed that a charge be made to the shared service for the provision of this accommodation. The annual charge has been estimated at £55,000, and this cost is built into the direct premises costs. This is based on the market rental cost for equivalent office space, inclusive of utilities/services and the proposed floor area to be provided to the service. It is proposed that this estimated revenue cost be apportioned in line with other direct costs using a population basis. In order to establish the accommodation for the central team, costs of moving staff and undertaking essential works have been estimated at £30,000.
73. The financial projections included in this report, especially those relating to redundancy related costs, are based on a number of assumptions and variables. As a consequence of this modelling the distribution of actual costs, as posts are filled within the new regional service, between the partner authorities may not align with the projections. This will require further monitoring and review by the Project Team to ensure that each partner has sufficient resources to fund its share of the implementation costs if Members endorse the recommendation to move to a regional shared service.
74. Given the continued constraints on Local Authority financing the shared service will need to retain flexibility to be able to respond to the expected budget pressures over future financial years. For this reason, the three year business plan that would be developed would seek to deliver additional year on year savings. In the first year these savings would be sought from implementation costs, as outlined above, by containing costs

within resources available from the RCF as far as possible. Thereafter, and in years two and three, savings will be sought from operating costs. The savings will be required to be in line with those outlined for other Council services in each Authority's Medium Term Financial Plan. The report identifies a number of key areas, in particular ICT implementation costs and costs arising from the revised staffing structure, where the financial projection is based on key assumptions that will require future monitoring and updating of the business case as projections of future costs become firmer. With the replacement ICT system still to be procured, there is a risk that these costs could exceed the budget although the budget is considered to be prudent. A phased introduction of ICT facilities is to be considered to minimise the "upfront" implementation costs along with further work to pilot this new technology and learn lessons from the implementation of ICT in other collaboration projects.

75. The costs arising from the revised staffing structure are especially significant given that retirement and redundancy costs will be funded by the parent authority prior to the start of the Regional Regulatory service and for up to 12 months after the commencement of the regional service. The financial model projects redundancy costs based on assumptions in terms of the salary, age and length of service of the staff involved with these implementation costs being apportioned between the three councils in proportion to population. The current severance scheme operated by Cardiff Council is more generous than the schemes operated by Bridgend and the Vale with the assumptions used in the financial model being an average of the schemes. At the maximum severance liability the Council could incur additional expenditure of £8,500 for each redundancy with these costs being additional to the implementation costs outlined in the body of this report. Any implication from an increase in redundancy costs, both in terms of 2014-15 for pre-April 2015 retirements and 2015-16 redundancies and retirements will need to be recorded. Further work to consider any potential to re-profile these implementation costs will be undertaken.
76. The financial projections included in this report are based on the assumption that the Vale of Glamorgan will be the host authority. Any appointments to the regional service which are not subject to TUPE will be made on Vale of Glamorgan terms and conditions. The final costs of the proposed staffing structure will therefore not be concluded until the appointment process is complete. If the Vale is not to be the host then the financial projections will be subject to change. This will also apply to the additional support costs that would be incurred by the host authority. Flexibility in responding to the future financial challenges facing Local Authorities will be a key feature of the new structure. A three year Business Plan that is capable of delivering additional savings is to be developed.

Legal Implications

Proposed Collaborative Model

77. Whenever councils consider working together then a decision will be required as to the collaboration model to be adopted. In determining the collaborative model to be used it is important that the decision is based on a detailed analysis of the costs, benefits and other implications of adopting the model proposed and comparison with other options available in respect of delivering the services concerned. The body of the report and appendices attached set out the detail of the analysis undertaken leading to the recommendation that a Shared Regulatory service be established for the three councils based on the Joint Committee model.
78. The Joint Committee model provides that the Council would delegate its functions relating to regulatory services to the Joint Committee, subject to the caveat below as regards licensing .The Joint Committee has no separate legal identity and so cannot own property or enter into contracts in its own right. It is proposed that one authority (namely the Vale of Glamorgan Council) will act as the Host Authority and take responsibility for employment of the staff directly affected, enter any third party contracts required and provide all support services required, with the exception of legal services. Legal services are excluded because each authority will retain responsibility for providing legal advice in respect of those parts of the service that relate to its area (for example trading standards prosecutions). The Host authority will provide the legal support required by the Joint Committee and on legal issues that relate to the joint service as a whole.
79. If the Councils decide to proceed with the proposal it will be necessary for the Councils to conclude a formal agreement, sometimes referred to as a joint working agreement. This agreement will set out, amongst other things:
1. the extent of the matters to be delegated to the Joint Committee, and any delegations to officers in the shared service;
 2. the constitutional set up of the Joint Committee and its terms of reference;
 - It is proposed that each Authority would appoint two elected members to the Joint Committee. Decisions would be taken by vote and each authority would have one vote exercisable by their appointed elected members. The Chairperson would have a casting vote .The Chairperson would be one of the elected member representatives, appointed for 12 months, with the position of Chairperson allocated in turn to each authority in alphabetical order;
 3. the terms of reference and membership of the Officer Management Board;
 - It is proposed that there would be an Officer Management Board that would support the Joint Committee and this would comprise

one senior officer from each authority with responsibility for Regulatory Services and the Head of the shared service;

4. the termination and exit provisions

- It is proposed that a party could withdraw from the arrangement on giving one year's notice expiring on the 31st March in any year. It should be noted that the intent is that no party would seek to withdraw within the first three years;

5. the structure of the shared service, staffing proposals and pensions (please refer to Human Resources implications);

6. which Council is to be the Host Authority, detail the services to be provided by the Host Authority, how related costs would be apportioned, and what indemnities the Host would seek from the other authorities in respect of carrying out its role;

7. the financial management arrangements

- the agreement would set out how costs are to be shared amongst the authorities, which is proposed to be based on per capita population, subject to certain exceptions. The Joint Committee's financial affairs would be "hosted" by the Host Authority, with that authority's chief finance officer taking responsibility for making payments, bookkeeping and related matters. The Joint Committee would propose a budget for approval by the authorities and the report sets out the indicative financial position over the next three years;

8. provision to address matters such as disputes, variations, data protection and freedom of information.

Legal Powers

80. There are a number of legal powers available to the Councils to facilitate the proposed collaboration and creation of the Joint Committee. These powers include Sections 101 and 102 of the Local Government Act 1972, sections 19 and 20 of the Local Government Act 2000, section 9 of the Local Government Wales Measure 2009 and Local Authorities (Goods and Services) Act 1970. These powers include the ability to delegate functions, the ability for two 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 and the ability to supply administrative professional and technical services.

Licensing

81. The proposed shared service would, subject to the following caveat, include all aspects of licensing, environmental health and trading standards. The important caveat to the above is that the Licensing Act 2003 amended the Local Government Act 1972, the impact of which is that section 101 (delegations) does not apply to the exercising of any function of a licensing authority under the Licensing Act 2003.

82. Section 7(1) of the Licensing Act 2003 provides that all functions under the Act are referred to the licensing committee of that specific local authority,

and that committee is obliged to discharge those functions on behalf of the authority. The main exception is the adoption of the statement of licensing policy which is a full council function by virtue of section 7(2). Section 10 provides in turn for delegation of the licensing committee's functions to a sub-committee and, with exceptions, an officer of the authority. However, the Licensing Act 2003 does not provide for delegation of powers outside the authority altogether.

83. This means that in respect of the main licensing powers under the Licensing Act 2003 and the Gambling Act 2005, the powers have to be exercised by the specific licensing committee and sub-committees of each of the Councils. The proposals accordingly provide for each Council to retain their existing licensing committees and sub committees.

Potential Conflict of Interest

84. The project team comprises officers involved in the service provision, which is desirable given their substantial knowledge of the subject matter. In order to address any potential conflicts of interest that may arise or be perceived external support (Atkins) was engaged to develop the detailed business case, target operating model and implementation plans. The project team also comprises officers independent of the service area.

Employment Law Implications

85. The proposals raise sensitive employment implications for staff (including staff that support the services concerned) and the employment law implications are set out in this report in the Human Resources and Legal Implications sections.

In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Consideration must be given to the Equalities impact assessment (EQIA) attached as Appendix D before reaching a decision. The Equalities Impact Assessment for the project as a whole will be updated further as the project progresses. It will also be necessary to undertake Equalities Impact Assessments on individual aspects of the project, such as proposed mobile working arrangements and the proposed locations for the service.

Scrutiny Arrangements

86. There are a range of approaches to scrutiny of collaborative activities, and may include scrutiny by existing Scrutiny Committees on a 'Council by Council' basis, joint meetings between Councils' Scrutiny Committees through to the establishment of new joint overview and a Scrutiny Committee. It is proposed that initially scrutiny will be undertaken by Councils' existing Scrutiny Committees and further consideration given in due course to the potential benefits of any shared arrangements. During the pre-decision scrutiny process, the Chairs of Scrutiny Committees in each of the three Councils expressed a desire to explore joint scrutiny

arrangements. It is therefore proposed that Scrutiny Officers from each of the Councils facilitate a meeting of the Chairs of relevant Scrutiny Committees to discuss and develop these proposals should a decision be made to proceed with the proposals outlined in this report.

87. It is anticipated that Scrutiny would be involved in monitoring the performance and governance of the collaborative service on an on-going basis; but it would be a matter for the Scrutiny Committee to determine what areas it wishes to scrutinise.

Income

88. There are various types of income which may be collected over the range of activities covered by Regulatory Services. European based Regulations and domestic case law in recent years have made it clear that in respect of many functions local authorities are not permitted to make and retain a profit, and should instead only recover the cost of providing the service in respect of that particular function. This will not always be the case so each type of income will need to be individually examined in the light of legislation and case law.

Information Governance, Management & Security

89. The following principles of information governance and information management are proposed in relation to the shared service and will form a part of the joint working agreement.
90. The host (employing) authority and partnering authorities will comply with the requirements of the Data Protection Act 1998. The host (employing) authority will ensure its information security and information management policies are compliant with both this Act and the requirements provided by the Information Commissioner's Office in order to facilitate the exchange and upkeep of personal data. Practical arrangements for the secure transfer of data will be considered as part of development of the Privacy Impact Assessment and where it is necessary to share information regarded as personal data, the host (employing) authority shall ensure that it complies with the principles of the Act.
91. The host (employing) authority's Senior Information Risk Owner (SIRO) will retain responsibility for all information security and information management policies regarding the upkeep and exchange of data.
92. The host (employing) authority will apply appropriate security to personal and confidential information held for the purpose of conducting the organisation's business. Information security controls will be applied commensurate with the requirements of the Information Commissioner's Office and the Cabinet Office.

Human Resources Implications

93. Members will be aware that there are important human resource and employment relation implications associated with the implementation of the “collaboration and change” option for Regulatory Services. The option will require a clear communication and engagement strategy with staff and trade unions from across the three local authorities.
94. The proposals are based on an exercise that will involve the initial transfer of employees to the host employer (the Vale of Glamorgan Council is proposed) under the provisions of a TUPE like transfer. This will provide the opportunity for a new service to be built around the skills and expertise of a combined workforce. The contractual terms and conditions of staff will be protected at the point of transfer under the provisions of TUPE.
95. The ongoing benefits of the new operating model will then be realised through the remodelling of the service as a result of a management of change exercise. The proposed new service model will provide the platform for a more resilient service going forward whilst being better to accommodate the reduction in staffing levels that will be needed by the individual authorities in the absence of this collaborative project.
96. The consultation requirements as part of the initial transfer are set out in Regulation 13 of the TUPE Regulations and will need to be undertaken by both the transferor authorities and the transferee “host” authority. The consultation process in relation to the remodelling exercise will be based upon good practice “management of change” principles and will adhere to prescribed legal requirements (in relation to any potential redundancies).
97. The proposed time-line for the change process reflects the complexities of the above and has been formulated by Human Resources and Legal officers from the three local authorities. The timeline aims to ensure the continuing engagement of staff and trade unions, further consideration of the proposed operating model and the meeting of all statutory consultation requirements.
98. A summary of the timeline for the project is set out below. The timeline sets out the high-level activities only and is based on the assumption that a decision will be made about the progression of the project no later than 31st October 2014.

Key Activities	Description	Time-scale
Formal consultation in relation to a TUPE like transfer and intentions regarding the likelihood of a post transfer restructuring exercise	To meet statutory requirements To be undertaken by transferring Councils and host employer To include “measures” that will be undertaken post transfer To specifically include proposals to undertake a post transfer restructuring exercise in conjunction with the need to reduce staff numbers.	Nov - Mar 2015

Management of TUPE like transfer exercise	Final scoping of transferring staff Exchange of information Completion of “due diligence”	Feb – Mar 2015
Potential Transfer Date	Formal transfer of staff to host employer	April 2015
Management of post transfer restructuring process	Consultation with staff/trade unions Development of Job descriptions Grade evaluation Refinement of working arrangements Statutory Redundancy consultation Selection processes to be determined as part of the consultation process Appointment Protocol for posts within the new structure.	May – July 2015
Implementation of new staffing structure	All appointments to service made Redundancy notices issued	Sept 2015

99. Members will be aware that staff and trade unions have been engaged in the formation of the new operating model and business case prior to Christmas 2013 (see pages 19 – 21 of the Atkins report) and consulted on the proposals as set out in this report. Comments and questions received following a more recent pre-decision engagement process are set out in the body of this report and associated appendices. The concerns implicit in some of the questions and comments are understandable given the complexity of the change process and the intended move to a completely different operating model for the service. It is important, therefore that the communication and staff engagement process is managed effectively throughout the change process, should the project proceed.
100. As indicated above, a formal consultation process will commence once a decision about a potential transfer has been made by each of the three Councils and in accordance with the statutory and contractual requirements as set out above. This will be managed by both the transferring Councils and the Host (employing) Authority between November 2014 and March 2015.
101. An important issue to be covered as part of the statutory TUPE consultation with staff and the Trade Unions will be the “measures” that will be taken by the new host employer post transfer including proposals to implement the new operating model and new organisational structure. Such proposals anticipate a requirement that there will be an overall reduction in staffing levels (across the three Councils) of approximately 26 posts (from 204 FTE to 178 FTE). Such figures are based on a comparison between the current staffing levels across the three Councils and the numbers within the indicative new organisational structure. The figures do not include current vacancies or posts filled on a short term and temporary basis. There are approximately 146 FTE posts “in-scope” posts in Cardiff of which 120.4 are currently filled on a permanent basis. The current “head-count” figures are 137 (as at 8th July 2014).

In addition to the overall reduction in staffing levels the proposals anticipate the implementation of a new organisational structure with significant changes to job functions and responsibilities and the requirement for different working arrangements. There will be a difference in the way services are provided and a net movement to technical officer roles. This latter issue will have implications for grading levels, terms and conditions and the overall number of potential redundancies. It is proposed that where an employee is offered appointment to a new job role within the remodelled service, then the terms and conditions applicable to that job (and the host employer's wider terms and conditions) will apply and TUPE protection will cease. Where, however an employee is offered appointment to the same or significantly similar role within the new service then it is envisaged that TUPE protection will continue to apply.

102. The changes in the workforce set out above will be necessary to meet the economic, technical and organisational objectives within the proposed business case and operating model and as indicated will need to be highlighted as part of the pre-transfer consultation process. Such changes, including any significant reductions in the workforce will not be implemented until after the post-transfer consultation phase has been concluded.
103. The post-transfer consultation process will, as indicated, provide a further and more detailed opportunity to engage staff in relation to the indicative staffing structure for the new combined service and refine it as appropriate based on the outcome of that consultation process. The process will also help in finalising the detail of the restructuring itself, job descriptions for all the new roles, responding to concerns about job titles and the protection of the professional status of postholders and in shaping the selection process for posts within the new structure. The views and engagement of staff will be important as part of this process in order to ensure that its objectives are met which is critical in ensuring the success of the new service going forward.
104. It is proposed that steps should continue to be taken, as appropriate to reduce the number of any compulsory redundancies as a result of the post transfer restructuring exercise. Such steps will be developed in consultation with the trade unions and will include:
 - The maintenance of a vacancy management approach within each of the Council's Regulatory Services teams ahead of the proposed date of transfer and maximising the opportunities afforded through natural staff turnover.
 - The development of clear and transparent selection arrangements for posts within the new combined service.
 - Considering voluntary severance applications subject to any pertinent legal considerations and the business and operational needs within each authority.

Some caution will, however, need to be given to the prospect of significant staff departures prior to transfer given the need for continuing service delivery within existing services and the ability of the new shared service to operate effectively.

105. Where there are any early retirement, redundancy and salary protection costs it is proposed that such costs are met by the employee's current local authority in the period prior to transfer and in the first twelve months following transfer. Any costs arising following this would be apportioned across the three authorities on the basis of population figures.
106. In order to provide daily accountability for the delivery of the project, it is proposed that the appointment of the Head of the new service is made as soon as possible after a decision to proceed with the project is taken. Recommendation eight of this report, if approved, would mean the Joint Committee of elected members would have delegated powers to determine the appointment (as opposed to the Vale of Glamorgan Council's Senior Management Appointment Committee making the appointment). As part of the post transfer management of change process, other appointments would be overseen by the Officer Management Board, which comprises Senior Officer representation from each Council.
107. Such appointment would be based on the role description and person specification as set out at pages 171 to 172 of the Atkins report and on JNC Chief Officer terms and conditions. For the Vale of Glamorgan, the Head of Service would report to the Director of Development Service and be paid in accordance with a salary range between £64,826 to £72,031 per annum.
108. The costs of the proposed new staffing structure (see Appendix F of the Atkins report and as subsequently updated) are based upon a professional assessment of the roles set out in the Atkins report and an indicative grade based upon the grading structure within each Local Authority. All posts within the proposed new structure will, however, need to be evaluated using the host employer's job evaluation scheme and based on the refinement of job descriptions and person specifications.

Consultation (including Ward Member Consultation)

109. A draft report has been subject to consultation with the Shadow Joint Committee for the Regionalising Regulatory Services project.
110. Prior to this report being brought to Cabinet, a pre-decision engagement process has been undertaken running from 22nd July to 5th September 2014. This process has included a draft of this report being tabled at relevant Scrutiny Committees in all three local authorities. In addition to this, a series of staff engagement events and meetings with trade unions have been held, facilitated by Chief Officers in each Council.
111. In excess of 500 questions and comments have been submitted by stakeholders, with responses being provided by the project team. Appendix F provides Cabinet with the questions, comments and responses from the pre-decision Scrutiny process in this Council.

Appendix **G** contains a log of all questions and comments (with accompanying answers) submitted by staff and trade unions in this Council.

112. Appendix **H** contains the comments, questions and responses from Scrutiny committees in the two partner authorities. Appendix **I** contains the questions and comments (with accompanying answers) submitted by staff and trade unions in the two partner authorities.
113. A series of common themes emerged during the engagement process. These have been very helpful in developing this report and consideration has been given to each, with feedback being incorporated into this report where appropriate. In particular issues were raised regarding:
- Potential transfer of staff to new service
 - Consultation on the proposed organisational structure for the new service
 - Selection of staff for the new roles in the new service
 - Perceived inaccuracies in the Atkins report
 - Professional status of officers
 - ICT
 - Consideration of alternative options
 - Maintaining a local link between the service and its community

Potential Transfer of Staff to New Service

114. Members will be aware that the implementation plan for the project is based on the proposal that staff will transfer to the host (employing) authority on 1st April 2015 under the protection of a TUPE like transfer. As indicated earlier in this report, this will provide the opportunity for the new service to be built around the skills and expertise of a combined workforce under the umbrella of one “host” employer.
115. The concerns implicit in some of the questions from staff are understandable given the size of the transfer and the complexities of TUPE Regulations. Prior to any transfer, however, there will be a significant consultation period with staff and the trade unions to ensure that there is clarity around the details of the transfer process, the protections for those who transfer and the plans for remodelling the service once the transfer is complete. The views and concerns of staff will be taken into consideration as part of this process.
116. The suggestion from staff to hold a range of TUPE specific workshops and individual “drop-in” sessions is really helpful and will be implemented as soon as a decision is made about the future of the project.

Consultation on the Proposed Organisational Structure for the New Service

117. An important part of the post transfer activity will be the restructuring of the shared service to accord with the target operating model as referred to in the first recommendation of this report. The organisation chart as set out in

Appendix B has clearly been used as a basis for assessing the employment and financial implications of the target operating model. It will, however, need to be refined and further developed to meet the business needs of the new service once the Head of the new service has been appointed and developed in full consultation with staff and trade unions. This will include the design of individual role descriptions, the determination of final salary grades, the scope of responsibility within service areas and operating arrangements between different service areas.

118. The restructuring process will be managed in accordance with “good practice” management of change principles and will certainly rely on the expertise, engagement and involvement of all staff in shaping the new arrangements. The suggestions and ideas received from staff over the last few weeks will be taken on board in designing the post transfer consultation process. It is anticipated that there will be a stronger platform on which to do this once the transfer process is complete.

Selection of Staff for the New Roles in the New Service

119. A further area of acknowledged concern is in relation to the method for selecting employees into the new roles within the new service. This has been subject to considerable discussion as part of the consultation process to date and staff briefing sessions were designed to try and respond to some of the concerns.
120. The process will be subject to consultation with staff and the trade unions once the indicative organisational structure has been refined and job descriptions, person specifications and salary grades determined. It will however clearly involve the initial ring-fencing of posts to existing staff and the detail of the ring-fencing process will be subject of further consultation with staff and the trade unions. For some staff the process will involve the appointment to the same or similar roles. For other staff, it will involve a competitive selection process for new roles within the structure. This is clearly a key issue for staff and will be appropriately considered in consultation with staff and the trade unions in order to meet the business needs of the new service. Support will be given to staff to help them prepare for any selection process and in response to suggestions and requests raised over recent weeks.

Perceived inaccuracies in the Atkins report

121. Some of the questions and comments received question the validity of the information contained in the original Atkins report (Appendix A). It is important to note that the Atkins report represents the position of the three Councils as at 1st April 2013. Much of the information contained in the report was provided by each Local Authority and represented the information available at that time. Some of the perceived inaccuracies may be attributable to changes made since the issue of the report. The project team are content that inaccuracies identified are not materially significant and they do not unduly change the substance of the recommendations to Cabinet. The impact of budget savings and other service developments

are reflected for 2014/15 onwards in Appendix B and as set out in the body of the report.

Professional Status of Officers

122. A number of officers have raised concerns about the perceived loss of professional skills and denominations of officers. It is accepted that there is a need to retain some reference to the Environmental Health, Trading Standards and Licensing disciplines within the teams, not least to avoid confusion among service users. This is particularly important in maintaining the profile and image of the professions and the new service moving forward. Concerns about professional status have and will continue to be considered during the development of the shared service if a decision is given to proceed.
123. Questions have been raised as to the proposed 'up-skilling' across the professions to provide increased awareness and broader based abilities among staff. The proposals do not state or assume that the professions will replicate each other's work. It is acknowledged that there will be need for training and support for staff to deliver this vision but it is not intended to train Environmental Health Officers to undertake core Trading Standards Officer functions and vice versa. In the new service there is, however, a need for officers to exhibit a broader range of skills and knowledge to reflect the demands of the proposed new structure.

Future training needs have formed part of our discussions with key stakeholders such as the Food Standards Agency and Public Health Wales. These bodies have offered their support in helping us to deliver our training needs.

Concerns are understood around professional image, job titles and skills that go with the denominations therefore this will be considered and continue to be consulted upon should a decision be made to proceed.

ICT

124. Questions have been asked regarding the proposed investment in ICT for the shared service. It is proposed that a move towards a common ICT platform will be made in order to support working across the region. In addition, cost estimates are included in the business case to support agile working methods to generate efficiencies in working practices. These are capital costs and as such will be one-off and not recurring revenue costs of the service.
125. The project will build on the synergies which currently exist between the three authorities (such as the use of some of the same ICT systems) and the lessons are being learned from other projects, including from another Welsh Authority who are currently undertaking a procurement exercise in this area. The risks and costs of ICT infrastructure development within the "Collaborate and Change" model are recognised and will be mitigated by a properly resourced development plan and project team. Pilot exercises are underway to trial different end user IT devices and methods of

communication. This part of the project will involve actively working with staff from across the three councils to identify solutions that satisfy the project's vision. The proposed project management arrangements will seek to manage the costs of the capital investment in this area, which is largely to be met from grant funding, to a level whilst ensuring the solutions put in place are fit for purpose.

Consideration of Alternative Options

126. It should be appreciated that prior to the appointment of Atkins, the project team undertook a high level analysis of alternative models for the service. Atkins undertook a health check (Annex P [section 1.3] to the Atkins Report Appendix A) and concluded that the proposed collaborative model Joint Committee with host (employing) authority to be the most appropriate at the current time. The Atkins report makes reference to a series of four options as outlined in this report. Based on the analysis undertaken by Atkins, and considered by the Shadow Joint Committee, the "Collaborate and Change" model has been identified as the preferred option. As such, reports provide further detail as to how this option would operate. The "Collaborate and Change" model as set out in this report is considered to best meet the objectives of the project and as such is recommended to Cabinet for approval.

Maintaining a Local Link between the Service and its Community

127. This was a concern raised by Scrutiny Committees, staff and the trade unions during the engagement process. It is recognised that in developing the service, there is a need to maintain a link between the service and community. There will be elected member representation from each Council on the Joint Committee. The proposed shared service would continue to operate in all three council areas, maintaining an office location in each to handle face-to-face contact with service users and elected members. This will be supported by ICT to enable effective and efficient working and communication within and across the three areas.

Reason for Recommendations

128. To enable the Regional Regulatory Shared Service to be established on an agreed basis in terms of cost, funding, income, savings, service level, structure and timing, including the appropriate governance mechanisms of a Joint Committee model with appropriate member representation, ensuring that the shared service is established on an appropriate legal and financial basis in line with statutory and budgetary requirements.
129. To provide assurance of appropriate statutory employment law alongside related employee relations and that the interests of all parties are clearly described and agreed and in line with statutory requirements, ensuring that the views of the Scrutiny Committees, Trade Unions and staff are taken into account prior to progressing with the project.

CABINET CONSIDERATION

130. On 9 October 2014, the Cabinet considered this report and resolved that those Regulatory Services functions that are the responsibility of the Executive/Cabinet (set out in Appendix C, part A) be delegated to the Joint Committee. It is noted that the detailed terms of the delegation will be set out in the Joint Working agreement referred to in Recommendation 8.

CABINET PROPOSAL

Council is recommended to:

1. approve the business case, target operating model and implementation plan for the creation of a shared regulatory service based on the 'collaborate and change' model set out and described in Appendix A as amended by Appendix B, with governance arrangements based on a Joint Committee model as further detailed in the body of this report and associated exempt report.
2. Further to recommendation 1, agree that
 - (i) with effect from the 1st April 2015 such shared regulatory service with the Vale of Glamorgan Council and Bridgend County Borough Council be created and
 - (ii) a joint Committee be established (hereinafter referred to as the 'Joint Committee') on conclusion of the joint working agreement referred to in Recommendation 8.
3. agree that those Regulatory Service functions that are the responsibility of Council (set out in Appendix C, part B), be delegated to the Joint Committee. It is noted that the detailed terms of the delegation will be set out in the Joint Working agreement referred to in Recommendation 9.
4. note that those functions (set out in Appendix C, part C) would remain the responsibility of each local authority, which will be supported in carrying out those functions as detailed in the body of this report. It is noted that the detailed terms of the delegation will be set out in the Joint Working agreement referred to in Recommendation 9.
5. approve that the Vale of Glamorgan Council be the host (employing) authority for the shared regulatory service.
6. Subject to the decisions set out above being made, approve the appointment of the Cabinet Member (Safety, Engagement & Democracy) and the Chair of the Licensing and Public Protection Committees as the Authority's member representatives on the Joint Committee.
7. Subject to the decisions set out above being made, agree that the terms of reference of the Joint Committee include delegated powers from Council to appoint the Head of the new shared service.

8. Subject to the decisions set out in recommendations above being made delegate authority to the Chief Executive, in consultation with the Section 151 Officer and the Monitoring Officer, to carry out on behalf of the Authority all associated matters involved in setting up the Shared Regulatory Service in respect of any such matters that are the responsibility of the Council. It is noted that such delegated matters include, without limitation to the generality of the forgoing:
- i. Agree Immediate conclusion and execution of a Joint Working agreement for the shared regulatory service to include, amongst other things details of income and cost sharing and those matters referred to in the Legal Implications content of this report;
 - ii. Agree that an Overseeing and directing a project board of officers be established to implement the shared service;
 - iii. Agree that all required statutory and other consultation on the proposed transfer of staff to the host (employing) authority be undertaken;
 - iv. Subject to considering the outcome of such consultation, agree to transfer employees to the host (employing) authority; to undertake all required statutory and other consultation on the proposed remodelling/restructuring and subject to considering the outcome of such consultation to undertake the proposed reorganisation/remodelling, making any subsequent refinements to the proposals, provided always that matters shall be reported back to Cabinet in respect of any material refinements that fall outside of the proposals for the shared Regulatory service as set out in this report, and;
 - v. agree that a three year business plan for the service be produced, seeking to outline how the service will be developed in detail and including the identification of further year on year savings over the three year period
9. note that in considering this matter the views of the Scrutiny Committees, staff, and Trade Unions as appended to the report and the Council's Duties under the Equality Act 2010 and the Equalities Impact Assessment attached as Appendix D have been taken into account.

THE CABINET
9 October 2014

The following appendices are available on the Council website:

Appendix A - Atkins Report
Appendix B - Supplement to Atkins Report September 2014
Appendix C – Delegated Functions
Appendix D – Equality Impact Assessment Final Draft1
Appendix E – Proposed Governance Structure
Appendix F – Scrutiny Letter and Response Cardiff
Appendix G – Cardiff Staff and Trade Union questions and comments
Appendix H – Bridgend and Vales Scrutiny
Appendix I - Bridgend and Vales Staff and Trade Union questions & comments

The following appendix is not for publication by virtue of paragraphs 13 and 14 of Part 4 of schedule 12A of the Local Government Act 1972 as amended and pursuant to paragraph 21 of part 5 of schedule 12 A it is viewed , in all the circumstances of the case, that the public interest in maintaining the exemption outweighs the public interest in disclosing the information .

Appendix J – Salary Comparison (confidential)

The following background papers have been taken into account

Cabinet Report of 22 July 2013 Regionalising Regulatory Services Project

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

May 2014

Notice

This document and its contents have been prepared and are intended solely for *Bridgend County Borough Council, Cardiff Council and Vale of Glamorgan Council* information and use in relation to *Regionalising Regulatory Services Consultancy* as per the engagement letter dated 11th October 2013.

Atkins Ltd assumes no responsibility to any other party in respect of or arising out of or in connection with this document and/or its contents.

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2.0 FINAL	Issued to client for sign-off	Ben Evans	Sukhy Duggal	Sukhy Duggal	06/05/14

Client signoff

Client	<insert name> on behalf of Vale of Glamorgan Council
Project	Regionalised Regulatory Services Consultancy
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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 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).

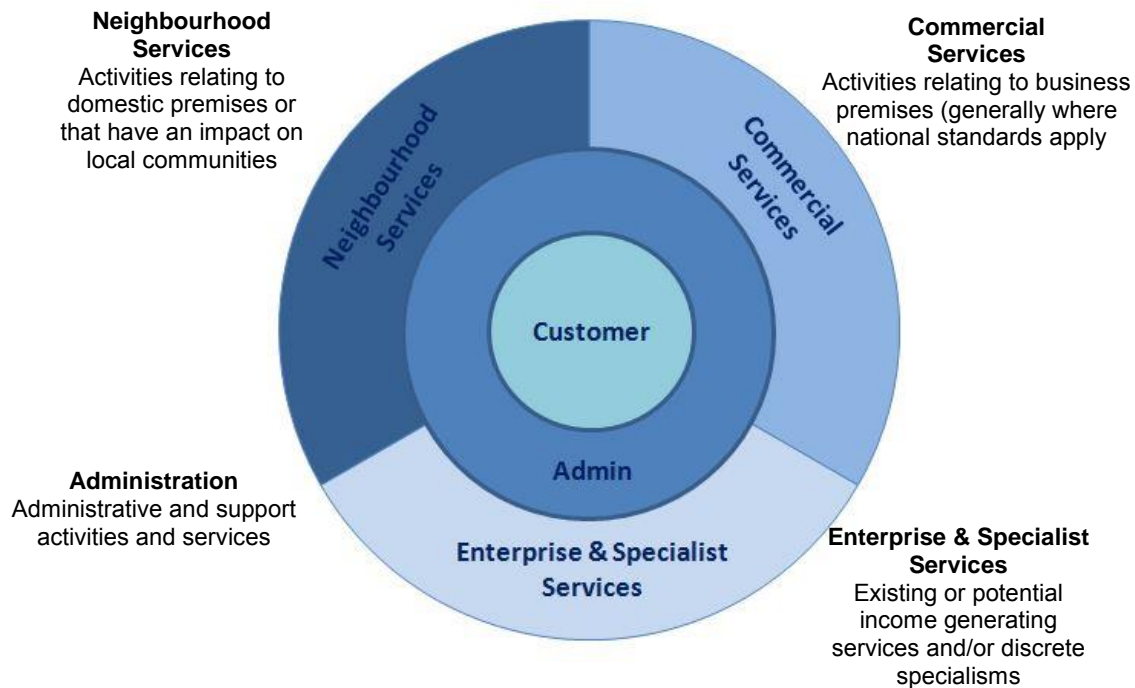
The proposed actions to deliver the Target Operating Model are described in this report and summarised below:

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.



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 whilst 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 be 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

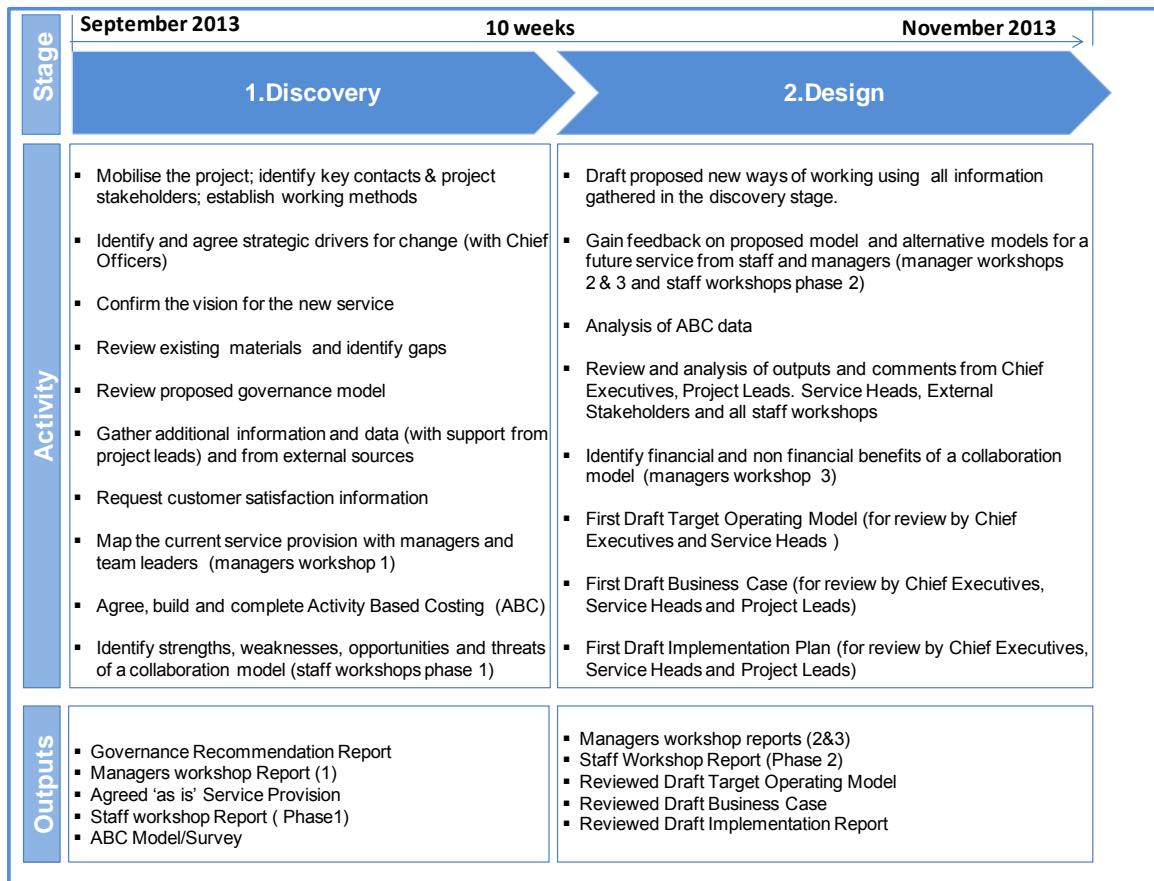
3.1. Overview

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.



The two staged approach included:

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

- Should Bridgend, Cardiff and Vale of Glamorgan councils commit to a collaborative model for the delivery of regulatory services? and
- 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
Collaborate?	YES	<p>Collaborate Only</p> <p>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.</p>	<p>Collaborate and Change</p> <p>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.</p> <p>Proposed Option</p>
	NO	<p>Do Nothing</p> <p>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.</p>	<p>Change Only</p> <p>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).</p>

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	<ul style="list-style-type: none"> Project management requirements are limited Headcount savings can be delivered relatively quickly No requirement to transfer staff to new organisation or change terms & conditions 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Delivers efficiencies related to shared management structure • Provides a marginally greater ability to respond to emergencies and unexpected events 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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.

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.

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)	
		FTE	%	FTE	%	FTE	%	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 losses 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

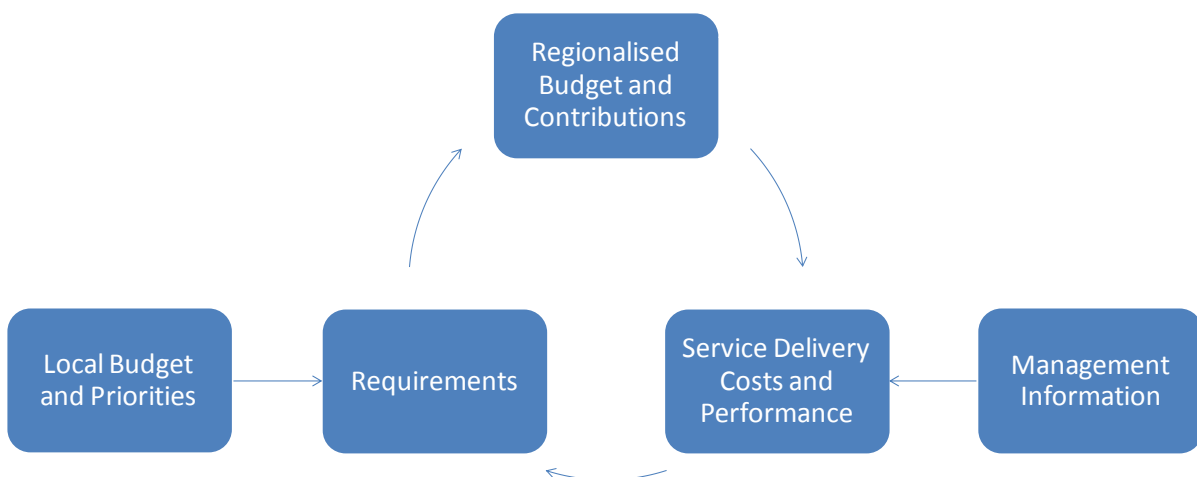
Once the new service is properly established, the services and relevant service levels will be agreed between the participating councils and the regionalised function. Standardised delivery of services will be the default; however where there is a clear business case for a variation, the senior officers 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:

- Conservative assumptions for additional revenue (see Appendix K); and
- 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

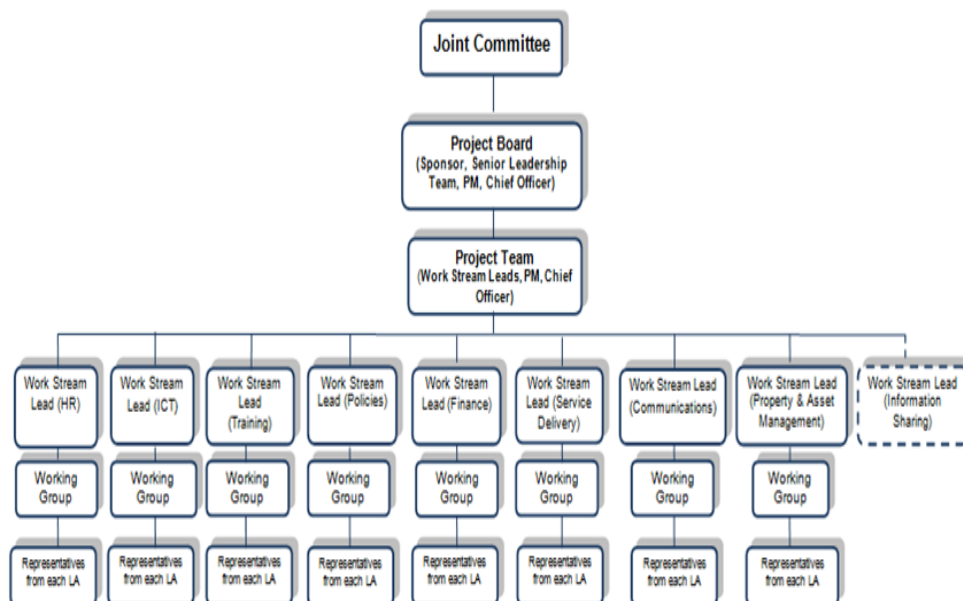
The implementation plan includes activities that can be started immediately; however the bulk of activity is expected to follow decisions to proceed taken individually by Bridgend, Cardiff and Vale of Glamorgan. Decisions are scheduled for February/March 2014 with a view to transfer employees to the 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	<p>Risk: Failure to reach political and senior officer agreement between the 3 authorities</p> <p>Mitigation: Frequent engagement with members at all three councils and the establishment of a Joint Committee</p>	HIGH
Realisation of projected savings	<p>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.</p> <p>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.</p>	HIGH
Service Continuity	<p>Risk: insufficient capacity to accept change, resulting in risks to service continuity</p> <p>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).</p>	HIGH
Change capability	<p>Risk: Insufficient capability to deliver change effectively, resulting in benefits not being delivered</p> <p>Mitigation: Invest in building change capability and capacity across the three councils.</p>	HIGH

Risk	Description and Mitigation	Severity
Resistance to change	<p>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.</p> <p>Mitigation: The implementation plan includes a Communication and Engagement workstream that is intended to keep staff closely involved and informed.</p>	HIGH
Business sponsorship	<p>Risk: Operational business areas do not adopt new ways of working, resulting in benefits not being delivered</p> <p>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.</p>	HIGH
Suppliers cannot deliver	<p>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.</p> <p>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.</p>	MEDIUM
Costs in business case are underestimated	<p>Risk: The costs outlined in the business case increase as more detail is understood about the requirements.</p> <p>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.</p>	MEDIUM
Fluctuations in demand	<p>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.</p> <p>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.</p>	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.

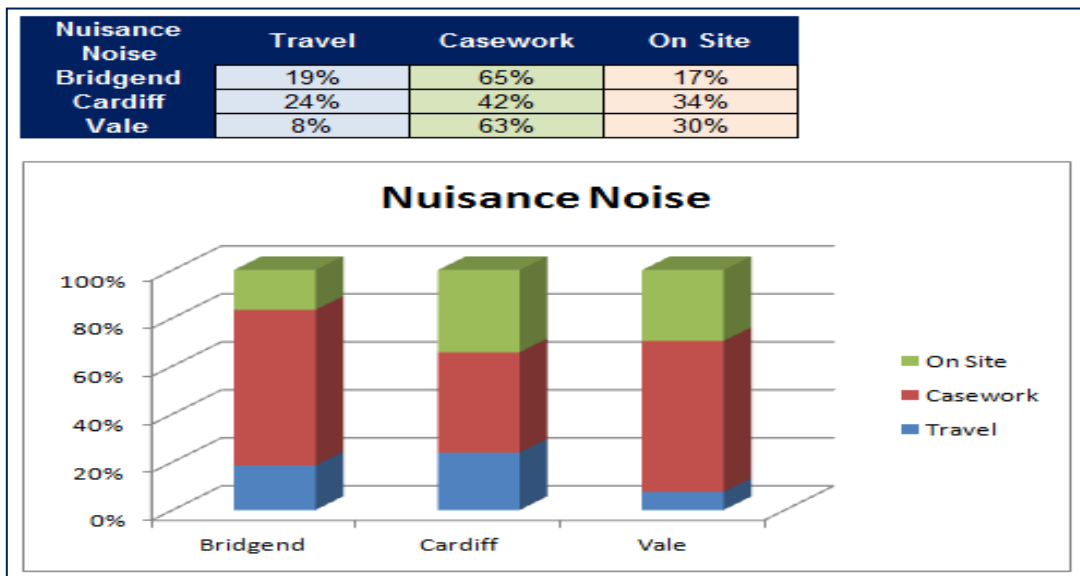
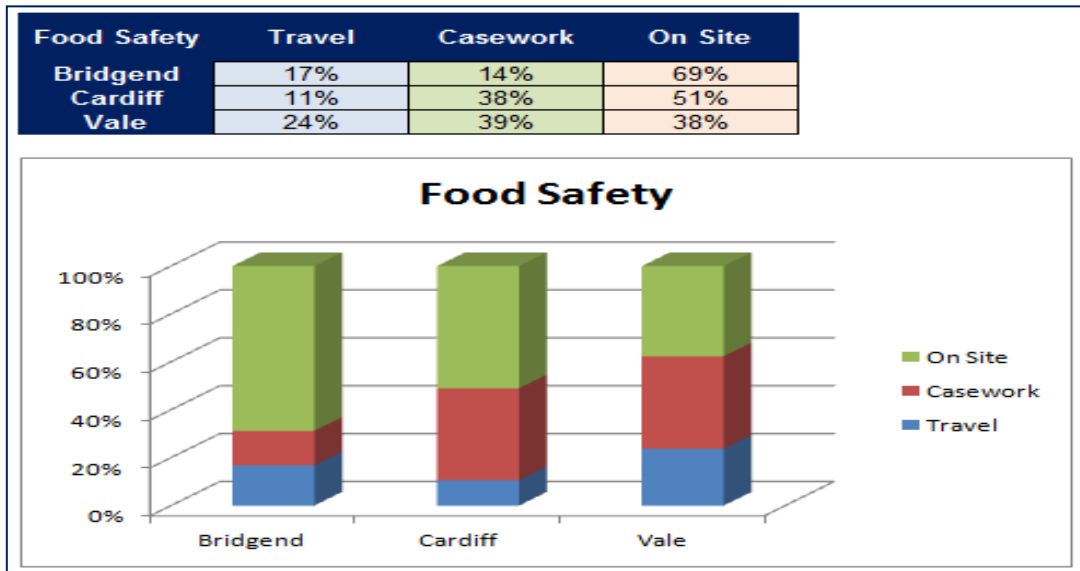
5.4. Key Differences in Current Service Delivery

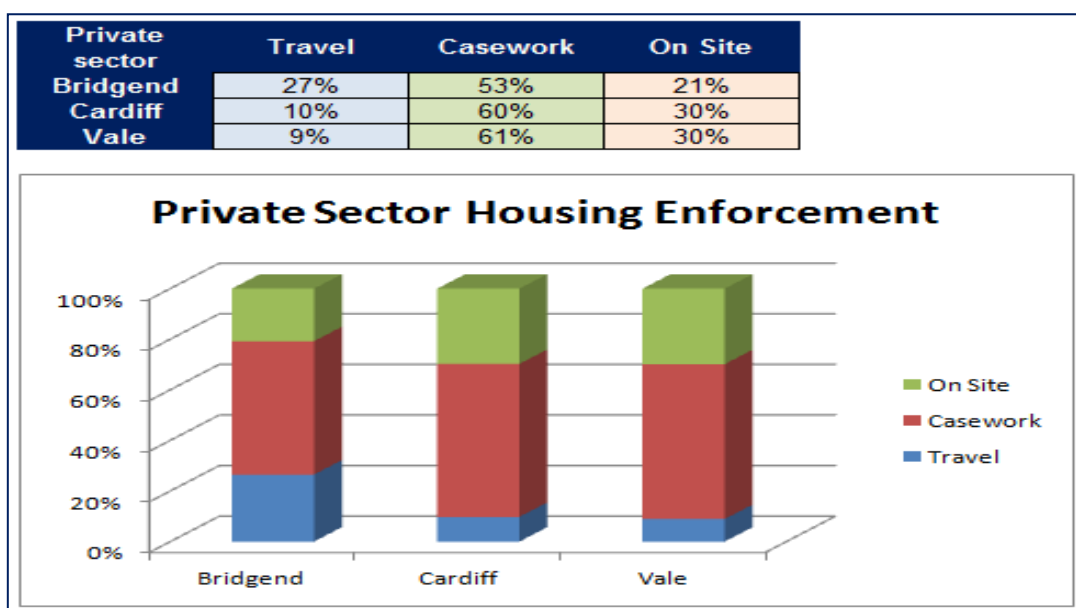
The key differences between the three council services in the way that they deliver regulatory services were identified in the following:

- 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 and a , 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.





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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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.

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

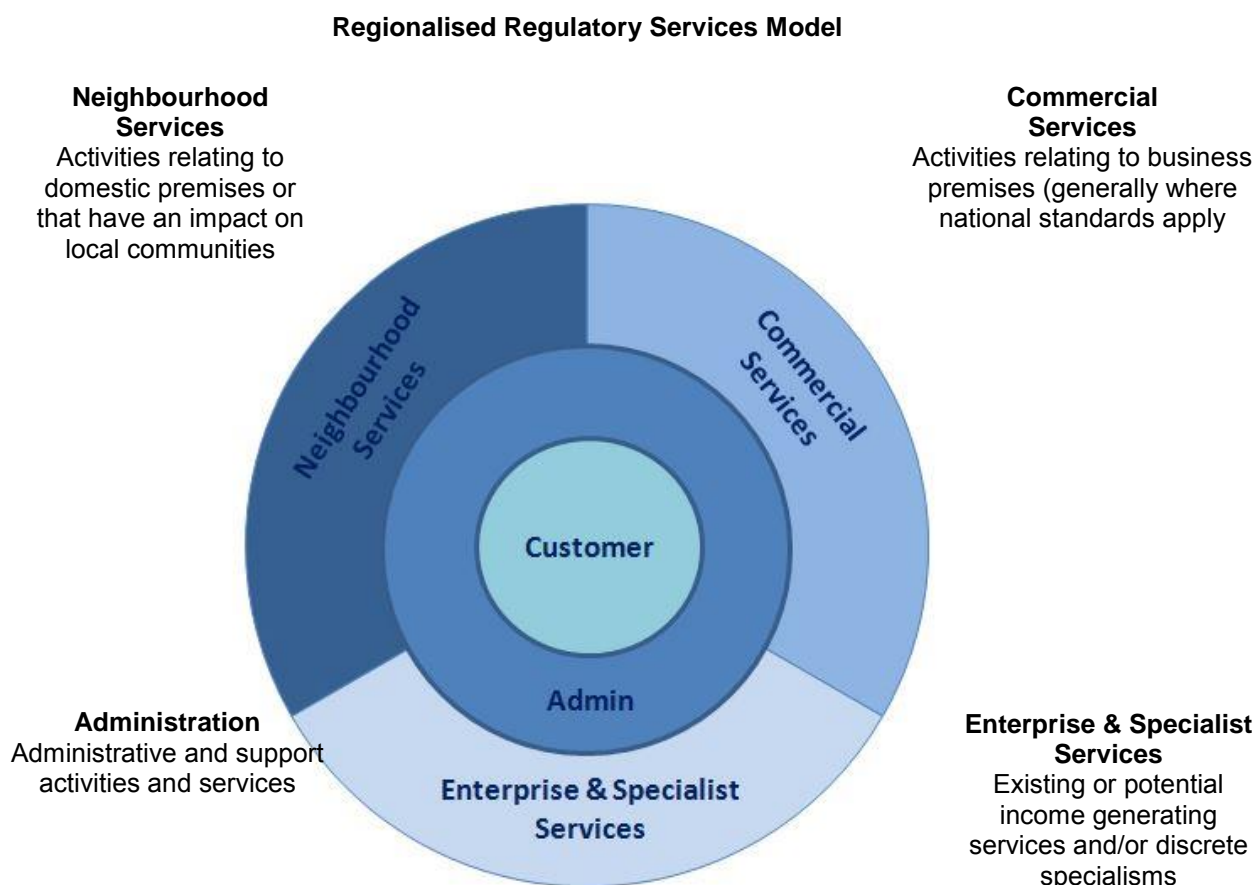
An Officer Board should be established to support the management of relationships between the regionalised service and the participating Councils. This should include the Designated Senior Officer from each participating council and the Regionalised Regulatory Services Chief Officer.

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:



- 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: <ul style="list-style-type: none"> • 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 policies 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 whilst 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

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

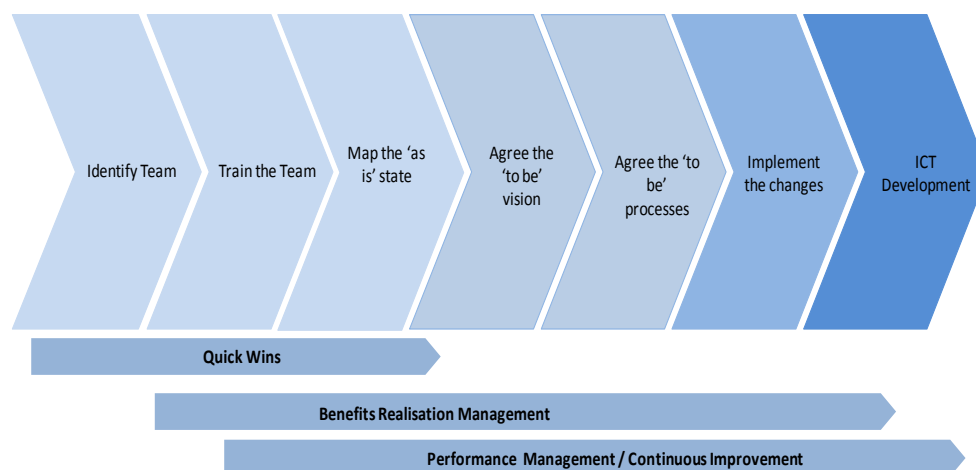
5.12.1. Process Redesign

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.

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 be 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.

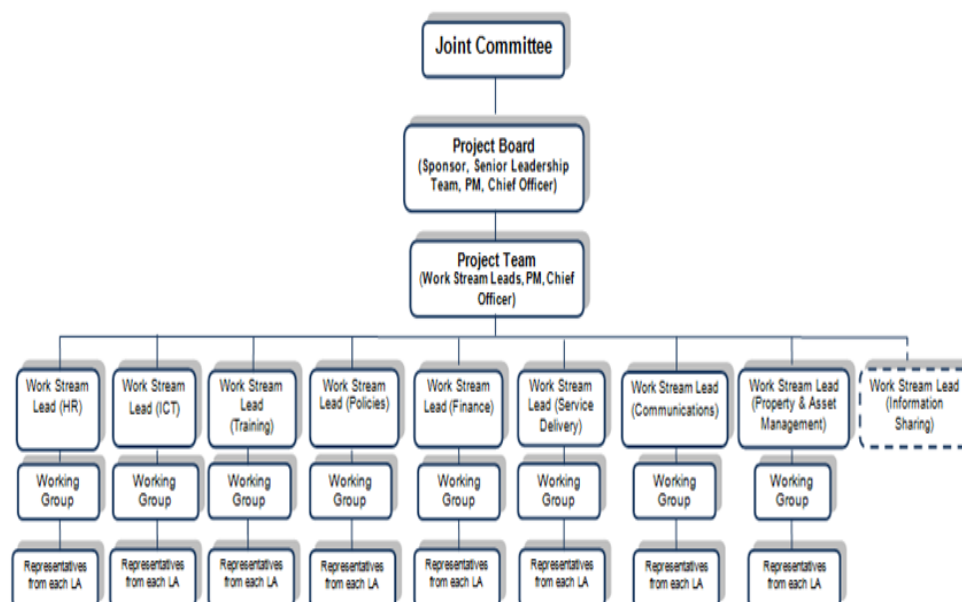
We have outlined a structure and nine workstreams to support successful implementation. This is based on experience of what works well in other organisations and addresses the key issues that have been observed with change management capability in the Service. The aim of this approach is to:

- 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Continue engagement and consultation with trade unions and staff • Views and feedback to be fed into the decision making process 	Jan-March 2014	<ul style="list-style-type: none"> • Meaningful engagement with trade unions and staff
Decision made re: continued development of new service	<ul style="list-style-type: none"> • Sign off from: <ul style="list-style-type: none"> • Cabinet (across all three authorities) • Council (across all three authorities) 	April-May 2014	

Key Activities	Description	Time Scale	Benefits
Consultation re: potential transfer of staff to new service	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Meaningful engagement with trade unions and staff
Implementation of management structure for new service	<ul style="list-style-type: none"> • Selection/matching process for new managerial roles • Managers moving to new roles. 	Sept 2014	<ul style="list-style-type: none"> • Managers in place to drive the implementation process
Processing of any pre-transfer mitigation measures	<ul style="list-style-type: none"> • Consideration of applications for voluntary severance • Using appropriate protocols 	Sept-Nov 2014	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Transfer of staff to new service 	Oct 2014	
Consultation re: implementation of post transfer measures /changes	<ul style="list-style-type: none"> • Consultation re: implementation of post transfer measures in accordance with statutory and agreed “change” policy requirements 	Nov – Dec 2014	
Implementation of post transfer changes	<ul style="list-style-type: none"> • Commencement of implementation process • Subject to outcome of consultation • Selection of staff to new structure 	Jan – March 2015	
Notice periods as necessary	<ul style="list-style-type: none"> • 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 be 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Includes a period of review of fees and charges running from the initial transfer date 	October 2014 – July 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Assessment of potential new ICT suppliers and agreement on the ICT strategy across the three councils. 	January 2014 – May 2014	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Understanding the new ICT requirements in the TOM. Data collection and detailed process redesign of the ICT infrastructure. 	March 2014 – July 2014	
Procurement	<ul style="list-style-type: none"> The development of a tender. Engagement with suppliers and evaluation of responses and the negotiation and award of the contract. 	July 2014 – September 2014	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Integration of a common ICT platform. Access to all systems across networks. Design and integration with CRM and EDM. 	August 2014 – April 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> The work stream lead, three service managers and three representatives from each service area (including the work stream lead) 	December 2013	<ul style="list-style-type: none"> Representation from across each new service line to gain a thorough assessment of property requirements across the new structure
Develop a Detailed Accommodation Brief	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Define the menu of services to be delivered within the new shared service. 	April 2014 – June 2014	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Includes gather and prioritising of existing policies across the three councils. 	Feb 2014 – Sept 2014	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Detailed process redesign – including lean reviews and best practice. 	April 2014 – Sept 2014	<ul style="list-style-type: none"> Opportunity to minimise process inefficiencies Potential time and cost savings Knowledge transfer of best practice
Standardisation	<ul style="list-style-type: none"> Standardisation of the newly agreed procedures and policies across the three councils. 	Oct 2014 – Dec 2015	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Including sign off from Individual Council Scrutiny and Joint Shadow Committee 	Oct 2014 – Dec 2015	<ul style="list-style-type: none"> 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 policies 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 policies 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	<ul style="list-style-type: none"> • Training on interim host management system • Policy and Procedures Training • Training on new case management system 	Nov 2014 – Jun 2015	<ul style="list-style-type: none"> • 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	<p>In – House training will cover the following:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Open and transparency • Consistent information delivered
External Communication	<ul style="list-style-type: none"> • Communication to Unions • Public 	Feb 2014 – Dec 2014	<ul style="list-style-type: none"> • Ensures that public are aware and understand the decision and its potential impact
Marketing Communication	<ul style="list-style-type: none"> • 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%	

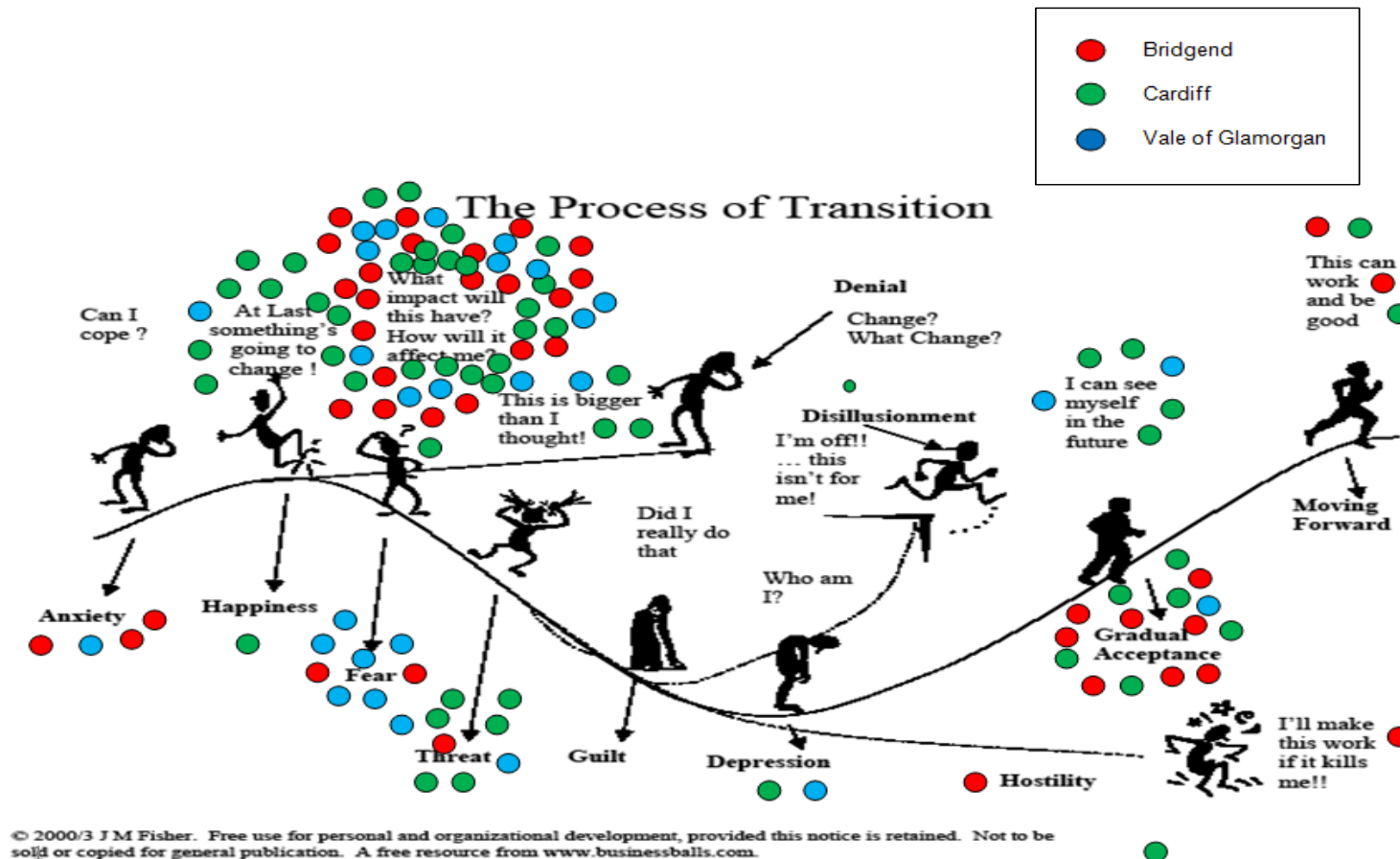
Table 2: Total activity cost by council

Activity	Activity Cost	% of Total	Bridgend	Bridgend As Council %	Cardiff	Cardiff As Council %	Vale	Vale As Council %
Casework (maintaining / updating records / deskwork)	£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 inform	£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 Regulatory Services	£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%	

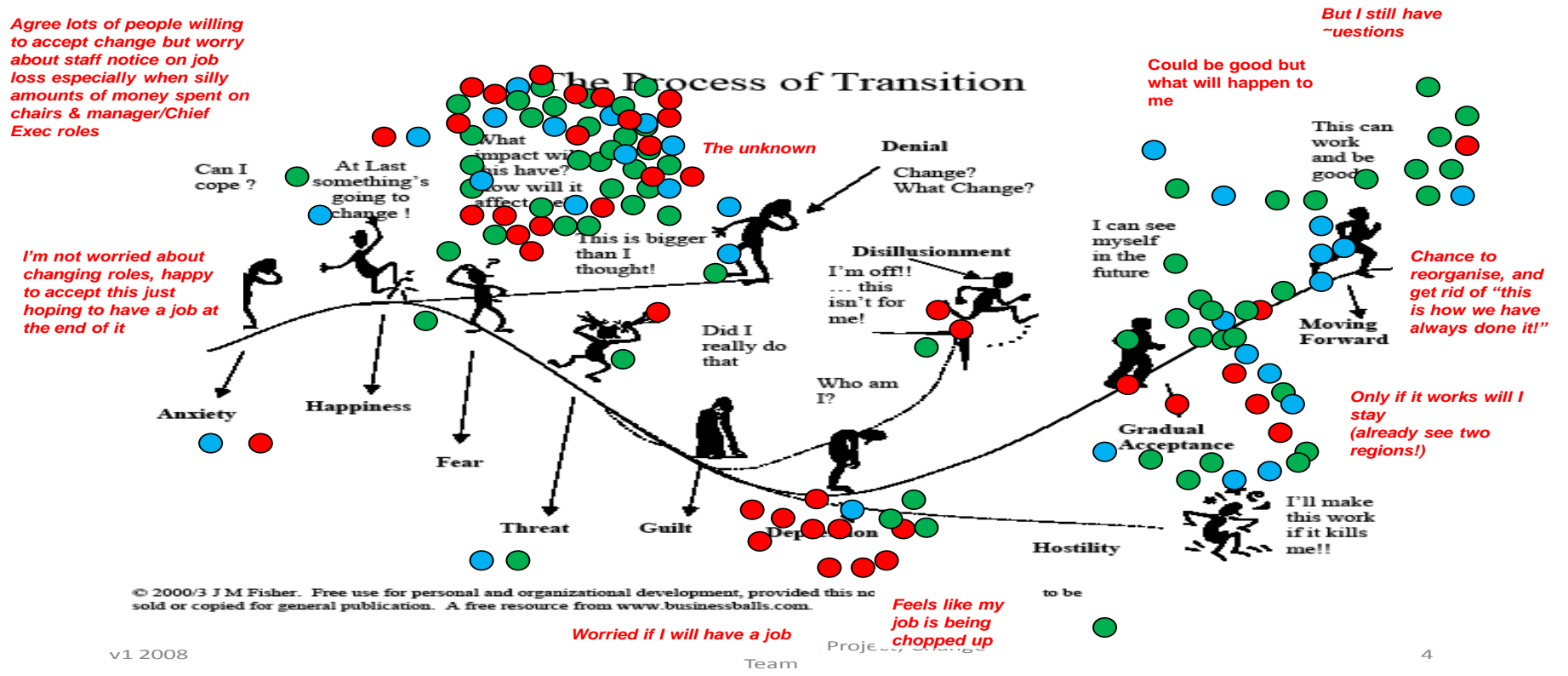
Note all figures are rounded

Appendix B – Change Curves

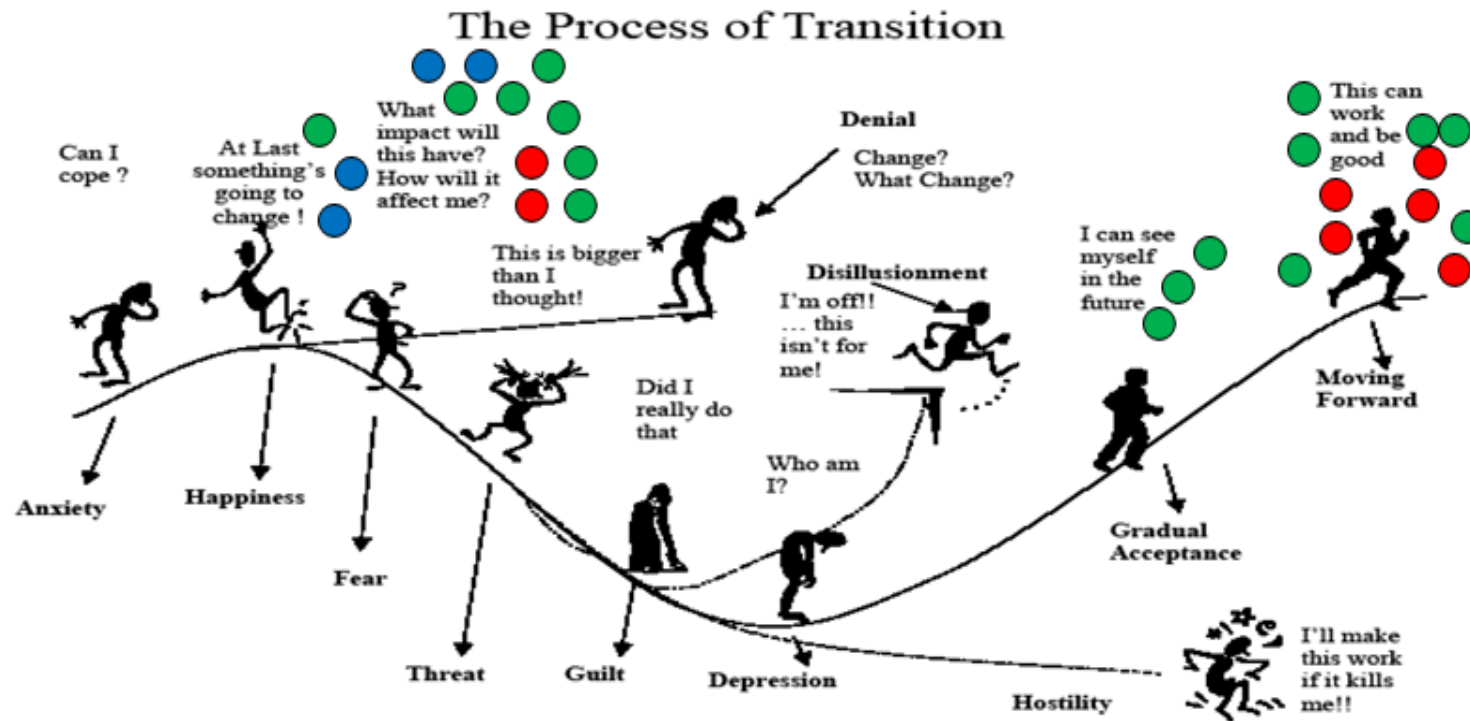
First Staff Change Curve Analysis



Second Staff Change Curve Analysis

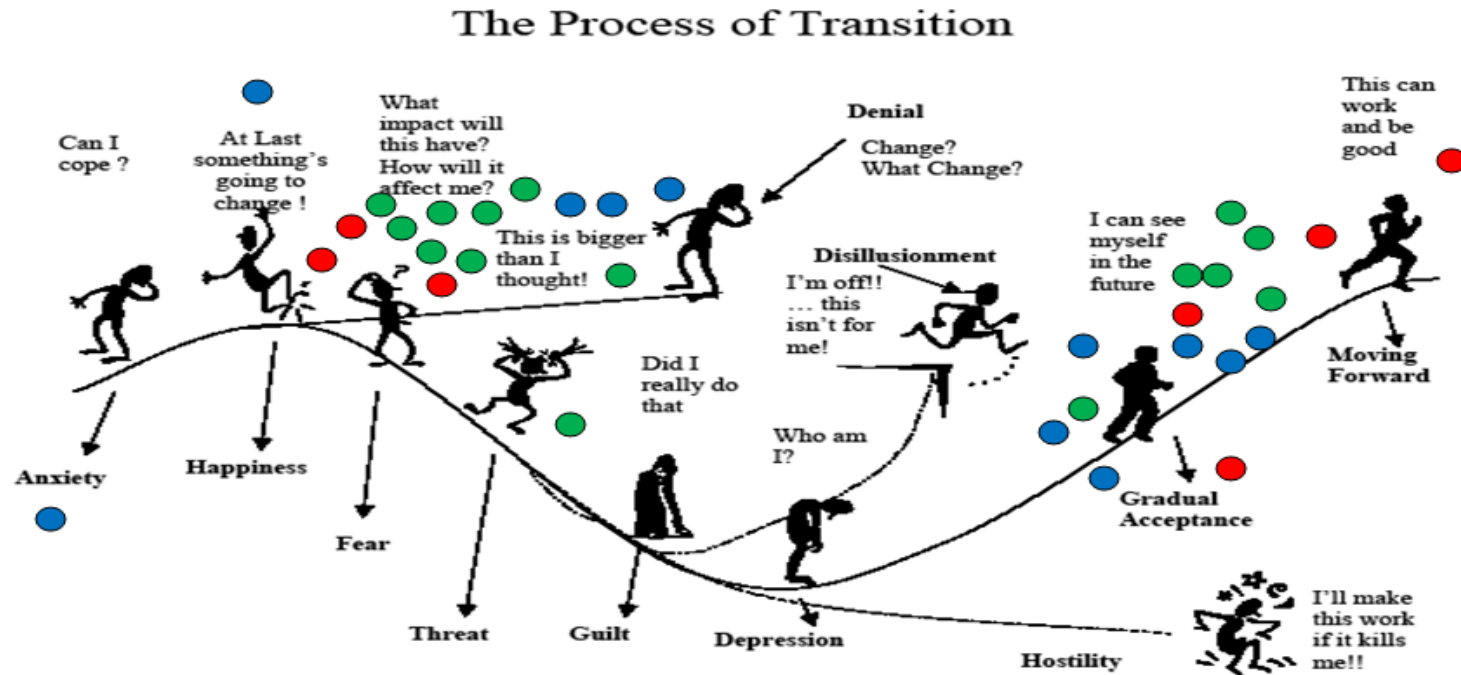


Managers First Change Curve Analysis



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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	<ul style="list-style-type: none"> • Activities relating to residential or community premises or that have an impact on local communities
Customers	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Environmental Protection • Private Sector Housing • Licensing Enforcement
Operations & Processes	<ul style="list-style-type: none"> • Process flexibility allowing some degree of officer discretion • Standardised administration/data entry processes for inspections/visits
Information & Systems	<ul style="list-style-type: none"> • Mobile technology solutions • Common ICT platform across service • Systems accessible from any location
People and Structure	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Standardise where possible policies, fees and chares

Commercial Services

Description	<ul style="list-style-type: none"> • Activities relating to business premises (generally where national standards apply)
Customers	<ul style="list-style-type: none"> • Relationship between officers and business owners managed by area teams
Services & Performance	<ul style="list-style-type: none"> • Food Safety and Standards • Infectious Disease • Health and Safety, Metrology • Fair Trading, Port Health • Product Safety, Animal Health, Consumer Advice
Operations & Processes	<ul style="list-style-type: none"> • Process flexibility allowing some degree of officer discretion • Standardised administration/data entry processes for inspections/visits
Information & Systems	<ul style="list-style-type: none"> • Mobile technology solutions • Common ICT platform across service • Systems accessible from any location
People and Structure	<ul style="list-style-type: none"> • Multi-skilled officers • Technical officers performing a range of activities, thus reducing number of professional officers required • Single integrated management structure
Policies	<ul style="list-style-type: none"> • Standardise where possible policies, fees and charges.

Enterprise and Specialist Services

Description	<ul style="list-style-type: none"> Existing or potential income generating services and/or discrete specialisms
Customers	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Operations characteristics specific to individual specialist areas
Information & Systems	<ul style="list-style-type: none"> Mobile technology solutions Bespoke specialist systems as required Common ICT platform across service Systems accessible from any location
People and Structure	<ul style="list-style-type: none"> Specialist/ discrete skill sets for individual services Single integrated management structure
Policies	<ul style="list-style-type: none"> Standardise where possible policies, fees and charges

Administration

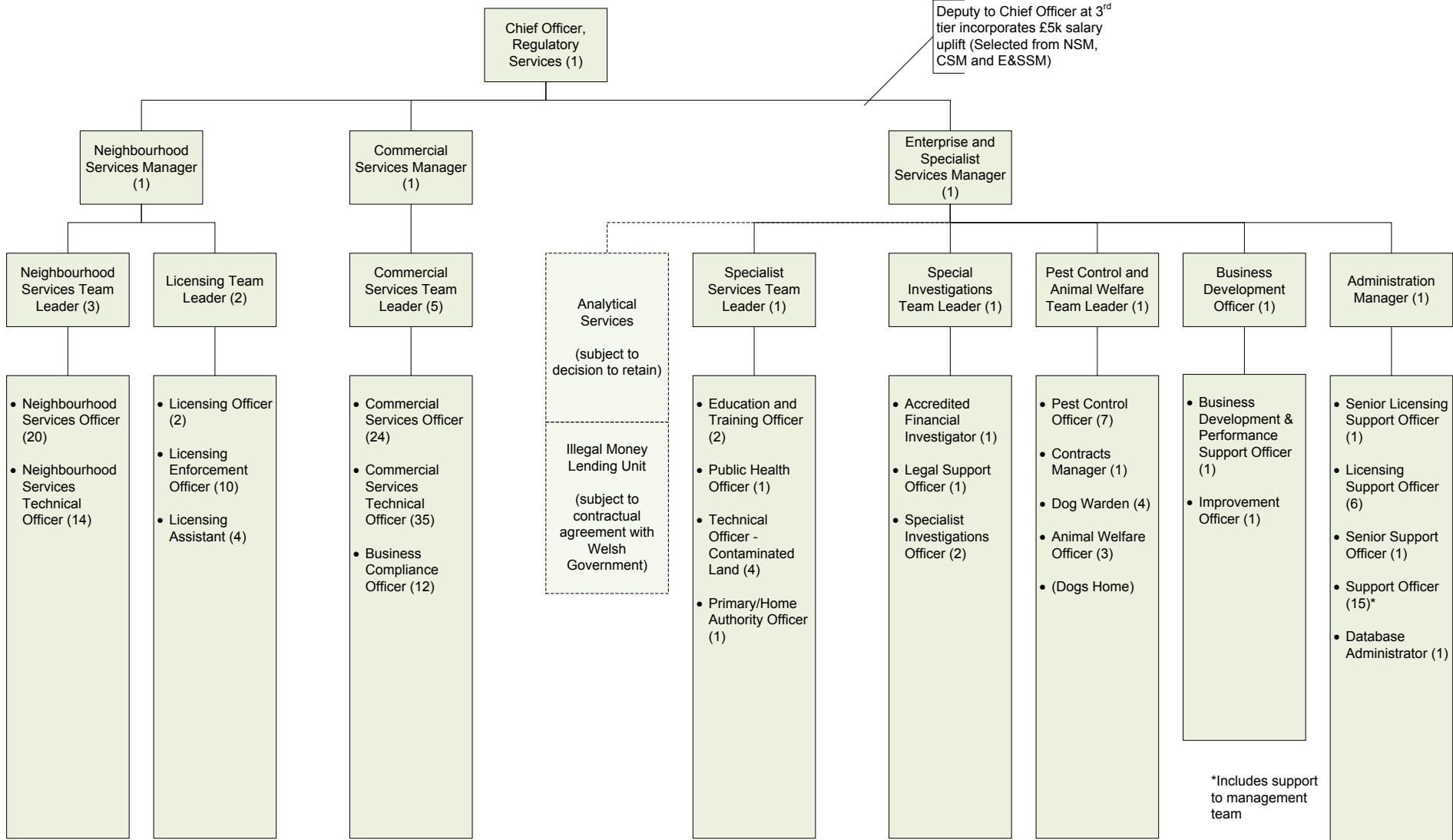
Description	<ul style="list-style-type: none"> Administrative and support activities and services
Customers	<ul style="list-style-type: none"> Contact for licensing managed from central location (except F2F delivered locally) Digital by default
Services & Performance	<ul style="list-style-type: none"> Licensing Administration ICT Support Finance, HR, Legal
Operations & Processes	<ul style="list-style-type: none"> Consistent standardised administration processes
Information & Systems	<ul style="list-style-type: none"> Common ICT platform across service Systems accessible from any location
People and Structure	<ul style="list-style-type: none"> Multi-skilled staff covering the full range of administration tasks
Policies	<ul style="list-style-type: none"> Standardise where possible policies, fees and charges.

Appendix E - Examples of Outcome Measures

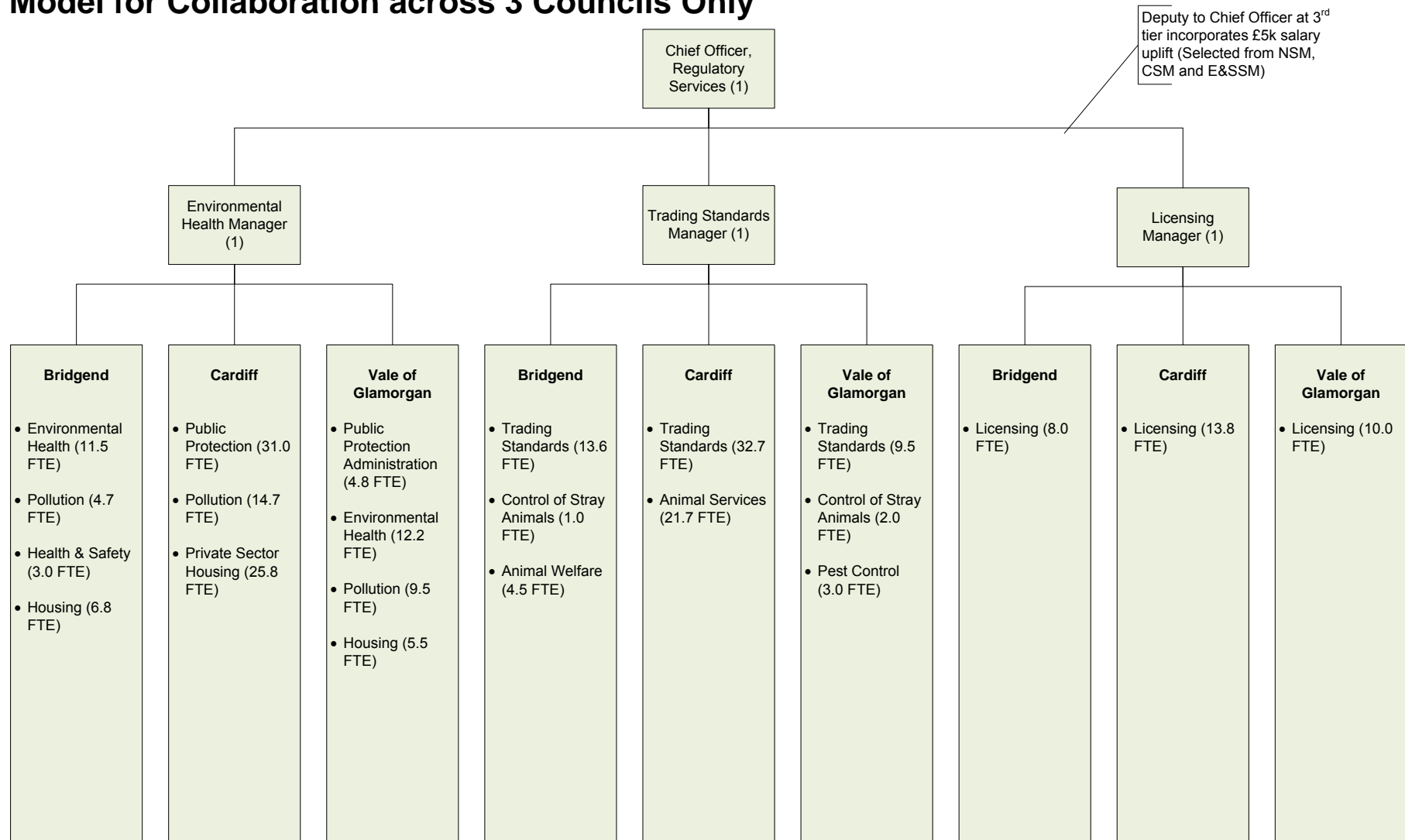
1. Reduced incidence of food poisoning
2. Greater public awareness of food safety issues
3. Improved Public Health & Well-being
4. More compliant businesses
5. Reduced hospital admissions
6. Changed attitude to smoking, healthy eating and sensible drinking
7. Reduced under age sale of alcohol
8. Reduced 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

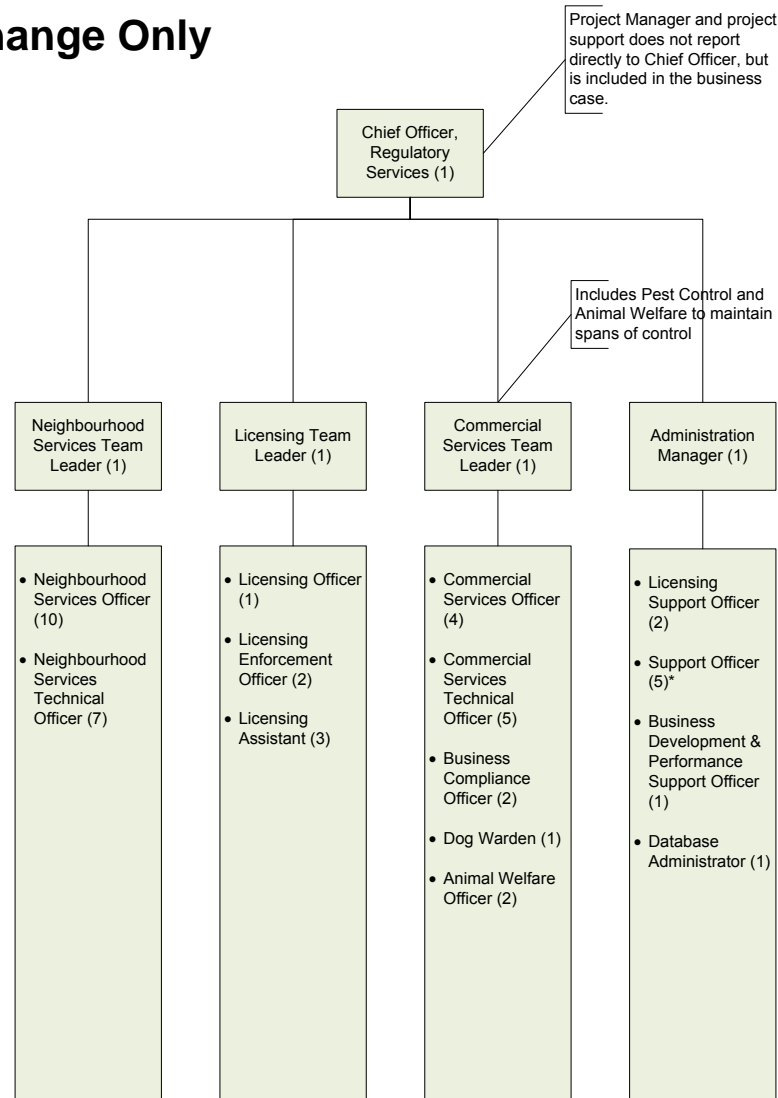
Proposed Model for Collaboration and Change (TOM) across 3 Councils



Model for Collaboration across 3 Councils Only

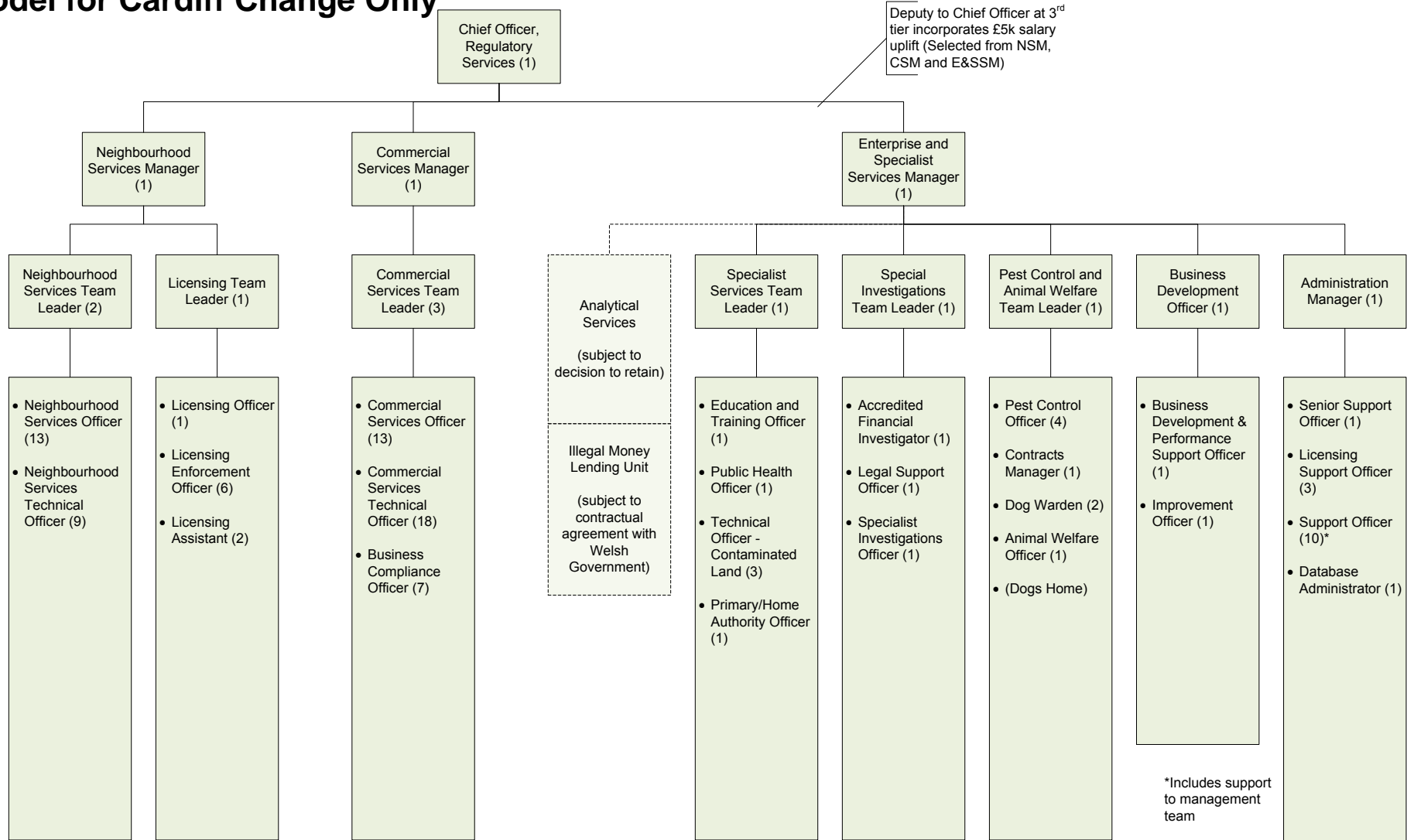


Model for Bridgend Change Only

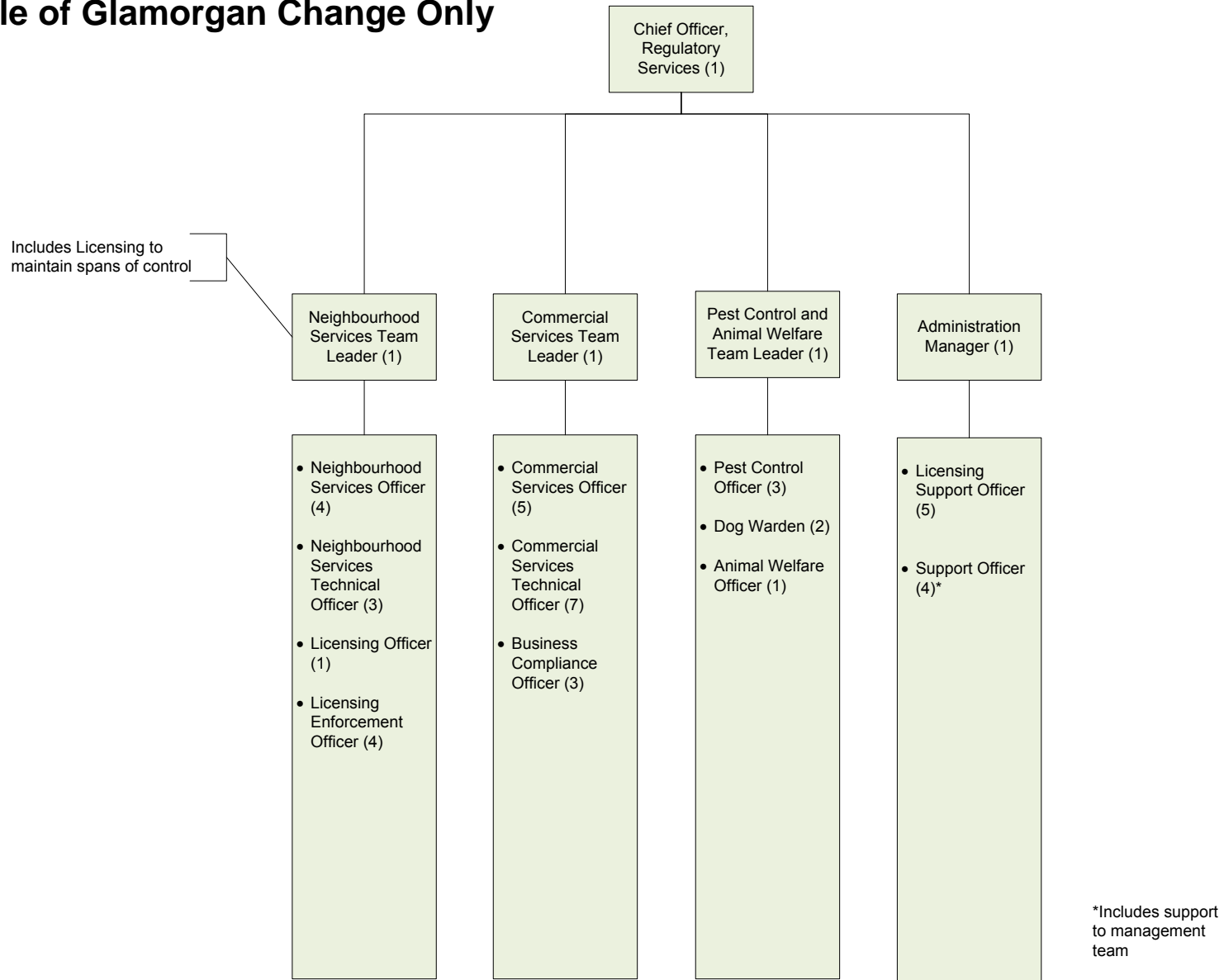


*Includes support to management team

Model for Cardiff Change Only



Model for Vale of Glamorgan Change Only



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

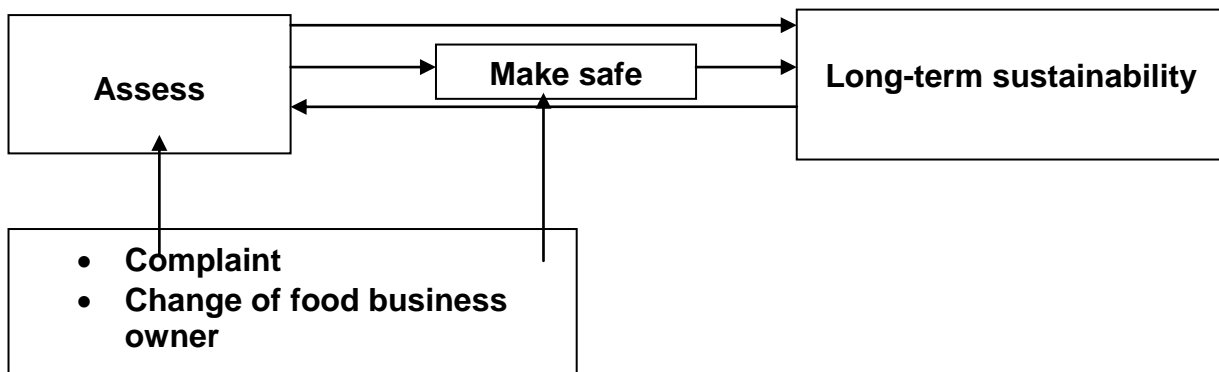
New purpose: Ensure food is safe for public consumption

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
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

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Food 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.

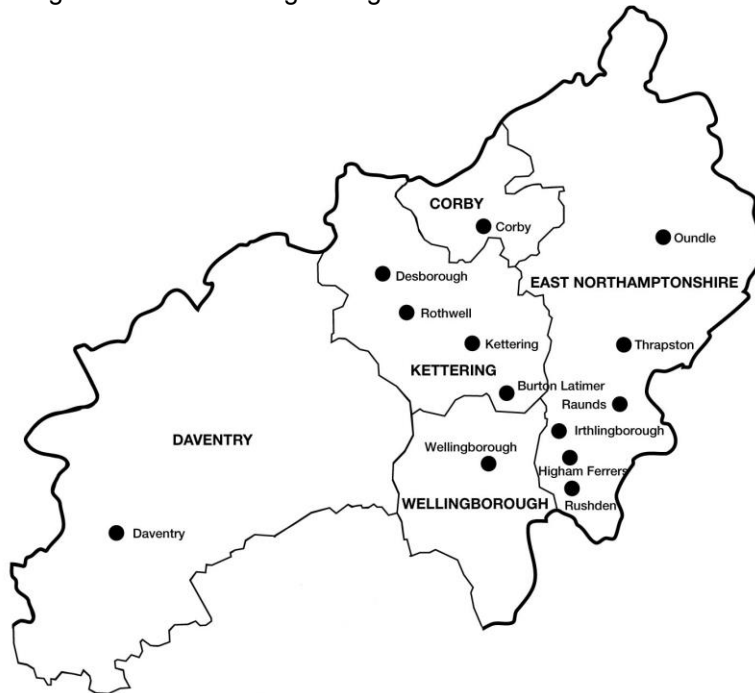
3. Northamptonshire Licensing Central Administration Unit

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 public 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.

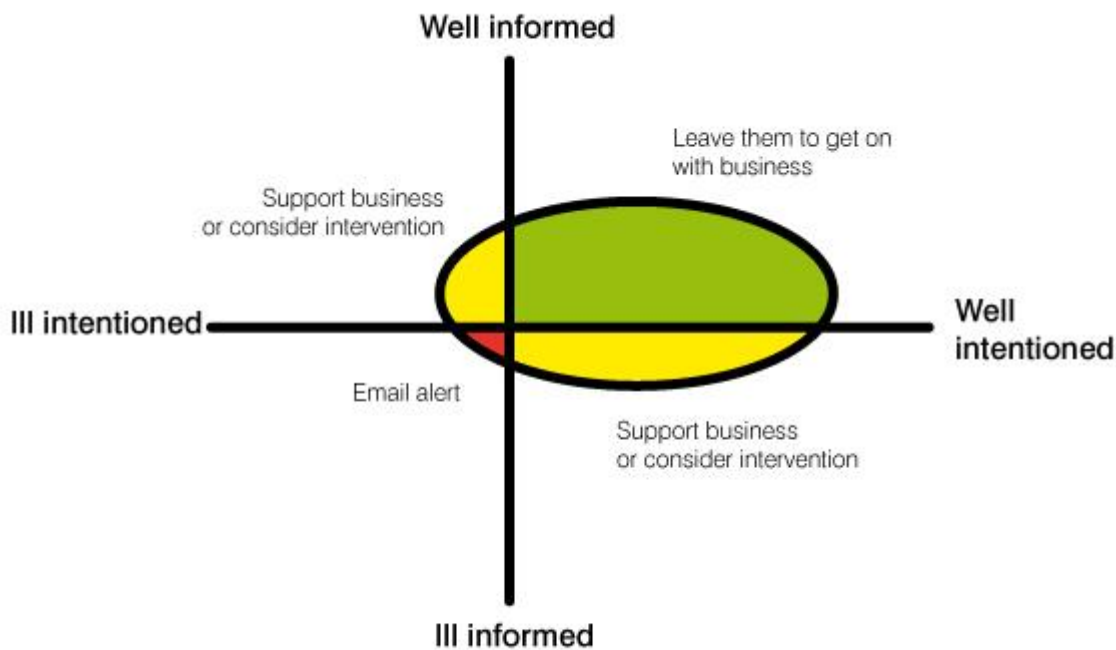
Real time intelligence transferred to each participating authority's database

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?

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

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. SOS 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

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

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	<p>Duty to inspect area for housing conditions to identify any action required</p> <p>Duty to inspect properties where Official Complaint of category 1 or 2 hazards or LA becomes aware and take action.</p> <p>Duty to inspect on Official Complaint or where they become aware any area for clearance or demolition</p>	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	<p>Mandatory licensing of HMOs prescribed by regulation</p> <p>Designation of areas subject to additional licensing</p>	<p>All relevant HMOs to be licensed – potential for judicial review or order of mandamus</p> <p>Discretionary power – relates to areas of significant HMO problem</p>	<p>Difficult to reduce - risks to public health and safety</p> <p>Limited control on ASB and related problems</p>	<p>Risks to public health and safety</p> <p>Use of mandatory licensing</p>	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	<p>Pyrotechnic Articles (Safety) Regulations 2010</p> <p>Fireworks (Safety) Regulations 1997</p> <p>Manufacture and Storage of Explosives Regulations 2005</p> <p>Dangerous Substances and Explosive Atmospheres Regulations 2002</p>	<p>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</p> <p>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.</p>	<p>Guidance from HSE</p> <p>Guidance from HSE</p>	<p>Reduction on test purchases achievable with little apparent impact – could result in an increase in ARS. Incidents could result in public reaction</p> <p>Reduction in staffing – potential for dangerous incidents</p>	<p>Little immediate impact – will probably result in increase in ARS once it becomes knowledge that no enforcement. Incidents likely to result in public reaction</p> <p>Reduction in staffing – potential for dangerous incidents – public and political reaction</p> <p>Potential for legal action and response from HSE</p>	Limited income from licences

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	<p>Weights and Measures Act 1985</p> <p>Non-automatic Weighing Instruments Regulations 2000</p> <p>Measuring Instruments Regulations (various)</p>	<p>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,</p> <p>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.</p>	<p>Annual report to National Measurement Office on arrangements for carrying out functions under the Act</p> <p>SoS may carry out inspections of arrangements – SoS required to report 5 yearly to Parliament</p>	<p>Could be reduced – priority visits.</p> <p>reduced programme on petrol stations</p> <p>Some reactive work on request by business</p>	<p>Business reaction</p> <p>Potential action by SoS</p>	<p>Some limited income</p> <p>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</p> <p>Authorisation of private inspectors</p> <p>Appointment by SoS of notified bodies and self-verification by manufacturers</p> <p>Potential income generation from Cardiff metrology service</p>

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: <ul style="list-style-type: none"> • 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.

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 postholder 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 CD Rom 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	£-	£-	£-

Atkins Regionalised Regulatory Services Consultancy

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	£-	£-	£-

Atkins Regionalised Regulatory Services Consultancy

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 projected (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 projected	£-	£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	£-	£-	£-

Atkins Regionalised Regulatory Services Consultancy

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	£-	£-	£-	£-

Atkins Regionalised Regulatory Services Consultancy

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 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)	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 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	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 Billingham*, 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 whilst 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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Appendix B



Regional Collaboration – Regulatory Services

Supplement to the Atkins report on Regionalising Regulatory Services

The information used in the creation of the Atkins report was based on the 2013/14 budget for the services. Since the report was produced the Councils have made budget reductions for the 2014/15 financial year of approximately £1million. This supplement is therefore provided to provide an updated assessment of the costs, savings and HR implications associated with the project. The supplement updates key tables and appendices from the Atkins report and should be cross-referenced for the following specific sections:

Supplement Item	Atkins Page Reference
Revised Business Case – Financial Implications	
The Economic Case	29
The Financial Case - Affordability	45
Appendix K – Collaborate & Change Costs	190
Appendix K – Benefits of Collaborate & Change	192
HR Workstream Plan	98
Funded Establishments	26
Appendix M – Current Establishments	197
Appendix N – Grade & Cost Assumptions for Indicative New Structure	203
Proposed Structure – Collaborate and Change	130

Revised Business Case – Financial Implications

The Atkins report, and subsequent financial conclusions, was based upon 2013-14 budgets across the 3 local authorities. Since then, all 3 local authorities have been faced with challenging and significant budget reduction targets for the 2014-15 financial year. The contents of the Financial Case have therefore been updated with details of latest 2014-15 budgets, current staffing levels and updated data feeding into the options for apportionment, using recently published data from the Welsh Government's Green Book.

A comparison of the total current budgets for the 3 authorities over the 2 financial years is set out below. This takes into account the latest budget adjustments for the authorities, including provisional allocations for pay increases.

Total Net Service Budgets 2013-2014								
	Non Staffing							
	Staffing Budget	Travel Costs	Premises Costs	ICT Licences	Other Costs	Total Non-Staffing	Income Budget	Net Controllable Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bridgend	1,957	103	0	12	253	368	-381	1,944
Cardiff	5,222	128	54	0	1,006	1,188	-2,087	4,323
Vale of Glamorgan	1,936	136	0	26	265	427	-384	1,979
	9,115	367	54	38	1,524	1,983	-2,852	8,246

Total Net Service Budgets 2014-2015								
	Non Staffing							
	Staffing Budget	Travel Costs	Premises Costs	ICT Licences	Other Costs	Total Non-Staffing	Income Budget	Net Controllable Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bridgend	1,918	103	0	7	226	336	-383	1,871
Cardiff	4,868	128	53	0	482	664	-1,806	3,725
Vale of Glamorgan	1,635	117	0	26	260	402	-374	1,664
	8,421	347	53	33	968	1,402	-2,563	7,260

289	-986
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The comparison shows that the overall net budget available to the service has reduced from £8.246 million to £7.260 million, a reduction of £986k. However, the gross budget has actually reduced by £1.275 million, and has been partially offset by a budgeted reduction in income, specifically a reduction by Cardiff Council of £281,000 as a result of the re-alignment of the taxi licensing income.

The following tables use the revised budget for 2014-15 as the current year's funding. It is compared against costs of the actual proposed structure for the new service in the Atkins report (page 131), which has been amended to show a reduced number of posts, and associated savings.

The original report was based upon a current staffing complement of 258.8 posts, of which 14 were vacant. Following significant budget reductions in 2014-15, the revised base position when the financial information was updated is 237 posts (FTE), of which 16 are currently permanent post vacancies and 11 permanent posts filled on a temporary basis. There are therefore 210 FTE posts in scope to transfer. Further information can be found on page 26 which shows the position as at 8th July 2014.

The Economic Case – Value for Money

The following options assume that certain costs and savings will be incurred at certain points in the process. Whilst this does not affect the overall cost of the option there may be differences when considering the net present value, depending on which year the cost / saving is taken into account, although this would not be significant.

'CHANGE ONLY' OPTION

Change Only: Bridgend

Financial Year	2015-16	2016-17	2017-18	2018-19	2019-20	Total
Cash Outflow						
Contractors, consultancy, temp staff	-£15,000	£0	£0	£0	£0	-£15,000
IT: Capital	-£126,180	£0	£0	£0	£0	-£126,180
Estates related costs	-£68,000	£0	£0	£0	£0	-£68,000
Training	-£1,800	£0	£0	£0	£0	-£1,800
Redundancies	-£105,000	£0	£0	£0	£0	-£105,000
Staff Costs	-£148,205	-£140,000	£0	£0	£0	-£288,205
Other Costs: Revenue	-£3,706	-£3,706	-£3,706	-£3,706	-£3,706	-£18,530
Cash Inflow						
Revenue	£50,554	£50,554	£50,554	£50,554	£50,554	£252,768
Travel Costs	£0	£0	£9,030	£9,030	£9,030	£27,091
FTE savings	£24,666	£73,998	£73,998	£73,998	£73,998	£320,658
Totals						
Total Cash Outflow	-£467,891	-£143,706	-£3,706	-£3,706	-£3,706	-£622,715
Total Cash Inflow	£75,220	£124,552	£133,582	£133,582	£133,582	£600,517
Net Cashflow	-£392,672	-£19,154	£129,876	£129,876	£129,876	-£22,198
NPV	-£392,672	-£18,507	£121,241	£117,141	£113,179	-£59,618

Appendix B

Change Only: Cardiff

Financial Year	2015-16	2016-17	2017-18	2018-19	2019-20	Total
Cash Outflow						
Contractors, consultancy, temp staff	-£15,000	£0	£0	£0	£0	-£15,000
IT: Capital	-£160,060	£0	£0	£0	£0	-£160,060
Estates related costs	-£156,000	£0	£0	£0	£0	-£156,000
Training	-£6,000	£0	£0	£0	£0	-£6,000
Redundancies	-£300,000	£0	£0	£0	£0	-£300,000
Staff Costs	-£148,205	-£140,000	£0	£0	£0	-£288,205
Other Costs: Revenue	-£43,853	-£43,853	-£43,853	-£43,853	-£43,853	-£219,266
Cash Inflow						
Revenue	£0	£53,750	£107,500	£107,500	£107,500	£376,250
Travel Costs	£0	£0	£16,332	£16,332	£16,332	£48,996
FTE savings	£92,675	£278,026	£278,026	£278,026	£278,026	£1,204,779
Totals						
Total Cash Outflow	-£829,118	-£183,853	-£43,853	-£43,853	-£43,853	-£1,144,531
Total Cash Inflow	£92,675	£331,776	£401,858	£401,858	£401,858	£1,630,025
Net Cashflow	-£736,443	£147,923	£358,005	£358,005	£358,005	£485,494
NPV	-£736,443	£142,921	£334,201	£322,900	£311,980	£375,559

Change Only: Vale of Glamorgan

Financial Year	2015-16	2016-17	2017-18	2018-19	Year 5	Total
Cash Outflow						
Contractors, consultancy, temp staff	-£15,000	£0	£0	£0	£0	-£15,000
IT: Capital	-£128,490	£0	£0	£0	£0	-£128,490
Estates related costs	-£74,000	£0	£0	£0	£0	-£74,000
Training	-£2,400	£0	£0	£0	£0	-£2,400
Redundancies	-£105,000	£0	£0	£0	£0	-£105,000
Staff Costs	-£148,205	-£140,000	£0	£0	£0	-£288,205
Other Costs: Revenue	-£4,033	-£4,033	-£4,033	-£4,033	-£4,033	-£20,165
Cash Inflow						
Revenue	£25,018	£25,018	£25,018	£25,018	£25,018	£125,092
Travel Costs	£0	£0	£4,111	£4,111	£4,111	£12,332
FTE savings	£25,360	£76,080	£76,080	£76,080	£76,080	£329,680
Totals						
Total Cash Outflow	-£477,128	-£144,033	-£4,033	-£4,033	-£4,033	-£633,260
Total Cash Inflow	£50,378	£101,098	£105,209	£105,209	£105,209	£467,104
Net Cashflow	-£426,750	-£42,935	£101,176	£101,176	£101,176	-£166,156
NPV	-£426,750	-£41,483	£94,449	£91,255	£88,169	-£194,359

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

Year						
Financial Year	2015-16	2016-17	2017-18	2018-19	Year 5	Total
Cash Outflow						
Contractors, consultancy, temp staff	-£45,000	£0	£0	£0	£0	-£45,000
IT: Capital	-£414,730	£0	£0	£0	£0	-£414,730
Estates related costs	-£298,000	£0	£0	£0	£0	-£298,000
Training	-£10,200	£0	£0	£0	£0	-£10,200
Redundancies	-£510,000	£0	£0	£0	£0	-£510,000
Staff Costs	-£444,615	-£420,000	£0	£0	£0	-£864,615
Other Costs: Revenue	-£51,592	-£51,592	-£51,592	-£51,592	-£51,592	-£257,961
Cash Inflow						
Revenue	£75,572	£129,322	£183,072	£183,072	£183,072	£754,110
Travel Costs	£0	£0	£29,473	£29,473	£29,473	£88,419
FTE savings	£142,701	£428,104	£428,104	£428,104	£428,104	£1,855,117
Totals						
Total Cash Outflow	-£1,774,138	-£471,592	-£51,592	-£51,592	-£51,592	-£2,400,506
Total Cash Inflow	£218,273	£557,426	£640,649	£640,649	£640,649	£2,697,646
Net Cashflow	-£1,555,864	£85,834	£589,057	£589,057	£589,057	£297,140
NPV	-£1,555,864	£82,931	£549,891	£531,295	£513,329	£121,582

Adoption of the “Change Only” option results in a net present value (NPV) of £122k and net savings of £589k per annum, assuming a similar number of posts across the structures as proposed under the Collaborate and Change model. The total cash inflows outweigh the total cash outflows due to the savings arising from the reduction in posts across the 3 authorities. It must be noted that:

- There are significant implementation costs associated with this model, which do not benefit from economies of scale of the Collaborate or Collaborate and Change models, such as:
 - Each authority would employ their own project manager, project support and ICT project manager, at an annual cost of approximately £140,000 per authority (£420,000 total for 2 years).
 - Each authority would fund its own ICT related costs.
- The Regional Collaboration Fund can only be used when authorities collaborate. This means that under this option the grant funding of £250k for 2014-15 and £250k for 2015-16 would not be available and authorities would have to meet these costs.

'COLLABORATE ONLY' OPTION

Year						
Financial Year	2015-16	2016-17	2017-18	2018-19	2019-20	Total
Cash Outflow						
Contractors, consultancy, temp staff	£0	£0	£0	£0	£0	£0
IT: Capital	£0	£0	£0	£0	£0	£0
Estates related costs	£0	£0	£0	£0	£0	£0
Training	£0	£0	£0	£0	£0	£0
Redundancies	-£105,000	£0	£0	£0	£0	-£105,000
Staff Costs	£0	£0	£0	£0	£0	£0
Other Costs: Revenue	£0	£0	£0	£0	£0	£0
Cash Inflow						
Revenue	£0	£0	£0	£0	£0	£0
Travel Costs	£0	£0	£0	£0	£0	£0
FTE savings	£350,008	£350,008	£350,008	£350,008	£350,008	£1,750,042
Totals						
Total Cash Outflow	-£105,000	£0	£0	£0	£0	-£105,000
Total Cash Inflow	£350,008	£350,008	£350,008	£350,008	£350,008	£1,750,042
Net Cashflow	£245,008	£350,008	£350,008	£350,008	£350,008	£1,645,042
NPV	£245,008	£338,172	£326,737	£315,688	£305,012	£1,530,617

Adoption of the "Collaborate Only" option results in a positive net present value (NPV) of £1.531 million and net savings of £350k per annum. The total cash inflows significantly outweigh the total cash outflows. There is an assumption that the only significant change to the service is the creation of a single management structure. Given the number of staff reductions to date there are unlikely to be further significant savings from reduced staff numbers.

'COLLABORATE AND CHANGE' OPTION

Financial Year	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Cash Outflow						
Contractors, consultancy, temp staff	£0	-£15,000	£0	£0	£0	-£15,000
IT: Capital	-£400,000	-£123,170	£0	£0	£0	-£523,170
Estates related costs	£0	-£347,000	-£55,000	-£55,000	-£55,000	-£512,000
Training	£0	-£7,200	£0	£0	£0	-£7,200
Redundancies	£0	-£717,000	£0	£0	£0	-£717,000
Staff Costs	-£130,000	-£283,533	-£117,528	-£117,528	-£117,528	-£766,117
Other Costs: Revenue	£0	-£207,039	-£321,125	-£340,436	-£340,436	-£1,209,036
Cash Inflow						
Revenue	£0	£0	£95,000	£190,000	£190,000	£475,000
Travel Costs	£0	£0	£52,900	£52,900	£52,900	£158,699
FTE savings	£0	£1,453,024	£1,654,757	£1,654,757	£1,654,757	£6,417,295
Totals						
Total Cash Outflow	-£530,000	-£1,699,942	-£493,653	-£512,964	-£512,964	-£3,749,523
Total Cash Inflow	£0	£1,453,024	£1,802,657	£1,897,657	£1,897,657	£7,050,995
Net Cashflow	-£530,000	-£246,918	£1,309,003	£1,384,693	£1,384,693	£3,301,471
NPV	-£530,000	-£238,568	£1,221,969	£1,248,914	£1,206,680	£2,908,994

Adoption of the “Collaborate and Change” option results in a positive net present value (NPV) of £2.908 million and net savings of £1.384 million per annum. The total cash inflows significantly outweigh the total cash outflows. This is as a result of the reduced number of staff in the proposed structure compared to current staffing levels.

4.3.7 Financial Appraisal

Option	Total 5-Year Cost	Total 5-Year Benefit	5-Year Return on Investment	5-Year NPV	Annual Net Budget Impact
Do Nothing	Nil	Nil	Nil	Nil	Nil
Change only	£2.4m	£2.69m	1.12	£0.122m	£0.589m
Collaborate only	£0.1m	£1.75m	16.67	£1.53m	£0.350m
Collaborate and Change	£3.75m	£7.05m	1.88	£2.91m	£1.38m

The “collaborate only” option provides the greatest return on investment over a 5 year period; however it provides significantly lower overall savings than can be achieved by the “collaborate and change” option.

4.3.10 Sensitivity Analysis

A sensitivity analysis has been conducted on the “Collaborate and Change” option 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)

Year						
Financial Year	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Total Cash Outflow	-£530,000	-£1,699,942	-£493,653	-£512,964	-£512,964	-£3,749,523
Total Cash Inflow	£0	£1,453,024	£1,802,657	£1,897,657	£1,897,657	£7,050,995
Net Cashflow	-£530,000	-£246,918	£1,309,003	£1,384,693	£1,384,693	£3,301,471
NPV	-£530,000	-£238,568	£1,221,969	£1,248,914	£1,206,680	£2,908,994

Preferred Option (10% Sensitivity Analysis)

Year						
Financial Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total Cash Outflow	-£583,000	-£1,869,936	-£543,019	-£564,260	-£564,260	-£4,124,476
Total Cash Inflow	£0	£1,307,721	£1,622,391	£1,707,891	£1,707,891	£6,345,895
Net Cashflow	-£583,000	-£562,215	£1,079,372	£1,143,631	£1,143,631	£2,221,420
NPV	-£583,000	-£543,203	£1,007,606	£1,031,490	£996,608	£1,909,501

Even under the ‘worst case’ scenario, a net benefit NPV of £1.909 million is achieved over five years with projected net annual budget reductions of £1.079m in Year 3, increasing to £1.144m in year 4.

The Financial Case – Affordability

4.5.1. Funding Requirements

Implementation Costs

The proposed implementation costs have been updated to take into account revisions to redundancy costs as a result of changes to existing staff numbers, and consequently the number of potential staff losses. They assume a transfer date of April 2015. Other changes have been made to costs associated with adjustments in revenue in line with net changes in Licensing staff numbers.

The proposed implementation plan will incur total investment costs of around £1.875m between 2014-15 and 2015-16 as shown in the table below:

Financial Year	2014-15	2015-16	2016-17	2017-18 onwards	Total
Capital	£ 400,000	£ 415,170	£ -	£ -	£ 815,170
Revenue	£ 130,000	£ 930,205	£ -	£ -	£ 1,060,205
Total *	£ 530,000	£ 1,345,375	£ -	£ -	£ 1,875,375

The costs are significantly lower than in the original report due to lower current staffing numbers and a higher level of vacancies, resulting in reduced potential severance costs. A breakdown of assumptions in relation to costs and benefits arising from the proposed model are attached as Appendices A and B.

Direct Costs

The projected ongoing direct operational costs (and income) of regionalised regulatory services are shown in the table below. This includes additional costs of establishing and providing accommodation for the central team and the costs of longer-term TUPE protection.

	Current Budget	2014-15	2015-16	2016-17	2017-18 onwards
Staffing Budget	£8,421,112	£8,421,112	£7,085,616	£6,883,883	£6,883,883
Travel Costs	£347,436	£347,436	£347,436	£294,536	£294,536
Premises Costs	£53,290	£53,290	£108,290	£108,290	£108,290
ICT Licences	£33,190	£33,190	£33,190	£33,190	£33,190
Other Costs	£968,419	£968,419	£981,608	£981,608	£981,608
Total Non-Staffing Budget	£1,402,335	£1,402,335	£1,470,524	£1,417,625	£1,417,625
Income Budget	-£2,562,980	-£2,562,980	-£2,562,980	-£2,518,894	-£2,594,583
Net Controllable Budget	£7,260,467	£7,260,467	£5,993,161	£5,782,614	£5,706,924

These follow the same assumptions as set out in the original Business Case.

4.5.2. Methods of Cost Apportionment

The methods of apportionment, as developed by the Finance project workstream, have been updated to take into account information used in the 2014-15 Local Government Settlement, and revised budgets for 2014-15. Given the small variances between some of the indicators, only the current budget and population methodologies will be considered further, and current budget is shown as the initial apportionment method for illustrative purposes.

The cost contribution percentages are shown in the table below for each council and each apportionment method.

Council	Current Budgets	Population
Bridgend	22.95%	22.56%
Cardiff	56.31%	57.04%
Vale of Glamorgan	20.74%	20.40%

4.5.3. Contributions to Implementation Costs

The total required investment of £1.875m for implementing the Target Operating Model 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, ICT and other internal resources identified in the business case.
- The remaining investment (capital and revenue) will be apportioned between the three Councils based on current gross budget or population.

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. Welsh Government has stated that the grant cannot be used to support redundancy costs.

Financial Year	2014-15	2015-16	2016-17	Total
Implementation Cost (Revenue)	£130,000	£930,205	£0	£1,060,205
Implementation Cost (Capital)	£400,000	£415,170	£0	£815,170
Total Implementation Costs	£530,000	£1,345,375	£0	£1,875,375
Regionalised Collaboration Fund	£250,000	£250,000	£0	£500,000
Remaining Funding Required	£280,000	£1,095,375	£0	£1,375,375

Contributions to Implementation Costs by Current Budgets

Financial Year	2014-15	2015-16	2016-17	Total
Capital				
Bridgend	£ 64,249	£ 88,199	£ -	£ 152,447
Cardiff	£ 157,672	£ 216,447	£ -	£ 374,119
Vale of Glamorgan	£ 58,079	£ 79,729	£ -	£ 137,808
Revenue				
Bridgend	£ -	£ 163,146	£ -	£ 163,146
Cardiff	£ -	£ 400,375	£ -	£ 400,375
Vale of Glamorgan	£ -	£ 147,479	£ -	£ 147,479
Total	£ 280,000	£ 1,095,375	£ -	£ 1,375,375
Bridgend	£ 64,249	£ 251,345	£ -	£ 315,593
Cardiff	£ 157,672	£ 616,822	£ -	£ 774,494
Vale of Glamorgan	£ 58,079	£ 227,208	£ -	£ 285,287

¹ Implementation costs for Vale of Glamorgan exclude £180k estimate one year salary protection.

Contributions to Implementation Costs by Population

Financial Year	2014-15	2015-16	2016-17	Total
Capital				
Bridgend	£ 63,167	£ 86,714	£ -	£ 149,881
Cardiff	£ 159,706	£ 219,240	£ -	£ 378,946
Vale of Glamorgan	£ 57,126	£ 78,421	£ -	£ 135,548
Revenue				
Bridgend	£ -	£ 160,399	£ -	£ 160,399
Cardiff	£ -	£ 405,540	£ -	£ 405,540
Vale of Glamorgan	£ -	£ 145,060	£ -	£ 145,060
Total	£ 280,000	£ 1,095,375	£ -	£ 1,375,375
Bridgend	£ 63,167	£ 247,113	£ -	£ 310,280
Cardiff	£ 159,706	£ 624,780	£ -	£ 784,487
Vale of Glamorgan	£ 57,126	£ 223,482	£ -	£ 280,608

¹ Implementation costs for Vale of Glamorgan exclude £180k estimate one year salary protection.

In addition (and not included in the tables above as these costs are only incurred by the Vale of Glamorgan Council), the Vale of Glamorgan Council will incur an estimated cost of £180k reflecting the policy to protect the salaries of adversely affected employees for one year. Until the project progresses, it is not possible to provide an accurate figure for this cost.

Contributions to Operational Budget (Direct Costs)

Contributions to the ongoing operational budget 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 Budget	2014-15	2015-16	2016-17	2017-18 onwards
Bridgend	£ 2,254,087	£ 2,254,087	£ 1,963,291	£ 1,904,863	£ 1,904,863
Cardiff	£ 5,531,729	£ 5,531,729	£ 4,818,090	£ 4,674,702	£ 4,674,702
Vale of Glamorgan	£ 2,037,631	£ 2,037,631	£ 1,774,759	£ 1,721,942	£ 1,721,942
Total	£ 9,823,447	£ 9,823,447	£ 8,556,141	£ 8,301,507	£ 8,301,507

Contributions to Operational Budget by Population

Financial Year	Current Budget	2014-15	2015-16	2016-17	2017-18 onwards
Bridgend	£ 2,254,087	£ 2,254,087	£ 1,930,237	£ 1,872,793	£ 1,872,793
Cardiff	£ 5,531,729	£ 5,531,729	£ 4,880,253	£ 4,735,015	£ 4,735,015
Vale of Glamorgan	£ 2,037,631	£ 2,037,631	£ 1,745,651	£ 1,693,700	£ 1,693,700
Total	£ 9,823,447	£ 9,823,447	£ 8,556,141	£ 8,301,507	£ 8,301,507

4.5.4. Contributions to Indirect Costs

The actual indirect costs of the 3 Councils for 2013-14 were identified as follows:

Current Indirect Costs

	Bridgend	Cardiff	Vale of Glamorgan	Totals
Finance incl. cash control, debtors	£31,170	£58,000	£73,620	£162,790
HR	£15,710	£66,000	£74,074	£155,784
Council Buildings	£64,480	£433,650	£169,752	£667,882
Legal	£68,150	£97,000	£80,705	£245,855
ICT	£123,900	£227,000	£141,191	£492,091
Facilities Management	£30,300	£90,800	£26,356	£147,456
Procurement	£410	£1,000	£1,008	£2,418
Customer Contact Centre	£40,540	£8,000	£65,336	£113,876
Communications	£0	£91,000	£0	£91,000
Property	£13,160	£0	£0	£13,160
Miscellaneous	£0	£32,000	£64,456	£96,456
Totals	£387,820	£1,104,450	£696,498	£2,188,768

NB: Variations will occur depending on the apportionment / cost recovery methodology adopted by each Council.

The Business Case assumed that there would be Hosting costs of £281,453. However, following discussions with S151 Officers, it was determined that, if the Vale of Glamorgan hosted the new service, they would incur potential additional costs of £168,850, taking into account additional staffing costs that would be incurred in supporting the new service (NB: legal services would continue to be provided by each individual authority). The breakdown of costs is as follows:

Finance	1 fte	£45,685
ICT	2 fte	£68,680
HR	1 fte	£45,685
Running Costs		£8,800
Total		£168,850

It was agreed that, for the purpose of this project, it would be assumed that each authority would continue to pay their current indirect costs, plus contribute towards a share of the Host's additional costs.

Indicative Contributions to Host Indirect Costs

The table below shows indicative contributions that would 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 have been used to determine the contributions.

Council	Current Budgets	Population
Bridgend	£38,744	£38,092
Cardiff	£95,082	£96,309
Vale of Glamorgan	£35,024	£34,449
	£168,850	£168,850

4.5.5. Income

In the analysis below, each council is assumed to receive its current income from the regionalised service in the first instance. Any additional income is then divided proportionally between the three councils based on proposed contributions to the operational budget, along with any reductions in income. There will be a reduced revenue from licensing as costs of the service is reduced through the process of applying the principles set out in the Hemming judgement and the Services Regulations 2009. The table

below shows the updated current income for each council (as provided by the Finance project workstream):

Council	Current Income
Bridgend	£382,730
Cardiff	£1,806,430
Vale of Glamorgan	£373,820
Total	£2,562,980

Income apportionment based on current budgets

Financial Year	2014-15	2015-16	2016-17	2017-18 onwards
Total Income	£2,562,980	£2,562,980	£2,518,894	£2,594,583
Existing Income				
Bridgend	£382,730	£382,730	£382,730	£382,730
Cardiff	£1,806,430	£1,806,430	£1,806,430	£1,806,430
Vale of Glamorgan	£373,820	£373,820	£373,820	£373,820
Additional Income				
Bridgend		£0	-£10,116	£7,252
Cardiff		£0	-£24,826	£17,796
Vale of Glamorgan		£0	-£9,145	£6,555
Totals				
Bridgend	£382,730	£382,730	£372,614	£389,982
Cardiff	£1,806,430	£1,806,430	£1,781,604	£1,824,226
Vale of Glamorgan	£373,820	£373,820	£364,675	£380,375

Income apportionment based on population

Cardiff	2014-15	2015-16	2016-17	2017-18 onwards
Total Income	£2,562,980	£2,562,980	£2,518,894	£2,594,583
Existing Income				
Bridgend	£382,730	£382,730	£382,730	£382,730
Cardiff	£1,806,430	£1,806,430	£1,806,430	£1,806,430
Vale of Glamorgan	£373,820	£373,820	£373,820	£373,820
Additional Income				
Bridgend		£0	-£9,946	£7,130
Cardiff		£0	-£25,146	£18,026
Vale of Glamorgan		£0	-£8,995	£6,448
Totals				
Bridgend	£382,730	£382,730	£372,784	£389,860
Cardiff	£1,806,430	£1,806,430	£1,781,284	£1,824,456
Vale of Glamorgan	£373,820	£373,820	£364,825	£380,268

4.5.6. Summary of Contributions to Regionalised Regulatory Services

The tables below summarise the overall impact on each authority after taking into account the impact of changes to the financial data, and assumptions underlying them, set out in the tables above. In terms of indirect costs, these have been assumed to stay as present, but each authority will be required to contribute an additional amount towards the Host's additional costs. This is a 'real' cost to each authority.

These summaries are based on the two methods of apportionment - 'current budget' and 'population'. The 'Total Budget Impact' shows the net cost or saving to the authority for each financial year compared to the original base budget.

'Current Budget' Apportionment

Financial Year	Current Budget	2014-15	2015-16	2016-17	2017-18	% Saving
BRIDGEND						
Implementation Costs (Capital)	£0	£64,249	£88,199	£0	£0	
Implementation Costs (Revenue)		£0	£163,146	£0	£0	
Direct Costs	£2,254,087	£2,254,087	£1,963,291	£1,904,863	£1,904,863	
Contribution to Host Indirect Costs	£0	£0	£38,744	£38,744	£38,744	
Income	-£382,730	-£382,730	-£382,730	-£372,614	-£389,982	
Total	£1,871,357	£1,935,606	£1,870,650	£1,570,994	£1,553,626	
Total Budget Impact	£0	-£64,249	£707	£300,364	£317,731	

Annual Base Budget Saving (cumulative)	£0	-£0	£252,052	£300,364	£317,731	17.0%
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Financial Year	Current Budget	2014-15	2015-16	2016-17	2017-18	% Saving
CARDIFF						
Implementation Costs (Capital)	£0	£157,672	£216,447	£0	£0	
Implementation Costs (Revenue)		£0	£400,375	£0	£0	
Direct Costs	£5,531,729	£5,531,729	£4,818,090	£4,674,702	£4,674,702	
Contribution to Host Indirect Costs	£0	£0	£95,082	£95,082	£95,082	
Income	-£1,806,430	-£1,806,430	-£1,806,430	-£1,781,604	-£1,824,226	
Total	£3,725,299	£3,882,971	£3,723,564	£2,988,180	£2,945,558	
Total Budget Impact	£0	-£157,672	£1,735	£737,119	£779,741	

Annual Base Budget Saving (cumulative)	£0	£0	£618,557	£737,119	£779,741	20.9%
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Financial Year	Current Budget	2014-15	2015-16	2016-17	2017-18	% Saving
VALE OF GLAMORGAN						
Implementation Costs (Capital)	£0	£58,079	£79,729	£0	£0	
Implementation Costs (Revenue)		£0	£147,479	£0	£0	
Direct Costs	£2,037,631	£2,037,631	£1,774,759	£1,721,942	£1,721,942	
Contribution to Host Indirect Costs	£0	£0	£35,024	£35,024	£35,024	
Income	-£373,820	-£373,820	-£373,820	-£364,675	-£380,375	
Total	£1,663,811	£1,721,890	£1,663,171	£1,392,290	£1,376,590	
Total Budget Impact	£0	-£58,079	£639	£271,520	£287,220	

Annual Base Budget Saving (cumulative)	£0	£0	£227,848	£271,520	£287,220	17.3%
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A summary of the net impact of all changes to costs and income (implementation costs plus on-going annual costs and savings) on each authority is set out in the table below. It shows the cumulative total effect on each authority compared to the original 2014-15 base budget.

Financial Year	Current Budget	2014-15	2015-16	2016-17	2017-18
Bridgend	£0	-£64,249	£707	£300,364	£317,731
Cardiff	£0	-£157,672	£1,735	£737,119	£779,741
Vale of Glamorgan	£0	-£58,079	£639	£271,520	£287,220
Total Impact	£0	-£280,000	£3,081	£1,309,003	£1,384,693

'Population' Apportionment

Financial Year	Current Budget	2014-15	2015-16	2016-17	2017-18	% Saving
BRIDGEND						
Implementation Costs (Capital)	£0	£63,167	£86,714	£0	£0	
Implementation Costs (Revenue)		£0	£160,399	£0	£0	
Direct Costs	£2,254,087	£2,254,087	£1,930,237	£1,872,793	£1,872,793	
Contribution to Host Indirect Costs	£0	£0	£38,092	£38,092	£38,092	
Income	-£382,730	-£382,730	-£382,730	-£372,784	-£389,860	
Total	£1,871,357	£1,934,524	£1,832,712	£1,538,100	£1,521,025	
Total Budget Impact	£0	-£63,167	£38,645	£333,257	£350,332	

Annual Base Budget Saving (cumulative)	£0	£0	£285,758	£333,257	£350,332	18.7%
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Financial Year	Current Budget	2014-15	2015-16	2016-17	2017-18	% Saving
CARDIFF						
Implementation Costs (Capital)	£0	£159,706	£219,240	£0	£0	
Implementation Costs (Revenue)		£0	£405,540	£0	£0	
Direct Costs	£5,531,729	£5,531,729	£4,880,253	£4,735,015	£4,735,015	
Contribution to Host Indirect Costs	£0	£0	£96,309	£96,309	£96,309	
Income	-£1,806,430	-£1,806,430	-£1,806,430	-£1,781,284	-£1,824,456	
Total	£3,725,299	£3,885,005	£3,794,912	£3,050,040	£3,006,868	
Total Budget Impact	£0	-£159,706	-£69,613	£675,259	£718,431	

Annual Base Budget Saving (cumulative)	£0	£0	£555,167	£675,259	£718,431	19.3%
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Financial Year	Current Budget	2014-15	2015-16	2016-17	2017-18	% Saving
VALE OF GLAMORGAN						
Implementation Costs (Capital)	£0	£57,126	£78,421	£0	£0	
Implementation Costs (Revenue)		£0	£145,060	£0	£0	
Direct Costs	£2,037,631	£2,037,631	£1,745,651	£1,693,700	£1,693,700	
Contribution to Host Indirect Costs	£0	£0	£34,449	£34,449	£34,449	
Income	-£373,820	-£373,820	-£373,820	-£364,825	-£380,268	
Total	£1,663,811	£1,720,937	£1,629,762	£1,363,324	£1,347,881	
Total Budget Impact	£0	-£57,126	£34,049	£300,487	£315,929	

Annual Base Budget Saving (cumulative)	£0	£0	£257,531	£300,487	£315,929	19.0%
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A summary of the net impact of all changes to costs and income (implementation costs plus on-going annual costs and savings) on each authority is set out in the table below. It shows the cumulative total effect on each authority compared to the original 2014-15 base budget.

Financial Year	Current Budget	2014-15	2015-16	2016-17	2017-18
Bridgend	£0	-£63,167	£38,645	£333,257	£350,332
Cardiff	£0	-£159,706	-£69,613	£675,259	£718,431
Vale of Glamorgan	£0	-£57,126	£34,049	£300,487	£315,929
Total Impact	£0	-£280,000	£3,081	£1,309,003	£1,384,693

The total recurring saving from adopting the proposed model is £1,384,693, once the transition period has concluded. Savings of £985,663 have already been realised by the 3 individual authorities in 2014-15. Taken together this gives potential total savings against the service of £2,370,356 since 2013-14.

Collaborate and Change Costs

Description of Cost	Cost Type	Assumptions	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Consensual Terminations: Pre-transfer	Redundancies	21 Consensual Terminations (3 over 55 and 18 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 (2015-16, assuming April 2015 transfer)	£0	£210,000	£0	£0	£0	£0
Compulsory Redundancies: Post-Transfer	Redundancies	13 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 & 11 respectively) 14%/86% All compulsory redundancy costs incurred in August 2015.		£132,000	£0	£0	£0	£0
Pension Strain: Pre-Transfer	Redundancies	£75k for 3 FTE over 55	£0	£225,000	£0	£0	£0	£0
Pension Strain: Post-Transfer	Redundancies	£75k for 2 FTE over 55		£150,000	£0	£0	£0	£0
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	£0	£0	£0	£0	£0

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Description of Cost	Cost Type	Assumptions	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Training for users of new system	IT: Capital	Not included in system costs		£30,000	£0	£0	£0	£0
ICT Infrastructure Costs	Staff Costs	Ability to access systems of all three authorities in numerous locations (office/mobile) £100 per user 178 users		£17,800	£0	£0	£0	£0
Mobile devices	IT: Capital	Devices procured for all individuals with mobile working requirement £500 cost per mobile device for 121 peripatetic officers		£60,500	£0	£0	£0	£0
Encryption (one-off cost)	IT: Capital	One-off encryption software cost for peripatetic workers. £120 one-off cost for 121 officers		£14,520	£0	£0	£0	£0
Encryption (ongoing cost)	Other Costs: Revenue	£19 per annum ongoing encryption cost for 121 peripatetic officers		£2,299	£2,299	£2,299	£2,299	£2,299
Smart Phones	IT: Capital	Devices procured for all individuals with mobile working requirement £150 cost per mobile device for 121 peripatetic officers		£18,150	£0	£0	£0	£0
Smart phone contracts	Other Costs: Revenue	£7.50 per month (£90 per annum) contract costs for 121 peripatetic officers		£10,890	£10,890	£10,890	£10,890	£10,890
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	£0	£0	£0	£0
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	£0	£0	£0	£0

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Description of Cost	Cost Type	Assumptions	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Home working set up	Estates related costs	£2k homeworking set up costs for 121 peripatetic officers		£242,000	£0	£0	£0	£0
Online form development and integration	Contractors, consultancy, temp staff	One-off cost		£15,000	£0	£0	£0	£0
ICT Project Manager	Staff Costs	£40k (inc on cost) for two years	£30,000	£40,000	£0	£0	£0	£0
Project Manager	Staff Costs	£40k (inc on costs) for two years	£40,000	£40,000	£0	£0	£0	£0
Project Support	Staff Costs	2 x £30k (inc on costs) for two years	£60,000	£60,000	£0	£0	£0	£0
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	£0	£0	£0	£0
EHO training for metrology, pricing, fair trading	Training	External delivery £300 each for 17 out of 24 Commercial Services Officers		£5,100	£0	£0	£0	£0
Training for business compliance officers	Training	ONC for Business Compliance £300 each for 12 BCOs		£0	£0	£0	£0	£0
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. Also, costs for moving into new satellite offices / core office.		£50,000	£0	£0	£0	£0
Service marketing and rebranding	Other Costs: Revenue	£25k one-off cost No change in ongoing costs		£25,000	£0	£0	£0	£0
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		£0	£139,086	£158,397	£158,397	£158,397
			£530,000	£1,358,564	£152,275	£171,586	£171,586	£171,586

Benefits of Collaborate and Change

Benefit Type	Assumptions	2014-15	2015-16	2016-17	2017-18	2018-19
FTE savings	Total 19.09 FTE in temporary employment and 18 FTE in vacancies, from April 2015	£0	£863,341	£863,341	£863,341	£863,341
FTE savings	Total Savings from Consensual Terminations - 21 fte Assumed 3 FTE over 55 and 18 FTE under 55 opt for consensual terminations.	£0	£488,816	£488,816	£488,816	£488,816
FTE savings	Total employment cost savings from Compulsory Redundancies -13 fte 4/12 months in 2015-16 and full year savings thereafter	£0	£100,867	£302,600	£302,600	£302,600
Revenue	Potential for £100k increase in grants received with active promotion Assumed 50% in Year 2 and 100% thereafter	£0	£0	£50,000	£100,000	£100,000
Revenue	Potential for £40 - 50k per annum (£40k assumed) Assumed 50% in Year 2 and 100% thereafter	£0	£0	£20,000	£40,000	£40,000
Revenue	Additional £25k income per annum	£0	£0	£12,500	£25,000	£25,000
Revenue	Additional £25k income per annum Assumed 50% in Year 2 and 100% thereafter	£0	£0	£12,500	£25,000	£25,000
Travel Costs	Total travel cost of £367k reduced by 19% (in line with peripatic headcount reduction) Saving from Year 3 onwards	£0	£0	£52,900	£52,900	£52,900

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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 no later than October 2014; however if a decision to proceed is made at a later date, the plan will need to be adjusted accordingly.

HR and Legal

Key Activities	Description	Time Scale	Benefits
Pre-Decision Preparation	<ul style="list-style-type: none"> • Clarity in relation to 'in-scope' posts • 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 • Preparation of Job role definitions and potential grades 	June - Sept 2014	Preparations made to support decision making process and consultation
Pre-Decision Engagement	<ul style="list-style-type: none"> • Continue engagement and consultation with trade unions and staff • Views and feedback to be fed into the decision making process 	June – Sept 2014	<ul style="list-style-type: none"> • Meaningful engagement with trade unions and staff
Decision made re: continued development of new service	<ul style="list-style-type: none"> • Sign off from: <ul style="list-style-type: none"> - Cabinet (across all three authorities) - Council (across all three authorities) - Begin Chief Officer appoint process 	Sept - Oct 2014	

Key Activities	Description	Time Scale	Benefits
Commence pre-transfer due diligence	<ul style="list-style-type: none"> • Refine terms and conditions information • Exchange of anonymised information 	Oct - Dec 2014	<ul style="list-style-type: none"> • Compliance with law
Consultation re: potential transfer of staff to new service	<ul style="list-style-type: none"> • 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 	Nov - Jan 2015	<ul style="list-style-type: none"> • Meaningful engagement with trade unions and staff
Implementation of management structure for new service	<ul style="list-style-type: none"> • Selection/matching process for new managerial roles • Managers moving to new roles. 	Jan 2015	<ul style="list-style-type: none"> • Managers in place to drive the implementation process
Processing of any pre-transfer mitigation measures	<ul style="list-style-type: none"> • Consideration of applications for voluntary severance • Using appropriate protocols 	Feb – March 2015	<ul style="list-style-type: none"> • Opportunity to mitigate adverse implications of change • Opportunity to achieve earlier cost reductions
Potential date of transfer of staff to new service	<ul style="list-style-type: none"> • Transfer of staff to new service 	April 2015	
Consultation re: implementation of post transfer measures /changes	<ul style="list-style-type: none"> • Consultation re: implementation of post transfer measures in accordance with statutory and agreed “change” policy requirements 	May – July 2015	<ul style="list-style-type: none"> • Meaningful engagement with trade unions and staff

Key Activities	Description	Time Scale	Benefits
Implementation of post transfer changes	<ul style="list-style-type: none"> • Commencement of implementation process • Subject to outcome of consultation • Selection of staff to new structure 	Sept 2015	
Notice periods as necessary	<ul style="list-style-type: none"> • As per contractual requirements 	Nov – Jan 2016	

Key Considerations (HR and Legal)

- The timescales set out above are contingent on a decision being made to progress the collaboration exercise by no later than October 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 be 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.

Staff to Transfer Totals as at 08.07.14 page 26

Local Authority		C	D	E	F	G	H
		Total Posts on Estab	Perm Post Vacancies	Perm Post filled Temp	In Scope Posts to Transfer	Temp Unfunded	In Scope Temporarily
Bridgend	Head Count	49.00	1.00	2.00	<u>46.00</u>	2.00	0.00
	FTE	46.86	1.00	2.00	<u>43.86</u>	2.00	0.00
Cardiff	Head Count	164.00	14.00	13.00	<u>137.00</u>	0.00	0.00
	FTE	146.08	14.00	11.68	<u>120.40</u>	0.00	0.00
Vale of Glamorgan	Head Count	58.00	8.00	5.00	<u>45.00</u>	4.00	0.00
	FTE	51.90	7.60	3.90	<u>40.40</u>	4.00	0.00
Total	Head Count	271.00	23.00	20.00	<u>228.00</u>	6.00	0.00
	FTE	244.84	22.60	17.58	<u>204.67</u>	6.00	0.00

Column C (Total FTE) includes: All permanent posts plus permanent posts filled with temp staff plus permanent posts which are vacant

Column D (Vacancies) includes: Permanent posts which are vacant

Column E (Temp Filled) includes: Permanent posts filled temporarily only, to aid achievement of total savings

Column F (Posts to Transfer): Column C minus column D and E

Column G (Temp unfunded): Temp posts providing cover e.g maternity cover

Column H (In Scope Temporarily): Temp filled posts with end date past the transfer date.

*In scope to Transfer but funded separately are 9 Money Lending unit staff (7.88FTE) plus 2 FTE vacancies (from Cardiff)

*These posts are not included in the above totals

Appendix M - Bridgend Current Establishment 2014/15

Area	Position Name	FTE
Public Protection	Group Manager	1.00
Environmental Health Services	PA/Secretary	1.00
Environmental Health Services	Environmental Health Officer	1.00
Environmental Health Services	Environmental Health Officer	1.00
Environmental Health Services	Environmental Health Officer	1.00
Environmental Health Services	Environmental Health Officer	0.61
Environmental Health Services	Environmental Health Officer	1.00
Environmental Health Services	Environmental Health Officer	1.00
Environmental Health Services	Environmental Health Officer	1.00
Environmental Health Services	Environmental Health Officer	0.81
Environmental Health Services	Environmental Health Officer	1.00
Environmental Health Services	Environmental Health Officer	1.00
Environmental Health Services	Environmental Health Officer	0.81
Environmental Health Services	Environmental Health Officer	1.00
Environmental Health Services	Principal Officer Food Safety & Health & Safety	0.92
Environmental Health Services	Principal Officer Housing/Pollution	1.00
Environmental Health Services	Principal Officer Housing/Pollution	0.92
Environmental Health Services	Senior EHO Food Safety	1.00
Environmental Health Services	Senior EHO Health & Safety	1.00
Environmental Health Services	Senior EHO Pollution	0.92
Environmental Health Services	Service Manager - Environmental Health	1.00
Environmental Health Services	Team Clerk	0.81
Environmental Health Services	Technical Officer	0.95
Environmental Health Services	Technical Officer	1.00
Environmental Health Services	Technical Officer	1.00
Environmental Health Services	Technical Officer	1.00
Trading Standards	Animal Health Officer	1.00
Trading Standards	Animal Health Officer	1.00
Trading Standards	Dog Warden	1.00
Trading Standards	Fair Trading Officer	1.00
Trading Standards	Fair Trading Officer	0.54
Trading Standards	Fair Trading Officer	1.00
Trading Standards	Fair Trading Officer	1.00
Trading Standards	Licensing Assistant	1.00
Trading Standards	Licensing Assistant	1.00
Trading Standards	Licensing Assistant *	1.00
Trading Standards	Licensing Enforcement Officer	0.50
Trading Standards	Licensing Officer	1.00
Trading Standards	Principal Trading Standards Officer *	1.00
Trading Standards	Principal Trading Standards Officer	1.00
Trading Standards	Public Protection Support Officer	1.00

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Trading Standards	Senior Fair Trading Officer	1.00
Trading Standards	Senior Fair Trading Officer	1.00
Trading Standards	Senior Licensing Assistant	1.00
Trading Standards	Service Manager - Trading Standards	1.00
Trading Standards	Team Clerk	1.00
Trading Standards	Team Clerk	1.00
Trading Standards	Team Clerk	0.81
Trading Standards	Trading Standards Officer	1.00

Trading Standards	Licensing Enforcement Officer **	1.00
Trading Standards	Horse Warden **	1.00
Environmental Health Services	Technical Officer **	1.00
Trading Standards	Trading Standards Officer ***	0.00

*** Temp Funded**

**** Temp Unfunded**

***** Vacancy**

Appendix M – Cardiff Current Establishment List 2014/15

Area	Position Name	FTE
HEAD OF SERVICE	HOS REGULATORY AND SUPPORTING SERVICES	1.00
ADMINISTRATION TEAM	HIGHER CLERICAL ASSISTANT	1.00
ADMINISTRATION TEAM	HIGHER CLERICAL ASSISTANT	0.60
ADMINISTRATION TEAM	HIGHER CLERICAL ASSISTANT	0.39
ADMINISTRATION TEAM	HIGHER CLERICAL ASSISTANT	5.00
CONTAMINATED LAND	GROUP LEADER (CONTAMINATED LAND)	1.00
CONTAMINATED LAND	SENIOR TECHNICAL OFFICER	1.00
CONTAMINATED LAND	SENIOR TECHNICAL OFFICER *	1.00
FOOD HYGIENE AND PORT HEALTH	ENVIRONMENTAL HEALTH OFFICER	1.00
FOOD HYGIENE AND PORT HEALTH	GROUP LEADER (FOOD)	1.00
FOOD HYGIENE AND PORT HEALTH	SAMPLING OFFICER	1.00
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.79
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.70
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
FOOD HYGIENE AND PORT HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.80
FOOD HYGIENE AND PORT HEALTH	TEAM LEADER FOOD SAFETY	1.00
FOOD HYGIENE AND PORT HEALTH	TEAM LEADER FOOD SAFETY	1.00
HOUSING ENFORCEMENT	CUSTOMER SUPPORT OFFICER	0.50
HOUSING ENFORCEMENT	CUSTOMER SUPPORT OFFICER	0.50
HOUSING ENFORCEMENT	CUSTOMER SUPPORT OFFICER	0.50
HOUSING ENFORCEMENT	CUSTOMER SUPPORT OFFICER	0.50
HOUSING ENFORCEMENT	CUSTOMER SUPPORT OFFICER	0.50
HOUSING ENFORCEMENT	DEVELOPMENT MANAGER	1.00
HOUSING ENFORCEMENT	GROUP LEADER-COMPLAINT & EMPTY HOMES	1.00
HOUSING ENFORCEMENT	GROUP LEADER-HMO LICENSING AND PROJECTS	1.00
HOUSING ENFORCEMENT	HIGHER CLERICAL ASSISTANT	1.00
HOUSING ENFORCEMENT	HOUSING SURVEYOR	1.00
HOUSING ENFORCEMENT	HOUSING SURVEYOR	1.00
HOUSING ENFORCEMENT	HOUSING SURVEYOR	1.00
HOUSING ENFORCEMENT	HOUSING SURVEYOR	0.50
HOUSING ENFORCEMENT	HOUSING SURVEYOR	0.77
HOUSING ENFORCEMENT	HOUSING SURVEYOR	1.00
HOUSING ENFORCEMENT	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00
HOUSING ENFORCEMENT	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	0.80
HOUSING ENFORCEMENT	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00
HOUSING ENFORCEMENT	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00
HOUSING ENFORCEMENT	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00
HOUSING ENFORCEMENT	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00
HOUSING ENFORCEMENT	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00
HOUSING ENFORCEMENT	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF *	1.00
HOUSING ENFORCEMENT	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF	1.00

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HOUSING ENFORCEMENT	STUDENT LIAISON OFFICER *	0.80
HOUSING ENFORCEMENT	SUPPORT OFFICER	0.81
HOUSING ENFORCEMENT	SURVEY SUP OFFR (VACANT HOMES)	1.00
ILLEGAL MONEY LENDING UNIT	CLIENT LIAISON OFFICER *	1.00
ILLEGAL MONEY LENDING UNIT	CLIENT LIAISON OFFICER *	0.78
ILLEGAL MONEY LENDING UNIT	DEPUTY INVESTIGATIONS MANAGER *	1.00
ILLEGAL MONEY LENDING UNIT	INVESTIGATIONS MANAGER *	1.00
ILLEGAL MONEY LENDING UNIT	INVESTIGATOR *	1.00
ILLEGAL MONEY LENDING UNIT	INVESTIGATOR *	0.59
ILLEGAL MONEY LENDING UNIT	INVESTIGATOR *	0.50
ILLEGAL MONEY LENDING UNIT	INVESTIGATOR *	1.00
ILLEGAL MONEY LENDING UNIT	INVESTIGATOR *	1.00
LICENSING AND STRATEGIC SERVICES	ADMINISTRATIVE SUPPORT OFFICER	0.50
LICENSING AND STRATEGIC SERVICES	GROUP LEADER (LICENSING)	1.00
LICENSING AND STRATEGIC SERVICES	LICENSING ADMIN SUPPORT ASSISTANT	1.00
LICENSING AND STRATEGIC SERVICES	LICENSING ADMIN SUPPORT ASSISTANT	1.00
LICENSING AND STRATEGIC SERVICES	LICENSING ADMIN SUPPORT ASSISTANT	0.50
LICENSING AND STRATEGIC SERVICES	LICENSING ADMIN SUPPORT ASSISTANT	0.50
LICENSING AND STRATEGIC SERVICES	LICENSING ASSISTANT GENERAL	1.00
LICENSING AND STRATEGIC SERVICES	LICENSING ASSISTANT TAXI	1.00
LICENSING AND STRATEGIC SERVICES	LICENSING ENFORCEMENT OFFICER	1.00
LICENSING AND STRATEGIC SERVICES	LICENSING ENFORCEMENT OFFICER	1.00
LICENSING AND STRATEGIC SERVICES	LICENSING ENFORCEMENT OFFICER	1.00
LICENSING AND STRATEGIC SERVICES	LICENSING ENFORCEMENT OFFICER	1.00
LICENSING AND STRATEGIC SERVICES	LICENSING ENFORCEMENT OFFICER	1.00
LICENSING AND STRATEGIC SERVICES	SENIOR LICENSING OFFICER (ENFORCEMENT)	1.00
LICENSING AND STRATEGIC SERVICES	SENIOR LICENSING OFFICER(TECHNICAL)	1.00
NOISE AND AIR POLLUTION	AIR QUALITY MANAGER	1.00
NOISE AND AIR POLLUTION	GROUP LEADER (NOISE & AIR POLLUTION)	1.00
NOISE AND AIR POLLUTION	NOISE ENFORCEMENT OFFICER	1.00
NOISE AND AIR POLLUTION	NOISE ENFORCEMENT OFFICER	1.00
NOISE AND AIR POLLUTION	SENIOR AIR POLLUTION OFFICER	1.00
NOISE AND AIR POLLUTION	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
NOISE AND AIR POLLUTION	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
NOISE AND AIR POLLUTION	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
NOISE AND AIR POLLUTION	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.50
NOISE AND AIR POLLUTION	SENIOR TECHNICAL OFFICER	1.00
NOISE AND AIR POLLUTION	SENIOR TECHNICAL OFFICER	1.00
OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	HEALTH IMPROVEMENT OFFICER	1.00
OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.70
OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	0.43
OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER	1.00
OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	TEAM LEADER HEALTH IMPROVEMENT TEAM	1.00

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OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	TECHNICAL OFFICER	1.00
OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	TECHNICAL OFFICER	0.61
OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	TECHNICAL OFFICER	0.61
PEST CONTROL	ASSISTANT PEST CONTROL MANAGER	1.00
PEST CONTROL	CARDIFF DOGS HOME MANAGER	0.95
PEST CONTROL	DOG WARDEN	1.00
PEST CONTROL	DOGS HOME SUPPORT OFFICER	0.68
PEST CONTROL	GROUP LEADER (PEST CONTROL)	1.00
PEST CONTROL	KENNEL ASSISTANT	0.41
PEST CONTROL	KENNEL ASSISTANT	0.65
PEST CONTROL	KENNEL ASSISTANT	0.55
PEST CONTROL	KENNEL ASSISTANT	0.20
PEST CONTROL	PEST CONTROL MANAGER	1.00
PEST CONTROL	POUND ATTENDANT	1.00
PEST CONTROL	POUND ATTENDANT	1.00
PEST CONTROL	POUND ATTENDANT	1.00
PEST CONTROL	POUND ATTENDANT	1.00
PEST CONTROL	SENIOR CLERICAL ASSISTANT	1.00
PEST CONTROL	SENIOR PEST CONTROL TECHNICIAN	1.00
PEST CONTROL	SENIOR PEST CONTROL TECHNICIAN	1.00
PEST CONTROL	SENIOR PEST CONTROL TECHNICIAN	1.00
PEST CONTROL	SENIOR PEST CONTROL TECHNICIAN	1.00
PEST CONTROL	SENIOR PEST CONTROL TECHNICIAN	1.00
PEST CONTROL	WEEKEND KENNEL SUPERVISOR	0.41
POLLUTION CONTROL ADMINISTRATION	ADMINISTRATOR	0.50
POLLUTION CONTROL ADMINISTRATION	WP OPERATOR/HCA/TYPIST	0.50
PUBLIC PROTECTION ADMINISTRATION	ADMINISTRATOR	1.00
PUBLIC PROTECTION ADMINISTRATION	SENIOR CLERICAL ASSISTANT	0.50
PUBLIC PROTECTION ADMINISTRATION	SENIOR CLERICAL ASST HEALTH IMP TEAM	0.50
PUBLIC PROTECTION ADMINISTRATION	WP OPERATOR/HCA/TYPIST	1.00
PUBLIC PROTECTION ADMINISTRATION	WP OPERATOR/HCA/TYPIST	1.00
PUBLIC PROTECTION ADMINISTRATION	WP OPERATOR/HCA/TYPIST *	1.00
SERVICE DEVELOPMENT	BUSINESS IMPROVEMENT OFFICER	1.00
SERVICE DEVELOPMENT	SERVICE DEVELOPMENT OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	ACCREDITED FINANCIAL INVESTIGATOR	0.80
TRADING STANDARDS - FAIR TRADING	CONSUMER PROTECTION OFFICER	0.81
TRADING STANDARDS - FAIR TRADING	CONSUMER PROTECTION OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	0.80
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER *	1.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	0.76
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	GROUP LEADER (COMMERCIAL)	1.00

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TRADING STANDARDS - FAIR TRADING	GROUP LEADER (TECHNICAL & PERFORMANCE)	1.00
TRADING STANDARDS - FAIR TRADING	HORSE WARDEN/ANIMAL WELFARE OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	SENIOR TRADING STANDARDS OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	TRADING STANDARDS OFFICER	0.81
TRADING STANDARDS - FAIR TRADING	TRADING STANDARDS OFFICER	0.78
TRADING STANDARDS - FAIR TRADING	TRADING STANDARDS OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	TRADING STANDARDS OFFICER	1.00
TRADING STANDARDS - FAIR TRADING	TRADING STANDARDS OFFICER	0.60
TRADING STANDARDS - FAIR TRADING	TRADING STANDARDS OFFICER	1.00
	ASSISTANT CONSUMER PROTECTION OFFICER	0.57
	LEGAL SUPPORT OFFICER	1.00
	OM POLLUTION CONTROL	1.00
	OM PUBLIC PROT & PRIVATE SECTOR HOUSING	1.00
HOUSING ENFORCEMENT	HOUSING SURVEYOR ***	0.00
HOUSING ENFORCEMENT	LANDLORD ACCREDITATION WALES SCHEME COOR ***	0.00
HOUSING ENFORCEMENT	SENIOR HOUSING SURVEYOR/ENV HEALTH OFF ***	0.00
ILLEGAL MONEY LENDING UNIT	ADMINISTRATIVE OFFICER ***	0.00
ILLEGAL MONEY LENDING UNIT	SENIOR ADMINISTRATIVE OFFICER ***	0.00
OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER ***	0.00
OCCUPATIONAL HEALTH AND COMMUNITY HEALTH	SENIOR ENVIRONMENTAL HEALTH OFFICER ***	0.00
PEST CONTROL	COMMERCIAL CONTRACTS MANAGER ***	0.00
PEST CONTROL	DOG WARDEN ***	0.00
PEST CONTROL	KENNEL ASSISTANT ***	0.00
PEST CONTROL	SENIOR CLERICAL ASSISTANT ***	0.00
TRADING STANDARDS - FAIR TRADING	FAIR TRADING OFFICER ***	0.00
TRADING STANDARDS - FAIR TRADING	TRADING STANDARDS OFFICER **	1
* Temp Funded		
** Temp Unfunded		
*** Vacancy		

Appendix M – Vale of Glamorgan Current Establishment List 2014/15

Area	Position Name	Assignment Fte
Management	Head of Public Protection	1.00
Housing & Pollution	Environmental Health Officer	1.00
Housing & Pollution	Environmental Health Officer	1.00
Housing & Pollution	Environmental Health Officer	1.00
Housing & Pollution	Environmental Health Officer	0.50
Housing & Pollution	Environmental Health Officer	1.00
Housing & Pollution	Environmental Health Officer	0.50
Housing & Pollution	Pest Control Officer	1.00
Housing & Pollution	Pest Control Officer	1.00
Housing & Pollution	Pest Control Officer	1.00
Housing & Pollution	Senior Occupational Therapist	1.00
Housing & Pollution	Senior Support Officer	1.00
Housing & Pollution	Team Leader Environmental Health (Housing)	1.00
Housing & Pollution	Team Leader, Pollution Control Officer	1.00
Housing & Pollution	Technical Assistant (Housing)	0.50
Housing & Pollution	Technical Assistant (Housing)	1.00
Housing & Pollution	Technical Officer *	1.00
Management support	Public Protection Support Officer (Commercial)	0.80
Management support	Public Protection Support Officer (Finance)	1.00
Management support	Public Protection Support Officer (Housing & Pollution)	1.00
Management support	Public Protection Support Officer (Management)	1.00
Regulatory Services incl Licensing	Assistant Senior Licensing Administrator	0.50
Regulatory Services incl Licensing	Dog Warden	1.00
Regulatory Services incl Licensing	Dog Warden *	0.50
Regulatory Services incl Licensing	Environmental Health Officer	1.00
Regulatory Services incl Licensing	Environmental Health Officer	0.60
Regulatory Services incl Licensing	Environmental Health Officer	1.00
Regulatory Services incl Licensing	Environmental Health Officer	1.00
Regulatory Services incl Licensing	Environmental Health Officer	1.00
Regulatory Services incl Licensing	Environmental Health Officer	1.00
Regulatory Services incl Licensing	Environmental Health Officer	1.00
Regulatory Services incl Licensing	Environmental Health Officer	1.00
Regulatory Services incl Licensing	Licensing Administrator	1.00
Regulatory Services incl Licensing	Licensing Administrator	0.59

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Regulatory Services incl Licensing	Licensing Administrator	0.50
Regulatory Services incl Licensing	Licensing Administrator *	0.59
Regulatory Services incl Licensing	Licensing Administrator *	0.50
Regulatory Services incl Licensing	Licensing Administrator *	0.41
Regulatory Services incl Licensing	Licensing Enforcement Officer	1.00
Regulatory Services incl Licensing	Licensing Enforcement Officer	1.00
Regulatory Services incl Licensing	Licensing Enforcement Officer	1.00
Regulatory Services incl Licensing	Sampling Officer	1.00
Regulatory Services incl Licensing	Senior Licensing Administrator	0.50
Regulatory Services incl Licensing	Team Leader, Environmental Health	0.59
Regulatory Services incl Licensing	Team Leader, Environmental Health	0.81
Regulatory Services incl Licensing	Team Leader, Licensing	1.00
Trading Standards	Assistant Consumer Protection Officer	1.00
Trading Standards	Consumer Education Officer	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 Protection Officer *	1.00
Trading Standards	Trading Standards Officer (Consumer Services)	1.00
Regulatory Services incl Licensing	Environmental Health Officer **	1.00
Regulatory Services incl Licensing	Licensing Enforcement Officer **	1.00
Regulatory Services incl Licensing	Team Leader, Environmental Health **	0.18
Trading Standards	Animal Health Enforcement Officer **	1.00
Trading Standards	Consumer Protection Officer **	1.00
Regulatory Services incl Licensing	Dog Warden ***	0.50
Management Support	Senior Regulatory Support Officer	0.60
Regulatory Services incl Licensing	Licensing Enforcement Officer ***	NULL
Regulatory Services incl Licensing	Licensing Enforcement Officer ***	NULL
Regulatory Services incl Licensing	Technical Officer ***	NULL

Trading Standards	Trading Standards Officer/Senior Trading Standards Officer ***	NULL
* Temp Funded		
** Temp Unfunded		
*** Vacancy		

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Appendix N – Salary Comparison

Area	Post Description	No. of Posts (FTE)	Bridgend			Cardiff			Vale of Glamorgan		
			Grade	Estimate 37hrs + on costs	Estimate 37hrs +1%	Grade	Estimate 37hrs + on costs	37hrs +1%	Grade	Estimate 37 hrs + on costs	37 hrs +1%
Head of Service	Head of Service, Regulatory Services	1									
Neighbourhood Services	Neighbourhood Services Manager	1									
Neighbourhood Services	Neighbourhood Services Team Leader	3									
Neighbourhood Services	Neighbourhood Services Officer	18									
Neighbourhood Services	Neighbourhood Services Technical Officer	12									
Neighbourhood Services	Licensing Team Leader	2									
Neighbourhood Services	Licensing Officer	2									
Neighbourhood Services	Licensing Enforcement Officer	10									
Neighbourhood Services	Licensing Assistant	4									
Commercial Services	Commercial Services Manager	1									
Commercial Services	Commercial Services Team Leader	4									
Commercial Services	Commercial Services Officer	24									
Commercial Services	Commercial Services Technical Officer	31									
Enterprise and Specialist Services	Enterprise and Specialist Services Manager	1									
Enterprise and Specialist Services	Pest control and Animal Welfare Team Leader	1									

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Enterprise and Specialist Services	Pest Control Officer	7											
Enterprise and Specialist Services	Contracts Manager	1											
Enterprise and Specialist Services	Dog Warden	4											
Enterprise and Specialist Services	Animal Welfare Officer	3											
Enterprise and Specialist Services	Dogs Home Support Assistant (Dogs Home)	0.68											
Enterprise and Specialist Services	Cardiff Dogs home Manager (Dogs Home)	0.9											
Enterprise and Specialist Services	Kennel Assistant (Dogs Home)	2.46											
Enterprise and Specialist Services	Pound Attendant (Dogs Home)	5.64											
Enterprise and Specialist Services	Weekend Kennel Supervisor (Dogs Home)	0.8											
Enterprise and Specialist Services	Specialist Services Team Leader	2											
Enterprise and Specialist Services	Education and Training Officer	2											
Enterprise and Specialist Services	Public Health Officer	1											
Enterprise and Specialist Services	Specialist Services Technical Officer	4											
Enterprise and Specialist Services	Accredited Financial Investigator	1											
Enterprise and Specialist Services	Legal support Officer	1											
Enterprise and Specialist Services	Specialist Invesitgations Officer	2											
Enterprise and Specialist Services	Business Development and Performance Support Officer	1											
Administration	Administration Manager	1											
Administration	Senior Licensing Support Officer	1											
Administration	Licensing Support Officer	6											

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Administration	Senior Support Officer	1									
Administration	Support Officer	14									
Administration	Database Administrator	1									
TOTAL						£6,579,921				£6,984,642	£6,802,929

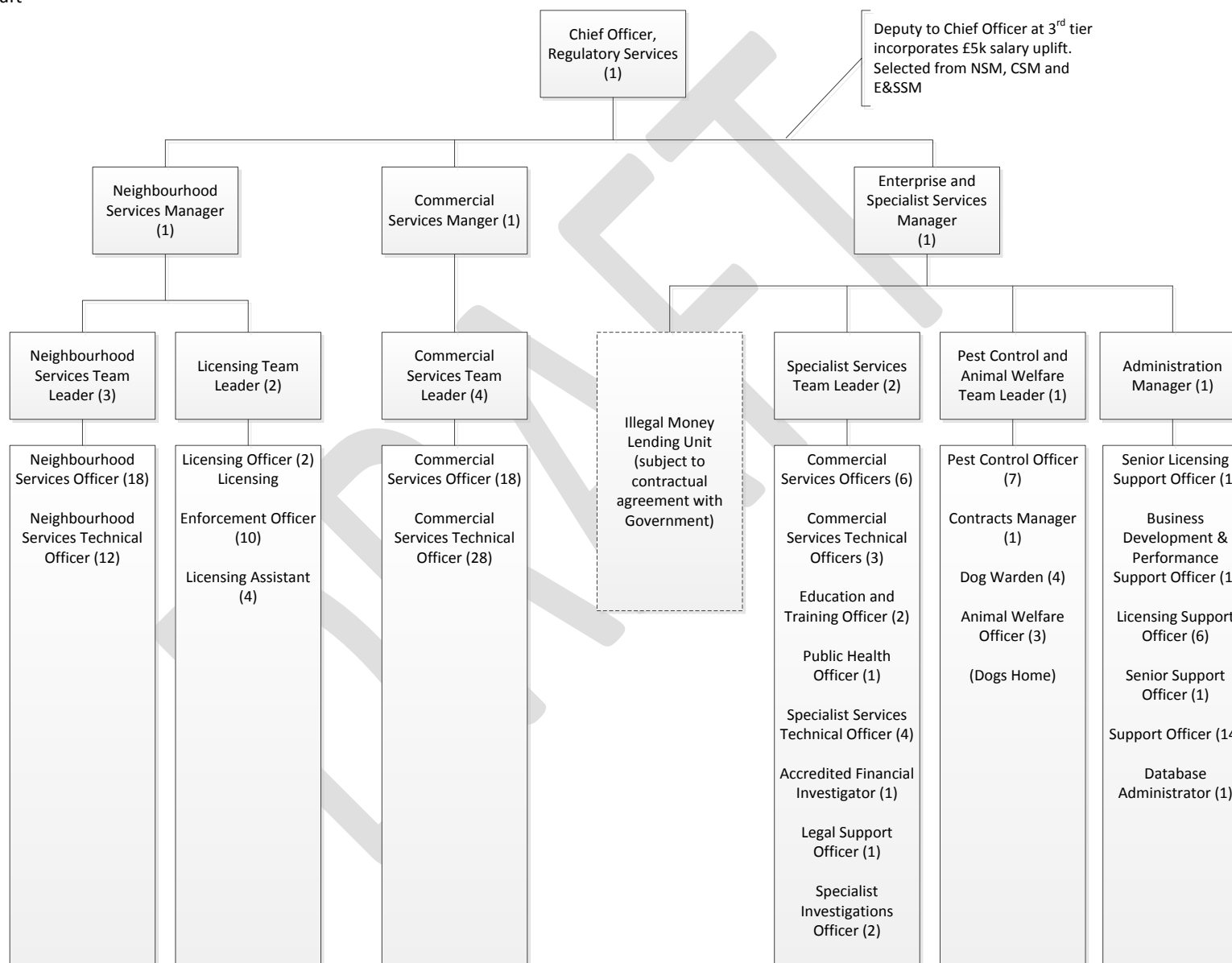
The table above show the grade and estimated cost assumptions used for the proposed Model for Collaboration and change across 3 Council's.

These are indicative only and will be subject to the appropriate job evaluation during the implementation phase.

Based on 37 hrs. Salary includes On-costs

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



Appendix C

Functions and Responsibilities

The functions listed in Appendix C, part A and part B, is delegated to the Joint Committee by the authority.

The delegation to the Joint Committee shall be deemed to include all incidental functions and duties arising out of or in connection with the discharge of the statutory functions listed in Appendix C part A or B and/or as may be required to give efficacy to the delegation of the functions listed in Appendix C Part A and B

The exercise of such delegated functions shall be subject to the provisions of the Joint Working Agreement to be concluded by the participating authorities, which Joint Working Agreement will provide further detail as to the terms of the delegations including, reserved matters (those matters that will be reserved to each authority), restrictions, financial and other limitations and detail as to those matters delegated to the joint committee that may be further delegated.

The delegation to the Joint Committee shall also include, without limitation to the above, the appointment of the Head of the Shared Regulatory Service

Reference in Appendix C to any statute, enactment, order, regulation or other similar instrument shall be construed as reference to the statute, enactment, order, regulation or other similar instrument as amended or replaced by any subsequent enactment, modification order, regulation or instrument

Trading Standards

Trading Standards act on behalf of consumers and business. They advise on and enforce laws that govern the way we buy, sell, rent and hire goods and services, investigating complaints and, if all else fails, prosecuting traders who break the law.

These laws cover a wide area, which include:

- Consumer safety
- Counterfeit goods
- Product labelling
- Weights and measures
- Under-age sales
- Animal welfare

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
▪ Agricultural (Miscellaneous Provision) Act 1968	*		
▪ Agriculture Act 1970	*		
▪ Animal Health Act 1981	*		
▪ Animal Welfare Act 2006	*		
▪ Cardiff City Council Act 1984	*		
▪ Clean Air Act 1993		*	
▪ Clean Neighbourhoods and Environment Act 2005	*		
▪ Consumer Credit Act 1974 & 2006	*		
▪ Consumer Protection Act 1987	*		
▪ Control of Horses (Wales) Act 2014	*		
▪ Copyright Designs and Patents Act 1988	*		
▪ Education Reform Act 1988	*		
▪ Energy Conservation Act 1981	*		
▪ Enterprise Act 2002	*		
▪ Estate Agents Act 1979	*		
▪ Explosives Act 1875			*
▪ Fair Trading Act 1973	*		
▪ Food Safety Act 1990	*		
▪ Hallmarking Act 1973	*		
▪ Health and Safety at Work etc. Act 1974(and scheduled provisions)			*
▪ Housing Act 2004	*		
▪ Housing and Regeneration Act 2008	*		
▪ Legal Services Act 2007	*		

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
▪ Medicines Act 1968	*		
▪ Mock Auctions Act 1961	*		
▪ Olympic Symbol etc. (Protection) Act 1995	*		
▪ Poisons Act 1972	*		
▪ Prices Act 1974 & 1975	*		
▪ Property Misdescriptions Act 1991	*		
▪ Road Traffic (Foreign Vehicles) Act 1972	*		
▪ Road Traffic Act 1988	*		
▪ Solicitors Act 1974	*		
▪ Sunbeds (Regulation) Act 2010	*		
▪ Tattooing of Minors Act 1969	*		
▪ Timeshare Act 1992	*		
▪ Tobacco Advertising and Promotion Act 2002	*		
▪ Trade Descriptions Act 1968	*		
▪ Trade Marks Act 1994	*		
▪ Vehicle Crime Act 2001	*		
▪ Video Recordings Act 1984	*		
▪ Weights and Measures Act & c 1976	*		
▪ Weights and Measures Act 1985	*		

Appendix C

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
○ Advanced Television Services Regulations 2003	*		
○ African Swine Fever (Wales) Order 2003	*		
○ Animals and Animal Products (Import & Export)(Wales) Regulations 2006	*		
○ Animal By-Products (Enforcement)(No 2)(Wales) Regulations 2011			*
○ Aquatic Animal Health (England and Wales) Regulations 2009	*		
○ Avian Influenza and Influenza of Avian Origin in Mammals (Wales) Order 2006	*		
○ Avian Influenza (H5N1 in Poultry)(Wales) Order 2006	*		
○ Avian Influenza (H5N1 in Wild Birds)(Wales) Order 2006	*		
○ Avian Influenza (Preventive Measures)(Wales) Regulations 2006	*		
○ Biofuel (Labelling) Regulations 2004	*		
○ Bluetongue (Wales) Regulations 2008	*		
○ BSE Monitoring (Wales) Regulations 2001	*		
○ Business Protection from Misleading Marketing Regulations 2008	*		
○ Cancellation of Contracts made in a Consumer's Home or Place of Work etc. Regulations 2008	*		
○ Cat and Dog Fur (Control of Import, Export and Placing on the Market) Regulations 2008	*		
○ Cattle Identification (Wales) Regulations 2007	*		*

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
○ Classical Swine Fever (Wales) Order 2003	*		
○ Common Agricultural Policy (Wine) Regulations 2001	*		
○ Construction Products Regulations 1991	*		
○ Consumer Protection from Unfair Trading Regulations 2008	*		
○ Contaminants in Food (Wales) Regulations 2010	*		
○ Detergents Regulations 2010	*		
○ Diseases of Animals (Seizure) Order 1993	*		
○ Ecodesign for Energy-Using Products Regulations 2007	*		
○ Eggs and Chicks (Wales) Regulations 2010	*		
○ Electromagnetic Compatibility Regulations 2006	*		
○ Energy Efficiency (Ballasts for Fluorescent Lighting) Regulations 2001	*		
○ Energy Information Regulations 2011	*		
○ Energy Performance of Buildings (Certificates & Inspections)(England & Wales) Regulations 2007	*		
○ Equine Identification (Wales) Regulations 2009	*		
○ Export and Movement Restrictions (Foot and Mouth Disease) (Wales) Regulations 2007	*		
○ Feed (Hygiene and Enforcement)(Wales) Regulations 2005	*		
○ Financial Services (Distance Marketing) Regulations 2004	*		
○ Fluorinated Greenhouse Gases Regulations 2009	*		

Appendix C

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
○ Foot and Mouth Disease (Control of Vaccination)(Wales) Regulations 2006	*		
○ Foot and Mouth Disease (Wales) Order 2006	*		
○ General Product Safety Regulations 2005	*		
○ Importation of Animals Order 1977	*		
○ Measuring Instruments (Automatic Catchweighers) Regulations 2006	*		
○ Measuring Instruments (Automatic Discontinuous Totalisers) Regulations 2006	*		
○ Measuring Instruments (Automatic Gravimetric Filling Instruments) Regulations 2006	*		
○ Measuring Instruments (Automatic Rail-Weighbridges) Regulations 2006	*		
○ Measuring Instruments (Beltweighers) Regulations 2006	*		
○ Measuring Instruments (Capacity Serving Measures) Regulations 2006	*		
○ Measuring Instruments (Cold Water Meters) Regulations 2006	*		
○ Money Laundering Regulations 2007	*		
○ Movement of Animals (Restrictions)(Wales) Order 2003	*		*
○ Non-automatic Weighing Instruments Regulations 2000	*		
○ Official Feed and Food Controls (Wales) Regulations 2009	*		
○ Older Cattle (Disposal)(Wales) Regulations 2006	*		
○ Olive Oil (Marketing Standards) Regulations 2003	*		
○ Organic Products Regulations 2009	*		

Appendix C

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
○ Packaged Goods Regulations 2006	*		
○ Packaging Essential Requirements Regulations 2003	*		
○ Passenger Car (Fuel Consumption and Co2 Emissions Information) Regulations 2001	*		
○ Pigs (Records, Identification & Movement)(Wales) Order 2008	*		*
○ Products of Animal Origin (Third Country Imports)(Wales) Regulations 2007	*		
○ Radio Equipment and Telecommunications Terminal Equipment Regulations 2000	*		
○ REACH Enforcement Regulation 2008			*
○ Recreational Craft Regulations 2004	*		
○ Registration of Establishments (Laying Hens)(Wales) Regulations 2004	*		
○ Sheep and Goats (Records, Identification & Movement) (Wales) Order 2009	*		
○ Specified Animal Pathogens (Wales) Order 2008	*		
○ Spirit Drinks Regulations 2008	*		
○ Sunbeds (Regulations) Act 2010 (Wales) Regulations 2011	*		
○ Swine Vesicular Disease (Wales) Regulations 2009	*		
○ Transmissible Spongiform Encephalopathies (Wales) Regulations 2008	*		
○ Transport of Animals (Cleansing and Disinfection)(Wales) Order 2003	*		
○ TSE (Wales) Regulations 2002	*		

Appendix C

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
○ Volatile Organic Compounds in Paints, Varnishes and Vehicle Refinishing Products Regulations 2012	*		
○ Welfare of Animals (Transport)(Wales) Order 2007	*		
○ Zoonoses (Monitoring)(Wales) Regulations 2007	*		

Licensing

Licensing issues, administers and carries out enforcement duties relating to licensed premises, licensed vehicles and drivers, and other commercial activities requiring a registration or permit to operate.

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
▪ Animal Welfare Act 2006	*		
▪ Breeding of Dogs Act 1973	*	*	
▪ Charities Act 2006	*	*	
▪ Dangerous Wild Animals Act 1976	*	*	
▪ Game Licences Act 1860	*	*	
▪ Gambling Act 2005	*		*
▪ Health Act 2006	*		
▪ House to House Collections Act 1939	*	*	
▪ Licensing Act 2003	*		*
▪ Local Government (Miscellaneous Provisions) Act 1976	*	*	*
▪ Local Government (Miscellaneous Provisions) Act 1982	*	*	*
▪ Lotteries and Amusements Act 1976	*	*	
▪ Pet Animals Act 1951 (as amended)	*	*	
▪ Performing Animals (Regulations) Act 1925 and Performing Animals Rules 1925	*	*	
▪ Police, Factories etc. (Miscellaneous provisions) Act 1916			
▪ Riding Establishments Act 1964		*	
▪ Road Safety Act 2006		*	
▪ Scrap Metal Dealers Act 2013		*	
▪ The Town Police Clauses Act 1847		*	*
▪ Transport Act 1985		*	*
▪ Violent Crime Reduction Act 2006	*		
▪ Zoo Licensing Act 1981		*	

Environmental Health

Environmental health makes sure that people's living and working surroundings are safe, healthy and hygienic. They work in many areas which impact directly on public health including:

- Quality of the homes where people live
- Safety of places where people work
- Hygiene of places where people eat and where food is produced
- Reducing the causes and effects of air pollution
- Control of infectious diseases
- Problems arising from noise and anti-social noise
- Care over the redevelopment of contaminated land
- Registration of landlords
- Pest and dog control

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
▪ Animals Act 1971	*		
▪ Antisocial Behaviour Act 2003	*		
▪ Building Act 1984	*		
▪ Caravan Sites Act 1968	*		
▪ Caravan Sites and Control of Development Act 1960	*		
▪ Cardiff City Council Act 1984	*		
▪ Cardiff Corporation Acts 1961/69	*		
▪ Civic Amenities Act 1967	*		
▪ Clean Air Act 1993	*	*	
▪ Clean Neighbourhoods and Environment Act 2005	*		
▪ Control of Pollution Act 1974	*	*	
▪ Criminal Justice and Public Order Act 1974	*		
▪ Dangerous Dogs Act 1991 as amended	*		
▪ Dogs Act 1906 as amended	*		
▪ Dogs (Fouling of Land) Act 1996	*		
▪ Environmental Protection Act 1990	*	*	
▪ Environment Act 1995	*		
▪ Food and Environment Protection Act 1985	*		

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
▪ Food Safety Act 1990 (as amended)	*	*	
▪ European Communities Act 1972; and all Regulations, Orders and Declarations made thereunder;	*	*	
▪ Health Act 2006	*		
▪ Health and Safety at Work Act 1974	*	*	
▪ Housing Act 2004	*		
▪ Housing Act 1985	*		
▪ Housing Grants Construction and Regeneration Act 1996	*		
▪ Local Government (Miscellaneous Provisions) Act 1976	*		
▪ Local Government (Miscellaneous Provisions) Act 1982	*	*	
▪ Local Government and Housing Act 1989	*		
▪ Noise Act 1996	*		
▪ Pet Animals Act 1951;	*		
▪ Pollutions, Prevention & Control Act 1999;	*		
▪ Prevention of Damage by Pests Act 1949	*		
▪ Public Health (Control of Diseases) Act 1984;	*		
▪ Public Health Acts 1875-1984	*		
▪ Refuse Disposal (Amenity) Act 1978	*		
▪ Safety of Sports Grounds Act 1975 (as amended);	*		
▪ Sunbeds (Regulations) Act 2010	*		
▪ Sunday Trading Act 1994	*		
▪ The Guard Dogs Act 1975	*		

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
▪ The Tattooing of Minors Act 1969	*		
▪ Section 215 of the Town and Country Planning Act 1990	*		
▪ Water Industry Act 1991	*		
▪ Environmental Damage (Prevention and Remediation)(Wales) Regulations 2009	*		
▪ The Food (Chilli, Chilli Products, Curcuma and Palm Oil) (Emergency Control) (Wales) Regulations 2005	*		
• The Food Hygiene (Wales) Regulations 2006 (as amended)	*		
▪ The Food (Jelly Confectionery) (Emergency Control) (Wales) Regulations 2002 as amended by the Food (Jelly Confectionery) (Emergency Control) (Wales) (Amendment) Regulations 2004	*		
▪ The General Food Regulations 2004	*		
▪ The Health Protection (Wales) Local Authority Powers Regulations 2010	*		
▪ The Health Protection (Wales) Notification Regulations 2010	*		
▪ The Health Protection (Wales) Part 2(A) Regulations 2010	*		
▪ The Kava-Kava in Food Regulations (Wales) Regulation 2006	*		
▪ The Official Controls (Animals, Feed and Food)(Wales) Regulations 2007	*		
▪ The Official Feed and Food Controls (Wales) Regulations 2009 (as amended)	*		

Function/Legislation	Part A Executive functions delegated to Joint Committee	Part B Council / Non- Executive/ functions delegated to Joint Committee	Part C Regulatory Functions retained by the authority. * support to be provided to the authority as detailed in the Joint Working Agreement
▪ Private Water Supplies (Wales) Regulations 2010	*		
▪ The Quick-Frozen Foodstuffs (Wales) Regulations 2007	*		
▪ The Smoke-Free Premises etc. (Wales) Regulations 2007	*		
▪ The Specified Products from China (Restriction on first placing on the market) (Wales) Regulations 2008	*		
▪ The Sunbeds (Regulation) Act 2010 (Wales) Regulations 2011	*		
▪ The Trade in Animals and Related Products (Wales) Regulations 2011	*		
▪ The TSE (Wales) Regulations 2005 (as amended)	*		

Annex 1

FUNCTIONS NOT TO BE THE RESPONSIBILITY OF AN
AUTHORITY'S EXECUTIVE*Local Authorities Executive Arrangements, Functions and
Responsibilities (Wales) Regulations 2007(as amended)*

(1)	(2)
Function	Provision of Act or Statutory Instrument
B. Licensing and registration functions (in so far as not covered by any other paragraph of this Schedule)	
1. Power to issue licences authorising the use of land as a caravan site ("site licences").	Section 3(3) of the Caravan Sites and Control of Development Act 1960 (c. 62).
2. Power to license the use of moveable dwellings and camping sites.	Section 269(1) of the Public Health Act 1936 (c.49).
3. Power to license hackney carriages and private hire vehicles.	(a) as to hackney carriages, the Town Police Clauses Act 1847 (10 & 11 Vict. c. 89), as extended by section 171 of the Public Health Act 1875 (38 & 39 Vict. c. 55), and section 15 of the Transport Act 1985 (c. 67); and sections 47, 57, 58, 60 and 79 of the Local Government (Miscellaneous Provisions) Act 1976 (c. 57); (b) as to private hire vehicles, sections 48, 57, 58, 60 and 79 of the Local Government (Miscellaneous Provisions) Act 1976.
4. Power to license drivers of hackney carriages and private hire vehicles.	Sections 51, 53, 54, 59, 61 and 79 of the Local Government (Miscellaneous Provisions) Act 1976.
5. Power to license operators of hackney carriages and private hire vehicles.	Sections 55 to 58, 62 and 79 of the Local Government (Miscellaneous Provisions) Act 1976.
6. Power to register pool promoters.	The Gambling Act 2005
7. Power to grant track betting licences.	The Gambling Act 2005
8. Power to license inter-track betting schemes.	The Gambling Act 2005
9. Power to grant permits in respect of premises with amusement machines.	The Gambling Act 2005
10. Power to register societies wishing to promote lotteries.	The Gambling Act 2005
11. Power to grant permits in respect of premises where amusements with prizes are provided.	The Gambling Act 2005
12. Power to issue entertainments licences.	The Gambling Act 2005
13. Power to license sex shops and sex cinemas.	The Local Government (Miscellaneous Provisions) Act 1982, section 2 and Schedule 3.
14. Power to license performances of hypnotism.	The Hypnotism Act 1952 (c. 46).
15. Power to license premises for acupuncture, tattooing, ear-piercing and electrolysis.	Sections 13 to 17 of the Local Government (Miscellaneous Provisions) Act 1982.

16. Power to license pleasure boats and pleasure vessels.	Section 94 of the Public Health Acts Amendment Act 1907 (c. 53)(1).
17. Power to license market and street trading.	Part III of, and Schedule 4 to, the Local Government (Miscellaneous Provisions) Act 1982.
18. Duty to keep list of persons entitled to sell non-medicinal poisons.	Sections 3(1)(b)(ii), 5, 6 and 11 of the Poisons Act 1972 (c. 66)(2).
19. Power to license dealers in game and the killing and selling of game.	Sections 5, 6, 17, 18 and 21 to 23 of the Game Act 1831 (c. 32); sections 2 to 16 of the Game Licences Act 1860 (c. 90), section 4 of the Customs and Inland Revenue Act 1883 (c. 10), section 27 of the Local Government Act 1894 (c. 73), and section 213 of the Local Government Act 1972 (c. 70).
20. Power of register and license premises for the preparation of food.	Section 19 of the Food Safety Act 1990 (c. 16).
22. Power to issue, amend or replace safety certificates (whether general or special) for sports grounds.	The Safety of Sports Grounds Act 1975 (c. 52)(3).
23. Power to issue, cancel, amend or replace safety certificates for regulated stands at sports grounds.	Part III of the Fire Safety and Safety of Places of Sport Act 1987 (c.27).
24. Duty to promote fire safety	Section 6 of the Fire and Rescue Services Act 2004 (c.21)
25. Power to license premises for the breeding of dogs.	Section 1 of the Breeding of Dogs Act 1973 (c. 60) and section 1 of the Breeding and Sale of Dogs (Welfare) Act 1999 (c. 11).
26. Power to license pet shops and other establishments where animals are bred or kept for the purposes of carrying on a business.	Section 1 of the Pet Animals Act 1951 (c. 35)(4); section 1 of the Animal Boarding Establishments Act 1963 (c. 43)(5); the Riding Establishments Acts 1964 and 1970 (1964 c. 70 and 1970 c. 70)(6); section 1 of the Breeding of Dogs Act 1973 (c. 60)(7), and sections 1 and 8 of the Breeding and Sale of Dogs (Welfare) Act 1999.
27. Power to register animal trainers and exhibitors.	Section 1 of the Performing Animals (Regulation) Act 1925 (c. 38)(8).
28. Power to license zoos.	Section 1 of the Zoo Licensing Act 1981 (c. 37).
29. Power to license dangerous wild animals.	Section 1 of the Dangerous Wild Animals Act 1976 (c. 38).
30. Power to enforce regulations in relation to animal by-products.	Regulation 49 of the Animal By-products (Wales) Regulations 2006 (S.I 1292 (W.127)).

- (1) Amended by the Local Government Act 1974 (c.7), Schedule 6, paragraph 1, section 18 of the Local Government (Miscellaneous Provisions) Act 1976 (c.57) and section 186 of the Local Government, Planning and Land Act 1980 (c.65). Section 94(8) was substituted by the Deregulation (Public Health Acts Amendment Act) Order 1997 (S.I. 1997/1187).
- (2) Section 5 was amended by the Local Government, Planning and Land Act 1980, Schedule 6, paragraph 13(1). See S.I 1973 / 1851 S.I 1977 / 2128
- (3) Amended by the Fire Safety and Safety of Places of Sport Act 1987 (c.27). See, in particular, Part II of, and Schedule 2 to, that Act.
- (4) Amended by the Local Government Act 1974, Schedule 6, paragraph 17 and by the Protection of Animals (Amendment) Act 1988 (c.29), section 3(2) and (3) and the Schedule.
- (5) Amended by the Local Government Act 1974, section 35(1) and (2) and Schedule 6, paragraph 18 and by the Protection of Animals (Amendment) Act 1988, section 3(2) and (3) of the Schedule.
- (6) Section 1 was amended by the Local Government, Planning and Land Act 1980, section 1(6), Schedule 6, Schedule 34, paragraph 15 and by the Protection of Animals (Amendment) Act 1988, section 3(2) and (3) and the Schedule.
- (7) Amended by the Local Government Act 1974 sections 35(1) and (2) and 42, Schedule 6, paragraph 2(1) and Schedule 8.
- (8) Amended by the Local Government, Planning and Land Act 1980, Schedule 6, paragraph 6, and by section 3 of the Protection of Animals (Amendment) Act 1988.

<p>31. Power to license the employment of children.</p>	<p>Part II of the Children and Young Persons Act 1933 (c.12), byelaws made under that Part, and Part II of the Children and Young Persons Act 1963 (c. 37).</p>
<p>32. Power to approve premises for the solemnisation of marriages and the registration of civil partnerships.</p>	<p>Section 46A of the Marriage Act 1949 (c. 76), section 6A of the Civil Partnership Act 2004 (c.33) and the Marriages and Civil Partnerships (Approved Premises) Regulations 2005 (S. I. 2005/3168)(9).</p>
<p>33. Power to register common land or town or village greens, except where the power is exercisable solely for the purpose of giving effect to—</p> <p>(a) an exchange of lands effected by an order under section 19(3) of, or paragraph 6(4) of Schedule 3 to, the Acquisition of Land Act 1981 (c. 67) or</p> <p>(b) an order under section 147 of the Inclosure Act 1845 (c. 8 & 9 Vict. c. 118).</p>	<p>Regulation 6 of the Commons Registration (New Land) Regulations 1969 (S.I. 1969/1843).</p>
<p>34. Power to register variation of rights of common.</p>	<p>Regulation 29 of the Commons Registration (General) Regulations 1966 (S.I. 1966/1471)(10).</p>
<p>35. Power to issue a permit to conduct charitable collections.</p>	<p>Section 68 of the Charities Act 1992.</p>
<p>36. Power to grant consent for the operation of a loudspeaker.</p>	<p>Schedule 2 to the Noise and Statutory Nuisance Act 1993 (c. 40).</p>
<p>37. Power to grant a street works licence.</p>	<p>Section 50 of the New Roads and Street Works Act 1991 (c. 22).</p>
<p>38.Duty to register the movement of pigs.</p>	<p>Regulations 21(3) and (4) of the Pigs (Records Identification and Movement) (Wales) Order 2004 (S.I 2004/996 (W.104)).</p>
<p>39. Power to enforce regulations in relation to the movement of pigs.</p>	<p>Regulation 27(1) of the Pigs (Records, Identification and Movement (Wales) Order 2004/996 (W.104).</p>
<p>40. Power to issue a licence to move cattle from a market.</p>	<p>Article 5(2) of the Cattle Identification Regulations 1998 (S.I. 1998/871).</p>
<p>41. Power to sanction use of parts of buildings for storage of celluloid.</p>	<p>Section 1 of the Celluloid and Cinematograph Film Act 1922 (c. 35).</p>
<p>42. Duty to enforce and execute Regulations (EC) No. 852/2004 and 853/2004 in relation to food business operators as further specified in regulation 5 of the Food (Hygiene) (Wales) Regulations 2006.</p>	<p>Regulation 5 of the Food (Hygiene) (Wales) Regulations 2006(11).</p>
<p>43. Functions in respect of establishing a Licensing Committee.</p>	<p>Section 6 of the Licensing Act 2003 (c.17).</p>
<p>C. Functions relating to health and safety at work</p>	
<p>Functions under any of the “relevant statutory provisions” within the meaning of Part I (health, safety and welfare in connection with work, and control of dangerous substances) of the Health and Safety at Work etc. Act 1974, to the extent that those functions are discharged otherwise than in the authority’s capacity as an employer.</p>	<p>Part I of the Health and Safety at Work etc. Act 1974 (c. 37)</p>

(9) Section 46A was inserted by section 1 of the Marriage Act 1994 (c.34).

(10) Amended by section 22 of the Local Government (Miscellaneous Provisions) Act 1982 (c.30).

(11) S.I 2006/31 (W.5) as amended by the Food (Hygiene) (Wales) (Amendment) Regulations 2006 (S.I 2006 / 1534 (W.151)).

Equality Impact Assessment (EIA) Template – Part 1

V1.2

Working Draft (As Of) 12/09/2014

Policy title and purpose (brief outline):	Regionalising Regulatory Services
Report prepared by:	Dave Holland, Project Manager
Date:	12/09/14

This document will be updated throughout the lifecycle of the project, including outcomes of staff, Service User and Trade Union consultations.

1. Please provide a brief description of the policy/decision.

The vision of the project is to create a fully integrated Regulatory Services function working across Bridgend, Cardiff and the Vale of Glamorgan, operating within one management structure.

The term Regulatory Service embraces the Trading Standards, Environmental Health and Licensing functions.

In September 2013, external support was appointed to work in partnership with the three councils to produce a Target Operating Model, supporting Business Case and Implementation Plan 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 efficiency savings through the implementation of the new model and investigation into new income streams.

A report produced by external support has produced a Target Operating Model, Business Case and Implementation Plan. These are being reported to each Cabinet in the September cycle.

There will be financial savings through collaborative arrangements and significant benefits in terms of a sharing of expertise and staffing resources leading to improved services for citizens and the business community and greater resilience across the region to deal with Regulatory risks.

Since the drafting of the Atkins report, the Councils have made budget reductions which have impacted upon the levels of service provision across the different regulatory disciplines. At Cardiff, the Food enforcement plan identifies resources shortages, the delivery of key Trading Standards initiatives is overdue, and reductions in services are being contemplated. At Bridgend, a significant number of posts have been deleted to meet budget pressures and further cuts, perhaps compulsory redundancies, are envisaged. At the Vale of Glamorgan, recruitment difficulties and skills shortages mean that certain aspects of the environmental health service are being provided through ad hoc arrangements with Cardiff. These issues can be addressed through the "Collaborate and Change" proposal advocated by Atkins. Failing to take a collaborative approach carries considerable risk for the continued individual provision of these statutory services.

2. We have a legal duty to engage with people with protected characteristics under the Equality Act 2010 (please refer to Annex A of the EIA guidance) identified as being relevant to the policy. What steps have you taken to engage with stakeholders, both internally and externally?

Internal

A number of workshops with staff affected by the proposal were held by external support for staff to input into design of the Target Operating Model. These ideas and discussions helped influence the structure of the Target Operating Model as the external support developed it.

The three Heads of Service have provided staff briefing sessions and updates to their staff as and when relevant news becomes available and this process will continue through 2014.

Workshop	Date
Managers Workshop 1 (Cardiff)	25 th September 2013
Staff Workshop 1 (Vale of Glamorgan)	1 st October 2013
Staff Workshop 1 (Cardiff)	2 nd October 2013
Staff Workshop 1 (Bridgend)	3 rd October 2013
Additional session for Cardiff Staff	9 th October 2012
Managers Workshop 2 (Cardiff)	9 th October 2013
Staff Workshop 2 (Vale of Glamorgan)	22 nd October 2013
Staff Workshop 2 (Cardiff)	23 rd October 2013
Staff Workshop 2 (Bridgend)	25 th October 2013
Additional session for Cardiff Staff	29 th October 2013
Additional session for Cardiff Staff	5 th November 2013
Managers Workshop 3	30 th 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

Further Workshops took place during 2014 and these are shown below

Workshop	Date
Staff Workshop (Cardiff)	29 th July 2014
Staff Workshop (Cardiff)	30 th July 2014
Staff Workshop (Cardiff)	31 st July 2014
Staff Workshop (Cardiff)	2 nd September 2014
Staff Workshop (Cardiff)	3 rd September 2014
Staff Workshop (Vale of Glamorgan)	14 th July 2014
Staff Workshop (Vale of Glamorgan)	25 th July 2014
Staff Workshop (Vale of Glamorgan)	5 th August 2014
Staff Workshop (Vale of Glamorgan)	21 st August 2014
Change Champions meeting (Bridgend)	13 th March 2014
Change Champions meeting (Bridgend)	14 th July 2014
Change Champions meeting (Bridgend)	12 th August 2014
Staff Workshop (Bridgend)	24 th July 2014
Staff Workshop (Bridgend)	18 th August 2014

The total number of staff that attended these workshops is shown below:

Workshop	Staff Total
Staff Workshops Cardiff	131
Staff Workshops Vale of Glamorgan	76
Staff Workshops Bridgend	68

Trade Unions have been involved through regular meetings with the HR Lead, external support and the Project Manager.

The work stream leads for HR, Legal, Finance, Property, Communications, Scrutiny, ICT, Chief Executives, Section 151 Officers, Elected Members and Customer Relations have been engaged with through various meetings to review the proposal and the impact upon each authority.

External

The Welsh Regulatory Forum was briefed in summer 2013 about the proposal.

The Licensing and Public Protection committees have been briefed on the proposal.

Further meetings have been arranged to meet with stakeholders such as the Food Standards Agency, Health and Safety Executive and both Governments at Westminster and Cardiff.

We will consult with service users, staff and Trade Unions through a range of mechanisms prior to a Cabinet decision.

Trade Union Forum	11 th July, 2014, 18 th July 2014, August 2014
Staff Meetings	14 th – 16 th July, 2014, 21-22 nd July 2014, August 2014
Service Users	July - August 2014

Over 370 questions have been collated through staff meetings, and staff portals in each authority. These have been answered and published across the three authorities. No questions relating to equalities issues have been raised.

Meetings have been arranged with the Food Standards Agency and we will maintain our ongoing dialogue with Welsh Regulators Forum.

An initial scoping assessment has been undertaken to consider the range of service users. There is limited data available for us to undertake a detailed assessment. We do not believe that any groups are negatively impacted by these proposals. However, as this process continues and implementation plans activated, we will ensure that service users are fully apprised and their needs assessed.

Relevant outcomes of these consultations will be reflected in this Equality Impact Assessment document. There will be full pre-decision scrutiny process across the three councils before the report is considered by Cabinets.

3. Your decisions must be based on robust evidence. What evidence base have you used? Please list the source of this evidence e.g. National Survey for Wales. Do you consider the evidence to be strong, satisfactory or weak and are there any gaps in evidence?

The current economic climate whereby councils are facing unprecedented budget cuts and Welsh Government policy on collaboration has led to the instigation of this project. Without collaboration, the three councils will face further staff cuts, which in turn would provide a much reduced service to the public.

In September 2013, external support began their 10 week contract to deliver their agreed products. One of the benefits of external support was their ability to provide recommendations from an independent perspective without any influences or commitments to any parties. The external support collected and analysed information from each of the services within each authority, providing robust evidence on which to base their recommendations. An 'activity based costing' activity was performed for each of the authorities' in-scope services to collate and compare data (Activity based costing is a method in which to calculate the cost of delivering a service). Every member of staff completed the task to provide accurate data on their roles. This information was used to calculate the current costs of delivering services across each of the three authorities. It was also to understand what elements of work were being undertaken and could be improved through utilising technology. This has allowed us to develop proposals to undertake home and mobile working, which are a significant part of the potential savings associated with the project.

The external support have experience working with public sector organisations and drew upon similar collaboration projects implemented elsewhere to ensure that they presented the best possible delivery model for this project. Through combining the experience of the three authorities, best practices will be considered.

The Target Operating Model and Business Case offers realistic saving projections with the new management structure providing a leaner and more customer focused service. Use of the Regional Collaboration Fund will enable innovative mobile working and a larger pool of multi-skilled resource, allowing the service to maintain greater resilience compared to three separate entities operating independently.

It is important to note any opportunities you have identified that could advance or promote equality.

Impact

Please complete the next section to show how this policy / decision / practice could have an impact (positive or negative) on the protected groups under the Equality Act 2010 (refer to the EIA guidance document for more information).

Lack of evidence is not a reason for *not* progressing to carrying out an EIA. Please highlight any gaps in evidence that you have identified and explain how/if you intend to fill these gaps.

4.1 Do you think this policy / decision / practice will have a positive or negative impact on people because of their age?

Source: Collected from each local authority

Data from HR from each authority for staff in each age group

AGE	Bridgend	Vale	Cardiff
16-24	2		3
25-34	20	20	37
35-44	17	17	39
45-54	8	10	58
55-64	7	7	25
65+			2
Total	54	54	164

Age	Positive	Negative	None / Negligible	Reasons for your decision (including evidence) / How might it impact?
Younger people (Children and young people, up to 18)			External Yes	<u>External</u> Service users will have a range of access points and as new technology is implemented, a wider range of channels will become available. Automated services may be available as a result of new technology being implemented.
People 18-50	Internal Yes External Yes	External Yes		<u>Internal</u> Staff employed in the new structure will have new job opportunities to apply for (in accordance with fair selection processes) and opportunities to expand their skill set. Staff may be negatively impacted if they are made redundant as the proposed structure hold less FTE (Full Time Equivalent Officers). This will be undertaken in accordance with appropriate HR policies and will follow ACAS recommendations <u>External</u> Service users will have a range of access points and as new technology is implemented, a wider range of channels will become available. Automated services may be available as a result of new technology being implemented.
Older people (50+)	Internal Yes External	External Yes		<u>Internal</u> Staff employed in the new management structure will have new job opportunities to apply for (in accordance with fair selection processes) and opportunities to expand their

	Yes		<p>skill set.</p> <p>Staff who are nearing or have reached retirement age may have the opportunity to retire (subject to the appropriate HR policies)</p> <p>Staff may be negatively impacted if they are made redundant as the proposed structure hold less FTE (Full Time Equivalent Officers). This will be undertaken in accordance with appropriate HR policies and will follow ACAS recommendations</p> <p><u>External</u></p> <p>Service users will have a range of access points and as new technology is implemented, a wider range of channels will become available. Automated services may be available as a result of new technology being implemented.</p>
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4.2 Because they are disabled?

Statistics from each authority on disabled staff within the Regulatory Services.

DISABLED	Bridgend	Vale	Cardiff
Y	1	0	2
N	48	49	162
Not recorded	0	7	
Not Known	4		
Blank	1		
Grand Total	54	56	164

Disabled drivers who have adapted vehicles and Motability contracts can stipulate that their vehicles are only to be used for the purpose of traveling to one point of work, not potentially being multi located. Furthermore increased driving within a larger area / across local authorities may have additional fatigue issues on drivers. No authority collects specific data on the type of disability. Increased use of home/mobile working may have a negative effect on all staff isolating them from their team. Alternatively it may give them more flexibility and less travel. DSE assessments will be undertaken and staff needs with regards to specialist equipment, IT modifications and seating requirements will be accommodated. Staff across the three councils through the corporate mechanisms will have had the opportunity to provide details on their protected characteristics, although there is no compulsion for staff to provide this information. This project has sought to ensure the accuracy of these figures and those provided above represent the information provided by each council's HR services. The project recognises that some staff may not want to disclose certain information for a variety of reasons. To ensure that any disability issues are managed appropriately, individual cases that arise will be looked at as the proposal goes forward. The project recognises that each council already has mature policies in place to deal with disability issues and the resultant host employer will apply those policies to ensure best practice.

Impairment	Positive	Negative	None / Negligible	Reason for your decision (including evidence) / How might it impact?
Visual impairment			Yes	
Hearing impairment			Yes	
Physically disabled			Yes	
Learning disability			Yes	
Mental health problem			Yes	
Other impairments issues			Yes	

4.3 Because of their gender (man or woman)?

Gender by Authority - Staff in Regulatory Services					
		Bridgend	Vale	Cardiff	Total
Male		22	20	72	114
Female		32	36	92	160
Total		54	56	164	274

Gender	Positive	Negative	None / Negligible	Reason for your decision (including evidence)/ How might it impact?
Male	Internal Yes	Internal Yes	External Yes	Flexible working policies will differ between authorities however the basic principles and statutory entitlement will be the same. Where the host authority has no crèche facilities, both male and female employees of the other 2 authorities who may have previously enjoyed this facility will be impacted. However this is likely to impact female employees more than males (based on the demographics and data provided in this EIA)
Female	Internal Yes	Internal Yes	External Yes	Flexible working policies will differ between authorities however the basic principles and statutory entitlement will be the same. Where the host authority has no crèche facilities, both male and female employees of the other 2 authorities who may have previously enjoyed this facility will be impacted. However this is likely to impact female employees more than males (based on the demographics and data provided in this EIA) The maternity policy of the

				<p>host employer will be adopted, however the terms of this policy will be statutorily equivalent to the other 2 policies.</p> <p>Home working will not be a consideration as this does not apply where an employee also has child care responsibilities.</p> <p>The service's main office base may be in a different location, combined with a focus on mobile working may result in changes to the areas in which staff travel to. If the host employer has no crèche facilities, single female parents may be negatively impacted if they have been transferred from an authority that had these facilities.</p>
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4.4 Because they are transgender?

Bridgend, Cardiff and the Vale of Glamorgan all provide transgender awareness training.

Transgender	Positive	Negative	None / Negligible	Reason for your decision (including evidence) / How might it impact?
			Yes	

4.5 Because of their marriage or civil partnership?

Marriage and Civil Partnership	Positive	Negative	None / Negligible	Reason for your decision (including evidence)/ How might it impact?
Marriage			Yes	
Civil Partnership			Yes	

4.6 Because of their pregnancy or maternity?

Pregnancy and Maternity	Positive	Negative	None / Negligible	Reason for your decision (including evidence) / How might it impact?
Pregnancy	Internal Yes	Internal Yes	External Yes	Host employer policies relating to pregnancy and maternity will be adhered to, however the content of these policies will be identical in terms of legal entitlements
Maternity (the period after birth)	Internal Yes	Internal Yes	External Yes	Host employer policies relating to pregnancy and maternity will be adhered to, however the content of these policies will be identical in terms of legal entitlements

4.7 Because of their race?

Ethnicity of staff by authority		Bridgend	Vale of Glamorgan	Cardiff
White		52	52	159
Not stated		2		
Total		54	52	159
Asian Bangladeshi			2	1
Asian Pakistani			0	1
Black British			0	1
Mixed White & Black			0	1
Not Disclosed			0	1
			23	
White British				140
White European			0	1
			1	
White Irish				2
			2	
White Scottish				1
			25	
White Welsh				15
White English			1	
Total			54	164

Ethnicity of population by authority	Cardiff	Bridgend	Vale of Glamorgan
All categories: Ethnic group	346,090	139,178	126,336
White: English/Welsh/Scottish/Northern Irish/British	277,798	133,656	119,212
White: Irish	2,547	474	639
White: Gypsy or Irish Traveller	521	63	21
White: Other White	12,248	1,897	1,966
Mixed/multiple ethnic group: White and Black Caribbean	3,641	338	629
Mixed/multiple ethnic group: White and Black African	1,742	120	247
Mixed/multiple ethnic group: White and Asian	2,459	264	431
Mixed/multiple ethnic group: Other Mixed	2,189	276	388
Asian/Asian British: Indian	7,886	337	566
Asian/Asian British: Pakistani	6,354	122	216
Asian/Asian British: Bangladeshi	4,838	114	121
Asian/Asian British: Chinese	4,168	356	454
Asian/Asian British: Other Asian	4,639	620	610
Black/African/Caribbean/Black British: African	5,213	152	165
Black/African/Caribbean/Black British: Caribbean	1,322	121	252
Black/African/Caribbean/Black British: Other Black	1,666	42	72
Other ethnic group: Arab	4,707	75	174
Other ethnic group: Any other ethnic group	2,152	151	173

The above information will enable the new service to ensure that all information is available and accessible in the appropriate range of languages

Race	Positive	Negative	None / Negligible	Reason for your decision (including evidence) / How might it impact?
Ethnic minority people e.g. Asian, Black,			Yes	We have no evidence to suggest there will be an impact based on race.
National Origin (e.g. Welsh, English)			Yes	We have no evidence to suggest there will be an impact based on race.
Asylum Seeker and Refugees			Yes	We have no evidence to suggest there will be an impact based on race.
Gypsies and Travellers			Yes	We have no evidence to suggest there will be an impact based on race.
Migrants			Yes	We have no evidence to suggest there will be an impact based on race.
Others			Yes	We have no evidence to suggest there will be an impact based on race.

4.8 Because of their religion and belief or non-belief?

Faith/Religion by authority			
	Bridgend	Vale	Cardiff
Christian	Not collected	23	94
None	Not collected	15	50
Not Disclosed	Not collected	13	11
Other	Not collected	2	2
Prefer Not To Say	Not collected	1	7
Grand Total		54	164

Religion and belief or non – belief	Positive	Negative	None / Negligible	Reason for your decision (including evidence)/ How might it impact?
Different religious groups including Muslims, Jews, Christians, Sikhs, Buddhists, Hindus, Others (please specify)			Yes	We have no evidence to suggest there will be an impact based on race.
Belief e.g. Humanists			Yes	We have no evidence to suggest there will be an impact based on race.
Non-belief			Yes	We have no evidence to suggest there will be an impact based on race.

4.9 Because of their sexual orientation?

Sexual Orientation	Positive	Negative	None / Negligible	Reason for your decision (including evidence)/ How might it impact?
Gay man			Yes	We have no evidence to suggest there will be an impact based on sexual orientation
Lesbian/Gay Women			Yes	We have no evidence to suggest there will be an impact based on sexual orientation
Bi-sexual			Yes	We have no evidence to suggest there will be an impact based on sexual orientation

4.10 Do you think that this policy will have a positive or negative impact on people's human rights? *Please refer to point 1.4 of the EIA Annex A - Guidance for further information about Human Rights.*

Human Rights	Positive	Negative	None / Negligible	Reason for your decision (including evidence) / How might it impact?
Human Rights including Human Rights Act and UN Conventions			Yes	No impact as Human Rights are not affected by the new service.

If you have identified any impacts (other than negligible ones), positive or negative, on any group with protected characteristics, please complete Part 2.

Only if there are no or negligible positive or negative impacts should you go straight to part 2 and sign off the EIA.

Equality Impact Assessment – Part 2

1. Building on the evidence you gathered and considered in Part 1, please consider the following:

1.1 How could, or does, the policy help advance / promote equality of opportunity?

For example, positive measures designed to address disadvantage and reach different communities or protected groups?

The project is aimed at increasing service resilience across the region and improving customer service via a more integrated and coordinated approach. Service users will be involved in the development of the service through consultation events. Best practices will be implemented in the new service to ensure that the service users receive the most efficient and effective services.

The service will ensure Equality is one of the cornerstones of designing the service, believing that it is an integral part of our business and will allow us to reduce issues around “failure demand”. (Failure Demand is demand that could have been avoided through system/process errors).

In direct response to the question the project may advance equality through:-

1. Improved flexible working processes that would be of benefit to those with caring responsibilities e.g. children, elderly, individuals with disabilities.
2. Improved opportunity for individuals with a range of disabilities and health related issues who may benefit from working in their own home environments, and implementation of reasonable adjustments.
3. any reasonable adjustments required to facilitate the working practices of staff will be considered and provided on a case by case basis
4. Increasing the flexibility of the service and ease of use for the end user.

1.2 How could / does the policy / decision help to eliminate unlawful discrimination, harassment or victimisation?

The service delivery will be maintained at a similar level or improved. Policies of the host employer will be adhered to, such as flexible working and a commitment to ensure all Recruitment processes are fair and clarity of process is to be made. Under the general duty of the Equality Act, the proposed new service model would ensure that at the very least the same level of service is delivered and, at best an increased and more consistent service is delivered which takes on board issues of race, religion and belief.

1.3 How could/does the policy impact on advancing / promoting good relations and wider community cohesion?

Collaborative working between the three authorities will enhance relations and widen community cohesion, whilst the customer experience will be enhanced as Service users will have a range of access points and as new technology is implemented, a wider range of channels will become available., for example drop-in hubs, online forms, telephone etc.

New service arrangements will be communicated with all communities, with service information to be accessible in various formats.

Where working practices and policies can be aligned there is a benefit to promoting good relations through conformity.

2. Strengthening the policy

2.1 If the policy is likely to have a negative effect ('adverse impact') on any of the protected groups or good relations, what are the reasons for this?

What practical changes/actions could help reduce or remove any negative impacts identified in Part 1?

Terms and conditions of the host employer will be adhered to, that may benefit or disadvantage staff coming from another authority (e.g. flexi time.) Any other reasonable action that can be performed to reduce this impact will be considered. The provisions within the Transfer of Undertakings and Protection of Employment laws will steer this and advice and guidance will be sought from the host authority Human Resources Team for clarity on where TUPE regulations apply such as:

- A contractor takes over activities from a client (known as outsourcing).
- A new contractor takes over activities from another contractor (Known as re-tendering)
- A client takes over activities from a contractor (known as in sourcing)

Staff may be working in new locations across the three authorities, impacting child care or home arrangements.

There are potential positive and negative implications associated to increased/reduced travel/ availability / accessibility as a result of the new service.

2.2 If no action is to be taken to remove or mitigate negative / adverse impact, please justify why.

(Please remember that if you have identified unlawful discrimination (immediate or potential) as a result of the policy, the policy must be changed or revised.)

Terms and conditions of the host employer will be adhered to. Any other reasonable action that can be performed to reduce this impact will be considered. The provisions within the Transfer of Undertakings and Protection of Employment laws will steer this.

Terms and conditions of the host employer will be adhered to, that may benefit or disadvantage staff coming from another authority (e.g. flexi time). Any other reasonable action that can be performed to reduce this impact will be considered. The provisions within the TUPE laws will steer this and advice and guidance will be sought from the host authority Human Resources Team for clarity on where TUPE regulations apply such as:

- A contractor takes over activities from a client (known as outsourcing).
- A new contractor takes over activities from another contractor (Known as re-tendering)
- A client takes over activities from a contractor (known as in sourcing)

Staff may be working in new locations across the three authorities, impacting child care or home arrangements. There are potential positive and negative implications associated to increased/reduced travel availability/accessibility as a result of the new service and reasonable adjustments if required will be assessed on a case by case basis.

3. Monitoring, evaluating and reviewing

How will you monitor the impact and effectiveness of the policy?

List details of any follow-up work that will be undertaken in relation to the policy (e.g. consultations, specific monitoring etc.)

This will be built into our implementation plan for the change process and be monitored as part of the governance mechanisms which will include a committee of elected members.

We will have a commitment to introduce robust monitoring of service uptake by relevant protected characteristics that are highlighted in the engagement process. For example, focus groups, feedback forms and one-to-ones for staff.

The results of all impact assessments where the impact is significant will be published on the Welsh Government's website.

4. Declaration

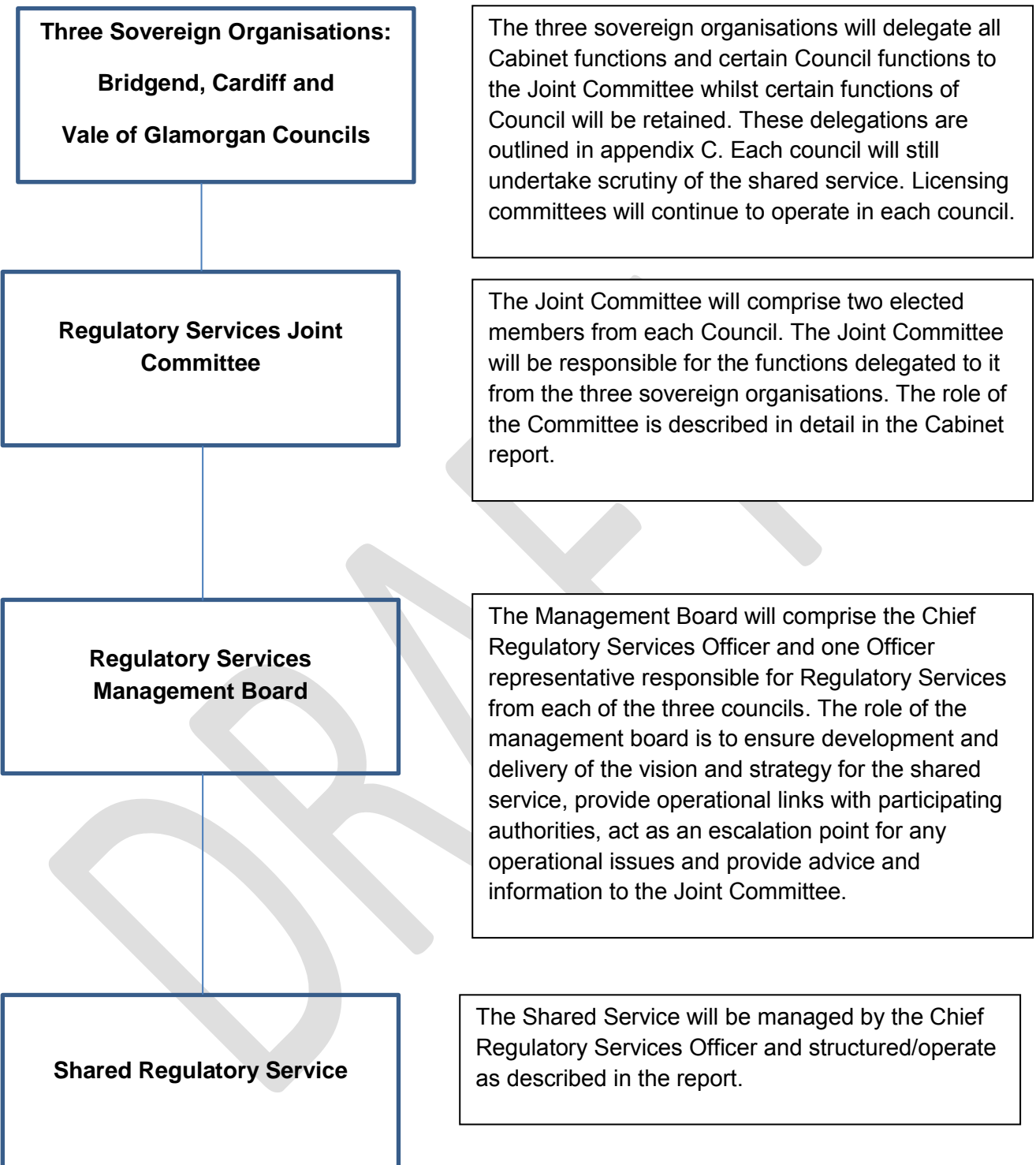
The policy does not have a significant impact upon equality issues

Official completing the draft EIA
Name: Dave Holland
Department: Regionalising Regulatory Services Project
Date: 12 th September, 2014

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Proposed Governance Structure



Regionalising Regulatory Services - Questions and Answers

Ref	Workstream	Authority	Source	Question	Answer
1	HR	Cardiff	Staff Portal	Will car loans be available?	Bridgend do not offer car loans. Cardiff and the Vale of Glamorgan do. Should an individual transfer from Cardiff and have an existing car loan they will be required to re-apply for the remaining balance of the car loan with the Vale of Glamorgan Council. The vale will then 'pay off' the outstanding balance with Cardiff and the individual will have deductions taken from their monthly pay until the balance is fully paid. Following the transfer mileage will be paid at the relevant rate dependent on the Council terms and conditions that apply.
				Will there be a mileage allowance?	
2	HR	Cardiff	Staff Portal		
3	HR	Cardiff	Staff Portal	Financially, what is the difference between voluntary severance and redundancy? (Cardiff specific question)	Under Cardiff's current policy there isn't a difference financially between voluntary severance and redundancy. However statutory redundancy is significantly lower.
4	HR	Cardiff	Staff Portal	Are the proposed voluntary redundancy / redundancy packages final yet or is there room for the project team to re look at them?	It is proposed that any severance arrangements that take place before the transfer will be subject to the terms of the employee's current local authority. Post transfer arrangements for severance will be reviewed as part of the TUPE consultation process between November 2014 and March 2015.
5	Service	Cardiff	Staff Portal	How has the number of staff in each section been calculated?	Depending on a decision being made in October 2014 to progress the collaboration project and the appointment of a Chief Officer to lead the new service then new service job description will be produced. Staff will be also be asked for their input into these job descriptions and then both the job descriptions and the personal specifications will have to undergo job evaluation. There will be consultation with the Trade Union forum as to how the change management process will be progressed following the transfer of staff to the new service. Issues around ring fencing/matching/selection will be discussed and a protocol will be agreed within this forum.
6	Service	Cardiff	Staff Portal	What functions will they perform? In particular those in the Neighbourhood Team?	
7	HR	Cardiff	Staff Portal	When are JDs and pay scales going to be available?	
				Are certain posts going to be ring fenced?	
8	HR	Cardiff	Staff Portal		
9	Service	Cardiff	Staff Portal	Who will develop policies and procedures for the new team?	This will be the responsibility of the new Management Team, and will be built into the three year Business Plan.

10	Service	Cardiff	Staff Portal	<p>A number of the projects do not appear to be in the proposals: Financial Capability Guidance – teaching in schools & to support workers; Cold Calling Control Zones; Scams Hub; and Consumer protection for the vulnerable.</p> <p>While I recognise that there are two Education & Training posts (page 40 Appendix B) under the proposed Enterprise and Specialist Services team, the work that they appear to be going forward with is for Education, training and advice to businesses. In addition I have checked the breakdown of the principal functions in each service area (page 69 Appendix A) and the above projects are not included either.</p>	<p>This area of work is identified in paragraph 24 of the Cabinet report – Neighbourhood Services – ‘Activities relating to domestic premises or that have an impact on local communities.’</p> <p>Your understanding is correct but these two posts are separate from the projects you have stated above. The role of these posts will be to generate income with the business community, as part of the Enterprise and Specialist services section.</p> <p>The collaborative approach is intended to make services more resilient and customer focused and as indicated above the current proposal envisages the work highlighted above to be within the role of the Neighbourhood services team.</p>
12	Service	Cardiff	Staff Portal	<p>It was discussed in the staff workshops that it would be necessary to develop some kind of uniform to provide officers with an identity with a triservice name / logo. Has this been included in the marketing/branding cost?</p> <p>The report identifies a proposed reduction in transport cost – I wonder whether it is known that several teams within Cardiff Council utilise pool cars and as a result of the proposed increase for home working this may be unrealistic.</p>	<p>There is some detail on page 110 of the Akins report. Should the Councils agree to create the joint service a marketing strategy and promoting the identity of the service will begin. The ways in which this may be done, as the way you indicate above, will be considered at that point in time. There has been no specific costing undertaken as yet on how that allocated budget would be spent.</p> <p>The use of pool cars is recognised and integrating their use into the proposals for home working and mobile working will be a matter for the new management to develop in consultation with officers.</p> <p>The training proposed, as you indicate, provides an opportunity to use resources in a variety of ways to deliver the requirement for financial savings. It is our intention to use the collaborative approach to preserve specialist skills, but provide officers with the skills to deal with a wider range of regulatory risks. We will work with external stakeholders such as CIEH, FSA, etc. to ensure that the proposal considers their requirements and how we best meet those within a reduced budget provision.</p> <p>Under TUPE legislation only those carrying out the service at the time of transfer are counted as "in scope". Therefore, if an employee is not carrying out the service at the time they will not transfer. That is not to say that the new employer would not support the continuation of the secondment following transfer, but a new arrangement would need to be made with them. I would suggest that you meet with your link HR officer to discuss the detail and implications of this.</p>

13	Service	Cardiff	Staff Portal	I note the proposals to increase training for EHPs to increase knowledge and resilience etc. I wonder how this meets the requirements of CIEH competency arrangements?	
18	Service	Cardiff	Staff Portal	Out of Hours Noise service The report seems to suggest that private and common law nuisances are currently being dealt with and that there is a possibility to reduce the demand – this is incorrect as Cardiff only deal with complaints that there is a statutory duty for the authority to investigate.	The Target Operating Model will be subject to further revisions in light of the requirement to make further savings. The role of the Night Time Noise Service is understood and indeed reflects the challenges faced by some of the other disciplines. It is evident that there are considerable demands on the service at weekends. Your comment that a ‘properly structured pool of officers need to work at times when there is greatest demand’ is pertinent and the Target Operating Model will need to reflect this and also deliver the key core services. This will be considered by the Management Team is the proposal goes ahead.
19	Service	Cardiff	Staff Portal	The proposed flexible working will not be able to deliver an effective Pollution Service. Most noise issues happen at night, outside normal working hours and in order to resolve those issues officers will need to be available at those times.	The Target Operating Model will be refined in light of the requirement to make additional saving and the Management Team will take these issues into account if a decision is made to proceed. You have raised some valid concerns which need to be considered in light of the reduced provision available to deliver the services.
20	Service	Cardiff	Staff Portal	It is not clear where Air Quality would be delivered.	
21	Service	Cardiff	Staff Portal	There appears to be some discrepancy over the number of posts that will be reduced/ lost as a result of the project.	Appendix B of the documentation that has been provided presents the HR updated position from July 8 2014. The number of staff movements/redundancies have taken place since Atkins undertook their work and the information provided in Appendix B is our current understanding of the updated HR position. This is that there are currently 204.67 FTE and under the proposed new structure this will reduce to 178.4 FTE.
22	Service	Cardiff	Staff Portal	In section 4.3.5 on page 35 of the main Atkins report states ‘The key benefits are realised from reduced employment costs and a reduction in travel costs. Given the potential for staff to be working in Cardiff, Bridgend and the Vale possibly all in one day depending then surely there is a potential risk that significant travel costs will be incurred.	Proposals around home working and mobile restructuring will be developed to take into account functions undertaken at each office and the likely transportation needs for officers to deliver the services. These issues will be developed further as the Target Operating Model is implemented and also takes into account public transport for those officers that may need to work from different locations.
23	Service	Cardiff	Staff Portal	Consideration on continued and expansion on the provision of pool cars and whether this is more economical over mileage costs should be considered.	
24	Service	Cardiff	Staff Portal	Details on where teams will be based needs to be included in order to give staff an understanding as to where they could potentially be based in order to make any necessary travel arrangements.	If home working isn’t feasible or achievable, provision will be made for officers to hot desk at any of the offices and this will be implemented into the mobile scheduling system.
25	Service	Cardiff	Staff Portal	Home working may not be practical for all staff due e.g. no dedicated room.	The highlighted sentence above has been sent to Cardiff’s HR to clarify the point that you raise and it has been confirmed that the post is permanent.
26	Service	Cardiff	Staff Portal	Confusion on what elements of Environmental Protection will be included in the Enterprise & Specialist Services as detailed in the Atkins Report (App A).	The Atkins report has been amended which is stated in paragraph 25 of the Cabinet

27	Service	Cardiff	Staff Portal	<p>Not clear as to whether the 4 technical specialist officers identified in the structure are to deal with all elements of this or whether there is more specialist/ dedicated officers within the team.</p>	<p>Report – ‘The employment structure recommended by Atkins has been refined to meet current and future budgetary pressures while still maintaining the recommended model. The Heads of Regulatory Services from each of the Councils are content that the proposed structure retains an appropriate level of resilience to deliver the service.’</p>
28	Service	Cardiff	Staff Portal	<p>Currently the contaminated land team undertake detailed searches on property/ land transactions in terms of providing information on historic land uses/ contamination risks. This element of work is only detailed in the individual authority assessments, and has not been detailed as part of the Specialist teams role (unless it is being grouped within the function of Contaminated Land itself). Further recent additions to the work load of the contaminated land team in Cardiff have also not been captured</p>	<p>Consequently the Target Operating Model will be further refined by the new management team should the proposal go ahead.</p> <p>The proposal aims to retain a resilient service across the 3 Councils. To achieve this goal, it requires us to maintain and develop specialist skills and at this stage the precise nature of the Target Operating Model is yet to be finally determined due to the ongoing changes required to deliver further savings. If a decision is given to proceed, the new Management Team will finalise the Target Operating Model as soon as we can and in line with the actions put forward by Atkins.</p> <p>The points that you raise are important and as you state they will be addressed if and when the project is given permission to proceed as part of the refinement of the Target Operating Model. This does need to be considered at the earliest opportunity and it will, if the decision is given to proceed.</p>
29	Service	Cardiff	Staff Portal	<p>Into which team does Water Quality actually fit in the proposed service? (This question and comment could also be applied to Air Quality, Contaminated Land, Env Permitting).</p>	<p>Since its publication, the Councils have had to refine the target operating model advocated by Atkins to meet the extra financial savings required. Consequently, the new management team would need to reassess the target operating model in light of the reduced resource available. At this stage, the project team would agree with your suggestion that the function is best placed within the Specialist Services team, but the final decision would rest with the new management team, should the proposal to collaborate be approved.</p>

194	Service	Cardiff	Staff Portal	Why is there no mention of the projects on page 69 Appendix A that explain the principle functions of each service area? The function that could possibly be attributed to these projects is under the Neighbourhood Services banner is Community Safety Partnership. In addition these projects are not mentioned or alluded to on page 79 or 80 (Appendix A) that explains the “key human resource and structural implications” of the Neighbourhood Services Team. I have a real concern that the work we currently do in Cardiff with the most vulnerable in society may be lost if they are not highlighted in the report. Especially as you have stated the collaborative approach is intended to make services more resilient and customer focused.	The projects and general functions around safeguarding that you mention in your earlier mail were discussed in the staff workshops and their omission from the list at page 69 is an oversight; however the Atkins Report cannot be edited any further at this stage. You have raised some valid concerns which need to be considered in light of the reduced provision available to deliver the services. At this stage, the project team would agree with your assertions about the importance of the work undertaken to protect vulnerable people and suggest that the function is best placed within the Neighbourhood services team. The final decision would rest with the new management team, should the proposal to collaborate be approved and your comments will be taken into account.
195	HR	Cardiff	Staff Portal	My current secondment runs until 31st March. Would I be able to apply for jobs under this collaboration or would they be ring fenced to full time permanent staff first?	To be included in the transfer process, staff need to be undertaking the activities of the service area. therefore any staff on secondment need to meet with their Human Resources Officer to ensure the necessary arrangements are in place to support them through the process.
196	Service	Cardiff	Staff Portal	Concern that statutory functions have not been prioritised and will not be potentially delivered	The concern is noted and the project team are unsure why that perception exists. The model is intended to provide as comprehensive a service as possible within the resource available
197	Service	Cardiff	Staff Portal	Number of managers not workable – possible risk in relation to management of food poisoning outbreaks and credibility of the national food hygiene rating scheme	The numbers of managers does reduce in the proposed model, but the model is intended to provide as comprehensive service as possible within the resource available. An increase in the number of managers would see a corresponding decrease in the number of officers undertaking operational duties, there will only be a fixed budget
198	Project	Cardiff	Staff Portal	Has there been consultation with stakeholders / customers?	Consultation with external stakeholders is taking place and organisations such as the FSA, South Wales Police and Welsh Government are being consulted on the proposal to change, alongside others that have been raised with me through this consultation process
199	Service	Cardiff	Staff Portal	It is felt that this proposal is not providing additional resilience in Cardiff and how this is achieved could be better explained in the documentation	Your observations are noted and in the current financial climate where there is a need to make unprecedented levels of savings, achieving additional resilience is unlikely. The proposed model aims to make the service as resilient as possible within those financial constraints

200	Service	Cardiff	Staff Portal	There is a need for more than one specialist lead officer in the communicable disease field across 3 authorities	The financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff and measures may need to be considered that could result in a significant change in service delivery.
201	Service	Cardiff	Staff Portal	The model as seen without a great deal of detail, looks as if inspection will be undertaken in premises that are not due for inspection. This approach is contrary to the national enforcement guidance for health and safety	This concern is noted and as indicated earlier if a decision is made to proceed, the appointed Management Team will need to consider the issues and concerns in light of the reduced provision available to deliver the services. The model is intended to provide as comprehensive a service as possible within the resource available. There will be a clear focus upon risk assessment practices for inspection programmes and the use of best practice, where possible, for all activities. The new service will not undertake inspection activities if they are not required.
202	Service	Cardiff	Staff Portal	Concern that the nature of the challenge in Cardiff has not been recognised as being significantly different to the challenges in the Vale and Bridgend. In particular this difference - is the business turn over rate and the challenges we have with language difficulties, also the quantity and range of businesses, being on a different scale	This concern is noted and will be considered by the new management team as a key issue to resolve, should a decision be made to pursue the collaborative approach.
203	Service	Cardiff	Staff Portal	There is a real pride in Cardiff's work / achievements currently and the arrangements / organisational structure in place has facilitated this through allowing officers to develop specialisms and therefore to become experts in their field. The model (as seen) proposes a generalist approach which is believed to be more inefficient and leading to lower quality service. Concern that the benefits of Cardiff model will be destroyed.	The model is intended to provide as comprehensive a service as possible within the resource available. The comment on specialism is noted and indeed the proposal to create an Enterprise and Specialist services section is partly based upon a development of that specialist knowledge both to enhance the service within service delivery terms and to generate income to better support the service in the coming years

204	Service	Cardiff	Staff Portal	Cardiff has been able to lead best practice across Wales in a number of areas, particularly Communicable Disease with projects like the national Cryptosporidium in Swimming pools project and Campylobacter surveillance. This loss of specialist roles will remove our ability to excel in this way.	The project team understands your assertion. That said, the financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff and measures will need to be considered that could result in a significant change in service delivery
205	Project	Cardiff	Staff Portal	Why “ the Vale” is a commonly recurring question. Staff want to continue to be employed by Cardiff Council because it is seen a forward thinking authority and also stated... people have a lot of respect for our Chief Executive.	The Host Employer is the paying Authority. Staff will be working for a new larger Regional Service, (which as I have noted in briefings needs a brand to help with this concept and perception,) the New Service will be governed by a Joint Committee, and Management Board of All three Councils, that is not the same as merging into another council, Cardiff will very much retain it's say via our Chief Executive and nominated board managers and Members in how matters are run. The flexi system and other policies is a detail to be discussed with the new management board and committee. Overall the proposal for the Host Authority has been the subject of discussion at the various Scrutiny Committees and will be a decision for elected members.
206	Project	Cardiff	Staff Portal	Vale as a choice of host is a concern for staff. For example, issues like the flexi policy which is less generous. Justification in report is partly due to road network - staff disagree with this, as they use the roads often and they are extremely busy / problematic.	The Host Employer is the paying Authority. Staff will be working for a new larger Regional Service, (which as I have noted in briefings needs a brand to help with this concept and perception,) the New Service will be governed by a Joint Committee, and Management Board of All three Councils, that is not the same as merging into another council, Cardiff will very much retain it's say via our Chief Executive and nominated board managers and Members in how matters are run. The flexi system and other policies is a detail to be discussed with the new management board and committee. Overall the proposal for the Host Authority has been the subject of discussion at the various Scrutiny Committees and will be a decision for elected members.
207	Project	Cardiff	Staff Portal	Acceptance that whilst there are benefits to collaboration, Vale and Bridgend will gain more.	The model is intended to provide as comprehensive a service as possible within the resource available across all three Councils

208	Service	Cardiff	Staff Portal	Concern about the high proportion of technical staff...which will lead to a loss of experienced staff over time. The danger is that we won't recruit staff of the same skill base in future.	The project team understands your assertion. That said, the financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff and measures will need to be considered that could result in a significant change in service delivery.
209	Service	Cardiff	Staff Portal	Elements of what we have in Cardiff is really good – e.g. the CIS system. The Vale don't have this.	The point is noted and well made. If a decision is made to proceed with collaboration, the new management team will look to ensure that best practice is identified and adopted within the resource available.
210	Service	Cardiff	Staff Portal	Concern that the Business model has been developed based on an audit model rather than an inspection model. The latter requires that any IT system that supports the new regime is more flexible. Inspections require more time to complete than an audit. Auditing approach is acceptable for low risk businesses but not high risk.	The model is intended to provide as comprehensive a service as possible within the resource available across all three Councils. It will need to reflect best practice in terms of inspections and take heed of advice from Government and other Regulators. Much of the detail around service provision will be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process.
211	Service	Cardiff	Staff Portal	The vision or service standard for the new organisation needs to be specified in order to know whether statutory services can be delivered for example.	The model is intended to provide as comprehensive a service as possible within the resource available across all three Councils. It will need to reflect best practice in terms of inspections and take heed of advice from Government and other Regulators. Much of the detail around service provision will be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process.
212	ICT	Cardiff	Staff Portal	It is felt that realistically the new way of working, supported by IT and hand helds etc. is unlikely to be a quick fix. Not achieved in Worcestershire 4 years on. Therefore to achieve this more quickly important that existing staff (over an above the number in the proposed structure) should be employed to deliver the change programme.	Your concerns are noted. The project team has been in dialogue with Worcester and other collaborative services to discuss their experiences and understand how best those difficulties can be avoided or mitigated. ICT infrastructure is a recognised key risk for delivery within the project and preparatory steps are being taken to prepare for a decision, that will enable the ict teams in the councils to drive forward the essential changes needed

213	Service	Cardiff	Staff Portal	The figures for number of qualified staff vs non qualified staff are thought to be based on the number of formal enforcement actions that have been previously undertaken. Competent & qualified people would still be required to inspect and undertake activities such as voluntary closures. The required qualifications are set out in the Food safety area....it is difficult to tell whether this has been taken into account.	The model is intended to provide as comprehensive a service as possible within the resource available across all three Councils. The financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff and measures may need to be considered that could result in a significant change in service delivery.
214	Service	Cardiff	Staff Portal	It is felt that the report is biased - written with the intention of promoting the collaborate and change model over all others.	The report does concentrate upon the "Collaborate and Change" model. The Councils employed Atkins to test the hypothesis of a number of options, the initial options appraisal identified that a collaborative service across the three Councils could be the most beneficial they were therefore further tasked to provide a Target Operating Model best placed to deliver such a vision. After assessing further Atkins formed the view that "Collaborate and Change" was the best option and as such their business case is written on that basis.
215	Service	Cardiff	Staff Portal	Concern that it will be easier to cut funding further in future due to the arms length connection with the Council	The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff. I reiterate, the service would not be at arms length and my earlier comments in this regard.
216	Service	Cardiff	Staff Portal	Too much emphasis on cost cutting and not enough on service delivery and what the customer will be able to expect.	See Below
217	Service	Cardiff	Staff Portal	Key objectives of the collaboration are to provide resilience in the service and deliver a customer focus. Perception is that there is insufficient detail / emphasis in the papers about how these objectives are actually to be achieved that the emphasis is all about cost cutting.	The project team understands your concern. The model is intended to provide as comprehensive a service as possible within the resource available across all three Councils. However, the financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. The need to make savings, at an unprecedented level impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff and measures will need to be considered that could result in a significant change in service delivery.

218	HR	Cardiff	Staff Portal	Consultation period too short given the time of year	The consultation was originally scheduled to end on 22-08-14. Following discussion with trade unions this has now been extended for all Councils up to 5th September 2014
219	Project	Cardiff	Staff Portal	Would like managers in Cardiff to visit Worcester to determine the effectiveness of the collaboration there.	The project team has been in dialogue with Worcester and other collaborative services to discuss their experiences and understand how best those difficulties can be avoided or mitigated. Should the proposal go ahead, the new management team will continue that dialogue and undertake further visits when necessary.
220	Project	Cardiff	Staff Portal	They would like to see the salary scales for the Vale Council. They are available to Vale staff and feel that this is only fair.	The appendix dealing with indicative salaries was redacted on the basis of concerns about data protection. It has been agreed that this decision will be reviewed and information shared where there are no remaining DPA concerns.

221	Service	Cardiff	Staff Portal	<p>Report states that each authority would need to give authority for individual enforcement actions – this introduces an unnecessary layer of complexity and delay. In practice how would this be achieved?</p>	<p>It is proposed that the authorities would discharge their Regulatory service functions jointly by a joint committee and in turn through officers working in the combined service. (Please see paragraph below regarding licensing which has a different arrangement). In relation to the shared service it is proposed that the relevant employees from the participating authorities would transfer to the host authority, as if this were a transfer within the meaning of the Transfer of Undertakings (Protection of Employment) Regulations 2006. The officers would become officers of the host authority. There are a number of powers (sections of legislation) that can be relied upon to facilitate such collaboration and which enables two or more local authorities to discharge their functions jointly and do so by a joint committee of theirs and/or an officer or officers of one of them. Of particular relevance is: • Local Government Act 1972 (s101 and 102) • Local Government Act 2000 (S19 and 20), • Local Government (Wales) Measure 2009 (section 9) and • Local Authorities Goods and Services Act 1970, in terms of one authority providing goods and services to another. As regards the functions under the Licensing Act, which will remain the responsibility of each local authority, as noted in the recent briefing this would remain governed by the Public Protection and Licensing Committee in Cardiff, it is proposed that the shared service will support each authority in carrying out such functions. This work would be carried out by making staff engaged in the shared service available to each participating authority as demand requires. In terms of powers section 113 of the Local Government Act 1972 is of particular relevance. The draft cabinet report sets out further detail and advice on these matters. Importantly, whilst the joint service will prepare enforcement cases, the decisions upon prosecution will rest with the originating authority's legal teams.</p>
222	Project	Cardiff	Staff Portal	<p>Staff are concerned at the lack of detail available and question how each authority can make a decision about whether to go ahead with collaboration when the level of service to be provided has not been specified. Will each council get the same level of service for example? This is considered to be a critical issue when politicians decide whether to go ahead.</p>	<p>A core service delivery document is being developed to provide more detail for the revised target operating model. The model is intended to provide as comprehensive a service as possible within the resource available across all three Councils.</p>

223	Project	Cardiff	Staff Portal	The content of the report is problematic as there is a view that information contained within it is inaccurate and that sweeping statements have been made e.g. 100k allocated to each authority in the change only model for IT investment with no justification about what this would be spent on & why it is the same for every authority – how could this be right?	The assumptions underpinning the report are based on the previous experience of the Atkins team from working with other local authorities. The figures are conservative and have been agreed as realistic with work stream leads from each authority.
224	Service	Cardiff	Staff Portal	Safeguarding and work with vulnerable people not included in the report (however I did notice that it was included in your presentation today).	The projects and general functions around safeguarding that you mention in your earlier mail were discussed in the staff workshops and their omission from the list at page 69 is an oversight; however the Atkins Report cannot be edited any further at this stage. You have raised some valid concerns which need to be considered in light of the reduced provision available to deliver the services. At this stage, the project team would agree with your assertions about the importance of the work undertaken to protect vulnerable people and suggest that the function is best placed within the Neighbourhood services team. The final decision would rest with the new management team, should the proposal to collaborate be approved and your comments will be taken into account.
225	Service	Cardiff	Staff Portal	The expectation to double the income currently generated is a concern, particularly as there is no detail given about how that would be achieved.	The assumptions underpinning the report are based on the previous experience of the Atkins team from working with other local authorities. The Enterprise and Specialist services section would have the main responsibility for identifying and generating new income. Much of the detail around service provision will need to be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process.
226	Service	Cardiff	Staff Portal	Trading Standards is very much learnt on the job from other more experienced staff. The concept that most technical staff will be mobile and working from home will change the development requirements. Training package would need to be put in place (possibly at additional cost) to plug this gap. There is concern that training portfolios may not be as easily completed.	The concern is noted and as indicated earlier if a decision is made to proceed, the appointed Management Team will need to consider the issues and concerns expressed in light of the reduced provision available to deliver the services, as part of the implementation phase.

227	HR	Cardiff	Staff Portal	Staff are very keen to understand the ring fencing / job slotting proposals.	The newly appointed Management team would be responsible for staff appointments within the new service, once the TUPE transfer has been completed. The process for appointment has not been detailed, and will only be detailed should the project progress. The project will consult with the Trade Union Forum to ensure that the most appropriate process is put in place. It will, however be based on sound and transparent principles to be agreed with the trade unions. For some employees this may include "job matching" i.e. appointment to the same or similar post and for others it may include a competitive selection process. All posts will be ring-fenced to existing staff (although the size and shape of the ring fences will need to be determined in consultation with the trade unions. Staff will be supported through the process
228	Service	Cardiff	Staff Portal	IMLU staff have asked to be advised of their position within this collaboration proposal and whether "people in temporary posts not being able to apply for a position in the new structure" applies to the staff currently in or being recruited to the IMLU team.	At the moment the IMLU is subject to a separate funding regime and the finances have not been included in this report. It is envisaged that the IMLU would be a part of the collaborative service, but this would need to be agreed with other partners before any formal decision can be made to transfer the IMLU to the collaborative service. Until such a decision can be made, the IMLU will remain part of Cardiff Council.
229	HR	Cardiff	Staff Portal	There is a thirst for more information regarding the TUPE requirements. People want to know whether, when they secure a new post in the new structure, their existing terms and conditions will be protected. A briefing note around this issue, to explain the different potential circumstances would be useful.	Depending on a decision being made in October to progress the collaboration project, staff workshops in relation to TUPE will be held covering the process and points raised in this question. This will be a necessity as part of the TUPE consultation process and will need to be undertaken by both the transferee Councils and the host employing Council.
230	Service	Cardiff	Staff Portal	The EHO and TSO job titles are very important to this group of professional staff. They would like to retain these titles in the new structure.	I understand this concern and the project team have it registered and these important details will be considered by the new management team, should a decision be made to pursue the collaborative approach.
231	Service	Cardiff	Staff Portal	Report states that CD activity is in the Commercial Services element of the service, whereas your presentation advised staff that the role was in the Enterprise team. Clarity on this point is needed.	Thank you for identifying that issue. Much of the detail around service provision will need to be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process and as such can influence the best location for the CD service element.

232	Service	Cardiff	Staff Portal	Maintaining specialist officers (whilst authorised and able to deal with obvious hazards in a number of different disciplines during site visits) is considered to provide a higher standard of service, more efficient as less research is required prior to each visit & costs less for training and ongoing CPD. The papers, as they are currently written, give the impression that each officer will be equally competent in all aspects of TS and EH work. I'm fairly confident that this isn't the intention, but clarification on this aspect would be appreciated.	The project team does not envisage officers being equally competent in all aspects of TS and EH work, but there will be a need for officers employed in the new service having the capacity to identify, and where appropriate, to deal with a wider range of issues. Maintaining specialist officers is an important element of the new model.
233	Service	Cardiff	Staff Portal	The priority given to health and safety work is a concern; staff perceive that food safety inspection targets will always be given priority.	Thank you for raising this concern and your point noted will be considered by the new management team during implementation should a decision be made to pursue the collaborative approach.
234	Service	Cardiff	Staff Portal	Info. on the likely office locations was requested	Feasibility work is continuing on locations for the central and local teams, the important issue of EIA and other logistics have been raised in a number of enquiries and clearly further work is needed enforce detailed locations on the proposals can be made.
235	Service	Cardiff	Staff Portal	Will staff be primarily working in specific patches or travelling across all three local authority areas. Preference is to have a "patch" that they can become familiar with. This helps in terms of - knowing the businesses and building trust, gaining local intelligence and quickly being able to gather contact details. Also more efficient in mileage allowance costs.	Much of the detail around service provision will need to be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process and influence the outcomes
236	HR	Cardiff	Staff Portal	Making informed choices about VS decisions is difficult at present, due to limited information available.	Each Council has different approaches to the issue of voluntary severance and as such it is important for you to contact your own HR team for more specific information. There has been no cross authority agreement in terms of this issue.
251	HR	Cardiff	Staff Briefing Questions	Our current contract is with Cardiff so if we changed to the host authority isn't that a breach of terms and conditions?	This is where TUPE applies. The service is being delivered by another entity so technically posts will transfer to the host employer with appropriate protection of terms and conditions. There will be no breach of contract.
252	HR	Cardiff	Staff Briefing Questions	For what period of time would we be protected?	Staff will transfer with their current contractual terms and conditions. After the transfer process, consultation will begin in relation to the restructuring of the service to move to the new operating model. In some cases this will involve the appointment of staff to the same or similar roles (in which case TUPE protection will continue. Where staff are offered appointment to significantly different roles then the new terms and conditions will apply.

253	HR	Cardiff	Staff Briefing Questions	Will we have the Vale of Glamorgan's terms and conditions?	Staff will transfer with their current contractual terms and conditions. After the transfer process, consultation will begin in relation to the restructuring of the service to move to the new operating model. In some cases this will involve the appointment of staff to the same or similar roles (in which case TUPE protection will continue. Where staff are offered appointment to significantly different roles then the new terms and conditions will apply.
254	HR	Cardiff	Staff Briefing Questions	Will this be before the consultation ends?	There will be a consultation process on the transfer and then a consultation process on the new structure and the trade unions are involved with those consultations. There will be no changes until the consultation processes have been completed
255	HR	Cardiff	Staff Briefing Questions	We had an email from requesting VS applications be in by the 12th September 2014 but we do not have enough information such as TUPE etc. to be able to make the decision so will there be flexibility on the VS process?	The letter you refer to was sent to all staff in Cardiff Council in relation to the generic approach to wider budgetary pressures. It is not specific to the Regulatory Services Review and does not represent an approach across the three authorities. Each Council have different approaches to the issue of voluntary severance and as such it is important for you to contact your own HR team for more specific information. .
256	HR	Cardiff	Staff Briefing Questions	It is unfair that there is so little solid information for staff to know if they want to stay or go on VS in February / March 2015.	I do understand but we will have the information before March but not today. By the end of February there would have been 3-4 months of solid information for you by then.
257	HR	Cardiff	Staff Briefing Questions	Why did it say in the email that existing VS applications should be destroyed?	See answer to question 256 above in relation to the cardiff specific approach to VS. The reference in the question is not correct. If employees in Cardiff have already made an application you do not need to make another one.
258	HR	Cardiff	Staff Briefing Questions	What if everyone came forward to apply for VS?	See answer to question 256 above in relation to the cardiff specific approach to VS. Each application within Cardiff would need to be supported by a business case that reflects the needs of the service.
259	HR	Cardiff	Staff Briefing Questions	So would it be on a first come first serve basis?	See answer to question 256 above in relation to the cardiff specific approach to VS. If an employee in Cardiff is already in the process then it is. Applications will be prioritised as to which is least expensive to the authority. We would need to look at where everyone is in the process.
260	HR	Cardiff	Staff Briefing Questions	So is the deadline February 2015?	Each Council has different approaches to the issue of voluntary severance and as such it is important for you to contact your own HR team for more specific information. There has been no cross authority agreement in terms of this issue.
261	HR	Cardiff	Staff Briefing Questions	What date applies for the VS package?	See question 261 above

262	HR	Cardiff	Staff Briefing Questions	We are sceptical that being asked to reapplying for VS will delay everything so that our actual date of leaving will be after April which better suits the authority.	See Question 261 above
263	HR	Cardiff	Staff Briefing Questions	When we transfer to the host authority I noted that the business case mentioned compulsory redundancies and a figure for if you were over 55 or under 55. Where did the figure of £8000 come from?	Someone has already emailed about this and about access to pensions. There is an answer. That's not the value you would get. The business case is based on assumptions to develop averages. Cardiff, the Vale and Bridgend have different redundancy schemes. Cardiff and Vale pension schemes are the same but Bridgend is different. We are just trying to get an average. Over 55 you can get the lump sum but under 55 you can't. It will depend on each particular case. It would be Cardiff's VS that would apply but not the current one – the 2015/16 policy. If anyone wants to contact Juliette individually you can.
264	HR	Cardiff	Staff Briefing Questions	If you have a temporary contract until the end of March does that mean you are gone?	Please discuss your individual circumstances with your Human Resources Officer
265	Service	Cardiff	Staff Briefing Questions	Under the proposed structure it seems that all the job titles have altered so in admin we can't see where we fit in.	This is part of what we said about putting meat on the bones. That will come after October. We have been asked for a brief description in relation to the new job titles and we will try to get that out to you as soon as possible.
266	HR	Cardiff	Staff Briefing Questions	Will there be element of slot and match?	The newly appointed Management team would be responsible for staff appointments within the new service and once the TUPE transfer has been complete. The process will involve the trade unions. Recruitment will take place later on down the line. We want the fairest way for staff to be recruited to the post.
267	Service	Cardiff	Staff Briefing Questions	What would the new equivalent posts be to the current title roles of Environmental Health officer and Trading Standards officer.	This matching will help when you have the brief job descriptions that I mentioned earlier.
268	Service	Cardiff	Staff Briefing Questions	The business case mentions a 10% reduction. How was this arrived at?	It was 13%. This was in the Atkins report but not on the 14/15 finance figures. The amount of posts in the dogs home have not been quantified so it won't add up. IMLU have been excluded from the figures as well. The Welsh Landlord Licensing scheme will have Cardiff as its host so we will have to be recruiting for that so potentially there are new posts. We have to be sure of the costings and we are not sure if it will go into collaboration or not. In September or October we will have more information. Members will also want to take some decisions on this. Maybe the joint committee will agree some policies. Members from Cardiff will want to ensure the policies are fair also. So the door is open to flexibility.

269	HR	Cardiff	Staff Briefing Questions	Some staff are concerned about the different flexi time arrangements in the Vale. Will they apply to us?	We don't know at this stage
270	Service	Cardiff	Staff Briefing Questions	With the Vale's different core hours officers would not be able to carry out the same visits.	This will be scrutinised by the trade unions. It will be looked at.
271	HR	Cardiff	Staff Briefing Questions	The reduction in hours from 37 to 36 hours was not something the trade unions were happy about but it was still 'sign the contract or no employment'.	This relates only to Cardiff employees and not the Regulatory Services collaboration project.
272	Service	Cardiff	Staff Briefing Questions	Will these consultations change what is in the cabinet report?	No but they will be taken into account for the TOM and the cabinet report will contain the key issues for staff
273	Service	Cardiff	Staff Briefing Questions	A key concern for some staff is that job titles are disappearing ie EHO and TSO are recognised internally and externally and we would wish to retain that in the future structure.	The job titles are not etched in stone. I understand that these roles are more combined in the other 2 authorities than in Cardiff already but it does not extend to a TSO doing the role of an EHO. This is maybe something we can work through.
274	Service	Cardiff	Staff Briefing Questions	If the titles of TSO and EHO changes there will also be confusion from customers. How will you address that?	All communications are internal at the moment. Now engagement is starting to take place with external stakeholders such as the FSA; the police etc. Once collaboration is agreed there will be an external communications campaign to deliver this which will involve things such as rebranding, hubs etc. Hopefully customers shouldn't see that much difference. It will all be about how we target external stakeholders. If we do not get permission to proceed then there is no sense to go outside now. I am having questions about uniforms and that level of detail we don't know yet. When it happens we will have open trade days and roadshows but it all takes time. There will be a transition period and that has been considered and costings done as well.
275	Service	Cardiff	Staff Briefing Questions	Will there be ports of call for the public?	This level of detail we don't have yet. Atkins put forward 3 potential satellite hubs eg maybe one in the Alps because of access. Communications will be based around those properties. Quality impact assessments would have to be done as well as service level agreements between contact centres and residents. We don't know where we are moving to yet.
276	Service	Cardiff	Staff Briefing Questions	We need to accommodate people who come in to see us to give us documents etc	This kind of detail will normally be done by the chief officer and the management to ensure the new service delivers. We will always want to have one to one contact eg when taxi drivers drop things off when they are out and about on their routes. We do not want to move away from one to one contact. There will be equality impact assessments for access by customers.

277	HR	Cardiff	Staff Briefing Questions	If we apply for VS how long will it take?	The unions and the project team are keen to be able to agree a common sense position on VS (subject to any legal considerations and supported by an appropriate business case). This has not yet been agreed. In relation to voluntary severance in general (not relating to the collaboration project) employees should follow their current employers normal processes.
278	HR	Cardiff	Staff Briefing Questions	Today we have had the email regarding budget cuts and advising people who want to take VS to do so. If someone takes VS now will that post form part of the 26?	This question relates to Cardiff employees only. It will potentially reduce the number but for reasons connected with budget issues within the authority and not as a result of the collaboration project.
279	HR	Cardiff	Staff Briefing Questions	Will that lost post, being pre-collaboration, mean that following collaboration you won't still be looking to take the full 26?	See question above
280	HR	Cardiff	Staff Briefing Questions	Without job descriptions and details how are people able to make any decisions about VS?	There will be a consultation process prior to the transfer which will provide staff with more information. The unions and the project team are keen to be able to agree a common sense position on VS (subject to any legal considerations and supported by an appropriate business case). This has not yet been agreed. In relation to voluntary severance in general (not relating to the collaboration project) employees should follow their current employers normal processes.
281	HR	Cardiff	Staff Briefing Questions	If collaboration goes ahead will the policies on VS apply just to Cardiff and not necessarily the Vale?	It is proposed that any severance arrangements that take place (as appropriate) before the transfer will be subject to the terms of the employee's current local authority. Post transfer arrangements for severance will be reviewed as part of the TUPE consultation process between November 2014 and March 2015.
282	Project	Cardiff	Staff Briefing Questions	When can we expect the information on job descriptions?	The decision regarding the host authority will take place in October 2014 and the host authority will start work immediately on these matters as we know it is a priority for staff.
283	Project	Cardiff	Staff Briefing Questions	Why then are we having meetings in September?	The meetings in September are about sharing the feedback from everybody. They are feedback and engagement sessions. We won't then have the information about job descriptions as that will come around November – December. People will have other questions about how the service will operate and I would think that would be of interest to you all. I understand that this is difficult on a personal level and you want the information to enable you to make the choices you need to make. This is the first step of several steps to a new service. Nothing will happen the next day. There will be enough time for staff consultation before the next step occurs. There will be lots of meetings so you will be fully informed.

284	HR	Cardiff	Staff Briefing Questions	Assuming all goes to plan you mentioned TUPE safeguards – can you expand on the safeguards?	Staff will transfer with their current contractual terms and conditions. After the transfer process, consultation will begin in relation to the restructuring of the service to move to the new operating model. In some cases this will involve the appointment of staff to the same or similar roles (in which case TUPE protection will continue. Where staff are offered appointment to significantly different roles then the new terms and conditions will apply.
285	HR	Cardiff	Staff Briefing Questions	What is the likely timescale for this?	There will be a pre-transfer consultation in November with a transfer in April 2015. There will be consultation between November and April. I will be available during that time to meet staff either personally or in groups to answer any questions that they may have.
286	HR	Cardiff	Staff Briefing Questions	What do you mean by ‘consultation’?	It has got to be meaningful in the eyes of the law. This is our proposal and you give your views on whether you think it is lawful and if its works. It will affect all staff. All of you will get the same letter. As a representative from HR will speak to you individually or as a group if you prefer.
287	HR	Cardiff	Staff Briefing Questions	Ideally when will the dust settle?	Following the recruitment process to the new structure. The intention is that this process will be completed by September 2015.
288	HR	Cardiff	Staff Briefing Questions	For what period of time will we get statutory protection?	If there is a straightforward TUPE it can go on for years and years. If it is not a straightforward TUPE then things can change. We will be able to discuss this better closer to the date.
289	HR	Cardiff	Staff Briefing Questions	Cardiff has just dropped everyone to a 36 hour contract will that continue into the new service?	Should the project proceed then employees will transfer on the contractual terms relevant immediately before the transfer. This will apply to working hours and the plans in Cardiff in relation to the 36/37 hour week
290	HR	Cardiff	Staff Briefing Questions	Will the reduction of 26 posts be at ground roots?	The potential reduction in post numbers is spread largely across all levels within the current organisational structure.
291	HR	Cardiff	Staff Briefing Questions	Will those who lose posts be able to apply down for other posts?	Policies regarding any ring fencing arrangements or slotting matters still have to be set out by the joint committee. I am not familiar with the Vale’s processes regarding restructures. There may be an option to adopt theirs or adopt a new one by the joint committee. We also have a commitment to work with the trade unions.
292	HR	Cardiff	Staff Briefing Questions	There used to be a provision within Cardiff Council that if you had worked at a specific location for so many years and then you were relocated you were given costs. Is this still available?	This stopped a number of years ago, so no.

293	Service	Cardiff	Staff Briefing Questions	<p>I note that under Neighbourhood Services group there is a category for consumer protection. At this time CCC has put out to tender for a consortium to provide a joined up advice service across the city to include consumer services. How will this alternate 2 nd tier of advice on consumer services affect us going into collaboration? If this goes out to tender where will we get our information from? Our managers don't seem to know anything about it.</p>	<p>The project team has been aware of the tender proposal. It is our understanding that the tender does not seek another body to undertake the second tier intervention role, nor does it intend to impact upon the first tier role undertaken nationally through the Citizens Advice Bureau. We are advised that the current provision of welfare advice - the type of services that CAB, Speakeasy, Cardiff Law, etc. currently provide - is the main focus of the tender and that there is no change other than the move to fund one organisation to provide advice in the City. Occasionally, the provision of welfare advice requires the provision of basic consumer advice as part of a holistic response to queries and the tender simply wishes to ensure that this existing provision is covered.</p>
294	Project	Cardiff	Trade Union Scrutiny Questions	<p>Are the Scrutiny Committee members aware of the unacceptably short timescale between the collaboration report (300 pages) being released to staff and this meeting (17th July -29th July)? A grievance has been lodged regarding this issue by both Cardiff and Vale of Glamorgan staff. Many staff are on annual leave due to it being the school summer holidays and have had no opportunity to either read the report or raise concerns regarding it. Would the Scrutiny Committee agree to meet again regarding this matter so all employees affected have a reasonable opportunity to comment on this report?</p>	<p>The pre-decision engagement process started on 11th July and was originally scheduled to end on 22nd August. Following discussion with trade unions, this has now been extended for all Councils up to 5th September 2014. The Cabinet report will contain an appendices illustrating the response from the pre-decision Scrutiny process along with the comments and feedback from the staff and Trade Unions.</p>
295	Service	Cardiff	Trade Union Scrutiny Questions	<p>Appendix A – The Atkins Regionalising Regulatory Services Consultancy Report. Page 81 Point 5.11.2 Commercial Services second paragraph at the bottom of the page. The Food Law Code of Practice (Legal Requirement) states that certain establishments should be inspected only by Environmental Health Officers or officers holding the Higher Certificate in Food Premises Inspection. Certain critical enforcement action can only be undertaken by Environmental Health Officers. If the intention is to train non-qualified officers up to the Higher Certificate Level which is expensive i.e. approximately £1650 and time consuming i.e. at least a year, has this been costed?</p>	<p>Across the three Councils, there should be sufficient numbers of qualified staff to undertake the duties required. The project team does not envisage officers being equally competent in all aspects of TS and EH work, but there will be a need for officers employed in the new service having the capacity to identify, and where appropriate, to deal with a wider range of issues. Maintaining specialist officers is an important element of the new model. Teams will be expected to 'to do everything' in their remit. This does not mean every officer. Within teams there will still be specialist TSOs and EHOs though they will be expected to have a wider remit than for example just undertaking Food Hygiene Inspections. As mentioned above through refresher training EHO's for example would be expected to inspect Food Standards and Health & Safety issues during an inspection. Proprietors are expected to know these areas and would expect our officers to also be competent in them.</p>

296	Service	Cardiff	Trade Union Scrutiny Questions	Appendix B - Supplement to the Atkins report on Regionalising Regulatory Services. Page 21 EHO training for metrology. Trading Standards say that this is an intense and expensive course that usually costs around £2,000. A Trading Standards background prior to course enrolment is usually assumed. Where can it be provided for 17 Officers at £300 each?	See answer provided above - - We would not expect to train TSO's to undertake High Risk Food Hygiene Inspections when we already have sufficient competent staff to do the work, nor EHO's to undertake weights and measures duties. Competent staff may be required to undertake lower risk work across the professional boundaries, but the intent is to retain specialist capabilities within the available financial resource.
297	Service	Cardiff	Trade Union Scrutiny Questions	Page 21 TSO training for Health and Safety. To achieve a level of health and safety training to enforcement standard level cannot be achieved in a brief time and is not cheap. Where can it be obtained for £300 for 7 officers?	See answer provided above
298	Service	Cardiff	Trade Union Scrutiny Questions	Page 40 Collaboration & Change Option Final Draft. This operating model is less identifiable as a Regulatory Service than is currently the case as for many years the public have been familiar with dealing with Environmental Health Officers (EHO) and Trading Standards Officers(TSO). Will the creation of the new post/titles Neighbourhood Technical Officer and Commercial Services Technical Officer etc. be confusing to the public and businesses?	This is a valid observation and the project team have it registered. This will be considered by the new management team, should a decision be made to pursue the collaborative approach.
299	Service	Cardiff	Trade Union Scrutiny Questions	Page 40 Collaboration & Change Option Final Draft. Identifies 168 posts in the proposed structure. This compares with 193 posts in the proposed Collaboration and Change Model a year ago (Page 130 of Atkins Report) and 280 staff that were employed in September 2013 (Page 16 of Atkins Report).This is a massive proposed reduction in posts (40%)from 280 to 168. The key question therefore is the Scrutiny Committee completely satisfied that this proposed Shared Regulatory Service will be fit for purpose to deliver Environmental Health, Trading Standards and Licensing efficiently and effectively across 3 Authorities Bridgend ; Vale of Glamorgan ; Cardiff with a combined population of 622,000 ?	There re 178 posts in the structure. Based on staffing levels at July 2014 the number of potential redundancies would be approximately 26 FTE. It is expected that this figure will further reduce on implementation of the new service model as a result of the continuing approach to vacancy management and based on the revised organisational structure at page 40 of Appendix B. Members will be aware, however that further savings may, however be necessary following the implementation of the new service.- Collaboration offers the opportunity for the Council to maintain services in a cost effective way and ensure we can continue to deliver as robust as service as the current financial position allows.

300	Service	Cardiff	Trade Union Scrutiny Questions	<p>Page 40. There will be risks to food safety & the Service if the proposed structure for delivery is implemented by diluting the expertise and reducing the numbers of expert professionals employed. If the proposed Regulatory Service failed who would be held accountable?</p>	<p>There is no intention to dilute technical capability. Competent EHOs will still be involved with High Risk Premises and likewise competent Trading Standards Officers will be undertaking enforcement against illegal trading practices. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff. The Joint committee will have responsibility for the service and report back to each Council on performance. There will be a Management Board consisting of senior officers from all three Councils, that is not the same as merging into another council, Cardiff will very much retain its say via our Chief Executive and nominated board managers and Members in how matters are run.</p>
301	Service	Cardiff	Trade Union Scrutiny Questions	<p>Page 21 Point 3.3.3 Claims that the information gathered from the staff workshops was given extensive consideration and clearly informed the Target Operating Model, Business Case and Implementation Plan. The question arises as to why were a number of the major proposals such as the removal and demotion of EHO's and TSO'S to Consumer Service Officers and Consumer Service Technical Officers never mentioned at these staff workshops?</p>	<p>The workshops were aimed at developing a new operating model and sought the views of staff. That information along with other data was used by Atkins to create a new target operating model which is the subject of the current consultation.</p>
302	Service	Cardiff	Trade Union Scrutiny Questions	<p>The effect of Environmental Health Officers and Trading Standards Officers becoming Commercial Services Officers encompassing both remits. The report suggests the 2 professions can somehow be squeezed together. Both jobs are highly specialist requiring long term training. How will this work in practice? How will we ensure our statutory functions regarding food hygiene inspections are prioritised and that ultimately public health is not put at risk? We are not meeting our statutory functions now due to job cuts and more job cuts are to come. How can the City of Cardiff Council justify cutting more staff from the Food Safety function?</p>	<p>In terms of Food law enforcement, the model envisages that competent EHOs will still be involved with High Risk Premises and likewise competent Trading Standards Officers will be undertaking enforcement against illegal trading practices. The model is intended to provide as comprehensive a service as possible within the resource available across all three Councils. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff.</p>

303	Service	Cardiff	Trade Union Scrutiny Questions	Environmental Health Officers in Cardiff working in the health and safety section have specialist health and safety knowledge and experience however due to the current set up in the Authority, these officers will not currently be deemed 'competent' in food hygiene. As a result these officers feel they are unlikely to gain employment within the new structure as they will effectively be competing against EHO's in the Vale and Bridgend who are currently supposedly undertaking both health and safety and food hygiene enforcement. Do you think this unfair on Cardiff H&S EHO's?	Across the three Councils, there should be sufficient numbers of qualified staff to undertake the duties required. The project team does not envisage officers being equally competent in all aspects of EH work, but there will be a need for officers employed in the new service having the capacity to identify, and where appropriate, to deal with a wider range of issues. Maintaining specialist officers is an important element of the new model. Teams will be expected to 'to do everything' in their remit. This does not mean every officer. Within teams there will still be specialist TSOs and EHOs though they will be expected to have a wider remit than for example just undertaking Health and safety enforcement. As mentioned above through refresher training EHO's for example would be expected to inspect Food premises during an inspection.
304	Service	Cardiff	Trade Union Scrutiny Questions	Referring to the legionella outbreak at the Copthorne hotel in 1999, which resulted in two deaths the Vale of Glamorgan Council had to pass the investigation on to the Health and Safety Executive (HSE) due to the lack of technical knowledge held by the Vale's EHOs. The HSE would not have the capacity to take on local authority work as well now due to the cuts they have had to their resources. How would the new proposed structure deal with a future scenario without specialist officers in such matters?	The project team is unable to comment upon the incident. As you note the HSE have had to cut resource. The Council faces similar difficult decisions. The proposed model is intended to provide as comprehensive a service as possible within the resource available across all three Councils. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff.
305	Service	Cardiff	Trade Union Scrutiny Questions	Who will investigate a major health and safety incident/fatal accident in the new authority?	This would depend upon the premises where the incident took place. If the responsibility fell to the Local Authority, it is intended that the new service would assume responsibility for the investigation.
306	Service	Cardiff	Trade Union Scrutiny Questions	Cardiff has been involved in many health and safety projects to date that have been proven to have a positive effect on Cardiff businesses and the Cardiff Population. Will these no longer be implemented?	The proposed model is intended to provide as comprehensive a service as possible within the resource available across all three Councils. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff.

307	Service	Cardiff	Trade Union Scrutiny Questions	Who will investigate a food poisoning outbreak in the new authority given the limited capacity/competency of officers? When no mention is given to lead officer duties.	There is no intention to dilute technical capability. Competent EHOs will still be involved in CD investigations. The structure does identify a Public health officer and it is likely that this role will, lead, facilitate and co-ordinate incidents. That said, the financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. If a decision is made to proceed with collaboration, the new management team will look to ensure that best practice is identified and adopted within the resource available.
308	Service	Cardiff	Trade Union Scrutiny Questions	As commercial services officers will have to undertake communicable disease investigations how will this competency be maintained as currently lead officers have to be identified and undergo specialist training on a regular basis?	See answer provided above
309	Service	Cardiff	Trade Union Scrutiny Questions	Many of the projects have been resourced through gaining external funding and this has provided Cardiff with an outstanding reputation of providing innovative public health interventions will this continue and develop and who will have the capacity to do this?	See answer provided above
310	Service	Cardiff	Trade Union Scrutiny Questions	Management of Stray horses. This presents a significant safety issue in Cardiff, where the horses are straying onto busy arterial roads. The problem is different in the Vale and Bridgend where the concerns are mainly fly grazing. Cardiff currently has one officer, but a significant additional resource is drawn in to help when required, from the trading standards team. Out of hours, the council's highways team will respond. It is believed that this is a local problem which requires a local response given that linkages with highways team are critical. Collaboration proposal includes for 1 horse officer across 3 areas. Does the proposal present a risk to the horse warden service due to the reduced resource i.e. is a slower response to matters of concern and dilution of the service received by Cardiff.	The proposed model is intended to provide as comprehensive a service as possible within the resource available across all three Councils. The proposed model does not include an identified role as a horse warden, but identifies three animal welfare officers who would have primary responsibility for this function. As now, there is an expectation that should extra support be needed other officers in the new service would provide the required assistance. The service would have offices in all three Council areas and existing linkages with partners will be maintained.

311	Service	Cardiff	Trade Union Scrutiny Questions	Significant elements of the current trading standards service are not detailed e.g. safeguarding vulnerable people from cold callers and scams. A critical element of this work is Financial Capability Training delivered in Schools in deprived communities. Is it intended that these will be core elements of service and which posts will deliver this work?	The work around safeguarding along with a range of other services will need to be considered in light of the reduced provision available to deliver the services. At this stage, the importance of the work undertaken to protect vulnerable people is placed within the Neighbourhood services team. The final decision would rest with the new management team, should the proposal to collaborate be approved.
312	Service	Cardiff	Trade Union Scrutiny Questions	There are some people in the existing structure (on low grades) which will have no post to apply for in the new structure due to their current qualifications e.g. the Food Safety Team sampling & project officers. It could be argued that the need for these positions is greater when the posts are being shared by 3 authorities. What arrangements will be made for these individuals?	Work will commence on drafting the detailed job descriptions and person specifications once a decision has been made about the project in September/October. This will detail all the requirements for the jobs and will be done in consultation with staff. This subsequent selection process has not been detailed, and will only be detailed should the project progress. The project group will consult with the Trade Unions to ensure that the most appropriate process is put in place. It will however be based on sound and transparent principles. For some employees this may include "job matching" i.e. assimilation to a similar post and for others it may include a competitive selection process. All posts will be ring-fenced to existing staff who will be supported through the process.
313	Service	Cardiff	Trade Union Scrutiny Questions	A real concern is that the service provided by Cardiff will significantly reduce to the lowest standard across the three authorities. For example – Cardiff provides an out of hours service, food hygiene training courses for businesses, pest control services etc not provided by at least one of the other authorities. What guarantee is there that this good service standard will be protected in the proposal. If so, how will this be accounted for?	The concern is noted. The operating model is intended to provide as comprehensive a service as possible within the resource available. That said, the financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff and measures may need to be considered that could result in a significant change in service delivery.
314	Service	Cardiff	Trade Union Scrutiny Questions	How will this proposal ensure that statutory health and safety activity is targeted at the highest risk activities and at businesses who are not managing health and safety risks effectively?	The model is intended to provide as comprehensive a service as possible within the resource available across all three Councils. It will need to reflect best practice in terms of inspections and take heed of advice from Government and other Regulators. Much of the detail around service provision will be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process.

315	Service	Cardiff	Trade Union Scrutiny Questions	Is it proposed that the health and safety interventions will be limited to hazard spotting in food businesses? If not please explain the extent of the Health and Safety service that will be provided, by which resource, and the qualifications required.	The model is intended to provide as comprehensive a service as possible within the resource available across all three Councils. It will need to reflect best practice in terms of inspections and take heed of advice from Government and other Regulators. Much of the detail around service provision will be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process.
316	Service	Cardiff	Trade Union Scrutiny Questions	Will the proposal allow the Collaborative organisation to continue to be involved in developing and implementing all Wales projects. The current level of resource available in the Vale has often prevented their involvement.	Developing and implementing projects, particularly those that generate income and support employment will be a facet of the Enterprise and specialist services team
317	Service	Cardiff	Trade Union Scrutiny Questions	Cardiff, as a main tourist attraction hosts major events which require specialist input on health and safety. We achieve this through the Events Liaison Panel which is an advisory group chaired and managed by the Health and Safety Team Group Leader, however at least 75% of events are put on by private companies and therefore fall to Cardiff Council for enforcement.	The operating model is intended to provide as comprehensive a service as possible within the resource available. That said, the financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff and measures may need to be considered that could result in a significant change in service delivery.
318	Service	Cardiff	Trade Union Scrutiny Questions	What arrangements will be made for managing each authority's event liaison panel / workload, this is a specialist role, not mentioned in the report?	Much of the detail around service provision will be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process and help ensure that the service is as comprehensive as the financial resource allows. .
319	Service	Cardiff	Trade Union Scrutiny Questions	Specialist knowledge is required to deliver an effective and timely communicable disease service. The proposal does not identify a specific post with this responsibility, as we have now in Cardiff. Can you provide details of which post would have the responsibility and assurances that we would continue to receive the same level of service in Cardiff i.e. all notifications being investigated?	There is no intention to dilute technical capability. Competent EHOs will still be involved in CD investigations. The structure does identify a Public health officer and it is likely that this role will, lead, facilitate and co-ordinate incidents. That said, the financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. If a decision is made to proceed with collaboration, the new management team will look to ensure that best practice is identified and adopted within the resource available.

326	Service	Cardiff	Staff Portal	<p>If there are no net savings to be made by cutting the number of Licensing staff, why are staff numbers being reduced?</p>	<p>Licence fees need to be set in accord with the legislation and recent case law provides further guidance on how that is to be achieved. As part of bringing the Licensing service together across the three authorities, the precise cost of providing the various types of licence will need to be assessed and short falls or surpluses addressed. Achieving the new streamlined licensing service will take time. Any reduction in fee income will not be immediate, and over time, any reduction in income could be offset and exceeded through innovative income generation measures separate to the licence fee. For example, the joint service would have the opportunity to generate income through the Enterprise and Specialist Services section, for staff training packages for a range of licensing associated activities.</p> <p>There will be an additional benefit for the licence fee payer, in that a more streamlined service offers the opportunity to reduce licence fees and have a positive impact upon small business.</p> <p>In terms of the numbers associated with delivering the service, the FTE equivalent should be reasonably consistent. There are currently 25 posts FTE posts directly associated with delivering the service with others carrying out duties that could be assigned to the fees levied for a particular activity.</p>
327	Service	Cardiff	Staff Portal	<p>Have the vast differences in the various licensing policies and byelaws been taken into account in the proposals?</p>	<p>The project team is aware of those differences and they reflect the way in which policy has evolved over time. Managing these differences present will be an important element of the business plan and operating model over the first three years. There are benefits to be achieved through a closer alignment of those controls some of which is already emerging through the Licensing technical panel and we would seek to build upon that over time. In time there may be opportunities for common policies across the three LA areas on aspects of alcohol and taxi licensing and street trading consents</p>

328	Service/HR	Cardiff	Staff Portal	Licensing Enforcement Officers are paid a 10% shift allowance, but officers in the Vale and Bridgend are not. Will the shift allowance be applied to all enforcement officers?	A complete stock-take of terms and conditions will be undertaken across the three authorities in the autumn if there is a decision to proceed with the project following the Cabinet and Council meetings in September and October 2014. The main principle will be that contractual terms will be protected for staff transfer to a new joint service on 1st April 2015. If therefore the 10% allowance is a contractual entitlement then TUPE protection will apply at that point and should the need for standby continue. If the employee is selected to the same or similar post as part of the remodelling process then TUPE protection will continue. If the employee is appointed to a different post in the new structure then the terms and conditions will, however be relevant to that post and the wider terms of the host employer.
329	Project	Cardiff	Staff Portal	Would there be a possibility of meeting with staff from Worcestershire to get an understanding of how their licensing process works?	The project has already had discussion with the Worcester regulatory service on a range of issues. The project team would propose that the Group Leaders would continue that dialogue on the service specific matters and also engage with London boroughs and other larger areas to establish best practice.
330	Service	Cardiff	Staff Portal	Why has Licensing been put under Neighbourhood Services when it predominately concerns the commercial sector?	Licensing is inextricably linked to most aspects of Trading standards and Environmental Health and as such impacts upon both the commercial sector and local communities. If the project proceeds much of the detail around service provision will need to be developed and finalised by the new management team in 2015, as they work through the TOM and service demands.. Officers from all levels will be encouraged to participate in that process and as such can influence the best location for the Licensing service.
331	Service	Cardiff	Staff Portal	My department (Licensing) currently self finances (around 85%) (this information was explained to Atkins during the meetings)itself with an income from Licensing Premises/People etc as we are not allowed to make a profit, moving Licensing would not benefit the collaboration, (extra revenue can be sought but again only to the amount that it costs to run Licensing regardless of which department Licensing sits) Can we not stay within Cardiff Council under a different name?	The suggestion of Licensing staying within the authorities while Environmental Health and Trading Standards move into a collaborative arrangement, fails to acknowledge that the three disciplines are inextricably linked after working so closely in the unitary authorities for the last 18 years. Indeed, it can be asserted that Licensing is central to all the functions undertaken by Regulatory Services. Breaking these bonds and diminishing the support between the various disciplines would be a backward step that would isolate Licensing particularly when over time other service areas could be brought into scope of the arrangement and be delivered regionally.

				<p>Licensing in Cardiff works a shift pattern of nights, evenings and weekends, but the other two Local Authorities only work days so out of hours is worked on a need only basis. This information is not in the report and during the last 2 meetings it was evident that Atkins had not explained this information to anyone. We work these shifts as Cardiff is a 24 hour City with visitors from all over the world so we as Licensing Enforcement Officers provide this coverage so that the Citizens and visitors of Cardiff have a presence when they are there, if we were to join with the other local authorities would this stop? The work that is completed (such as South Wales Police, VOSA, UK Border Forces etc and general patrolling) during these hours is vital to a thriving 24 hour Capital City. We do a lot of regular enforcement during these hours which benefits the public/visitors for this to stop after so many years would put the public at risk.</p>	<p>This concern is noted and will be considered by the new management team as a key issue to resolve, should a decision be made to pursue the collaborative approach. The model is intended to provide as comprehensive a service as possible within the resource available.</p>
332	Service	Cardiff	Staff Portal		
333	HR	Cardiff	Staff Portal	<p>TUPE, can the documents be sent out as to what this is in detail, rules, regulations etc? E.G. when TUPE transfer happens how long can I keep my conditions? Do I have to take the new conditions if they are imposed or keep my existing ones? If I can keep my existing conditions can I keep them forever or is there a time limit? Can jobs be evaluated after TUPE? Can the TUPE documents be sent around to everyone and maybe even a face to face meeting explaining TUPE where we can ask questions about the documents etc. Some of this was explained at the meeting but it is very difficult to understand.</p>	<p>Depending on a decision being made in October to progress the collaboration project, staff workshops in relation to TUPE will be held covering the process and points raised in this question. This will be a necessity as part of the TUPE consultation process and will need to be undertaken by both the transferee Councils and the host employing Council.</p> <p>The basic principle is that all contractual terms and conditions of employment will be protected as part of the transfer to the host employer in April 2015. This may not include organisational specific policies and procedures and discretionary terms. A complete stocktake of all terms and conditions will be undertaken as part of the pre-transfer consultation process.</p> <p>After the transfer process, consultation will begin in relation to the restructuring of the service to move to the new operating model. In some cases this will involve the appointment of staff to the same or similar roles (in which case TUPE protection will continue. Where staff are offered appointment to significantly different roles then the new terms and conditions will apply.</p>

334	HR	Cardiff	Staff Portal	<p>When we are TUPE'd over please can it be written in that we are still able to apply for jobs within Cardiff Council and our pensions and service to carry over as well should we be successful in being offered a position? I ask as me along with many other staff would prefer to stay with Cardiff Council but if this is not an option then the availability(?) to still apply for jobs etc would be appreciated, as normal when you transfer out you would not be allowed to apply for jobs in Cardiff Council as they are for internal applicants only.</p>	<p>A decision about which Council is to be the host employing authority will only be made in September/October 2014.</p> <p>Clearly any employee in the new service (should the project progress) will be able to apply for posts advertised externally within the transferee Councils (or any other local authority) after a TUPE transfer in April 2015.</p> <p>Unfortunately however Council specific redeployment arrangements would not be protected under TUPE. Your pension arrangements will remain the same as this will still be Local Government pension and your service will be continuous as protected by TUPE regulations.</p>
335	HR	Cardiff	Staff Portal	<p>At the meeting it was said that we would be TUPE'd over, then we could have to apply for the jobs available. Will this process be managed by an independent person/company? Also will the jobs be ring-fenced, for example Trading Standards employees applying for Trading Standards jobs and Licensing Enforcement Officers applying for Licensing Enforcement jobs etc?</p>	<p>The newly appointed Management team would be responsible for staff appointments within the new service and once the TUPE transfer has been complete.</p> <p>This process for appointment has not been detailed, and will only be detailed should the project progress. The project will consult with the Trade Union Forum to ensure that the most appropriate process is put in place.</p> <p>It will, however be based on sound and transparent principles to be agreed with the trade unions. For some employees this may include "job matching" i.e. appointment to the same or similar post and for others it may include a competitive selection process. All posts will be ring-fenced to existing staff (although the size and shape of the ring fences will need to be determined in consultation with the trade unions. Staff will be supported through the process</p>

336	HR	Cardiff	Staff Portal	<p>There is mention in the report and at the meeting that we will need to apply for jobs but it does not state what they are or show the job descriptions and person specs. Please can these be identified and sent out to all concerned? This was also noted in the letter from Cllr Mitchell. I understand that the host authority has to be chosen first but for staff to make an informed decision as to leave now or stay then that information is vital to make an informed decision. We were advised that if we wanted to go for VS we would need to apply for it by the 12th September 2014. At the meeting we were told that this was not the case and that we could apply for VS and get the full finance package as normal even if we applied after the 12th September. Please can this be confirmed.</p>	<p>Should the project proceed, Job Descriptions will be created shortly after the appointment of the Head of Service. Work will commence on drafting the detailed job descriptions and person specifications once a decision has been made about the project in September/October. The work will be done in consultation with staff.</p> <p>Consideration of voluntary severance (and the merits of individual applications) can only be given once we know whether the project is proceeding and subject to any pertinent legal considerations. The unions and the project team are, however keen to be able to agree a common sense position on this (subject to any legal considerations and supported by an appropriate business case).</p> <p>In relation to voluntary severance in general (not relating to the collaboration project) employees should follow their current employers normal processes. There is no deadline of 12th September for this.</p>
337	HR	Cardiff	Staff Portal	<p>We are currently on a 36 hour week which will return to 37 hours from 1st April 2015. I have been told the Vale are currently working a 35 hour week. Will we be going to a 35 hour week or staying on a 37 hour week?</p>	<p>The Vale operates a 37 hour working week.</p>
338	HR	Cardiff	Staff Portal	<p>We currently have the potential to have a 1% pay rise or more if it is negotiated. If we TUPE over will we get the back pay or more if agreed?</p>	<p>The commitment to the national pay award will be protected as part of any TUPE arrangement including any entitlement to back pay.</p>
339	Service	Cardiff	Staff Portal	<p>The slide show shows licensing under neighbourhood team (slide 8) but the commercial team (slide 11) section is where licensing have been placed. Which section are Licensing in and what will be their full functions? I know this can't be decided until the Host Authority is chosen but for staff to make an informed decision on what to do we need to know what jobs are available and what those jobs entail.</p>	<p>Licensing is inextricably linked to most aspects of Trading standards and Environmental Health and as such impacts upon both the commercial sector and local communities. If the project proceeds much of the detail around service provision will need to be developed and finalised by the new management team in 2015, as they work through the TOM and service demands. Officers from all levels will be encouraged to participate in that process and as such can influence the best location for the Licensing service.</p>

340	Service	Cardiff	Staff Portal	<p>In the new structure chart there are no Licensing Enforcement Officers only Licensing Officers and Enforcement Officers. We have also been told at the meeting that Licensing is too complex to change all across the 3 Council's. If that is the case why does the structure chart not reflect that the Licensing Enforcement Officers are still in place? If the Licensing function is too complex then they should still be in the new structure shown in the slide show continuing with the statutory role/work that they currently do?</p>	<p>The structure chart does reflect that the role of the Licensing enforcement officer are retained. If the project proceeds much of the detail around service provision will need to be developed and finalised by the new management team in 2015.</p>
341	HR	Cardiff	Staff Portal	<p>In the original Atkins report, there is mention of a small number of posts being employed on fixed term contracts, however there is no further mention of this in the update to the report containing the revised structure chart. Can you please advise if it is intended that all posts within the revise structure will be on permanent contracts?</p>	<p>The 178 posts shown in the revised "indicative" structure at in Appendix B are all permanent FTE positions.</p>

342	HR	Cardiff	Staff Portal	<p>Presumably it is intended that all staff will eventually transfer over to Vale of Glamorgan terms and conditions. With this in mind it would be very helpful if staff could be informed of what these T+Cs are in order to make decisions about their future. Of particular concern are things like, leave entitlement, flexi time and work/life balance policies, hours of work, VS schemes and redundancy and redeployment policies and schemes. It would also be useful to have information on salary scales.</p>	<p>Staff will transfer with their current contractual terms and conditions. The basic principle is that all contractual terms and conditions of employment will be protected as part of the transfer to the host employer in April 2015. This may not include organisational specific policies and procedures and discretionary terms.</p> <p>A complete stocktake of all terms and conditions will be undertaken as part of the pre-transfer consultation process.</p> <p>A stock take of terms and conditions will be undertaken as part of the TUPE consultation process. Working arrangements in the proposed structure will need to be reviewed to meet service needs and will be subject to consultation with staff and unions.</p> <p>After the transfer process, consultation will begin in relation to the restructuring of the service to move to the new operating model. In some cases this will involve the appointment of staff to the same or similar roles (in which case TUPE protection will continue. Where staff are offered appointment to significantly different roles then the new terms and conditions will apply.</p> <p>The salary grades of posts will be determined following a job evaluation exercise managed by the host employer.</p>
343	HR	Cardiff	Staff Portal	<p>If staff become redundant once transferred to the Vale will their service at Cardiff Council be counted as continuous service for redundancy purposes or will service be counted from the point they transfer to the Vale?</p>	<p>Part of the protection provisions of TUPE include the protection of continuous service. This will include protection for the purposes of any redundancy situation.</p>
344	HR	Cardiff	Staff Portal	<p>What redeployment opportunities will be available to Cardiff staff who have transferred to the Vale and subsequently become redundant? If staff are protected for a certain period under TUPE, will this mean that Cardiff staff will have the benefit of entering Cardiff's redeployment pool, and benefitting from Cardiff's redundancy package? If so, how long will this last?</p>	<p>A decision about which Council is to be the host employing authority will only be made in September/October 2014.</p> <p>Clearly any employee in the new service (should the project progress) will be able to apply for posts advertised externally within the transferee Councils (or any other local authority) after a TUPE transfer in April 2015.</p> <p>Unfortunately however Council specific redeployment arrangements would not be protected under TUPE</p>

345	HR	Cardiff	Staff Portal	If staff are made to apply for a post in the Vale and are successful, will this mean they are recruited on the Vale's T+C's and will no longer be protected by TUPE	After the transfer process, consultation will begin in relation to the restructuring of the service to move to the new operating model. In some cases this will involve the appointment of staff to the same or similar roles (in which case TUPE protection will continue. Where staff are offered appointment to significantly different roles then the new terms and conditions will apply.
346	HR	Cardiff	Staff Portal	If, as indicated at one of the staff engagement meetings, staff are employed in a similar role they are entitled to keep their existing T+C's, however the employing authority can negotiate changes to these after one year. Is it true that if no agreement can be reached, the employing authority have the right to dismiss the member of staff?	<p>After the transfer process, consultation will begin in relation to the restructuring of the service to move to the new operating model. In some cases this will involve the appointment of staff to the same or similar roles (in which case TUPE protection will continue. Where staff are offered appointment to significantly different roles then the new terms and conditions will apply.</p> <p>The basic principle is that all contractual terms and conditions of employment will be protected as part of the transfer to the host employer (including continuous service). This may not include organisational specific policies and procedures and discretionary terms.</p> <p>There is clearly a commitment across the three authorities to affording protection under TUPE where employees are appointed to the same or similar roles. Clearly however any employer may need to negotiate changes to posts at any point subject to the economic and organisational business needs at the time</p>
347	HR	Cardiff	Staff Portal	What would happen if staff inscope refused to agree to a transfer to the Vale? Will they be made redundant from Cardiff and enter the redeployment pool?	The basic principle of TUPE is that the post remains albeit the employer changes. There would be no redundancy in the circumstance as described in the question.
348	HR	Cardiff	Staff Portal	If staff were successful in obtaining a position in the new structure but later decided they had made the wrong decision, could former Cardiff staff be eligible to apply for staff vacancies in Cardiff or would they be restricted to the Vale only?	<p>A decision about which Council is to be the host employing authority will only be made in September/October 2014.</p> <p>Clearly any employee in the new service (should the project progress) will be able to apply for posts advertised externally within the transferee Councils (or any other local authority) after a TUPE transfer in April 2015.</p> <p>Unfortunately however Council specific redeployment arrangements would not be protected under TUPE</p>

349	HR	Cardiff	Staff Portal	If the move to the Vale places additional expense on staff in terms of travelling to and from work, will reimbursement be payable for additional travel expenses?	The decision about host employer will only be made in September/October. It is understood however that Cardiff Council and Bridgend Council do not have an excess travel policy, therefore this will not be protected. Staff will however claim the relevant mileage rate for travel throughout the course of their work
350	Project	Cardiff	Staff Portal	Can we see more evidence than that provided in the report on how the regionalisation of Worcestershire Regulatory Service worked? There is very limited information in the report.	Much of the information you have requested is available from the Worcestershire Regulatory Services website. www.worcsregservices.gov.uk
351	HR	Cardiff	Staff Portal	I understand at this stage that you're unable to provide job descriptions but it would be really helpful for staff to see some sort of outline of all the different roles together with an indication of grades so staff can see how they could fit into the new structure and be better informed when making decisions about their future.	Should the project proceed, Job Descriptions will be created shortly after the appointment of the Head of Service. Work will commence on drafting the detailed job descriptions and person specifications once a decision has been made about the project in September/October. This work will be done in consultation with staff. An outline of roles within the new structure were set out in the last staff briefing session in August.
352	Service	Cardiff	Staff Portal	How can the proposed structure with the balance of 18 commercial services officers and 28 commercial technical officers deliver the high risk food inspection programme + other high risk food activities plus health + safety and trading standards activities?	In addition to the officers located within the Commercial Services division, there are a further 6 Commercial services officers and 3 Commercial service technical officers located in the Enterprise and specialist services division. It is envisaged at this stage that the latter group would undertake an inspection role at non-retail premises across the region. The need to ensure that the Environmental Health and Trading standards duties are recognised, however, the financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision in Cardiff and measures may need to be considered that could result in a significant change in service delivery.
353	Service	Cardiff	Staff Portal	Can you confirm that the commercial officer posts will not be multi-disciplinary but will be specialist i.e. Trading Standards or Food Safety or Health + Safety but not expected to do all 3?	The new service will need qualified staff to utilise as much of their training as possible and will seek to support staff through the TOM specialist skills and disciplines, in fact this model offers more opportunity to do so, if only simply through greater numbers. Routine work will be done by the vast majority with specialist skills and fully qualified staff, dependent on their role within the new TOM. It is not therefore intended to train EHO's to undertake core TSO functions and vice versa. In the new service there is a need for officers to exhibit a broader range of skills and knowledge to reflect the demands of the job and new structure.

354	Service	Cardiff	Staff Portal	Can you confirm that the commercial tech officer posts will be expected to be multi-disciplinary but only low risk activities and sampling?	The Commercial Service technical officers are likely to undertake activities such as those identified above, but the exact detail associated with these roles will be the subject of further consultation with interested parties to ensure that the service delivers as comprehensive range of functions as possible
355	HR	Cardiff	Staff Portal	Can you confirm that if recruited to a new post with more or less the same activities as currently, TUPE means that you remain on your current (as now) terms + conditions (including salary) regardless of the job evaluation outcome for that post?	After the transfer process, consultation will begin in relation to the restructuring of the service to move to the new operating model. In some cases this will involve the appointment of staff to the same or similar roles (in which case TUPE protection will continue. Where staff are offered appointment to significantly different roles then the new terms and conditions will apply
356	HR	Cardiff	Staff Portal	Can you confirm that Team Leader posts will not be recruited to until September 2015?	The aim is to begin consultation in relation to the proposed new structure shortly after the transfer in April 2015 with a view to appointing to the new posts by September 2015. This will clearly depend on the outcomes from the consultation process.
357	Service	Cardiff	Staff Portal	<p>The figure quoted for HMO's (Houses in Multiple Occupation) in Cardiff is 4,000; this is the number that we are aware of. The figure from a house condition survey and the Welsh Government is nearly double this, and the estimated number of properties in the private rented sector in Cardiff alone is 31,000 with 19,500 landlords.</p> <p>Are the appendices flawed as they misrepresent the figures in relation to Private Sector Housing?</p>	<p>The figures contained in the Atkins report were provided by the officer working group (Group Leaders) and represent our understanding of the at the time of publication. The number of HMO might increase if further additional licensing schemes are declared. At this stage, we cannot comment upon the findings of other surveys, but should they prove to be accurate, the resource implications would need to be considered.</p> <p>The number of landlords identified will be considered as part of the Welsh Government proposals to licence landlords as well as the current requirements to licence properties.</p>
358	Service	Cardiff	Staff Portal	<p>The Equality Impact Assessment states that 10% of FTE's will be lost - this appears incorrect as the total FTE's in the Assessment is quoted as 274 whilst the current proposal has a total of 168 = 36% reduction.</p> <p>What are the correct figures?</p>	Based on staffing levels at July 2014 the number of potential redundancies would be approximately 26 FTE. It is expected that this figure will further reduce on implementation of the new service model as a result of the continuing approach to vacancy management and based on the revised organisational structure at page 40 of Appendix B. Members of staff will be aware, however, that further savings may, be necessary following the implementation of the new service.

359	Project	Cardiff	Staff Portal	<p>Cardiff has, by far, the greatest number of service requests from the biggest population, the most varied number of issues, the largest number of staff (triple that of the other 2 authorities) covering the largest number of specialist areas.</p> <p>Why is Cardiff not being proposed as the host authority? The proposal for the Vale seems not to take any of this into account.</p>	<p>The decision upon the Host Employing Authority will be made in September. The Cabinet report contains details of the assessment process undertaken and the rationale for proposing the Vale of Glamorgan as host. The size of the Authority and the associated workload would not automatically advance Cardiff as the host employer.</p>
360	Service	Cardiff	Staff Portal	<p>Environmental Health Officers (EHO's) are professionally qualified individuals with their own representative body and are nationally recognised.</p> <p>Does the proposal de-value this professional status and will less qualified staff carry out professional tasks?</p>	<p>There is no intention to devalue the professional status of any of the service disciplines. The shared service offers an opportunity to revise the structure of the service in the three councils and ensure that appropriately qualified officers deal with appropriate levels of risk. Based on the analysis undertaken by Atkins, it has been determined that at present there are a number of roles where work is being undertaken by more senior officers than is required. The proposed structure and associated economies of scale offer the opportunity to revisit this.</p>
361	HR	Cardiff	Staff Portal	<p>Will Cardiff staff transferring to the Vale be required to accept lower grades with lower pay and inferior work life balance conditions.</p>	<p>All aspects of employment will be consulted upon as part of the TUPE consultations, once the host employer is agreed</p>
362	Project	Cardiff	Staff Portal	<p>The report indicates that the new central officers (The Alps Depot) is good for transport links. However this appears based on car usage, while public transport links are poor.</p> <p>Has the impact of travel time and cost been considered for lower graded staff required to transfer, and will there be pressure to improve transport links?</p>	<p>The Cabinet report indicates that the shared service functions would be delivered from a mix of customer-facing "satellite" offices located in each Council area and from a centrally located office. The 'satellite' locations will be established in each of the three council areas to provide customer-facing services on a local basis and also provide work spaces for employees of the shared service to work from. Additionally, office accommodation will be required for a central team of officers who will manage and administrate the shared service. The final decision upon the location of these offices has yet to be made and the implications for staff will be taken into consideration when those decisions are taken.</p>
363	Project	Cardiff	Staff Portal	<p>The Williams report proposes amalgamation with the Vale.</p> <p>Should this project not be put on hold to await the outcome rather than rush through something that will leave Cardiff and its staff in a less favourable position?</p>	<p>The Williams report remains the subject of consultation with Welsh Government and implementation of any its recommendations are unlikely to be implemented in the short term. This proposal has been put forward to deal with the current financial pressures while maintaining service delivery and resilience.</p>

364	Service	Cardiff	Staff Portal	<p>Atkins Appendix C (pg 122) indicates that Cardiff undertaken 'High Hedges under ASB act'. Appendix C Delegated functions goes on to show that the ASB Act 2003 is an Executive function delegated to Joint Committee.</p> <p>There is no indication of how the High Hedges function will be undertaken, and I wish this to be clarified.</p>	<p>The intention is to develop a core service model. If the proposal is implemented the actions associated with adopting the target operating model will be progressed. It is at point that the specific, specialist functions will be assessed and consideration given to how they will be discharged.</p>
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Regionalising Regulatory Services - Comments

Ref	Workstrea	Authority	Source	Comment
1	HR	Cardiff	Staff Portal	<p>I have looked at the Collaboration report and find it hard to believe the way that the packages of redundancy has been worked out, and feel that it is quite Ageist.</p> <p>I have worked for the Council for 21 years. My age next year will be just short of 55 years of age and because of this I will be penalised by getting a lesser amount than someone who is over 55 and may have worked for the Council for say halve of that time and will get more than twice as much me.</p>
2	Service	Cardiff	Staff Portal	<ul style="list-style-type: none"> • Out of Hours Noise service <p>City and County of Cardiff Council currently operate a Night Time Noise Service which operates from Thursday through to Sunday to respond to complaints from Cardiff residents of any noise complaints. This service has been running since August 2008 and has been highly successful in dealing with noise at the time, particularly from one off complaints and with cases where all the noise happens out of hours. On average Noise & Air team receive 11, 000 calls out of hours relating to noise. Within Atkins Target Operating Module (page 80, "Housing and Environmental Protection") it clearly proposes a "Reduction in out of hours services. This approach should be set out in a noise Policy to be agreed by the Joint Committee".</p> <p>The report also goes on to state that, " The provision of an out of hours service will be an option for the whole service but will probably be subject to separate agreement and additional cost beyond the basic cost. Cardiff Council may consider reducing the current service to reduce cost. Out of hours services should adopt flexible working arrangements rather than relying on overtime payments."</p>

3	Service	Cardiff	Staff Portal	<p>Expertise and specialism V. generalists.</p> <p>The target operating model proposes to split Pollution Control to “Neighbourhood Services” and “Enterprise and Specialist Services”. “Neighbourhood Services” would deal with Housing and Pollution Control Complaints whilst “Enterprise and specialist Services” would deal with Contaminated land, Environmental Permitting and Monitoring activities. It is intended to train more Housing officers to deal with noise and Air complaints and vice versa. Almost all of Cardiff’s Noise and Air team hold Certificate of competencies for Environmental noise monitoring. To undertake such training for all Housing would cost £1100 per person. Similarly there will be costs to train officers in aspects of Housing Enforcement. The synergies within the existing Pollution Control section at Cardiff rolled out over the 3 local authority areas would provide greater resilience, reduce the training costs of the proposed structure. There would be greater opportunity for professional development, better office retention and job satisfaction. This was a strong opinion that was voiced during consultation with staff which seems to be overlooked, or given no weight. There are certainly other nuisance (other than Noise, air, odour, smoke) issues such as accumulations, prevention of damage by pests, nuisance from animals and premises that could be dealt with by Pollution Control which would avoid the requirement to generalise and retrain officers.</p> <p>It is not clear where Air Quality would be delivered. Again I would reiterate that Cardiff has 4 Air quality Management Areas and the function is delivered from within Pollution Control. I would propose that all of pollution be contained with Neighbourhood Services to maintain a high quality specialist Service, as currently is the case in Cardiff.</p>
4	HR	Cardiff	Staff Portal	<p>There appears to be some discrepancy over the number of posts that will be reduced/ lost as a result of the project. Within App D, draft EIA, it is detailed that a reduction of 10% FTE is likely as a result of the collaboration. The report details the current FTE (exc Temporary and vacant posts) is 265. The initial structure presented in the Atkins report details a total number of FTE of 189, and the amended structure in supplementary report details 165. These reductions are significantly greater than 10%. Further on page 192 of the main Atkins report it states in the table under Travel cost savings and assumptions column ‘total travel cost of £367k reduced by 19% (in line with peripatetic headcount reduction), again another discrepancy on the reduction of staff.</p>

5	Service	Cardiff	Staff Portal	In section 4.3.5 on page 35 of the main Atkins report where it details the key assumptions of the collaboration and change option the report states 'The key benefits are realised from reduced employment costs and a reduction in travel costs. Given the potential for staff to be working in Cardiff, Bridgend and the Vale possibly all in one day depending on the nature of any visits then surely there is a potential risk that significant travel costs will be incurred. Therefore in establishing the structure of the teams, consideration of the geographical setting needs to be fully considered and detailed.
6	Service	Cardiff	Staff Portal	Further currently in Cardiff, officers in Pollution Control and Housing have access to pool cars to undertake site visits, and as such the majority of officers do not make mileage claims. Consideration on continued and expansion on the provision of pool cars and whether this is more economical over mileage costs should be considered.
7	Service	Cardiff	Staff Portal	The above also ties in to establishing central office(s) that have excellent transportation links. Details on where teams will be based needs to be included in order to give staff an understanding as to where they could potentially be based in order to make any necessary travel arrangements. Some officers do not have access to a vehicle for commuting as the central location of City Hall and use of pool cars means that a number of officers rely on public transport to get to work. Locating officers in locations with poor transport links could mean that officers will be forced to purchase a secondary vehicle for commuting/ work purposes.
8	Service	Cardiff	Staff Portal	From the Atkins report, TOM action 25 , details that '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'. From the text supporting this action it is apparent that this is to include home working especially as the costs for setting up home working for officers has been considered (£325k). Whilst it is appreciated that home working has many benefits, consideration must be made as to whether all officers have the capability for working from home. For instance I currently do not have a dedicated room in my own house from which I can work from, and would be reliant on having to work at a dining table should home working become a requirement. This may not be conducive for efficient working for a large number of staff
9	Service	Cardiff	Staff Portal	What is alarming to me is that nobody within Trading Standards was aware of the Consumer Advice tender, which has the potential to not only affect us in Cardiff but to the collaboration as a whole.

13	Service	Cardiff	Staff Portal	The current establishment of the contaminated land team in Cardiff is incorrect as detailed in Appendix M of the Supplementary Atkins report; it states that one of the Senior Technical Officers is a temporary position. This post was made permanent in July 2012, and therefore should be reflected as such. A further senior technical officer for Environmental Permitting should also be included, as this position was transferred to the Contaminated Land Team from the Noise and Air Team
14	Service	Cardiff	Staff Portal	<p>In terms of the proposed new structure there seems a bit of confusion on what elements of Environmental Protection will be included in the Enterprise & Specialist Services as detailed in the Atkins Report (App A). Some examples include</p> <ul style="list-style-type: none"> • The Box on page 127 it indicates that this will include Contam Land (CL), Env Permitting, noise water and air quality monitoring • Page 83 details CL, Env Permitting and monitoring; • Pg 69 details that CL, Env Permitting and air quality sits in E&SS whilst water quality sits within both neighbourhood and commercial services; <p>From the above it can be seen that there is some confusion over what elements will be included in the final structure and thus it would appear that no final decision has been made on how the service is to be set up. This makes it difficult for staff to assess whether the proposals are positive as staff are unclear as to where their current roles fit.</p>
15	Service	Cardiff	Staff Portal	It is also not clear as to whether the 4 technical specialist officers identified in the structure are to deal with all elements of this or whether there is more specialist/ dedicated officers within the team, i.e., 2 dedicated CL officers and 2 dedicated Env Permitting officers? The initial structure in the main Atkins Report (App A) details these staff as Technical Officers - -Contaminated Land, yet the final draft structure in App B, the supplementary Atkins report just lists 4 Technical Officers.
16	Service	Cardiff	Staff Portal	Given the complexity and technical requirements for these roles in terms of both contaminated land and permitting, it is my view that it will be imperative that dedicated specialist technical officers are maintained to discharge these functions. It is my opinion that removing such expertise will weaken the performance of the new Regulatory Body, which should be seen as a centre of excellence in such technical fields, given the potential staff resources and expertise available.

17	Service	Cardiff	Staff Portal	Currently the contaminated land team undertake detailed searches on property/ land transactions in terms of providing information on historic land uses/ contamination risks. This element of work is only detailed in the individual authority assessments, and has not been detailed as part of the Specialist teams role (unless it is being grouped within the function of Contaminated Land itself) This is an important element of work which should be recognised and when taken across all three LA areas can be a substantial element of work. Further through additional advertising/ promotion of the services etc, this is potential area of where there is scope to increase the volume of work and as it is a chargeable service there is potential to increase an income stream to alleviate some costs.
18	Service	Cardiff	Staff Portal	Further recent additions to the work load of the contaminated land team in Cardiff have also not been captured, (high hedges, water monitoring at temporary events) and therefore consideration on keeping any of these roles in the specialist team should also be made.
19	Service	Cardiff	Staff Portal	<p>There is some uncertainty within the document as follows:</p> <ul style="list-style-type: none"> ☒ Page 68 of the Atkins report (Service Model) states only the 'Contaminated Land and Permitting as specialism roles' within the Specialist Services team. ☒ Page 69 of the Atkins report (Principal Functions) then states 'Contaminated Land, Permitting and Air Quality' as specialism roles within the Specialist Services team. Water Quality is divided into the both the Neighbourhood and Commercial teams on the same page. ☒ Page 80 of the Atkins report (Housing and Environmental Protection) states '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.' ☒ Page 83 of the Atkins report (Specialist Services) states 'Environmental Protection – support for the areas of Contaminated Land, Environmental Permitting and monitoring activities (although this latter function could go to the Analyst Service).' ☒ Page 127 of the Atkins report (Appendix D - Overview of New Regulatory Functions) states 'Contaminated land, noise, water and air monitoring' fit within the Specialist Services team. ☒ Page 148 of the Atkins report (Appendix H - Risk Matrix of Principle Areas of Regulation, Environmental Health, Food Safety) includes Private Water Supplies.

20	Service	Cardiff	Staff Portal	<p>As you can see the Specialist Services proposed work functions that are currently Pollution functions are not consistent throughout the Atkins document and Water Quality is placed within all three teams in the new model in different parts of the Atkins document. This creates the uncertainty that the report has fully appreciated the nature of the water quality work.</p> <p>As an experienced and qualified officer (10+ years) within water regulation for both groundwater protection with the EA and public health protection in the Council I feel I can offer some comment on the direction of this work.</p>
21	Service	Cardiff	Staff Portal	<p>Private Water Supplies is not undertaken by Food Safety in the three Councils but actually by a Pollution Control officer in each council currently and not always an EHO but rather a technical officer with a specialist background and qualifications. Water Quality generally includes Private Water Supplies, Temporary Events, Bathing Waters and Mains Water Complaints but can also include pollution incidents. The Private Water Supplies and Temporary Events duties in particular are not undertaken by a visit for water sampling alone. The Regulations require a risk assessment approach of the premises from source to tap and a process of technical interpretation of the land condition. This involves a technical and specialist understanding of key areas including geology, hydrogeology, water catchment characteristics, potential contamination sources and knowledge of water fittings and treatments to then construct a water supply risk assessment technical report. A lot of technical work takes place outside of the visit through a desktop process of technical review either side of the visit. This working process and discrete technical specialism of the Water Quality work, especially Private Water Supplies and Water Quality at Temporary Events mirrors and aligns very closely to the contaminated land duties. There are very few officers who are qualified geologists and these officers are suited for the specialist technical officer roles for water quality and contaminated land. These skills are not generic to all EH officers and so do not meet the criteria of the Neighbourhood or Commercial team a consisting of generic officers performing generic tasks such as noise nuisance and HMO visits. So to see the water quality duties spread across all three service teams in the new model creates concern.</p>

22	Service	Cardiff	Staff Portal	The specialist technical officer role, as is proposed, is placed in the Specialist Services team, where the expertise to operate the function is thought to fit within the proposed Service Model, but an alternative option is the potential to consider having technical specialist officer(s) for water quality, contaminated land, air quality and permitting based within the Neighbourhood team – aligned to the current pollution functions. This other option has potential to create a more resilient service for these individual specialist functions and development opportunities for generic officers to work alongside specialist officers and vice versa. I strongly believe Page 127 of the Atkins report provides the best representation in the report of where Water Quality should fit – alongside contaminated land and other pollution functions such as permitting, air quality and noise.
23	Service	Cardiff	Staff Portal	I would suggest the need for clearer articulation of where the water quality work fits further down the line as I have discussed above to ensure this work area can be achieved with greater confidence in the delivery from competent specialist officers, perhaps based in teams with generic officers (noise and housing) for a far more resilient service.
108	Service	Cardiff	Staff Portal	Additional resilience will not be provided in Cardiff. I am of the opinion that the proposed structure will result in a dilution of specialisms particularly in the areas of Communicable Disease and Health and Safety which in turn will result in less resilience. Cardiff as a capital city deals with a far great number of service user requests (cases and outbreaks of communicable disease, accidents and complaints), has more businesses, a greater range of business activities and a significantly larger population and wider range of ethnic diversity. These characteristics present a greater number and range risks to manage than the Vale and Bridgend. The proposed structure does not address this sufficiently.
109	Service	Cardiff	Staff Portal	The model appears to propose a generalist approach in Cardiff this will be more inefficient and lead to lower quality service which in turn will require more long term resources to address risks presented by poorer service.
110	Service	Cardiff	Staff Portal	There is too much emphasis on cost cutting and not enough on service delivery this will result in a less effective service in terms of managing public health and health and safety at work.
111	Service	Cardiff	Staff Portal	There is no identification in the structure for Communicable Disease, a public health officer is mentioned but it is not clear what the role of this officer is. Effective management of Communicable Disease requires specialist officers, contrary to popular belief this is not a service that can be effectively managed by giving the responsibility to Food Safety Officers or by placing the case load on a rota. Indeed the majority of sporadic and outbreak cases of communicable disease are not foodborne but result from person to person spread, waterborne or environmental contamination.

112	Service	Cardiff	Staff Portal	<p>An agreement exists between all LAs in Wales, Public Health Wales and Welsh Government that each LA will designate a Lead Officer for Communicable Disease. In Cardiff because of the amount of communicable disease we are required to investigate this officer's role is supported by a 3/day week TO and a Team Leader who frequently works in an operational capacity when outbreaks occur and when sporadic cases are identified that present a serious public risk. You will recall the recent M. Chelonae outbreak associated with a tattooist, the Shigella case in the recycling centre and the Legionnaires' Disease cluster, there are many others which do not reach your attention because of the efficient way they are managed. If we loose this current structure all our resilience to managing communicable disease effectively will be lost. I can say this with certainty because over the last few months individual LAs have come to ask for my assistance in managing Communicable Disease effectively either as a result of significant cuts or following internal enquiries into their service delivery.</p>																
113	Service	Cardiff	Staff Portal	<p>Cardiff receive almost 3 times the number of communicable disease notifications than the Vale and Bridgend, I illustrate this with one of the pathogens we investigate - Campylobacter:</p> <table border="1"> <thead> <tr> <th></th> <th>2010</th> <th>2011</th> <th>2012</th> </tr> </thead> <tbody> <tr> <td>☒ Cardiff</td> <td>488</td> <td>515</td> <td>476</td> </tr> <tr> <td>☒ Vale</td> <td>185</td> <td>191</td> <td>163</td> </tr> <tr> <td>☒ Bridgend</td> <td>41</td> <td>195</td> <td>74</td> </tr> </tbody> </table>		2010	2011	2012	☒ Cardiff	488	515	476	☒ Vale	185	191	163	☒ Bridgend	41	195	74
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114	Service	Cardiff	Staff Portal	<p>Cardiff has been able to lead best practice across Wales in Communicable Disease with projects like the national Cryptosporidium in Swimming pools project, the Enhanced Campylobacter surveillance and the Salmonella Enteritidis study. This proposed loss of specialism will remove our ability to excel in this area and more importantly provide a resilient and timely service for the investigation and management of communicable disease. You will be aware that since 2009 Cardiff has never received any bad publicity or criticism regarding the management of outbreaks and clusters of infection.</p>																
115	Service	Cardiff	Staff Portal	<p>There is a considerable risk that losing the specialist role of communicable disease will result in the likelihood that more outbreaks and local clusters will occur and that these will not be contained within the immediate population at risk and will spread more easily into the local community. This in turn will have an impact on the temporary operation, for example of businesses, schools, care homes and nurseries.</p>																

116	Service	Cardiff	Staff Portal	The enforcement of health and safety and the management of these risks is very different to that of food safety. Thus the principles of food safety enforcement cannot be applied to health and safety enforcement if you wish to deliver an effective service which creates and restores a safe working environment
117	Service	Cardiff	Staff Portal	All local authorities are required to base their approach to health and safety enforcement and thus their Intervention Plan on the National Local Authority Enforcement Code and Local Authority Circular (LAC) 67/2 (rev 4). This is a dynamic risk based approach to targeting health and safety regulatory interventions and changes regularly dependant on annual accident statistics and industry data. Thus inspections are limited to the highest risk premises only and a range of other proactive themed interventions are then applied to known risk activities and premises to improve awareness and management of health and safety. Cardiff adhere to this approach. The proposed structure of dual inspections goes against this guidance as food businesses under the guidance are categorised as low risk and therefore do not require inspection, dual inspections for health and safety and food safety are not necessary. The health and safety resource would be better used inspecting high risk premises and undertaking proactive interventions of high risk activities.
118	Service	Cardiff	Staff Portal	Cardiff has a higher number of high risk premises and high risk workplace activities than the Vale and Bridgend and the challenges presented in Cardiff are significantly different to that of the Vale and Bridgend. This supports the need for specialism.
119	Service	Cardiff	Staff Portal	Health and Safety specialism is critical to workplace safety in Cardiff the diversity and technical detail required to undertake accident investigation including fatalities and complaints and undertake inspections supports this: <ul style="list-style-type: none"> o Risks range from working at height, Legionnaires' Disease, risk presented by the use of chemicals, working with dangerous machinery, gas safety and carbon monoxide exposure, risk associated with large outdoor events, asbestos exposure to name a few o This results in the requirement for longer inspections ranging from 2- 3
120	Service	Cardiff	Staff Portal	Health and safety specialism in Cardiff has meant we lead on many local and national proactive interventions resulting in the delivery of an efficient risk based service which benefits Cardiff businesses
136	ICT	Cardiff	Staff Portal	It is felt that realistically the new way of working, supported by IT and hand helds etc is unlikely to be a quick fix. Not achieved in Worcestershire 4 years on. Therefore to achieve this more quickly important that existing staff (over an above the number in the proposed structure) should be employed to deliver the change programme.

140	Project	Cardiff	Trade Union Scrutiny Questions	The Williams Report recommended the City of Cardiff Council merges with the Vale of Glamorgan. It is generally accepted the recommendations of the Williams Report will go ahead as the merger will bring the benefits of a larger scale organisation to both Councils. Is it good use of money and resources to go ahead with this piecemeal collaboration of one service when this larger, all-encompassing merger is on the horizon? A service which also includes Bridgend Council does not seem practical when it is likely that Bridgend will merge with a neighbouring Council to the West.
141	Service	Cardiff	Staff Portal	In order to call yourself an EHP or EHO, you must have qualified from a CIEH-accredited course in environmental health and hold the Environmental Health Registration Board Certificate of Registration in Environmental Health (or equivalent). Holding a Higher Certificate in Food Premises Inspection, holding a degree in environmental health on its own or working as a technical officer, for example, do not allow you to work as an EHP.
142	Service	Cardiff	Staff Portal	The models proposed for Commercial Services suggest multi – skilled officers and there has been a lot of discussion about combined health and safety and food visits, however this should be considered in the context of the requirements for health and safety enforcement by local authorities which is directed by the Health and Safety Executive (HSE).
143	Service	Cardiff	Staff Portal	In Cardiff, the Health and Safety team’s work concentrates on high risk activities. Food businesses in general are low risk in terms of health and safety and therefore there would be little saving in resource by requiring food officers to deal with health and safety.
144	Service	Cardiff	Staff Portal	Examples of project activity in food businesses include: dermatitis in food handlers, slip risks in kitchens, gas safety, solid fuel catering appliances –carbon monoxide risk. These are all as a result of being an HSE national priority.
145	Service	Cardiff	Staff Portal	The emphasis on concentrating resource for health and safety interventions during food hygiene inspections, would skew the interventions towards low risk food business. Higher risks exist at warehouses, leisure and sporting activities, residential care homes, hotels, beauty therapies and skin piercing and entertainment such as event arenas, nightclubs and major event management
146	Service	Cardiff	Staff Portal	Hazard spotting may rectify immediate issues but does not identify the root cause of the problem and does not help a business to manage its own health and safety. Long term improvement in health and safety can only be achieved if the business puts into effect a proper management system to ensure a positive health and safety culture. A specialist health and safety team has the time to ensure this is achieved either by an advisory or enforcement approach.

147	Service	Cardiff	Staff Portal	A number of aspects of the health and safety team's work require specific technical knowledge and skills and investigations can take a number of weeks or sometimes months. This would be difficult to achieve if allocated to an officer with other tasks to perform such as food hygiene inspections which have to be undertaken in accordance with risk rating and the specified targets
148	Service	Cardiff	Staff Portal	We follow the HSE/LAU guidance on approach to service delivery, where possible working with business to achieve compliance. This is more effective in the long term in obtaining sustained compliance. We are actively involved in partnership groups, SE Wales H&S Task Group, Health and Safety Technical Panel and represent Welsh local authorities on the National LAU Health and Safety Practitioner forum which are invaluable in exchanging ideas and keeping up to date.
149	Service	Cardiff	Staff Portal	<p>Many regional and all Wales health and safety interventions have been initiated and developed by Cardiff officers and we take part in most of the working groups for project development.</p> <p>These are a few examples:</p> <p>Manual Handling in Licensed Premises</p> <ul style="list-style-type: none"> • initiated in Cardiff and developed by Cardiff and Blaenau Gwent and became an all Wales project <p>Moving Goods Safely</p> <ul style="list-style-type: none"> • HSE led initiative, Cardiff officer on working group and included a seminar attended by over 300 businesses focussing on transport safety. <p>Violence in Licensed Premises (SMILE)</p> <ul style="list-style-type: none"> • Welsh LA's in partnership with Cardiff University , Cardiff officer on working group. All Wales project <p>Legionella project</p> <ul style="list-style-type: none"> • developed in SE Wales task group in response to SE Wales outbreak, Cardiff on working group , all Wales project <p>Cryptosporidium project</p> <ul style="list-style-type: none"> • initiated in Cardiff in partnership with PWTAG. Working group led by Cardiff officer, all Wales project. U tube DVD available for all. <p>Tattooing Project</p> <ul style="list-style-type: none"> • local project developed in Cardiff, likely to be taken up by other authorities and U tube DVD available for all <p>There are also many more regional and local projects where we have been involved in the development.</p>

150	Service	Cardiff	Staff Portal	Finally, there is concerned about the number of inaccuracies in the report including the wrong number of staff in the Health & Safety Team (states that there are 3 technical officers when in fact there is only one!) and the number of high risk premises – these change on a annual basis, most of which are not food premises.
151	Service	Cardiff	Staff Portal	The collaboration report considers one element of the health and safety workload only - proactive inspections. I can only assume this is due to the fact that proactive inspections are easy to “measure”. Has any consideration been given to the other duties and services provided including accident investigations, permissioning visits (tattoo, skin piercing, asbestos removal), H&S projects (which are utilised using the H&S national code), complaints, water sampling for bathing water etc.
152	Service	Cardiff	Staff Portal	The Health Improvement Team although small is responsible for providing a comprehensive health protection and improvement service to businesses, residents and visitors of Cardiff. This is achieved by investigating cases and outbreaks of communicable disease, the application of control, preventive and enforcement measures and analysis and reporting of public health data. The Team is also responsible for management and delivery of infection control, nutritional training and food safety interventions, health promotion initiatives such as the safe tattooing project ‘Before you Ink – think’, Healthy Options Awards, Hand Hygiene interventions and implementation and evaluation of other food safety and health and safety initiatives. Many of the projects have been resourced through gaining external funding sourced through the officers partnership skills and their reputation. As well as the enforcement of Health Protection legislation.
153	Service	Cardiff	Staff Portal	Limited preparation time has prevented full consideration of the report. However initial concerns relate to: Management of Stray horses. This presents a significant safety issue in Cardiff, where the horses are straying onto busy arterial roads. The problem is different in the Vale and Bridgend where the concerns are mainly fly grazing. Cardiff currently has one officer, but a significant additional resource is drawn in to help when required, from the trading standards team. Out of hours, the council’s highways team will respond. It is believed that this is a local problem which requires a local response given that linkages with highways team are critical. Collaboration proposal includes for 1 horse officer across 3 areas. The risk to the service is a slower response to matters of concern and dilution of the service received by Cardiff. Significant elements of the current trading standards service are not detailed e.g. safeguarding vulnerable people from cold callers and scams are not mentioned. A critical element of this work is Financial Capability Training delivered in Schools in deprived communities, this is not mentioned.

154	Service	Cardiff	Staff Portal	Licensing activities have been placed with the Neighbourhood Team. It would appear to make more sense to place with the Commercial Team, given the link with business premises i.e. takeaways, pubs, street traders etc
155	Service	Cardiff	Staff Portal	There are some people in the existing structure (on low grades) which will have no post to apply for in the new structure due to their current qualifications e.g. the Food Safety Team sampling & project officers. It could be argued that the need for these positions is greater when the posts are being shared by 3 authorities.
156	Service	Cardiff	Staff Portal	<p>I am in favour of pursuing the proposal. There are however, elements of the proposal that in my view need further consideration:</p> <p>1. Insufficient emphasis is given to some services currently delivered in Cardiff.</p> <p>The detail in the proposal is insufficient to determine what services and the level of service that will be provided and whether this will be adequate to deliver the statutory obligations. Significant chunks of current work are not specified at all e.g. the safeguarding agenda, a political priority in Cardiff which involves scam investigation, working with the police, cold call control zones, supporting vulnerable victims of crime and offering financial capability training . Other examples are the health promotion activities which are undertaken across all the services and support the health agenda. It is important that these and other elements are captured and a proper consideration given to the new service standards and priorities in a reduced service.</p> <p>I'm also concerned that communicable disease management has not been given sufficient thought. The role in Cardiff currently involves 1.6 FTE on a full time basis and a significant chunk of the group leader's time.</p>

157	Service	Cardiff	Staff Portal	<p>2. Achievability of the food hygiene inspection programme</p> <p>The original proposal included additional officers, specifically Business Compliance officers. These were mainly located in the Commercial Team and during the revision stage have been removed. I'm concerned that the number of officers shown in the proposed structure will now be insufficient to delivery statutory obligations set out in the Food Law Code of Practice. As an example the current high risk inspection programme across the 3 authorities is 2,269 (this figure changes annually) .There are also obligations to apply interventions in lower risk premises not included in this figure. Given current inspection targets this would require 18 FTE officers to deal with high risk food inspections & port health only. The proposal makes provision for only 46 in the Commercial Team. Once the 18 above is removed this leaves only 28 for trading standards and health and safety inspection activity across three authority areas, which is less than the number currently employed in Cardiff.</p> <p>3. Officer titles</p> <p>Officers across all teams feel very strongly about retaining professional titles such as Environmental Health Officer and Trading Standards Officer. In addition these are titles that customers recognise and understand and consequently have benefit from a customer service perspective. I support the argument that these job titles should be maintained.</p>
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158	Service	Cardiff	Staff Portal	<p>4. Removal of specialist role / teams which is currently key to the success of Cardiff's Service and its reputation. Specialist teams and roles have been traditionally developed in larger authorities where resource allows this to happen. This is an approach which has evolved because specialist teams are known to be more efficient and competent. One of the benefits of collaboration is that it protects staff numbers allowing this approach to continue to be sustainable. The collaboration proposal need to better recognise the benefits of specialisms whilst at the same time multi skilling officers to identify and remedy matters of evident concern when found during an inspection. This approach is different to undertaking an all encompassing approach at every inspection, which is contrary to the enforcement guidance which specifically requires a risk based approach. The priority given to health and safety work is a concern, there is a danger that food safety inspection targets will always be given priority and high risk project based health and safety activity will not be undertaken.</p> <p>5. Additional projects</p> <p>Being able to be a part of new approaches and projects and leading service development in Wales as well as the LA is an appreciated benefit of working in Cardiff. The Council has given commitment to deliver 2 significant projects namely IMLU and the Welsh Landlords and Agents Licensing scheme (WALLS). These are two projects potentially in scope for collaboration. It is important to secure early decisions, from the new host authority, of their commitment to take these and other similar projects forward in future.</p>
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159	Service	Cardiff	Staff Portal	<p>Whilst the Vale of Glamorgan Council do not offer any form of out of hours service and Bridgend Council offer a scaled down version of an out of hours service this may reflect on the character of the areas and hence insufficient demand to justify a full service. Cardiff on the other hand is a capital city that needs an out of hours noise service. It hosts major events, has almost 1300 licences premises, greatest population over a comparative small area, has high density housing which inevitably brings about anti social behaviour in the form of unwanted noise affecting neighbours; and significant developments with construction activities taking place. The demand for such a service is real in Cardiff and it is important that Environmental Scrutiny committee is fully aware of the possible consequences that Collaborative working may have on it's current Noise Service. Cardiff's Noise service provide a statutory service only, investigating all alleged noise nuisance complaints (not private or common law nuisance). The report seems to suggest that private and common law nuisances are currently being dealt with and that there is a possibility to reduce the demand – this is incorrect as Cardiff only deal with complaints that there is a statutory duty for the authority to investigate</p> <p>The proposed flexible working will not be able to deliver an effective Pollution Service. Most noise issues happen at night, outside normal working hours and in order to resolve those issues officers will need to be available at those times. The proposed host authority "Vale of Glamorgan Council" have a flexible system which allows working between 8am and 6pm (Cardiff's current scheme is 7am – 7pm). These hours go no where near what is required in Cardiff. Certainly paying overtime to officers is not the answer but a properly structured pool of officers working at times when of greatest demand could be the way forward..</p>
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160	Service	Cardiff	Staff Portal	<p>3. Officer titles Officers across all teams feel very strongly about retaining professional titles such as Environmental Health Officer and Trading Standards Officer. In addition these are titles that customers recognise and understand and consequently have benefit from a customer service perspective. I support the argument that these job titles should be maintained.</p> <p>4. Removal of specialist role / teams which is currently key to the success of Cardiff's Service and its reputation. Specialist teams and roles have been traditionally developed in larger authorities where resource allows this to happen. This is an approach which has evolved because specialist teams are known to be more efficient and competent. One of the benefits of collaboration is that it protects staff numbers allowing this approach to continue to be sustainable. The collaboration proposal need to better recognise the benefits of specialisms whilst at the same time multi skilling officers to identify and remedy matters of evident concern when found during an inspection. This approach is different to undertaking an all encompassing approach at every inspection, which is contrary to the enforcement guidance which specifically requires a risk based approach. The priority given to health and safety work is a concern, there is a danger that food safety inspection targets will always be given priority and high risk project based health and safety activity will not be undertaken.</p> <p>5. Additional projects Being able to be a part of new approaches and projects and leading service development in Wales as well as the LA is an appreciated benefit of working in Cardiff. The Council has given commitment to deliver 2 significant projects namely IMLU and the Welsh Landlords and Agents Licensing scheme (WALLS). These are two projects potentially in scope for collaboration. It is important to secure early decisions, from the new host authority, of their commitment to take these and other similar projects forward in future.</p>
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20th August 2014

From: Ken Daniels

To: Cllr Dan De'ath

Dear Daniel,

I enclose the above report, and also the questions from my members you would have seen them before as I gave you them at scrutiny, but nobody from the Labour Group or opposition have seen my members concerns.

The GMB and Unite Cardiff oppose the collaboration of Cardiff with Bridgend and the Vale on the following grounds the report is flawed.

We as unions are not against collaboration if all full facts and figures stand up and are not detrimental to GMB and Unite Members in Cardiff.

We as Unions have concerns about the transferring of staff to a body which will have no capital finance, it is still all predicated on the three councils paying money in which is what you do now..

Our members will transfer to an unknown entity if this collaboration goes through, we have already been told that staff will transfer on their current terms and conditions that is TUPE so from day one there will be a three tier workforce as not everybody is on the same terms and conditions and grades this will cause chaos.

I will enclose the report from scrutiny in Worcestershire which will make interesting reading for you as it still does not stop jobs going to the private sector nor has it stopped jobs from going, this is what the Atkins report was based on also look at what they claimed at the time, GMB warns you that don't rush into this collaboration you will be doing know favours to your constituents or staff.

Also I am sure you are aware of the dangers in the so called costs for IT everybody knows this is always a disaster which has been shown to be correct in the Worcester document.

We have also been told that we will then have to start discussions about terms and conditions which it looks to us as 26 posts will be cut and posts will be downgraded mainly to Cardiff Council staff.

This union cannot allow a transfer knowingly know that our members will be far worse off.

Now you know this as the cabinet member, and as labour council are you going to allow this to happen. It then looks as you are selling Cardiff jobs to the Vale on a Trade off.

We would also ask you to look into the fact that if you issue an enforcement notice on a restaurant in Cardiff then the staff member issuing the notice has to work for that council otherwise it is an illegal enforcement notice.

Cardiff will not benefit any return if any till at the end of 2017 and Cardiff's share if split three ways will be approx 300K this is not guaranteed either.

Cardiff has the most staff and puts in the most money, you as Cardiff councillors have a duty to the citizens of Cardiff not to the Vale or Bridgend

The Williamson report will not be far off being implemented what will then happen to Bridgend, this is a recipe for disaster so where is the sense of spending a lot of money now and won't be able to disentangle that easy, no costs have been allowed for this in the Atkins report either..

I would also raise the point that if staff are transferred under TUPE then how can this council still pick up the VSS costs which if you look at the report Cardiff will still be picking up all costs even when they have transferred to the host Authority this is absurd.

The report is flawed on the basis that the figures do not stack up regarding the savings as this can only come through with loosing jobs to which we are now doing so anyway, so in effect it is no different in reality to what is happening now.

We can save this money for Cardiff now delete our vacant posts and allow managers to go on VSS if they want it, we have vacancies find out how much you can save now by not filling these vacancies.

I also think that the staff moral is at an all time low as this report means your not just downgrading their jobs but also there technical ability will be diluted, you cannot expect them to be trading standards officer one day and then be food hygiene the next day they are two different distinct professional jobs and should remain so.

This is liking you being a councilour one day then you would be a brain surgeon the next I know some councilours think then can do this but in reality it will never happen.

The report states the training is about 2 K this is vastly understated it will cost 4 times as much to try and train staff to be multi functional once again it is nonsense.

To try and train non qualified offers is about £1650 and will take about a year has this been costed in the Atkins report as I can not see it and who will train the staff.

As to our knowledge there are no courses available in Wales to achieve the Higher Certificate in food premises inspections.

Also TSO training in the report is vastly underestimated we believe that you will not get training for £300

My members have trained and qualified as an EHO and they would like to be recognised as such. If they had wanted to do fair trading, weights and measures etc then they would have chosen to do TS etc we do feel that to ask TSO and EHO's to do everything shows a complete misunderstanding of what my members actually do and reduces the importance of the work they do wether in each of there specialised fields. Services will suffer.

- You as a Lead Council member need to take other considerations into account and I list them.

City and County of Cardiff Council currently operate a Night Time Noise Service which operates from Thursday through to Sunday to respond to complaints from Cardiff residents of any noise complaints. This service has been running since August 2008 and has been highly successful in dealing with noise at the time, particularly from one off complaints and with cases where all the noise happens out of hours. On average Noise & Air team receive 11, 000 calls out of hours relating to noise. Within Atkins Target Operating Module (page 80, "Housing and Environmental Protection") it clearly proposes a **"Reduction in out of hours services. This approach should be set out in a noise Policy to be agreed by the Joint Committee"**.

The report also goes on to state that, **" The provision of an out of hours service will be an option for the whole service but will probably be subject to separate agreement and additional cost beyond the basic cost. Cardiff Council may consider reducing the current service to reduce cost. Out of hours services should adopt flexible working arrangements rather than relying on overtime payments."**

Whilst the Vale of Glamorgan Council do not offer any form of out of hours service and Bridgend Council offer a scaled down version of an out of hours service this may reflect on the character of the

areas and hence insufficient demand to justify a full service. Cardiff on the other hand is a capital city that needs an out of hours noise service. It hosts major events, has almost 1300 licences premises, greatest population over a comparative small area, has high density housing which inevitably brings about anti social behaviour in the form of unwanted noise affecting neighbours; and significant developments with construction activities taking place. **The demand for such a service is real in Cardiff and it is important that Environmental Scrutiny committee is fully aware of the possible consequences that Collaborative working may have on it's current Noise Service.** Cardiff's Noise service provide a statutory service only, investigating all alleged noise nuisance complaints (not private or common law nuisance). The report seems to suggest that private and common law nuisances are currently being dealt with and that there is a possibility to reduce the demand – **this is incorrect as Cardiff only deal with complaints that there is a statutory duty for the authority to investigate**

The proposed flexible working will not be able to deliver an effective Pollution Service. Most noise issues happen at night, outside normal working hours and in order to resolve those issues officers will need to be available at those times. The proposed host authority "Vale of Glamorgan Council" have a flexible system which allows working between 8am and 6pm (Cardiff's current scheme is 7am – 7pm). These hours go no where near what is required in Cardiff. Certainly paying overtime to officers is not the answer but a properly structured pool of officers working at times when of greatest demand could be the way forward..

- Expertise and specialism V. generalists.

The target operating model proposes to split Pollution Control to "Neighbourhood Services" and "Enterprise and Specialist Services". "Neighbourhood Services" would deal with Housing and Pollution Control Complaints whilst "Enterprise and specialist Services" would deal with Contaminated land, Environmental Permitting and Monitoring activities. It is intended to train more Housing officers to deal with noise and Air complaints and vice versa. Almost all of Cardiff's Noise and Air team hold Certificate of competencies for Environmental noise monitoring. To undertake such training for all Housing would cost £1100 per person. Similarly there will be costs to train officers in aspects of Housing Enforcement. The synergies within the existing Pollution Control section at Cardiff rolled out over the 3 local authority areas would provide greater resilience, reduce the training costs of the proposed structure. There would be greater opportunity for professional development, better office retention and job satisfaction. This was a strong opinion that was voiced during consultation with staff which seems to be overlooked, or given no weight. There are certainly other nuisance (other than Noise, air, odour, smoke) issues such as accumulations, prevention of damage by pests, nuisance from animals and premises that could be dealt with by Pollution Control which would avoid the requirement to generalise and retrain officers.

It is not clear where Air Quality would be delivered. Again I would reiterate that Cardiff has 4 Air quality Management Areas and the function is delivered from within Pollution Control. I would propose that all of pollution be contained with Neighbourhood Services to maintain a high quality specialist Service, as currently is the case in Cardiff.

As you can see there some worrying concerns

Cabinet keep saying we cannot keep salami slicing, be warned what is being proposed is nightmare on Cardiff streets, rouge traders will pop up all over the place e coli will become rife as you will have no call on the new body even though you will have two councillors on the board ,but it should all be about Cardiff and the staff.

I will also enclose the staff concerns so at least not just you as the cabinet member knows but all Labour group as well.

I do hope that you will as a cabinet member and as a Cardiff Cabinet come to the correct decision which is not to continue with the collaboration as the Atkins report is flawed and the public will not thank you for putting them at risk just to rush head long into the unknown..

Cardiff also has to put in the lions share of implementation costs why this should be split between the three authorities is this not collaboration.

I would also point out Paragraph 33 states the number of staff who could potentially loose in remuneration will be lower if Cardiff is the host Authority so if you still consider going ahead with these flawed proposals then stick up for Cardiff and make us the host Authority are you prepared for Cardiff Council staff to loose money.

This will send out a terrible single to all staff of this authority

As I receive more information I will let you know GMB concerns so this is not the final word from GMB and Unite Cardiff.

I look forward to your reply

Ken Daniels GMB Branch Secretary Harris Karim Unite

**CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET**



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My Ref / Fy Ref: CM28476

Date / Dyddiad: 15 September 2014

Mr Ken Daniels

Dear / Annwyl Mr Daniels

Thank you for your email. As you are aware the City of Cardiff Council has to make unprecedented savings and there is a need to review how services are delivered so we can deliver a balanced budget. Difficult decisions have to be made and we will continue to work with the Trade Unions to have meaningful debate as the transition takes place.

I have responded to the statements you have made below in the order that they were addressed in your email received on August 20.

From the outset I would like to make it clear that we are trying to avoid compulsory redundancies. I note from your submission that the GMB isn't against collaboration but this cannot be 'detrimental to your members'. In reality as the revenue budget is made up of 95 % staff cost, any form of redesign will have staff implications so although your request in theory is favourable unfortunately it is unrealistic.

A Joint Trade Union Forum has been set up and we are committed to working with the Trade Unions as this process progresses.

The proposed new way of working will involve financial contributions as you point out, but the amount will be lower than in previous years. By working together we will increase resilience, share best practice, share experience and intelligence to provide the best possible service to our customers with the budget restraints.

The Project Team is working with staff to address their concerns. It is paramount that it is understood that the current way of working is unaffordable and unsustainable and has to change, whether this is done individually by each council or progressed through a collaborative model. It is acknowledged that change is unsettling and will need to be well managed but all staff are aware that if permission is given to proceed, soon after the TUPE transfer, there will be a proposed re-configuration which is outlined in the 'change' part of the report.

ICT development and management is essential to the new way of working to increase efficiencies in staff working. We have liaised with Worcestershire to learn from their experiences. There is a cost implication but the majority of this will be a one off investment and paid for using Welsh Government funding. The financial model also uses conservative estimations to ensure the ICT requirement is deliverable. Rather than dismiss the assumption as a 'disaster' as

PLEASE REPLY TO / ATEBWCH I : Cabinet Support Office / Swyddfa Cymorth Y Cabinet,
Room / Ystafell 518, County Hall / Neuadd y Sir,
Atlantic Wharf / Glanfa'r Iwerydd, Cardiff / Caerdydd,

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you indicate, we will embrace and closely manage this area of the project, so that the ICT requirements are affordable and phased in, by the time the Management Team re-construct the target operating model after being refined due to the need to find additional savings since the report was written.

Jobs in the new model will be appointed on merit; through an agreed protocol with the unions. The aim is to get the best candidate appointed for each job. Any assumptions made in the report are done so for financial analysis. The detail of the loss of the 26FTE and where they will be lost from is unknown. If a recruitment process begins, the process of selection will be worked through with you and other Trade Union Representatives. It is important to confirm that if the Council chooses to reject the collaborative model, there can be no guarantee about the future level of service provision in Cardiff and measures may need to be considered which could result in a significant change in service delivery.

Your critique continues with a number of statements, your comments on enforcement action on a restaurant in Cardiff are incorrect – An officer has to have the correct level of authorisation depending on their competency. The authorisation would be from all three councils so they could work throughout the region.

Your comments on savings is interesting, as further savings would require further cuts which would impact further on your members and the level of service we can deliver to our customers.

Your comments on Cardiff's contribution are valid, and if we proceed the proposed cost is proportionate to the population. As you say, we have 'a duty to the citizens of Cardiff' and it is proposed that we deliver this through increasing resilience by working together and providing a better service than working individually. The project will be governed by a Joint Committee so Cardiff's interests will be clearly represented.

In reference to your comments on Williams, you may be aware that the WLGA recently published a discussion report on an 'alternative approach' to the Williams report and it states:

*'The fear is that the local authorities recommended by the Williams' Commission will be too large to be local but too small to provide the scale necessary for regional planning and the delivery of some key regionally based services. More than this, the cuts trajectory in Wales is such that the debate around a range of key services is now about sustainability rather than reorganisation. **For unprotected services, a structural reorganisation in 2020 offers cold comfort; the issue is to collaborate now to create resilience. This is particularly the case in a range of functions including transport, economic development, planning, regulatory services and others, which have faced the brunt of cuts thus far with more to follow.***

Due to financial restraints and the need to deliver a resilient service, we need to act now. The reality is that there will be job loses, it is envisaged that the majority of these will be voluntary. Regardless of when this happens, redundancy costs will need to be paid. The advantages of working together have been explained to you.

Moving into further detail on some specific points you and your members have raised. It seems as if there is an element of misinformation circulating about job roles. It is important to make clear that new roles will not dilute technical capability. Competent EHO's will still be involved in High Risk Premises and competent Trading Standards Officers will be undertaking enforcement action against illegal trading practices. We would not expect to train TSO's to undertake High Risk Food Hygiene Inspections and visa versa for EHO's. Competent staff may be required to undertake lower risk work across professional boundaries while retaining specialist capabilities within the resource available. It has been acknowledged by UNISON that this practice is in place at the moment and part of the professionalism of their job role.

Costs for training involve refresher training covering topics they have covered in their professional career and through their professionals' qualifications.

In fact there are sufficient numbers of qualified staff to undertake the duties required. I have explained that we are committed to retaining our specialisms; in fact we want to expand them as they are income generating. The proposed new way of working does involve change, we need to embrace this change which will give staff a wider level of responsibility, new challenges and experience which is positive for staff development.

It is understood that staff want specific information relating to their specific part of the service area, it is understood that the exact detail on all services isn't known yet, but it will and this will be the role of the Management Team when they are appointed. We are looking to agree the principle of collaboration at this stage, based on the Atkins Report and the council revisions that have taken place and will seek authority to produce a 3 year business plan for the service, which will explore this detail.

Finally, you have made the assertion in your opening paragraph that the report is flawed, but I fail to see any substantive reasons given to support this claim. All your comments on the 'fine details' are noted and will be addressed by the Project Team in their report to each Cabinet.

Yours sincerely
Yn gwyir



Councillor / Y Cynghorydd Daniel De'Ath
Cabinet Member for Safety, Engagement & Democracy
Aelod Cabinet Dros Diogelwch, Ymgysylltu a Democratiaeth

MINUTES OF A SPECIAL MEETING OF THE COMMUNITY SAFETY AND GOVERNANCE
OVERVIEW AND SCRUTINY COMMITTEE HELD IN COMMITTEE ROOM 1/2/3, CIVIC
OFFICES, ANGEL STREET, BRIDGEND ON THURSDAY, 24 JULY 2014 AT 9.30AM

Present:

Councillor N Clarke – Chairperson

D M Hughes	M Jones	H E Morgan
E M Hughes	J E Lewis	M Thomas
R M James	J R McCarthy	

Officers:

R Harries - Senior Democratic Services Officer - Scrutiny
G Jewell - Democratic Services Officer - Scrutiny
M A Galvin - Senior Democratic Services Officer - Committees

Invitees:

Councillor M E J Nott - Leader
OBE
D Mepham - Chief Executive
P A Jolley - Assistant Chief Executive - Legal and Regulatory Services
D Exton - Group Manager - Finance
H Selway - Principle Adviser, Employee Relations
Councillor R Williams - Chairperson of the Council's Licensing Committee
J Isles - UNISON Secretary

98 APOLOGISE FOR ABSENCE

Apologies for absence were received from the following Members:-

Councillor K J Watts
Councillor R L Thomas

99 DECLARATIONS OF INTEREST

None.

100 APPROVAL OF MINUTES

RESOLVED: That the minutes of a meeting of the Community Safety and Governance Overview and Scrutiny Committee dated 9 June 2014 be approved as a true and accurate record subject to the word "at" being inserted in the penultimate line of the fourth paragraph on page 108 between the words 'look' and 'school'.

101 REGIONALISING REGULATORY SERVICES PROJECT

The Senior Democratic Services Officer - Scrutiny presented a report, that provided an update for the Committee on the progress being made to create a shared regulatory service between Bridgend, Cardiff and the Vale of Glamorgan Councils, and provide Members with an opportunity to make any comments on the report prior to it being reported in turn to Cabinet and Council.

Following the Senior Democratic Services Officer - Scrutiny giving a résumé of the report, the Chairperson then welcomed to the meeting the Invitees.

The Chief Executive opened debate by giving a PowerPoint presentation entitled Regulatory Services Collaboration Update.

He commenced his submission, by advising that the proposed collaboration would result in a fully integrated Regulatory Services function working across the above mentioned three local authorities, operating within one Management Structure and that the scope of the joint service would include the statutory functions of:-

- Trading Standards
- Environmental Health
- Licensing

The Chief Executive added that currently these services employed over 200 members of staff and had a collective budget of approximately £9m serving approximately 625,000 people.

He then explained that the main objective of the collaboration, was to ensure that all the Councils benefit operationally and financially from the project. The project would look to increase service resilience across the regions; generate savings comprising of efficiencies and budget reductions, and focus upon customer service via a more integrated and co-ordinated approach.

In terms of the anticipated benefits of the project, the Chief Executive advised that these would be:-

- A resilient structure with the flexibility to respond to emergencies;
- Introducing new ways of working that will deliver efficiencies and more risk-based approach to regulation;
- A greater capacity for income generation;
- Sharing costs of the required investment between the three participating councils, and
- Delivering the significantly greater savings than the other options over the future medium term.

With regard to testing and developing the vision of the proposal, the Chief Executive confirmed that this has been analysed by employees from the Departments of Human Resources, Finance, ICT and Legal, together with the appointment of external support i.e. W S Atkins Ltd (Atkins), who had produced a Target Operating Module, a supporting Business Case and Implementation Plan. The Chief Executive added that the above colleagues and external adviser had also looked closely at the validation of the proposal, including the production of a blueprint.

He then advised Members of the options that had been considered, which were (i) 'do nothing' and let the Authority continue working alone in this service area as it

currently does, (ii) 'Collaborate only', with a joint management structure, but retaining otherwise existing service provision, (iii) Change only and develop a new operating model as individual authorities for the future delivery of the service, or the route that had been chosen, which was (iv) 'Collaborate and Change', as this was deemed as the best option for the future resilience of the service and any potential returns from this.

He then confirmed that Atkins had completed work on certain future outputs of the collaboration that included a Target Operating Module (TOM) to see what the new service would look like; and as stated, an Implementation Plan to look at ways to make the change. Information regarding the above three main drivers for the collaboration were included in Appendix A to the report, whilst Appendix B included further updates on financial elements of the collaboration.

In respect of the Operating Model, the Chief Executive advised that this would entail:-

1. A single management structure with integrated teams delivering across three Council areas;
2. The introduction of a 'Core Plus' model balancing standardisation with local need;
3. A dispersed work force, locally based to include mobile working.
4. A risk based approach to the collaboration that would be intelligence led.

In terms of service delivery of the proposed model, this would consist of three service areas, e.g. Neighbourhood Services, Commercial Services and Enterprise and Specialist Services (where income would be generated), and a central administration function that would be adopted for Regionalised Regulatory Services.

With regard to governance arrangements, the Chief Executive stated that there would be a delegation of identified functions from Councils to Joint Committees (through a Joint Working Agreement). It was intended that the Vale of Glamorgan Council would be the host employing authority and the rationale of this was outlined in Appendix 'A' to the report.

The Head of Service in the collaboration would report to a Joint Committee, whilst an Officer Management Board would be established to ensure service delivery meeting requirements. There would be special arrangements for certain licensing functions and these would be considered and subsequently introduced through a decision(s) of Council.

With regard to updating the Business Case, the Chief Executive advised that by April 2014 it was hoped to realign the Operating Model and Implementation Programme to deal with the new arrangements, and subsequently by June 2014 the Shadow Joint Committee would consider the Model as originally proposed, in relation to modifications that have recently been made to it.

In terms of finance related issues, the aim was to deliver a minimum £1.4m revenue saving by 2017, (Appendix 'B' to the report referred), though initial investment would be required to change the model of operation, and these costs would be split between the participating authorities. The Chief Executive added that the return on investment would begin in 2016/17, where it was projected that Bridgend would save approximately £250k in the first year. Costs/savings would be shared between the

three authorities in proportion to population, though it was important to note that there would be risks encountered if the financial assumptions anticipated were not realised.

There would be implementation costs arising from the Regional Collaboration in the form of redundancy costs due to a smaller workforce, though it was important to note the Chief Executive explained, that these would be more costly if the Council made these as a stand-alone Authority.

There may also be the need to incur costs for changing service delivery methods (e.g. through new ICT systems), though these would obviously be shared, delivering the project on time, though these would be partly offset by the Welsh Assembly Government (WAG) Regional Collaboration Fund. The Chief Executive added however, that the funding from WG could not be used to supplement staff redundancies.

The contributions would be calculated on the basis of population within the three local authorities (e.g. Cardiff 57.04%), and the budgetary areas of the collaboration would be overseen by the introduction of a Joint Committee referred to earlier in the meeting.

In terms of staffing, the Chief Executive confirmed that appointment and selection protocols (and systems) would be agreed through Human Resources, and staff would be transferred to the host employer through TUPE arrangements. It was estimated that there would be a reduction in the overall staffing numbers from 204.67 full time equivalent (FTE) staff to 178.4 (FTE), i.e. a minimum of 13%, though some reductions would be made through vacancy management opportunities. There would be further investment committed to staff in the form of training, in order for the Business Model to be successfully delivered.

In terms of other Human Resources local issues, staff would obviously be moved to/from the employing authority, and terms and conditions of all staff affected by the Project would be harmonised accordingly.

There were options to look at in respect of the overview and scrutiny process, i.e. Scrutiny Committees in each of the Authorities continuing to look at the collaboration separately, or establishing a joint committee with joint membership comprising of Members from each authority.

There were risks associated to the project, which were explained the Chief Executive, savings not being realised, issues regarding TUPE, Human Resources and staff engagement and performance levels not being realised for communities as a result of the implementation of the project.

The next steps therefore were:-

July / August 2014

- Pre-decision scrutiny;
- Staff engagement;
- Trade Union engagement;
- External stakeholder engagement.

September / October 2014

- Cabinet consideration of proposal;

- Council consideration of proposal;
- Decision upon project implementation.

Following this added the Chief Executive, the following timetable would look to be put in place:-

<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
(a) Appoint Senior Management;	(a) Staff transfer;	(a) Planned savings delivered;
(b) Begin ICT changes;	(b) Financial savings begin to be realised;	(b) Further efficiencies identified;
(c) Agree a three year Business Plan.	(c) Business transformation complete;	(c) Review service model with partners.
	(d) Service using a centralised ICT regime.	

Finally, in conclusion of his presentation, the Chief Executive advised that without collaboration the above statutory services already under pressure within each of the 3 Council's would face more financial pressures, particularly whilst they run the services independently as individual authorities. The current and forecast budget challenges were likely to result in some elements of the service being discontinued, particularly those that were non-statutory, and the levels of protection available for the vulnerable would eventually become unpalatable.

The Chairperson thanked the Chief Executive for his presentation, following which she invited the UNISON representative, Jane Iles to have a window of five minutes as agreed to by Committee in advance of the meeting, to comment on the report.

She commented as follows:-

"Draft Cabinet Report

- UNISON is concerned at the current time frame being implemented in order to afford staff adequate time to digest, analyse and interrogate the huge amount of information provided. That is to say that staff had access to this information on 17 July 2014 and assume the same concern would apply to scrutiny. There is a mass of information here;
- Page 320 point 7.5 of the first report points to an increase in income from an increase in harmonising of charges, acquisition of external grant funding and other generating opportunities. However these have not currently been secured and will need actively pursuing and close monitoring.
- Page 321 point 7.7 savings on indirect costs have not been quantified;
- Page 321 point 7.10 there will also be an element of TUPE protection going forward for staff and similarly on page 328 point 9.2 it refers to 'TUPE like' process. This causes considerable concern and I am unable to identify anywhere within the report what process will be utilised to transfer staff;
- Page 323 point 7.8 it refers to the fact that the Vale of Glamorgan Council will incur an estimated cost of £180k reflecting the policy to protect the salaries of adversely affected employees for one year which could lead to equal pay claims;

- Page 329 point 9.11 states that 'where possible the assimilation of staff into positions congruent with their existing status and grade' but that does not sit well with the content of point 81 which refers 'a net movement from professional to technical roles';

Atkins Report

- Page 26 point 19 on what basis should the proportion of enforcement work be carried out by Technical Officers with appropriate levels of competence increased
- Page 35 refers to the staff workshops which were held last year, however having spoken to staff there was no mention of EHOs and TSOs being replaced by Consumer Service Officers and Consumer Service Technical Officers;
- Page 93 refers to the advantages of multi-skilled teams and in some areas of Bridgend's Regulatory Service it has been and is working well, however we are sceptical as to how well this approach would work in the area of Trading Standards, i.e. would it be viable;
- Page 95 point 5.11.2 (second bullet) The Food Law Code of Practice which is a legal requirement states that certain establishments should be inspected only by EHO of Officers holding the Higher Certificate in Food Premises Inspection. Which exemplifies the fact that certain critical enforcement action can only be undertaken by EHOs. If the intention is to train non-qualified officers up to the Higher Certificate Level (which is expensive and time consuming) has this been costed;
- Page 96 second paragraph refers to Business Compliance Officers reducing the burden on business when the expectation would be for these to refer on matters to professionally qualified staff who would have the competency to deal with such matters;
- Page 144 details the proposed model for collaboration and change across the three local authorities you have listed five Commercial Services Team leaders, 24 Commercial Services Officers, 35 Commercial Services Technical Officers and 12 Business Compliance Officers, however, if you contrast this with Appendix B page 272, in the updated structure you have listed 4 Commercial Service Team Leaders, 18 Commercial Services Officers, 28 Commercial Services Technical Officers. A significant reduction from 71 to 50 in one essential team. The Business Compliance Officers are no longer listed;
- Pages 149 and 150 give examples of case studies in Buckinghamshire and Great Yarmouth but no examples of good practice within Bridgend, Vale of Glamorgan or Cardiff;
- Pages 185 and 190 of Appendix I details the job description and personal specification for the Chief Officer, Regulatory Services and for the Service Manager, both new posts but not for the Neighbourhood Services Officer, Neighbourhood Services Technical Officer, Commercial Services Officer, Commercial Services Technical Officer, Business Compliance Officer, Primary/Home Authority Officer etc.

- Page 217 Appendix N, why have the grades been blanked out when a significant saving is to be gained via staffing costs.

Appendix B

- Page 253 EHO training for metrology. Trading Standards say that this is an intense and expensive course that usually costs around £2,000;
- Page 253 training for Business Compliance Officers now is listed as £0;
- Why is all the training mentioned irrespective of what course it is at the same price of £300;
- Page 254 the total number of Consensual Terminations as 21 FTEs with 3 FTEs over 55 and 18 FTEs under 55. How can this data be provided when most of the age profile information is missing from page 5 of the EIA;
- Page 254 the total number of consensual terminations and compulsory redundancies has risen from 29 (original Atkins report page 190) to 34 FTEs. Is this upward trend likely to increase?
- Page 268 - 271 Salary comparison - why has this been blanked out.

General Observations

Where would the Williams Commission sit alongside this for Bridgend. The White Paper recently published by Welsh Government is not helpful, and it seems that a final determination on where Bridgend will sit will not be made until early 2015 prompting fears that this set of staff would be subject to two sets of re-organisation within a relatively short period of time. Staff are not wholeheartedly resistant to change and acknowledge that change is required, but that there are significant differences between the original Atkins report and information contained within Appendix B, and there is a dearth of information relating to due process as to how staffing matters will be addressed.

The Chairperson thanked the Union representative for her submission, and the Chief Executive confirmed that Invitees would respond to the points that she had made, outside of the meeting.

A Member referred to page 20 of the papers i.e. the first page of the Executive Summary of the Collaboration i.e. the Atkins report. He noted that the Williams Report on Welsh local government re-organisation, has directed that Bridgend County Borough Council, be amalgamated with Neath Port Talbot County Borough Council to the West. However, the Regulatory Services Project was travelling in the opposite direction i.e. to the East with Cardiff and the Vale of Glamorgan Councils. He asked Invitees how they felt about the project and local government reorganisation proposals effectively travelling in opposite directions.

The Leader advised that though the Williams Report has recommended specifically that Bridgend and Neath Port Talbot Councils combine as one authority, the Welsh Government Collaboration Agenda is encouraging local authorities to work generally together where they can on projects, to continue delivering services jointly in a less prescriptive and more holistic way across administrative boundaries. He added that money had been made available through the Welsh Government Regional

Collaborative Fund to provide a joint delivery model for Regulatory Services, and savings were required to be made by each of the three authorities in this and other service areas, in any event. More savings would be required if they each provided the service as a stand-alone authority, as opposed to providing this collectively.

The Leader concluded by stating that local government re-organisation was also not going to be in place for another four or five years, and therefore, it was a sensible option to achieve savings by combining Regionalised Regulatory Services now, as was proposed.

The Chief Executive added that savings in this service were required now, as was making the service more resilient, and after local government re-organisation the service could be maintained together with Neath Port Talbot County Borough Council, as well as keeping on board Cardiff City and the Vale of Glamorgan County Borough Councils.

The Assistant Chief Executive - Legal and Regulatory Services further added that the Williams Report advocated the continuation of authorities working together to deliver services, in areas where this was successfully achievable.

A Member raised concern over Bridgend County Borough Council staff being relocated to the Vale of Glamorgan County Borough Council as host authority, and any repercussions this may have on them following re-organisation with a different local authority to this.

The Assistant Chief Executive - Legal and Regulatory Services advised that there need not really be any complication with this, in that staff involved in the Regulatory Service Collaboration Project would transfer to Neath Port Talbot County Borough Council, or alternatively staff from Neath Port Talbot in Regulatory Services would be added to the Project. In terms of where staff will be located, this was dependent on what types of different services were being delivered in the different areas of each authority.

A Member noted from the papers that staff in Regulatory Services had been informed of the proposals only very recently, i.e. on 17 July.

The Assistant Chief Executive - Legal and Regulatory Services advised that staff had been advised then of some of the finer detail of the Project, but had been aware of the regionalisation proposals for quite some time. He added that details regarding the proposal had changed and evolved as the Project was moving forward, and the Atkins Report had been refined in order to accurately reflect these changes.

He explained that the appropriate local Members and staff in each authority, had also been informed of the details of the Project and any changes to this at the same time, through staff briefings, the Overview and Scrutiny process and eventually onto Cabinet and Council.

Informal consultations with staff had progressed and a formal consultation process would then follow, including with trade union representatives. The findings and outcomes of the consultation process would then be further shared with Members through the above political channels in due course.

The Chairperson assumed that staff from Bridgend would transfer to the Vale of Glamorgan County Borough Council under TUPE arrangements, and she asked what impact there would be on staff as a result of transferring.

The Principal Advisor, Employee Relationships stated that the combining of the service with other authorities to effectively provide a single service, would impact upon some staff, however, departments in most if not all areas of Directorates of the Council were having to be restructured to provide savings required under the MTFS, and these proposals were also resulting in a rationalisation of the overall Council's workforce.

A Member noted that though part of the regionalisation of Regulatory Services was being funded by Welsh Government grant funding, the 3 Authorities were still having to supplement this, at a time where there were significant financial restraints.

The Group Manager, Finance confirmed that each authority included in the Project would be required to commit up-front investment to enable the collaboration to progress.

She reiterated however that the combining of the services would result in fewer cases of redundancy (pro-rata) when compared to continuing to provide the services alone as a single Authority. Regional Collaboration Funding to supplement the Project was available for at least this and next year. She emphasised however, that any cases of staff redundancy would be funded by the Authority, and not from Regional Collaboration Funding.

The Assistant Chief Executive - Legal and Regulatory Services added that he had to find £1.6m in cuts to Regulatory Services, and that the easiest way to make cuts of this magnitude were through working collaboratively as had been successfully achieved through parts of his Legal Services team working under joint arrangements. £1.6m was a third of the overall Legal and Regulatory Services budget, and unlike certain other Directorates of the Council, the only real avenue to pursue to make the savings required under the MTFS was through a reduction in posts/staff.

A Member asked if the main driver for the collaboration proposals therefore was savings required under the MTFS.

The Assistant Chief Executive - Legal and Regulatory Services confirmed that the reasons for Regionalising Regulatory Services were two fold; to maintain the service and make it more resilient, and to produce the required budgetary savings within his Directorate. He added that the Council could not achieve the above if it continued to provide the service alone, and due to this further cuts would have to be made to the service.

A Member asked why the Vale of Glamorgan County Borough Council had been selected as host Authority for the Project, as opposed to Bridgend or Cardiff City Councils.

The Chief Executive firstly advised that there was no gain for being the host Authority in the Project, financially or otherwise. He added that Bridgend and the Vale of Glamorgan County Borough Council's did work together collaboratively in other areas, as did Vale of Glamorgan and Cardiff City Council. Cardiff and Bridgend he added, did not currently provide services jointly in any area of work, and this was the main reason for selecting Vale of Glamorgan County Borough Council as lead Authority in the Project.

The Leader confirmed that the Business Case of the Project prepared by Atkins, as included in Appendix A to the report was sound, and largely addressed the points

made by Members at today's meeting. These and the Overview and Scrutiny Committees conclusions, together with the points made by the UNISON representative earlier in the meeting, he assured would firstly be considered in due course by Cabinet, and then debated further subsequently at full Council before the Project was given the full go ahead.

The Chairperson asked if all the services currently provided individually by the three authorities would be retained as a result of the Project and it providing increased capacity, and by what methods the Project would introduce income generation.

An example of income generation savings in the future service advised the Chief Executive was the Dog Warden service. Presently Bridgend and the Vale of Glamorgan County Borough Council's provided this service jointly, whilst Cardiff City Council contracted the service out. The combining of the service would allow sufficient scope for it all to be provided internally hence making a saving. Income opportunities would occur as a result of the service provided under the Project covering a far wider geographical area than it currently does under the 3 stand-alone authorities, which would allow the Project to attract more business opportunities including through trading with the private sector, particularly through the regulatory side of the Project.

A Member enquired if there would be compulsory redundancies as a result of the Project.

The Assistant Chief Executive - Legal and Regulatory Services confirmed that this was likely, though there would also if the Project did not go ahead.

In response to a further question from the floor in respect of harmonising or regularising policies relating to issues such as Hackney Carriage and Private Hire Vehicle licences, and certain other services provided, the Assistant Chief Executive - Legal and Regulatory Services advised that issues such as the way work was processed and services were presently being delivered by each Authority, were being looked at in order to apply a more consistent delivery of these services in the future under the collaboration agreement. He added that it was highly likely that the licensing functions being provided by each Authority in-house would be maintained and not significantly altered, though these stand-alone services would probably be governed by a single Licensing Policy.

A Member asked how the collaboration would be overseen from an Overview and Scrutiny perspective, ie would each of the 3 Authorities maintain their own scrutiny process or would they have a joint arrangement.

The Assistant Chief Executive Legal and Regulatory Services confirmed this could be an either or arrangement, adding that it would probably be more beneficial if the service area was monitored by way of a joint arrangement.

The Chairperson noted from the report that there could be significant Capital Expenditure commitment for the provision or support of an ICT System to support the proposed service area. She asked the Invitees if they had yet identified a suitable system.

The Group Manager – Finance confirmed that whilst all three Authorities currently used the same system, they all used it slightly differently. Should the collaboration go ahead, she added that there were two alternatives either to go out to tender for a new

system, or alternatively, retain the existing ICT system and for the 3 Authorities to all operate it in a more consistent way.

The Chairperson enquired if April 2015 was realistic in terms of the Project being implemented, and were the savings anticipated from this expected to be realised.

The Assistant Chief Executive Legal and Regulatory Services replied that though the date for the coming together of the Project was aspirational, it was also to a large degree achievable.

The Chairperson noted from page 235 of Appendix B to the report, that since the Atkins report was first produced, Cardiff City Council had realigned their income derived from granting applications for taxi licences by £200k and she asked what the reason was for this.

The Assistant Chief Executive Legal and Regulatory Services advised that he was not certain of the reason for this, however, he added that it could have resulted from a judicial review in response to the Council's decision to increase their income through fees for the issuing of licences to people who apply to be taxi drivers.

As this concluded debate on the report, the Chairperson thanked the Invitees for their attendance, following which they retired from the meeting.

Conclusions:

The Committee considered the report and wished to make the following comments:

- The Committee acknowledge the need for change in order to ensure the service is as resilient as possible and understand that change cannot be implemented without an element of risk. Therefore, Members endorsed the implementation plan for the creation of a shared regulatory service based on the 'collaborate and change' model.
- In light of the potential changes to services, Members emphasised the need for wider public engagement in order to inform residents of what the likely impact of the changes would be, and to ensure that it can be seen that each of the local authority areas are being treated equally.
- The Committee agreed in principle that joint scrutiny arrangements should be developed, but the specific format of any such arrangements should be subject to further political discussion between the Leaders of each of the participating local authorities.

In addition to the above, it was noted the executive would provide a response to the specific points made by the Unison representative in due course.

The meeting closed at 11.45am

Extract from Special Scrutiny Committee (Corporate Resources) - 23rd July, 2014

“283 REGIONALISING REGULATORY SERVICES PROJECT (DDS) -

The Chairman advised that the purpose of the Special Meeting was to consider a draft Cabinet report on the proposal to create a shared Regulatory Services function with Bridgend and Cardiff Councils.

The Committee was asked to bear in mind the fact that members of staff potentially affected by the proposals had a direct personal interest in the issues to be considered. As such, and following advice from the Monitoring Officer, it was inappropriate for staff to speak at the meeting. The Scrutiny Committee also had no role in considering specific staff-related issues. However, staff could attend the meeting to hear the debate and if they had any generic service issues, they had been able to contact their Trade Union representatives for such issues to be raised at the meeting.

Trade Unions had been offered the opportunity to make representations to the Committee on generic service issues. These questions and responses from Council Officers were tabled at the meeting.

Members of the public (not employed or related to an employee of the Regulatory Services) who may have wished to address the Committee on the item had been requested to contact the Democratic and Scrutiny Services Officer by Friday, 18th July, 2014. No such requests to speak had been received.

In terms of the matter before the Committee, the remit of the Committee was to consider the proposal in terms of its impact on the delivery of Regulatory Services in the Vale. The Scrutiny Committee (Corporate Resources), as the lead Committee, would consider the corporate implications of the proposal, including the Council's budgetary situation.

As lead Scrutiny Committee, any comments made at this meeting would be noted and subsequently, encapsulated in a report to Cabinet and Full Council. This process was happening in each of the three Councils and the comments from Scrutiny Committees in each Council would be appended to the Cabinet report.

Staff engagement events were scheduled for later this month and throughout August. The outputs from these would also be built into the Cabinet report.

It was proposed that Cabinet would receive the report in September, with the report then being forwarded to a meeting of the Full Council.

In July 2013, the Cabinets of Cardiff, Bridgend and the Vale of Glamorgan Councils received a report which proposed that a single shared service be created, comprising the Environmental Health, Trading Standards and licensing functions of each Council under a single management structure.

The Councils Scrutiny Committee (Housing and Public Protection) had considered the proposals at a special meeting the previous evening and had subsequently

recommended the following to the Scrutiny Committee (Corporate Resources) as the lead scrutiny committee and the Cabinet for consideration:

- “(1) T H A T the proposal to create a Shared Regulatory Service between Bridgend, Cardiff and the Vale of Glamorgan Councils based on the ‘Collaborative and Change’ Model be endorsed.**
- (2) T H A T Council be requested to consider the establishment of a Joint Scrutiny Committee (i.e. of the constituent Authorities) to be responsible for scrutiny of the Shared Service and that, should the Shared Service be approved by all three constituent Authorities, Joint Scrutiny arrangements be commenced as soon as possible.**
- (3) T H A T further work be undertaken on the Flexible and Mobile Working Arrangements that could apply to staff of the Joint Service and to drawing up appropriate protocols and procedures governing such (page 89 of the Atkins Report refers).**
- (4) T H A T clarity be provided regarding the ways in which members of the public who do not have access to digitalised means of communication can interact with the Shared Service.**
- (5) T H A T the role of the Director to whom the Chief Officer of the Shared Service would report be set out within the governance arrangements.**
- (6) T H A T, in addition to the risks of the Joint Service identified at page 55 and 56 of the Atkins Report, the following be also added:**
- Failure to achieve culture change and the need for a plan to mitigate against such a risk**

Reasons for recommendations

(1-6) To provide Cabinet with the views of this Committee for consideration when receiving the proposals to create the shared service.”

Since July 2013, detailed work had been undertaken on developing the proposals for the shared Regulatory Service. A report would be submitted to the Cabinet of each of the Local Authorities in September 2014, seeking approval to create the shared service. A draft copy of the intended Cabinet report had been included as Appendix 1.

Funding had been secured from the Welsh Government’s Regional Collaboration Fund (RCF) to develop proposals for the project. Part of the funding was used to support the development of the project. W.S. Atkins Ltd (Atkins) were appointed to produce a Target Operating Model (TOM), supporting Business Case and Implementation Plan for the Regionalised Regulatory Service, a copy of which was attached at Appendix A to the report.

As set out in Appendix 1, it was recommended that a formal collaboration be entered into between the three local authorities, with an integrated service operating under a single management structure (this was described as the ‘Collaborate and Change’ option). It was considered that this option provided the best opportunity to reduce

costs and maintain a resilient service. The business case for adopting this model was set out in Appendix A. To ensure that the proposals met the changing circumstances in each Council since the work was completed, Committee were also requested to refer to Appendix B to the report which set out the most up to date analysis.

The Financial, Human Resources and Legal implications were contained in the draft Cabinet report, along with the proposed governance arrangements.

The report was being presented to Scrutiny Committees in each local authority prior to its consideration by Cabinet, in order to allow Cabinet to take any comments or recommendations into account when making its decision. The comments and recommendations of each local authority's scrutiny function would be collated into the final Cabinet report and presented in full to the Cabinet of each local authority.

With the permission of the Committee, the Leader referred to the report under consideration which had been submitted to this scrutiny committee and to the scrutiny committee Housing and Public Protection for pre Cabinet scrutiny who had considered the matter the previous evening. He also referred to similar arrangements taking place at Bridgend and Cardiff Councils. He made reference to the savings required to be found by the Council over the next three years as unprecedented, as was the period of austerity faced by local government in Wales in general for the foreseeable future. It was anticipated the Council would experience a 4.5% reduction in its budget settlement received from the Welsh Government for the next financial year and indeed, the likely budget shortfall for the Council over the next three years was in the region of £32m. He expected that Social Services and Education service would be largely protected and therefore 60 % of the cuts would need to be found from the remaining Council services, some of which were statutory/regulatory in its provision. Accordingly, he was concerned of the impact of such cuts and the resulting capability of such services to retain service resilience over this period. His attention then turned to the collaborative proposals in front of the Scrutiny Committee for consideration of which he considered addressed concerns relating to service resilience and would provide greater accountability to the public. The Council's Regulatory Services would be required to find savings circa £430k which by the scale of reduction would in fact call in to question existing and future service resilience if not addressed. The project and the preferred option 4 (Change and Collaboration) would address service resilience issues and its work had been supported by the Welsh Government with funding for the projects development provided through its Regional Collaborative Fund in the sum of £250,000 for each of the last, current and next financial years.

His attention then turned to comments / representations made at the previous evening's meeting of the Scrutiny Committee (Housing and Public Protection) regarding delay issues in the project timescales. He reminded the Committee that Atkins had been commissioned to produce a TOM, supporting business case and implementation plan on the Regulatory Services collaboration and had been appointed through a formal procurement exercise and had been requested to give an independent evaluation of the collaboration. He stated that Atkins had in fact completed their work on time, however, the progress on the collaboration had slowed due to changes in Chief Executives and the Cabinet and Leader of Cardiff Council and also the publication of the Williams Report which had implications for collaborative projects. However, in his view the Williams Report did not resolve any

collaboration issues for the Council and therefore the Council would continue to collaborate on projects which were meaningful with its partners. The implementation plan in principle identified that this Council would be the host authority albeit the project could only proceed with the agreement of this Council and Bridgend and Cardiff Councils. The Councils recognised Trade Unions had been provided a copy of the Atkins report and the draft Cabinet report on 11th July and could not have been provided sooner as initially the report had only been a draft document and the subsequent delays as indicated above had meant that Atkins had been required to revisit the contents and update information to bring it up to date including staffing information, the details of which was set out in the supplementary report of Atkins. If the proposed option was approved, a Joint Committee would be established to oversee the joint service augmented by the proposal to establish a joint scrutiny committee.

The Director of Development Services, together with other officers, outlined the overall report and highlighted some of the Financial, Human Resources and Legal implications set out therein.

The Director of Development Services alluded to the 10 recommendations contained in the draft Cabinet report. He referred to the project having been granted funding of £250,000 by the Welsh Government from the Regional Collaboration Fund on the basis of £250,000 per year for three years. He referred to the progressing of various activities in accordance with the three local authorities' decisions of July 2013 as set out in paragraph 6 of the draft Cabinet report.

The Atkins Report was contained in Appendix A to the draft Cabinet report and outlined proposals in four main areas:

- The Business Case for developing a shared service (page 22)
- A proposed Target Operating Model for the new service (page 57)
- The proposed governance arrangements for the new service (page 65)
- An implementation plan for progressing the work towards the shared service (page 95).

Appendix B to the draft Cabinet report constituted a supplement to the Atkins Report and reflected amendments made to the proposed Target Operating Model, which had been adapted to more appropriately suit the Councils' positions, including an updated assessment of the costs, savings and Human Resources implications (including a revised structure chart) for the project. A three-year Business Plan would be created to ensure a detailed operational and financial basis was established for the shared service. This Plan would consider the potential for further savings to be generated as opportunities arose and as the Medium Term Financial strategies of the three Councils developed.

As set out on page 7 of the draft Cabinet report, various options had been considered and the preferred option identified was 'Collaborate and Change'. The financial benefits of the preferred option were primarily associated with:

- reduced headcount (resulting from harmonised working practices and consolidation of the management structure)
- further reductions in employment costs (arising from a shift in the balance of tasks performed by professional officers vs. technical officers)

- significant increases in income as a result of exploiting new sources of revenue and increasing the yield from existing sources.

The vision for the operating model involved there being three service areas complimented by a central administrative function as follows:

- Neighbourhood Services - activities relating to domestic premises or that had an impact on local communities
- Commercial Services - activities relating to business premises (generally where national standards applied)
- Enterprise and Specialist Services - existing or potential income generating services and / or discrete specialism.
- Administration - administration and support activities and services.

The proposed governance arrangements were contained in paragraphs 26 - 30 of the draft Cabinet report and included a Joint Committee model with two Elected Members nominated from each of the three Councils and a host (employing) authority. Cabinet in July 2013 had approved the recommendation that, should the shadow Joint Committee recommend the governance model that required a host (employing) authority, that the Business Case subsequently be developed on the basis that the Vale of Glamorgan would be the host (employing) authority. Further analysis by Atkins and the Project Team of the merits of each Council performing the role of host had subsequently been undertaken. All Councils had expressed the willingness to undertake the role and had the resources required to manage the project. Taking into account the various factors involved, the Vale of Glamorgan Council had been recommended as offering a balance of the required factors and, therefore, was the proposed host authority. In referring to paragraph 41 of the draft report, he indicated that it would be necessary following agreement of all three Councils to proceed, to establish and to appoint to the Chief Office post for the joint service with the expectation to oversee in conjunction with other relevant officers the transfer of staff to the new service by April, 2015.

The Director of Development Services confirmed that individual Licensing Committees would continue to exist within a shared service.

In terms of the financial implications, the Head of Finance alluded to paragraphs 46 - 72 of the draft Cabinet report. He referred to a number of factors including:

- The Council's existing net budget relating to Regulatory Services totalled £1.6m.
- It was proposed to use the current population figures of the three Councils based on WG data as an initial basis to apportion direct / indirect costs.
- Based on the above apportionment arrangements for allocating direct costs, contributions to the host authority indirect costs and income streams, the Council's contribution was £1.348m.
- Existing income deriving from existing services would continue to be collected and allocated to each respective Council.
- The additional work necessary to achieve an additional £315,000 saving in 2014/15.
- The specific operational savings to be realised for the Vale of Glamorgan Council (i.e. excluding implementation costs) of approximately £257,000 for 2015/16, £300,000 for 2016/17 and total accumulative ongoing savings of

approximately £316,000. This was subject to the assumptions built into the Business Case on costs and income generation. He pointed out that it should be noted that further savings from the shared service were highly likely to be required in the coming years. As far as implementation costs were concerned, the figure of £285,000 in 2015/16 would be met from existing reserves.

- There would also be a 'one-off' figure for the Vale of Glamorgan Council of approximately £180,000 in terms of employment protection (a protection for staff which the other two authorities did not have).
- By its very nature, the project contained a number of assumptions and variables, which were set out in paragraph 71 of the draft Cabinet report.

The Head of Human Resources summarised the human resources and employment issues as set out in paragraphs 73 - 86 of the draft Cabinet report. He referred to the proposals as representing a complex Managing Change Project and should be viewed over a 4 stage process. Stage 1 had commenced in September / October 2013 with meetings between staff and Atkins representatives. He acknowledged that there has been a lag between Stage 1 and Stage 2 for the reasons stated by the Leader. Stage 2 was the current 'pre-Cabinet' engagement arrangements with staff and Trade Unions. The consultation process would continue through the report's progression to Cabinet and Council and, in particular, would build in reference to comments and views received from staff and Trade Unions. However, he indicated there was the potential for a further 14 month period of consultation. He confirmed that, should the Council become host authority, this would involve a 'TUPE-like' transfer of staff. It was envisaged that this would take place from November 2014 through to March 2015 and would need to be managed by Cardiff and Bridgend Councils (in terms of outgoing staff) and the Vale of Glamorgan Council (incoming staff). It would be important to progress matters quickly following TUPE in order to implement the proposed new operating model.

He alluded to three specific aspects of the change process, viz:

- The numbers of staff in the existing, and revised, structures. There were currently 204 FTE equivalents, a figure which would reduce to 178 FTE equivalents.
- The changing balance between professional and technical staff.
- Changes regarding working arrangements.

He confirmed that every effort would be made to mitigate any potential redundancies. The reduction of 26 FTE alluded to above would partly be offset by continuing the policy to date of managing vacancies. The assimilation process for staff would need to be clear and transparent. A significant amount of work would need to be undertaken in terms of developing Job Descriptions and Person Specifications, with the posts being required to go through the relevant Job Evaluation process.

The Operational Manager (Legal Services) summarised the legal implications as set out in paragraphs 88 - 94 of the draft Cabinet report and specifically referred to the enabling legislation under which the proposals had been progressed and to create a joint service. The Joint Committee model provided that the Council would delegate its functions relating to Regulatory Services to the Joint Committee, subject to the caveat that the functions of a Licensing Authority had to be delivered within the

respective Authority. As such, and as alluded to earlier in the meeting, separate Licensing Committees would continue to exist.

Should the proposals be approved, it would be necessary for the three Councils to conclude a formal agreement, sometimes referred to as a joint working agreement.

Information governance, management and security issues were covered in paragraphs 100 - 103 of the draft Cabinet report and she referred to the necessity for compliance with the Data Protection Act 1988 and the requirement to appoint a Compliance Information Commissioners SIRO.

The Chairman invited Mr. P. Carter, UNISON Branch Secretary, to speak and reminded Mr. Carter that the questions that had been received from the Trade Unions and staff had been circulated prior to the meeting.

Mr. Carter expressed the view that, although he acknowledged that their comments had been circulated prior to the meeting; the staff who were not members of Trade Unions had been "denied a voice". (N.B. those comments had, in fact, been included in the information tabled). He indicated that the Trade Unions had been trying to obtain a copy of the Atkins Report for the past seven months and had tried to obtain a copy under the provisions of the Freedom of Information Act. Attempts had been made to convene an emergency meeting of the Joint Consultative Forum to discuss the matter.

Mr. Carter acknowledged that he had been offered an opportunity to view but not have, the report some time ago but had only been given a copy of the report a few days prior to the Committee meeting. He also referred to the number of questions that had been circulated prior to the meeting and said that there would have been many more questions if the Atkins report had been available earlier.

Mr. Carter alluded to a number of matters, including:

- There would be instances of voluntary retirement for the staff. This would be a matter for the Trade Unions to be consulted upon.
- He referred to the historical E-Coli outbreak in the Bridgend area and the future resilience of the service to cope in the event of another outbreak.
- Discrepancies in the total number of staff affected by the proposals i.e.280 in 2013 against the current 168 and the disappearance of BCO posts from the staff establishment.
- The Atkins report included Job Descriptions for the senior posts, but did not include such information for other staff.
- The proposals represented a reduction in front-line staff, which were responsible for protecting people and questioned why a reduction of back office staff in other directorates had not been considered first.
- The proposals, if approved, would place a heavy burden on staff, who had not received a pay rise for many years.
- The Trade Unions would like to have more time to consider the Atkins report.
- There were concerns with TUPE.
- The Committee were requested to defer consideration of the report in order that the Trade Unions could undertake meaningful consultation.
- He referred to the staff having submitted a collective grievance.

- 75% of staff would be unable to attend the staff meeting proposed for the forthcoming Friday, as they already had client appointments to attend to.
- He referenced the Atkins report and the necessity for increased mobile working and intimated entitlement for essential user allowance for staff that fell under these requirements.

The Chairman invited questions from Members of the Committee.

A Member, in referring to TUPE arrangements, enquired as to whether future staff arrangements including any remodelling exercise had been considered particularly, in the event of the Council becoming the host authority. On a separate unrelated matter, he also queried the variation in projected income levels of the proposed joint service.

As far as the TUPE process was concerned, the Head of Human Resources alluded to the work already undertaken and to advice having been sought regarding the best way of handling such a complex process. He indicated that a remodelling process would commence April 2015; with the view to assimilating staff transferring into this Council as part of the change process and the associated risks were covered in the legal agreement.

The Head of Finance clarified the position in regard to projected income levels and indicated that for the period 2015/16 the figures reflected a six month period given that the new service would have not fully bedded in. The figures for the remaining financial years reflected a full year's income.

A Member referred to the initial aspirations for engagement with stakeholders which had clearly raised expectations however, it appeared that a hiatus of several months had occurred and feared that the affected staff would blame the Council. He also referred to the implementation plan and related work group streams and considered that this was an opportunity to involve the trade unions in these activities.

A Member referred to the WG current stance in regard to the Williams Report and understood their emphasis regarding mergers. He also understood the pressure the current administration was under to balance the Budget. However, he expressed concern that the existing service would be adversely affected and referred to the support provided by the officers within this service area in supporting Elected Members when dealing with ward related issues and sought an assurance that the current service level would be maintained. He also felt that the staff restructuring exercise which would result in a change of status from professional to technical was clearly a cause for concern of those staff affected and intimated that the Committee would need to be assured that a move to change the status of posts was not without justification. His attention then turned to the establishment of a joint scrutiny committee and he was unclear from the report how this dovetailed in to the Councils existing governance arrangements.

In responding to the various point raised by Members and Unison, the Leader and the Head of Human Resources reiterated their earlier comments that the Council was unable to release the Atkins report to the Trade Unions because, initially, the report was in draft. When available, the Trade Unions were sent an 'in confidence' report on 11th July, which was prior to the Members of the Council having received a

copy. They both reminded the Committee that the non-Union staff comments had, indeed, been included in the information tabled.

The Leader stressed that the consultation process was ongoing and would continue. He reminded Members that the current report was, in fact, a draft Cabinet report and he did not accept that the service would be 'decimated', but considered that it would be more resilient as a result of the proposed merger. In referring to the point regarding the issues of BCO posts he indicated that these had been removed from the structure as part of the review to bring information up to date since the original work had been undertaken.

The Head of Human Resources referred to the matter regarding Unison's request for an emergency meeting of the Joint Consultative Forum of which he was aware of. The request had been put to the Change Forum for consideration, who subsequently decided that the convening of an emergency meeting of the Joint Consultative Forum was inappropriate. It was also his understanding that the comments / questions tabled represented those of Unison only and not the Trade Unions collectively. He also referred to the reduction of FTE posts and clarified the position by providing up to date information and referred to an overall reduction of 13%. He also felt that Mr Carter's reference to a collective grievance having been lodged by staff as inappropriate, as the matter was confidential to those individual employees. In terms of Unison's request for a copy of the report under the auspices of the Freedom of Information Act, he acknowledged that this request had been declined for the stated reasons above. The decision to decline Unison's request had been subsequently endorsed by the Information Commissioner's Office following Unison's appeal to the same. As for the issue relating to the availability of job descriptions and person specifications for posts relating to the staff structure for the joint service, these would be developed as early as possible and in consultation with staff.

A Member indicated that he was broadly supportive of the proposals, but echoed the concerns already raised by other Members of the Committee particularly, regarding any impact of the proposals which would potentially lead to a service reduction. He also queried the methodology relating to the procurement of IT systems and alluded to the poor track record of public sector organisations in this area. He sought an assurance that any tender exercise had sufficient quality assurance to ensure that any hardware / software procured would be fit for purpose and future proofed. In response, the Support Manager (Applications) ICT Services acknowledged the points raised and alluded to an options appraisal exercise that would need to be undertaken which would in turn inform the necessary requirements and the tender specification and tender exercise. He referred to the potential implementation period and timescales which were set out on page 102 and 190 of the Atkins report.

The Chairman referred to communication and marketing arrangements for the new joint service and enquired how this would be conveyed to staff, the business sector and the public. He felt that it was important to ensure that the message to the above was business as usual and indicated that it was a credit to staff that service levels had been maintained through this challenging period. The Director of Development Services indicated that this was an important aspect moving forward with the proposals albeit, no specifics had been agreed as the three Councils had not yet formally agreed to form a joint service. The branding of the new service would require further consideration in the coming months.

Councillor Powell who spoke with the permission of the Committee and referred to the draft Cabinet report associated appendices. He considered the implications contained in these documents were far reaching and felt that Members should be given more time to consider the proposals and felt that the matter be deferred to a further meeting of the Committee. He also felt that this would allow staff and trade unions more time to consider the contents of the documents. He also referred to licence fees and suggested that these may need to be reduced in light of the outcome of the legal case against Cardiff Council in relation to taxi licensing overcharging. He also felt that insufficient consideration had been given to reduction of staff numbers in non-public facing services such as legal, HR and Payroll. In referring to stakeholder implications he wondered if a consultation exercise would be held with license holders regarding the proposals. He questioned whether the Committee had been given sufficient time to consider to all the various issues to allow them to be informed sufficiently to make recommendations on the proposals for the Cabinet's consideration.

The Leader in response referred the Member to his earlier comments relating to the viable option, the very comprehensive report in front of the Committee for consideration, the clarification provided relating to the Williams Report and that the WG had accepted the business rationale for forming a Joint Service. He also reminded the Member that staff from other directorates were outside the scope of this report. To do nothing was not an option, as the Regulatory division would still be required to find efficiency savings as part of the ongoing budget review, which in all likelihood impair service resilience due to the level of savings required. This situation would impact on staff, stakeholders and the public and the proposal were the only way forward. He also saw no reason why the proposals would affect current income from fees. Harmonisation could see fees increase / reduce, but indicated that a review of fees would need to take place at point. Current licence holders would be unaffected by the proposals.

General discussion ensued with Members reiterating points in relation to the following:

- Sharing of costs based on population.
- Equality regarding the make of the joint scrutiny committee and the need to ensure the chairmanship was rotated between councils.
- The necessity to weight up savings against risks.
- Concerns regarding IT procurement.
- To take advantage of lessons learned/ best practice within local government where similar exercises had been undertaken in the UK.

Having considered the recommendations of the Scrutiny Committee (Housing and Public Protection) of 22nd July, 2014 it was

RECOMMENDED –

(1) T H A T the recommendations of the Scrutiny Committee (Housing and Public Protection) of 22nd July, 2014 be endorsed and referred to Cabinet for further consideration.

(2) T H A T the inclusion of trade union representation on the nine work streams working groups be recommended to Cabinet for consideration.

(3) T H A T the Cabinet consider making use of exemplar / best practice in respect of those local authorities that had already implemented a shared service for regulatory activities i.e. the case studies identified in Appendix G of the Atkins report with particular focus on IT systems.

(4) T H A T a Joint Scrutiny Committee be established as soon as practicable following the three Councils agreement to create a Joint Regulatory Service.

Reason for recommendations

(1-4) To relay the views of both Scrutiny Committees to the Cabinet.”

Extract from Special Scrutiny Committee (Housing and Public Protection)
Meeting: 22nd July, 2014

“280 REGIONALISING REGULATORY SERVICES PROJECT (DDS) -

The Chairman advised that the purpose of the Special Meeting was to consider a draft Cabinet report on the proposal to create a shared Regulatory Services function with Bridgend and Cardiff Councils.

The Committee was asked to bear in mind the fact that members of staff potentially affected by the proposals had a direct personal interest in the issues to be considered. As such, and following advice from the Monitoring Officer, it was inappropriate for staff to speak at the meeting. The Scrutiny Committee also had no role in considering specific staff-related issues. However, staff could attend the meeting to hear the debate and if they had any generic service issues, they had been able to contact their Trade Union representatives for such issues to be raised at the meeting.

Trade Unions had been offered the opportunity to make representations to the Committee on generic service issues. These questions and responses from Council Officers were tabled at the meeting.

Members of the public (not employed or related to an employee of the Regulatory Services) who may have wished to address the Committee on the item had been requested to contact the Democratic and Scrutiny Services Officer by Friday, 18th July, 2014. No such requests to speak had been received.

In terms of the matter before the Committee, the remit of the Committee was to consider the proposal in terms of its impact on the delivery of Regulatory Services in the Vale. The Scrutiny Committee (Corporate Resources), as the lead committee, would consider the corporate implications of the proposal, including the Council's budgetary situation.

Any comments made at this meeting would be reported to the forthcoming meeting of the Scrutiny Committee (Corporate Resources) and, subsequently, encapsulated in the report to Cabinet and Full Council. This process was happening in each of the three Councils and the comments from Scrutiny Committees in each Council would be appended to the Cabinet report.

Staff engagement events were scheduled for later this month and throughout August. The outputs from these would also be built into the Cabinet report.

It was proposed that Cabinet would receive the report in September, with the report then being forwarded to a meeting of the Full Council.

In July 2013, the Cabinets of Cardiff, Bridgend and the Vale of Glamorgan Councils received a report which proposed that a single shared service be created, comprising the Environmental Health, Trading Standards and Licensing functions of each Council under a single management structure.

Since July 2013, detailed work had been undertaken on developing the proposals for the shared Regulatory Service. A report would be submitted to the Cabinet of each of the Local Authorities in September 2014, seeking approval to create the shared service. A draft copy of the intended Cabinet report had been included as Appendix 1.

Funding had been secured from the Welsh Government's Regional Collaboration Fund (RCF) to develop proposals for the project. Part of the funding was used to support the development of the project. W.S. Atkins Ltd (Atkins) were appointed to produce a Target Operating Model, supporting Business Case and Implementation Plan for the Regionalised Regulatory Service, a copy of which was attached at Appendix A to the report.

As set out in Appendix 1, it was recommended that a formal collaboration be entered into between the three local authorities, with an integrated service operating under a single management structure (this was described as the 'Collaborate and Change' option). It was considered that this option provided the best opportunity to reduce costs and maintain a resilient service. The business case for adopting this model was set out in Appendix A. To ensure that the proposals met the changing circumstances in each Council since the work was completed, Committees were also requested to refer to Appendix B to the report which set out the most up to date analysis.

The Financial, Human Resources and Legal implications were contained in the draft Cabinet report, along with the proposed governance arrangements.

The report was being presented to Scrutiny Committees in each local authority prior to its consideration by Cabinet, in order to allow Cabinet to take any comments or recommendations into account when making its decision. The comments and recommendations of each local authority's scrutiny function would be collated into the final Cabinet report and presented in full to the Cabinet of each local authority.

With the permission of the Committee, the Leader, Councillor N. Moore addressed the Scrutiny Committee as follows:

- The Council was facing the worst level of financial cuts that local government had ever had to face.

A report to Cabinet on 30th June, 2014 had indicated that the Council was, potentially, going to be required to find £32m savings in the next three years. Of that figure, and notwithstanding savings already, identified, up to £22m was still likely to have to be identified.

- Savings would have to be found within Regulatory Services next year totalling some £450,000. This, in turn, had led to the need to consider whether the service could continue in its existing form. Indeed, since the proposals had originally been formulated, further savings had been imposed upon each of the three local authorities and, consequently, some of the figures quoted in the documentation might have changed.

- The Committee was reminded that this report represented 'pre-decision scrutiny', as was occurring in each of the three authorities.
- Consultation with staff and Trade Unions would continue.
- There was a need for the service to be resilient and what was proposed was a reasonable alternative. Should the proposals be agreed, the resilience of the service would be safeguarded.
- Concerns had been expressed concerning the delay between the initial consultation and the release of the Atkins report. The delay had been caused by a number of factors, not least the need to update the original proposals in the Atkins report and also the change of leadership in Cardiff Council, which had led to a need to review the proposals by that Council.
- The report proposed that the Vale of Glamorgan Council be the host authority.
- The report proposed the establishment of a Joint Committee and also proposed the management structure. If the proposals were approved, consideration would also be given to the establishment of a Joint Scrutiny Committee.
- He suggested that Appendix B of the Atkins Report probably best represented/summarised the current position.
- Any comments made from this, or the Scrutiny Committee (Corporate Resources) would be reported to Cabinet to assist its decision-making.
- Acknowledging that this was an emotive issue, the Leader, nevertheless, considered the proposals to be the only viable way forward in terms of maintaining service delivery.

The Director of Development Services, together with other officers, outlined the overall report and highlighted some of the Financial, Human Resources and Legal implications set out therein.

The Director of Development Services alluded to the 10 recommendations contained in the draft Cabinet report. He referred to the project having been granted funding of £250,000 by the Welsh Government from the Regional Collaboration Fund on the basis of £250,000 per year for three years. He referred to the progressing of various activities in accordance with the three local authorities' decisions of July 2013 as set out in paragraph 6 of the draft Cabinet report.

The Atkins Report was contained in Appendix A to the draft Cabinet report and outlined proposals in four main areas:

- The Business Case for developing a shared service (page 22)
- A proposed Target Operating Model for the new service (page 57)
- The proposed governance arrangements for the new service (page 65)

References/Cabinet

14-09-22 -Regionalising Regulatory Services - HPP Minute Extract

- An implementation plan for progressing the work towards the shared service (page 95).

Appendix B to the draft Cabinet report constituted a supplement to the Atkins Report and reflected amendments made to the proposed Target Operating Model, which had been adapted to more appropriately suit the Councils' positions, including an updated assessment of the costs, savings and Human Resources implications (including a revised structure chart) for the project. A three-year Business Plan would be created to ensure a detailed operational and financial basis was established for the shared service. This Plan would consider the potential for further savings to be generated as opportunities arose and as the Medium Term Financial strategies of the three Councils developed.

As set out on page 7 of the draft Cabinet report, various options had been considered and the preferred option identified was 'Collaborate and Change'. The financial benefits of the preferred option were primarily associated with:

- reduced headcount (resulting from harmonised working practices and consolidation of the management structure)
- further reductions in employment costs (arising from a shift in the balance of tasks performed by professional officers vs. technical officers)
- significant increases in income as a result of exploiting new sources of revenue and increasing the yield from existing sources.

The vision for the operating model involved there being three service areas complimented by a central administrative function as follows:

- Neighbourhood Services - activities relating to domestic premises or that had an impact on local communities
- Commercial Services - activities relating to business premises (generally where national standards applied)
- Enterprise and Specialist Services - existing or potential income generating services and/or discrete specialism.
- Administration - administration and support activities and services.

The proposed governance arrangements were contained in paragraphs 26 - 30 of the draft Cabinet report and included a Joint Committee model and a host (employing) authority. Cabinet in July 2013 had approved the recommendation that, should the shadow Joint Committee recommend the governance model that required a host (employing) authority, that the Business Case subsequently be developed on the basis that the Vale of Glamorgan would be the host (employing) authority. Further analysis by Atkins and the Project Team of the merits of each Council performing the role of host had subsequently been undertaken. All Councils had expressed the willingness to undertake the role and had the resources required to manage the project. Taking into account the various factors involved, the Vale of Glamorgan Council had been recommended as offering a balance of the required factors and, therefore, was the proposed host authority.

The Director of Development Services confirmed that individual Licensing Committees would continue to exist within a shared service.

References/Cabinet

14-09-22 -Regionalising Regulatory Services - HPP Minute Extract

In terms of the financial implications, the Head of Finance alluded to paragraphs 46 - 72 of the draft Cabinet report. He referred to a number of factors including:

- The additional work necessary to achieve an additional £315,000 saving in 2013/14.
- The specific operational savings to be realised for the Vale of Glamorgan Council (i.e. excluding implementation costs) of approximately £257,000 for 2015/16, £300,000 for 2016/17 and total accumulative ongoing savings of approximately £316,000. This was subject to the assumptions built into the Business Case on costs and income generation. He pointed out that it should be noted that further savings from the shared service were highly likely to be required in the coming years. As far as implementation costs were concerned, the figure of £285,000 in 2015/16 would be met from existing reserves.
- There would also be a 'one-off' figure for the Vale of Glamorgan Council of approximately £180,000 in terms of employment protection (a protection for staff which the other two authorities did not have).
- By its very nature, the project contained a number of assumptions and variables, which were set out in paragraph 71 of the draft Cabinet report.

The Head of Human Resources summarised the human resources and employment issues as set out in paragraphs 73 - 86 of the draft Cabinet report. He referred to the proposals as representing a complex Managing Change Project. As far as consultation with staff and Trade Unions was concerned, this process had already commenced in terms of pre-decision consultation. The consultation process would continue through the report's progression to Cabinet and Council and, in particular, would build in reference to comments and views received from staff and Trade Unions. He confirmed that, should the Council become host authority, this would involve a 'TUPE-like' transfer of staff. It was envisaged that this would take place from November 2014 through to March 2015 and would need to be managed by Cardiff and Bridgend Councils (in terms of outgoing staff) and the Vale of Glamorgan Council (incoming staff). The move to the new operating model would commence shortly after the transfer of staff.

He alluded to three specific aspects of the change process, viz:

- The numbers of staff in the existing, and revised, structures. There were currently 204 FTE equivalent, a figure which would reduce to 178 FTE equivalent.
- A change in the balance between professional and technical staff.
- Changes regarding working arrangements.

He confirmed that every effort would be made to mitigate any redundancies. The reduction of 26 FTE alluded to above would partly be offset by continuing the policy to date of managing vacancies. The assimilation process for staff would need to be clear and transparent. A significant amount of work would need to be undertaken in terms of developing Job Descriptions and Person Specifications, with the posts being required to go through the relevant Job Evaluation process.

The Operational Manager (Legal Services) summarised the legal implications as set out in paragraphs 88 - 94 of the draft Cabinet report. The Joint Committee model provided that the Council would delegate its functions relating to Regulatory Services to the Joint Committee, subject to the caveat that the functions of a Licensing Authority had to be delivered within the respective Authority. As such, and as alluded to earlier in the meeting, separate Licensing Committees would continue to exist.

Should the proposals be approved, it would be necessary for the three Councils to conclude a formal agreement. The heads of that agreement were set out on page 22 of the report.

Information governance, management and security issues were covered in paragraphs 100 - 103 of the draft Cabinet report.

The Chairman invited Mr. P. Carter, UNISON Branch Secretary to speak and reminded Mr. Carter that the questions that had been received from the Trade Unions and staff had been circulated prior to the meeting.

Mr. Carter expressed the view that, although he acknowledged that their comments had been circulated prior to the meeting, the staff who were not members of Trade Unions had been "denied a voice". (N.B. those comments had, in fact, been included in the information tabled).

The Trade Unions had been trying to obtain a copy of the Atkins Report for the past seven months and had tried to obtain a copy under the provisions of the Freedom of Information Act. Attempts had been made to convene an emergency meeting of the Joint Consultative Forum to discuss the matter.

Mr. Carter acknowledged that he had been offered an opportunity to view but not have, the report some time ago but had only been given a copy of the report a few days prior to the committee meeting.

Mr. Carter referred to the number of questions that had been circulated prior to the meeting and said that there would have been many more questions if the Atkins report had been available earlier.

Mr. Carter alluded to a number of matters, including:

- There would be instances of voluntary retirement for the staff. This would be a matter for the Trade Unions to be consulted upon.
- The Atkins report included Job Descriptions for the senior posts, but did not include such information for other staff.
- The proposals represented a reduction in front-line staff, who were responsible for protecting people
- The proposals, if approved, would place a heavy burden on staff, who had not received a pay rise for many years.
- The Trade Unions would like to have more time to consider the Atkins report.
- There were concerns with TUPE.

- The Committee were requested to defer consideration of the report in order that the Trade Unions could undertake meaningful consultation.
- He referred to the staff having submitted a collective grievance.

In response, the Leader stated that the Council were unable to release the Atkins report to the Trade Unions because, initially, the report was in draft. When available, the Trade Unions were sent an 'in confidence' copy of the final report on 11th July, which was prior to the Members of the Council having received a copy.

The Leader was aware of the request for an emergency meeting of the Joint Consultative Forum. The request had been considered by the Change Forum and explanations given regarding why it was not appropriate to call an emergency meeting.

The Leader reminded the Committee that the non-Union staff comments had, indeed, been included in the information tabled. He stressed that the consultation process was ongoing and would continue.

He reminded Members that the current report was, in fact, a draft Cabinet report. He did not accept that the service would be 'decimated', but considered that it would be more resilient as a result of the proposed merger. It was his understanding that the comments/questions tabled represented those of UNISON and not the Trade Unions collectively. Finally, he felt that there should not have been a reference to any collected grievance having been lodged as this should have been regarded as a confidential matter.

In referring to comments from the UNISON Branch secretary, the Head of Human Resources stressed the need to distinguish between full-time equivalent, and headcount, figures.

The Head of Human Resources, in referring to TUPE issues, stated that the Council was determined to deal with the issue in the correct manner.

The Chairman invited questions from Members of the Committee.

A Member expressed the view that 'to do nothing' was not a viable option in view of the inevitable financial cuts facing the Council. Furthermore, he considered:

- it important that the Trade Unions were involved
- it important that Job Descriptions were developed
- that 'collaborate and change' was, in overall terms, the best option.

Clarification was sought as to the significance of the use of NPV (Net Present Value). The Head of Finance referred to NPV as being a Business Investment Modelling Tool which could be used in relation to projects such as this, whereby the amount invested today was compared to the present value of the future cash receipts generated from the investment in order to establish the financial viability of the project.

A Member, in referring to the Williams Report, enquired if collaboration was the correct approach and whether the Welsh Government had been consulted on the proposals.

Members were reminded that the Welsh Government had yet to make a final decision on the Williams Report. A White Paper had recently been issued for consultation. Furthermore, even if the Williams Report was implemented, this was not likely until the year 2020. The level of savings required could not wait until then. It was necessary for the proposals to go ahead with, or without, a decision having been taken on the contents of the Williams Report.

Regarding consultation with the Welsh Government, the Committee was reminded that the Welsh Government had funded the development work through the Welsh Government's Regional Collaboration Fund. The Welsh Government was aware of how the Councils were utilising the funding.

A Member expressed the view that the three collaborative authorities all worked differently and asked what guarantee there was that the collaborative model would work to high standards in the transition period.

Acknowledging that there would be an element of 'upheaval' during the change process, the Director of Development Services also credited the team involved in terms of the service being delivered in the face of already existing severe budgetary pressures. The managing of vacancies would continue to be an important aspect of the change process. He also alluded to the staff being very committed to the service.

As far as the TUPE process was concerned, the Head of Human Resources alluded to the work already undertaken and to advice having been sought regarding the best way of handling such a complex process.

Discussions ensued as to the type of scrutiny to be put in place for the scrutiny of the Shared Service. The view was expressed that the establishment of a Joint Scrutiny Committee, comprising representatives of the constituent Authorities, be established as soon as possible.

Reference was made to page 89 of the Atkins Report, which provided examples of different approaches to flexible and mobile working arrangements. Members expressed the wish for more appropriate protocols and procedures governing such to be drawn up.

Members acknowledged that the collaboration would involve a 'cultural change' for the staff. It was felt that, in addition to the risks of the Joint Services as identified at page 55 and 56 of the Atkins Report, the following be also added: 'Failure to achieve culture change and the need for a plan to mitigate against such a risk'.

Reference was made to the different ICT systems which would currently exist within the three local authorities. The intention was that a common network infrastructure would be in place by 2015 to allow staff in various geographical locations to access central systems such as emails and calendars, and then, following a full tendering

process, a fully integrated system would be implemented to replace any legacy systems, and would support the three new service areas and their central administration team in the future.

In referring to page 90 which concerned the provision of Information and Systems for the Shared Service, a Member advised that there were still 'non-digitalised' people who used the service and urged that services be developed for people who were not familiar with the internet.

A request was made that the role of the Director to whom the Chief Officer of the Shared Service would report be set out within the governance arrangements.

Having considered the contents of the report, the comments of officers and the representations of the Trade Unions, it was

RECOMMENDED – That Cabinet be advised that it was the view of the Committee:

- (1) T H A T the proposal to create a Shared Regulatory Service between Bridgend, Cardiff and the Vale of Glamorgan Councils based on the 'Collaborative and Change' Model be endorsed.
- (2) T H A T Council be requested to consider the establishment of a Joint Scrutiny Committee (i.e. of the constituent Authorities) to be responsible for scrutiny of the Shared Service and that, should the Shared Service be approved by all three constituent Authorities, Joint Scrutiny arrangements be commenced as soon as possible.
- (3) T H A T further work be undertaken on the Flexible and Mobile Working Arrangements that could apply to staff of the Joint Service and to drawing up appropriate protocols and procedures governing such (page 89 of the Atkins Report refers).
- (4) T H A T clarity be provided regarding the ways in which members of the public who do not have access to digitalised means of communication can interact with the Shared Service.
- (5) T H A T the role of the Director to whom the Chief Officer of the Shared Service would report be set out within the governance arrangements.
- (6) T H A T, in addition to the risks of the Joint Service identified at page 55 and 56 of the Atkins Report, the following be also added:
 - Failure to achieve culture change and the need for a plan to mitigate against such a risk.

Reason for recommendations

(1-6) To provide Cabinet with the views of this Committee for consideration when receiving the proposals to create the shared service."

Regionalising Regulatory Services - Questions and Answers

Ref	Workstream	Authority	Source	Question	Answer
11	Service	Bridgend	Staff Portal	Could you please provide more detail on the consultation process for local service users such as businesses, licensed individuals etc	There will need to be additional consultation as part of the development of the Equality Impact Assessment (EIA), but then as the project moves forward further engagement through citizen engagement panels, social media and stakeholder groups will be developed to ensure views are collated. In relation to licensing all existing avenues of consultation will be utilised.
14	Service	Vale	Staff Portal	Do the support officers (14) on the new indicative structure still include the support to the management team that was indicated on the original Atkins report? If so has this been omitted on the amended structure in Appendix B. If this is not the case why and where does this support now sit?	Further savings have been required from the structure since the Atkins report was published. This has involved the reconsideration of the structure with a view to ensuring affordability. It is envisaged that support from the management team will come from the 14 support officers included in the proposed structure at Appendix B.
15	HR	Vale	Staff Portal	Depending on the answer, if the £8k is in addition to the normal redundancy or is instead of the normal redundancy how do I go about getting the figures in writing? Regarding Appendix B, page 19; Are these redundancy packages in addition to the normal redundancy that is a week's pay for every full year of service or instead of this pay? The table says assumptions but it isn't very clear. Also what is the rationale for these packages and how have these figures been reached as there is a large differential between the package for under 55s and over 55s?	The figures included at page 19 of Appendix B are estimates only of potential consensual and compulsory redundancy costs (based on current figures). It is expected that these figures will reduce as we seek to avoid, reduce and mitigate the need for such redundancies over the next 14 months – should a decision be taken to proceed with the project. The figures at Appendix B include estimates for redundancy payments – being the cost to the employer and not necessarily payments to the employee. The reason for the difference is that an employee who is made redundant at age 55 and above would be entitled to a redundancy payment plus immediate access to pension benefits. Payment of early pension benefits would need to be paid for by the employer (hence the additional costs). There would be no such costs for someone who is made redundant below 55 as they would not be entitled to access pension benefits. The details of redundancy payments terms will vary across the three different local authorities.
16	HR	Vale	Staff Portal	When would I need to submit an application for redundancy if I wish to be considered in February/ March 2015?	

17	HR	Vale	Staff Portal	<p>I am currently on secondment from my substantive post . I was recently informed that the secondment will be extended? How does this effect me?</p>	<p>Discussions in relation to the consideration of voluntary redundancy applications will commence with the trades unions once a decision has been made in October about whether the collaboration project should continue or not. It will be important, as indicated above to ensure that all avenues are explored for reducing the need for compulsory redundancies. That said all employees are able to access pension/redundancy figures on a confidential and without prejudice basis. It is suggested that this is either done through the line management route or directly through your relevant Personnel Officer.</p> <p>Under TUPE legislation only those carrying out the service at the time of transfer are counted as "in scope". Therefore, if an employee is not carrying out the service at the time they will not transfer. That is not to say that the new employer would not support the continuation of the secondment following transfer, but a new arrangement would need to be made with them. I would suggest that you meet with your link HR officer to discuss the detail and implications of this.</p>
30	Service	Bridgend	Letter	<p>Instead of people losing their jobs through collaboration, hasn't reduced hours been considered? For example, 35 hours per week rather than 37 hours? Or asking whether there are any members of staff who would like to work 3 or 4 days a week?</p>	<p>Reduced hours has been considered but is a short term measure that is not sustainable and will not support a sustainable and resilient service. Staff can request reduced hours, but again this is unlikely to find the scale of savings currently required.</p>
31	HR	Vale	Staff Portal	<p>Given the fact that it will have been many years since most staff had to attend an interview, will interview preparation training be able to staff that want it?</p>	<p>All appropriate support will be given to employees as we commence the remodelling phase and that this will be set up in consultation with both staff and the trade unions. Support from all three Councils will be drawn on in providing such support.</p>
32	Service	Vale	Staff Portal	<p>I'd like to know the future of the Pest Control Division and how we plan to operate?</p> <p>I suggest that the Pest Control Teams from merging councils meet to discuss the future of the running and service of the pest control division from those that know it best to discuss how things will be going forward. Do you think this is sensible?</p>	<p>There is a need to consider the future of the Pest Control Service in consultation with staff and other stakeholders at the earliest opportunity. This work though needs to be undertaken once collaboration has been agreed and a new management structure has been put in place. There are numerous considerations for this service more than that needed for many other service areas. A sound business case will need to be developed to consider the options available which could range from in-house delivery as in Cardiff and the Vale to outsourcing as in Bridgend.</p>

33	Service	Bridgend	Staff Portal	Why are the time frames different on the tables on pages 5-7 of Appendix B?	Depending on which option is pursued, there will be costs incurred in different financial years, both to ensure the regional collaboration funding is fully utilised, and to ensure that the project is not delayed. For example, if the collaborate and change option is pursued, there will be more work required up front to review and possibly commission a new ICT system to ensure it is harmonised across the 3 authorities in advance of the implementation date. The RCF funding is only available with a collaboration project, so if the option to "change only" is pursued, there would be no RCF funding.
34	Service	Bridgend	Staff Portal	Why in Appendix K of report has the same cost for project management of £140,000 been projected both for "Bridgend Change Only" and "Collaborate and Change" when there is an obvious difference in the scale of each project.	The project management costs include a project manager, project support and ICT support. In the Atkins report it was envisaged that the costs of "change only" for an authority would require a significant investment in terms of project management, similar to the support required for a full "collaborate and change" proposal. In reality, if the "change only" model was pursued, the total project support required would need to be determined by each individual authority, depending on the extent of the change required, so the costs could be different. No detailed work on what constituted "change only" has been undertaken at this stage to enable us to include more detailed costs.
35	Finance	Bridgend	Staff Portal	Why are travel costs included in cash inflow and not cash outflow?	Cash inflow identifies savings to be made from the option pursued. Travel costs are included as cash inflows as there is an expectation that there will be reduced travel costs as a result of a reduced number of staff, more agile working, and more flexible working.
36	HR	Bridgend	Staff Portal	The FTE savings have contributed to the largest proportion of the cash inflow but how have these been calculated as the salary comparison charts have been blacked out?	The appendix dealing with indicative salaries was redacted on the basis of concerns about data protection. It has been agreed that this decision will be reviewed and information shared where there are no remaining DPA concerns.
37	HR	Bridgend	Staff Portal	If the job descriptions have not even been finalised yet, how can the FTE savings be calculated?	The FTE savings in the Atkins report were based in indicative grades. Work will commence on drafting the detailed job descriptions and person specifications once a decision has been made about the project in September/October. The work will be done in consultation with staff.
38	Service	Bridgend	Staff Portal	It is understood that Cardiff has had an extension of time to respond to the report to 5th September 2014. Will this same extension be granted to Bridgend?	Yes this will be granted to all authorities.
39	HR	Bridgend	Staff Portal	I am currently contracted on reduced hours. How will this be taken into account when the new structure is populated to ensure that those on reduced hours are not discriminated?	All employees will be treated equitably regardless of whether they work on a full-time or part-time basis.

40	HR	Bridgend	Letter	Would ex-Bridgend staff not be subject to core hours? £5k saving to be made by doing away with deputising for Chief Officer?	A stock take of terms and conditions will be undertaken as part of the TUPE consultation process. Working arrangements in the proposed structure will need to be reviewed to meet service needs and will be subject to consultation. The need for Chief Officer deputising arrangements will need to be considered as part of the development of the new service.
41	Project	Vale	Trade Union Scrutiny Questions	Will Scrutiny Committee be able to properly scrutinise all the Atkins Report and associated papers together with the financial information within the 5/6 day time frame.	Members (of both Scrutiny Committees) have received the papers in accordance with the Council's normal (and statutory) procedures and timescales. It is important to reiterate that consideration of this matter under the scrutiny process is, in fact, additional to the formal staff consultation procedures which the Council is following. The outcome of that process will be covered in the report to Cabinet (as will any comments of the two Scrutiny Committees). Members are reminded that the lead committee is Corporate Resources.
42	HR	Vale	Trade Union Scrutiny Questions	Draft Vale Cabinet Report Para 6. When were staff and Unions adequately briefed? There has been silence over the last 7 months while information had to be sought through the F.O.I process.	Arrangements have, and will continue to be made to engage and consult staff in accordance with our contractual and legal requirements. This will continue to be managed through meetings with staff and the convening of a dedicated 'project specific' trade union forum with representation from each council and each trade union. It is accepted that there was a delay in the progression of the project between 28th November 2013 and 11th July 2014. This was due to a number of factors including the need to consider the implications of the Williams Review and the changing financial position within each authority.
43	Service	Vale	Trade Union Scrutiny Questions	Draft Vale Cabinet Report Para 28. There is little duplication as this is a front line service. Would the Scrutiny Committee not agree that if you had wanted to reduce duplication this should be done with backroom staff not front line public protection staff?	Paragraph 28 of the cabinet report refers to the Joint Committee model of governance. One of the benefits of this model is the reduction of duplication in management of the service as one Committee is responsible for the functions. "Back office" support services are subject to specific savings targets through the budgetary process.
44	Finance	Vale	Trade Union Scrutiny Questions	Draft Vale Cabinet Report Para 50. The business case + projected costs of the regionalised service assumes an increase in income of £95,000 (2016 -17) and £190,000 (2017 -18 onwards). How were these figures derived? On what were they based?	The assumptions underpinning the increased income are listed on page 192 of the report. The estimates are based on the previous experience of the Atkins team from working with other local authorities. The figures are conservative and have been agreed as realistic with the Heads of Regulatory Services at Bridgend, Cardiff and Vale of Glamorgan.

45	Finance	Vale	Trade Union Scrutiny Questions	Draft Vale Cabinet Report Para 53. Please quantify further indirect savings as well as direct savings?	Paragraph 53 relates to Cardiff Council. For Bridgend and Cardiff Councils there may be an opportunity to make savings from indirect costs such as support staff and premises as these costs may reduce when the shared service is operational. For the Vale of Glamorgan, there will be an increase in indirect costs associated with supporting a larger service as the host (employing) authority. The relevant paragraph for the Vale of Glamorgan is number 54.
46	HR	Vale	Trade Union Scrutiny Questions	Draft Vale Cabinet Report Para 62. Why would severance costs differ for staff from different services if we are entering a shared service? (Cardiff Council is more generous).	This is because there is not a common scheme across all Councils. Each Council has different schemes with different limits on the size of early retirement and redundancy payments.
47	HR	Vale	Trade Union Scrutiny Questions	Draft Vale Cabinet Report Para 74. Why is it a TUPE 'like' transfer and not a straight TUPE transfer?	There is not always legal certainty about whether a staff transfer falls within the provisions of TUPE. In order to remove such uncertainty in this case it is proposed to apply the general principles of TUPE.
48	HR	Vale	Trade Union Scrutiny Questions	Draft Vale Cabinet Report Para 79. When were staff consulted on the proposals as set out in this report?	The pre-decision engagement process started on 11th July and was originally scheduled to end on 22-8-14. Following discussion with trade unions this has now been extended for all Councils up to 5th September 2014.
49	Service	Vale	Trade Union Scrutiny Questions	Draft Vale Cabinet Report Para 81. Why is there a need for a net movement from professional to technical roles (with implications for grading levels + terms and conditions) as well as a reduction in staffing levels, a change in role/ working arrangements for staff? What is the justification and on what is it based?	The shared service offers an opportunity to revise the structure of the service in the three councils and ensure that appropriately qualified officers deal with appropriate levels of risk. Based on the analysis undertaken by Atkins, it has been determined that at present there are a number of roles where work is being undertaken by more senior officers than is required. The proposed structure and associated economies of scale offer the opportunity to revisit this.
50	Service	Vale	Trade Union Scrutiny Questions	Draft Vale Cabinet Report Para 83. If the aim where possible is to assimilate staff into positions congruent with their existing status and grade why is it necessary for a net movement from professional to technical roles?	The shared service offers an opportunity to revise the structure of the service in the three councils and ensure that appropriately qualified officers deal with appropriate levels of risk. Based on the analysis undertaken by Atkins, it has been determined that at present there are a number of roles where work is being undertaken by more senior officers than is required. The proposed structure and associated economies of scale offer the opportunity to revisit this.

51	Project	Vale	Trade Union Scrutiny Questions	Draft Vale Cabinet Report Para 95. To avoid further conflicts of interest and to independently review these proposals could the Scrutiny Committee not consider recommending the employment of an Independent Regulatory Services/ Public Health Expert? (i.e. Retired Head of Service type level not typical commercial consultants)	One of the reasons for engaging external consultancy was the independence that such resource can bring to proposals such as these. One of the Atkins' project team members was a chartered waste manager and environmental health practitioner who has 37 years of local government experience, 20 of which were spent as City Environmental Health Officer at Portsmouth City Council.
52	Governance	Vale	Trade Union Scrutiny Questions	Atkins Report Page 10, Point 4. Would this significant proposal for Collaboration and Change between The Vale of Glamorgan Council; Bridgend and Cardiff Regulatory Services be more thoroughly scrutinised by a Joint Committee within the scrutiny process of each Council rather than 6 different Scrutiny Committees?	The councils are currently scrutinising the proposals to determine whether each should be part of the shared service. As such it would not be appropriate that a joint arrangement be in place at the current time. However, if approved by all three councils and following a process of establishing the service, consideration can be given to the options for scrutinising the service itself, as outlined in the draft Cabinet report.
53	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 11, Point 11. Why is Atkins considering extension of Cardiff's Dog's Home to the other two authorities when Cardiff is paying considerably more for homing dogs (per dog per day) than Cardiff and Bridgend who use private kennels? Scrutiny Members need to ask to see the detailed financial figures on homing for stray dogs.	A detailed review of the Dogs Home was not conducted within the scope of the review. The recommendation is that further consideration should be given to a model of service provision for all three councils. This should include a cost-benefit analysis of in-house provision (at the current facility and alternatives) and third-party provision. The Business Case assumes no change to the current provision of the Dogs Home service. Currently in the model the dogs home is a shared cost across the 3 services, but in reality we may need to differentiate core services from authority specific services, depending on how the dog's home is utilised, and allocate costs accordingly. All authorities have stray dog services, but clearly operate them differently. This will need to be reviewed to ensure a more consistent approach.
54	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 12, Point 19. On what basis should the proportion of enforcement work carried out by Technical Officers with appropriate levels of competence be increased?	One of the aims of the project is to drive out savings wherever possible. Allocating work to appropriately graded officers is one such way of delivering these savings and the proposed structure takes into consideration the numbers of staff required to deliver the service within the constraints of the budget available.

55	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 12, Point 17. Yes they should consider standardising their fees and charges but have there been any moves in this direction?	It is difficult to standardise charges if there is not a shared service. There has not been any standardisation to date due to the provision of different service levels in the three Councils with differing central costs, salaries etc. The standardising of fees may in some circumstances be desirable but may not be achieved in total due to each council's right to require additional or differing service levels.
56	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 21, Point 3.3.3 Claims that the information gathered from the staff workshops was given extensive consideration and clearly informed the Target Operating Model, Business Case and Implementation Plan. The question arises as to why were a number of the major proposals such as the removal and demotion of EHO's and TSO'S to Consumer Service Officers and Consumer Service Technical Officers never mentioned at these staff workshops?	This question is not strictly within remit of the scrutiny committee; however arrangements have, and will continue to be made to engage and consult staff in accordance with our contractual and legal requirements. This will continue to be managed through meetings with staff and the convening of a dedicated 'project specific' trade union forum with representation from each council and each trade union.
57	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 75, Point 2.9.1 Dogs Home. Why is Atkins considering extension of Cardiff's Dog's Home to the other two authorities when Cardiff is paying considerably more for homing dogs (see page 113)Cardiff total costs £244,818 compared to Vale £49,926 and Bridgend £40,214?	The Atkins report is not proposing anything specific regarding the dogs home. This is another service area that needs to be considered as one service area and the most cost effective way of delivering statutory duties introduced at the earliest opportunity. The future may vary from a 'Council' run facility to a number of private establishments throughout the new region. The report is saying 'further consideration' is needed.
58	Service	Vale	Trade Union Scrutiny Questions	Dogs Home. Is it possible and should we be trying to replace employed staff with volunteers?	The Atkins report is not proposing anything specific regarding the dogs home. This is another service area that needs to be considered as one service area and the most cost effective way of delivering statutory duties introduced at the earliest opportunity. The future may vary from a 'Council' run facility to a number of private establishments throughout the new region. The report is saying 'further consideration' is needed.
59	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 76, Point 14 On what basis should there be outsourcing of the Pest Control Service jointly on behalf of Bridgend, Cardiff and the Vale of Glamorgan Councils? Do Scrutiny Members consider that this is in the best interests of the Public?	The recommendation from Atkins is that consideration should be given to the delivery of pest control in conjunction with Cardiff and the Vale in Bridgend when their contract is due for renewal. An alternative option to in house provision is to outsource. Any changes would need to be the subject of a business case which would include consideration of factors such as public interest.

60	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 78, Point 18. Scrutiny Committee Members need to ask on what basis should fees and charges be standardised across Cardiff and the Vale of Glamorgan? Should it be on the basis of maximising income generation (Cardiff Model) or public protection based on risk (i.e. Vale of Glamorgan charges for rats outside but not in the house).	This is an issue for each authority to determine. The proposals allow for standardisation where the councils agree to do so and allow for local decision making on key areas.
61	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 79, Point 5.1.1 Paragraph bottom of the page. Why does the Report make an issue of signposting residents who have issues that are private or common law nuisances toward remedies that they must pursue themselves when this is already undertaken by Noise Teams in all 3 Authorities?	In order to deliver the savings required from the service, consideration will have to be given as to how to concentrate on delivering statutory requirements where resources are not sufficient for discretionary areas. The redesign of processes, such as for noise complaints, to signpost customers to non-council services is an example of this.
62	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 81, Point 5.11.2 Commercial Services second paragraph at the bottom of the page. The Food Law Code of Practice (Legal Requirement) states that certain establishments should be inspected only by Environmental Health Officers or officers holding the Higher Certificate in Food Premises Inspection. Certain critical enforcement action can only be undertaken by Environmental Health Officers. If the intention is to train non-qualified officers up to the Higher Certificate Level which is expensive and time consuming, has this been costed?	The operating model has been designed to align the appropriate levels of resources to the appropriate levels of risk, for example the inspection of certain types of food premises. The number professional staff has been reduced but it is not the intention that all inspections are carried out by technical officers. The business case contains provision for training where this would be required.
63	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 82. Middle paragraph. Where is the evidence that Business Compliance Officers (BCO'S) can reduce the numbers of inspections required from professionally qualified officers? Which is cheaper for a BCO to provide basic advice or for basic advice to be provided by administrative staff / call centre staff/ technical officers/ sampling officers as happens at present?	This depends on the level of advice being given and in what environment. Actual duties for officers remaining in the structure will be considered as the core service is being finalised.
64	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 82. How will BCO'S reduce the burden on business (Government's Aim) when they refer on matters to professionally qualified staff because they do not have the competency to deal with these matters? Will two visits instead of one reduce the burdens on business?	The Business Compliance Officer posts have been removed from the structure in light of further savings being required from the structure.

65	HR	Vale	Trade Union Scrutiny Questions	Atkins Report Page 82. Between 28th Nov 2013 and 17th July 2014 when did meaningful engagement with trade unions and staff occur?	Arrangements have, and will continue to be made to engage and consult staff in accordance with our contractual and legal requirements. This will continue to be managed through meetings with staff and the convening of a dedicated 'project specific' trade union forum with representation from each council and each trade union. It is accepted that there was a delay in the progression of the project between 28th November 2013 and 11th July 2014. This was due to a number of factors including the need to consider the implications of the Williams Review and the changing financial position within each authority.
66	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 130. Proposed Model for Collaboration and Change (TOM) across 3 Councils proposes Commercial Services Team Leader (5) with Commercial Services Officer (24) and Commercial Services Technical Officer (35) and Business Compliance Officer (12). However in Appendix B the same updated model proposes Commercial Services Team Leader (4) with Commercial Services Officer (18) and Commercial Services Technical Officer (28). A massive reduction in staff numbers from 71 to 50 staff in one essential team. Why is there the need for such a drastic reduction in staff numbers within the life time of this report? What has happened to the Business Compliance Officers (BCO's)? Are they now no longer such a good idea?	Further savings have been required from the structure since the Atkins report was published. This has involved the reconsideration of the structure with a view to ensuring affordability. Members will be aware however that nine posts (6 Commercial Services Officers) and 3 Commercial Services Technical Officers) have been re-positioned in the Specialist Services Team.
67	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 130. Appendix F Shows the 3 Proposed Models for Collaboration and Change; Collaboration Only; Change Only for the 3 Authorities. However the latest updated Atkins Appendix B Page 40 Only gives an updated 'final' Proposed Model. We would like to ask the Scrutiny Committee if the decision about which model to follow has already been taken before any consultation?	The Atkins report and associated updated appendix provides a financial analysis of each of the options. As this analysis demonstrates the greatest potential to deliver savings exists with the collaborate and change model, this has been the subject of further revision in light of the changing circumstances within each council. The other options have been updated to reflect the current status of the establishments in each council, showing an updated level of savings that would be delivered if these models were adopted. As such, no change was required to the structures themselves. No decision has yet been taken on the model to be adopted. This will be the subject of the Cabinet and Full Council decisions.
68	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 131. Model for Collaboration Only across 3 Councils is given in terms of posts/structure. What would the position be for this model in terms of posts/ structure following the further budget reductions for 2014/15 financial year of approximately £1 million (i.e. should be in Appendix B)?	Pages 6 and 7 of Appendix B shows an updated financial appraisal of the different options since the savings for 2014/15 were made.

69	Service	Vale	Trade Union Scrutiny Questions	In the context of the above point if we would like to ask the Scrutiny Committee the question that if The Collaboration Only Model was followed would the Public Protection Department in the Vale of Glamorgan Council still be viable?	If collaborate only was the model adopted, annual savings would amount to £350k across the three local authorities. This level of savings is unlikely to be sufficient.
70	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 135-136. These pages give a good example of the redesign Food Inspection Work at Great Yarmouth Food Safety Service. However is the Scrutiny Committee aware of the level of engagement and consultation which went into this model from the staff as well as the management?	This question is not strictly within remit of the scrutiny committee; however arrangements have, and will continue to be made to engage and consult staff in accordance with our contractual and legal requirements. This will continue, as appropriate as part of the post transfer remodelling of the service and in line with lessons learnt from elsewhere.
71	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 146-170. Appendix H helpfully gives a Risk Matrix of Principle Areas of Regulation for Environmental Health; Trading Standards and Licensing. However it does mention the use of BCA's. Does the report mean Business Compliance Officers BCO's?	This should read BCO.
72	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 146 - 170. Appendix H helpfully gives a Risk Matrix of Principle Areas of Regulation for Environmental Health; Trading Standards and Licensing and Pages 178 – 192 Appendix K Option Financial Summaries and Assumptions. This data is all just based around cost savings. Was any information collected by Atkins on Best Practices adopted by Cardiff; Vale of Glamorgan or Bridgend which could be shared in the Collaboration and Change Model?	The work undertaken by Atkins, including the staff workshops, was used to formulate ideas and to provide an opportunity to share best practice. This is one of the major benefits of collaboration in that good practice can be shared for the benefit of all partners.
73	Service	Vale	Trade Union Scrutiny Questions	Atkins Report Page 171 - 176. Appendix I gives the Job Description for the Chief Officer, Regulatory Services and the JD and PS for the Service Manager regulatory Services. However why are the PS's and JD's for the following newly created posts not included :- Neighbourhood Services Officer ; Neighbourhood Services Technical Officer; Commercial Services Officer ; Commercial Services Technical Officer; Business Compliance Officer; Primary/ Home Authority Officer ; Specialist Investigations Officer; Business Development & Performance Support Officer; Improvement Officer etc. ?	Posts wouldn't be finalised until the Head of Service has been appointed within the new structure and as such no job descriptions and person specifications have been drafted at this time. These will be developed should the project proceed to the next, more detailed, stage and will be the subject of job evaluation and consultation with staff and the trade unions.
74	HR	Vale	Trade Union Scrutiny Questions	Atkins Report Page 203. Appendix N Grade and Cost Assumptions for Indicative New Structure. Why have all the Grades and Estimates for all 3 Authorities been blanked out when this report essentially deals with cost savings?	The appendix dealing with indicative salaries was redacted on the basis of concerns about data protection. It has been agreed that this decision will be reviewed and information shared where there are no remaining DPA concerns.

75	Training	Vale	Trade Union Scrutiny Questions	Supplement Page 21. EHO training for metrology. Trading Standards say that this is an intense and expensive course that usually costs around £2,000. A Trading Standards background prior to course enrolment is usually assumed. Where can it be provided for 17 Officers at £300 each?	The actual price of training can vary by content/provider/etc. Atkins took made an assumption that £300 per head would reasonably cover the provision of all the required training and included in the business case.
76	Training	Vale	Trade Union Scrutiny Questions	Supplement Page 21. Training for 12 Business Compliance Officers is now £0. (was £300 each) Are we to assume that BCO's have now been dropped if so why?	When considering the proposed structure in light of the budget available, a decision was made to remove these posts in order to deliver the further savings required. As such, there is no longer a training cost associated.
77	Training	Vale	Trade Union Scrutiny Questions	Supplement Page 21. TSO training for Health and Safety. To achieve a level of health and safety training to enforcement standard level cannot be achieved in a brief time and is not cheap. Where can it be obtained for £300 for 7 officers?	The actual price of training can vary by content/provider/etc. Atkins made an assumption that £300 per head would reasonably cover the provision of all the required training and included in the business case.
78	Training	Vale	Trade Union Scrutiny Questions	Supplement Page 21. Why is all the training mentioned regardless of what it covers listed at the same price of £300?	The actual price of training can vary by content/provider/etc. Atkins made an assumption that £300 per head would reasonably cover the provision of all the required training and included in the business case.
79	HR	Vale	Trade Union Scrutiny Questions	Supplement Page 22. Gives an assumption of total savings from Consensual Terminations as 21 fte with 3 fte over 55 and 18fte under 55. How can this data be given when most of the age profile data on page 5 under Equality Impact Assessment is missing?	This indicative figures as set out in the supplement were based on the known age profile within the Vale (albeit that this was not included in the EIA)
80	HR	Vale	Trade Union Scrutiny Questions	Supplement Page 22. The total number of Consensual Terminations and Compulsory Redundancies in Appendix B has increased to 34fte compared to 29fte (Page 190 previous Atkins report). Assumed redundancies have thus jumped by a further 17% within a year of the previous report, would it be correct to assume they will increase even further on implementation?	Based on staffing levels at July 2014 the number of potential redundancies would be approximately 26 FTE. It is expected that this figure will further reduce on implementation of the new service model as a result of the continuing approach to vacancy management Further savings will however be necessary following the implementation of the new service.
81	HR	Vale	Trade Union Scrutiny Questions	Supplement Page 22. In addition to the loss of the posts above when the vacant posts and temporary employment posts are included is it correct to state that 71 posts will go by April 2015?	See above. The vacancy management approach has been followed in order to mitigate current financial pressures within each authority. This will continue to support ongoing savings within each authority and to reduce the level of potential redundancies (as above).The implementation of the new remodelling service is proposed to be September 2015 and not April 2015.

82	HR	Vale	Trade Union Scrutiny Questions	Supplement Page 33. Appendix M – Vale of Glamorgan Current Establishment List 2014/15 gives a total of 52 fte presently employed. If the equivalent of 71 posts are to go by April 2015 (Page 22) would it be right to assume therefore that these cuts within this collaborative project are the equivalent to the wholesale removal of the Vale of Glamorgan Regulatory Services from the new Shared Regulatory Service between the 3 Authorities?	The need to reduce post numbers through vacancy management has been necessary as a result of current financial pressures regardless of the current collaborative proposals. (see above). This will continue to be the case. The new service model will, however help to provide a more resilient service going forward whilst accommodating the above reduction of staffing levels.
83	HR	Vale	Trade Union Scrutiny Questions	Supplement Page 36-39. Appendix N – Salary Comparison. Why has it been blanked out when this report essentially deals with cost savings?	The appendix dealing with indicative salaries was redacted on the basis of concerns about data protection. It has been agreed that this decision will be reviewed and information shared where there are no remaining DPA concerns.
84	HR	Vale	Trade Union Scrutiny Questions	Supplement Page 40. Collaboration and Change Option Final Draft. What are the retention and recruitment implications to this proposed Shared Regulatory Service? Have they been considered?	The proposals seek to offer improved staff retention and development opportunities in what would be a flagship collaborative service, operating across the region.
85	Service	Vale	Trade Union Scrutiny Questions	Supplement Page 40. Collaboration & Change Option Final Draft. This operating model is less identifiable as a Regulatory Service than is currently the case as for many years the public have been familiar with dealing with Environmental Health Officers (EHO) and Trading Standards Officers(TSO).Will the creation of the new post/ titles Neighbourhood Technical Officer and Commercial Services Technical Officer etc. be confusing to the public and businesses ?	Communicating with the public and other customers will continue to be very important to ensure that there is understanding of the services and requirements of the local authorities. It is not considered to be an issue that some roles would have different titles.
86	Service	Vale	Trade Union Scrutiny Questions	Supplement Page 40. Collaboration & Change Option Final Draft. Identifies 168 posts in the proposed structure. This compares with 193 posts in the proposed Collaboration and Change Model a year ago (Page 130 of Atkins Report) and 280 staff that were employed in September 2013 (Page 16 of Atkins Report).This is a massive proposed reduction in posts (40%)from 280 to 168. The key question therefore is the Scrutiny Committee completely satisfied that this proposed Shared Regulatory Service will be fit for purpose to deliver Environmental Health ; Trading Standards and Licensing efficiently and effectively across 3 Authorities Bridgend ; Vale of Glamorgan ; Cardiff with a combined population of 622,000 ?	See questions 6 and 7 above. The potential reduction in posts in the proposed new structure is explained in earlier questions. This represents a gap of approximately 26 posts between the current establishment (excluding vacancies and temporarily filled posts). The FTE numbers in April 2013 were 258.78 and not 280. The rationale for the vacancy management approach is explained above.

87	Service	Vale	Trade Union Scrutiny Questions	Supplement Page 40. If the proposed Shared Regulatory Service failed who would be held accountable?	This will be one of the issues covered in the Working Joint Agreement between the three councils and is described in further detail in paragraph 90 of the draft Vale Cabinet report.
88	Service	Vale	Trade Union Scrutiny Questions	What is the breakdown of the teams and what will each team be responsible for. Are there going to be varying job descriptions between the various teams?	The reports set out the target operating model for the proposed shared service. Further work will be undertaken during implementation, led by the Chief Officer, to define individual roles and responsibilities and how these interrelate across the structure.
89	Service	Vale	Trade Union Scrutiny Questions	What is the breakdown in Commercial Services between the four teams. P69 of the Atkins report gives an overview of what each service area will cover but yet this is not mirrored in the new structure on p40 Appendix B. I.e. animal health to sir [sic] in commercial services but yet on the structure it sits in specialist services.	The structure has been revisited to reflect the changing circumstances in each council to ensure affordability. Further detailed work will be progressed in accordance with the overall framework of the operating model once a decision to proceed with the project has been taken and in consultation with staff and the trade unions.
90	Service	Vale	Trade Union Scrutiny Questions	The specialist investigations team sits very remotely from the rest of the Trading Standards function – currently these roles are undertaken by staff embedded in the current Trading Standards function. There seems to be no real explanation as to what they will do and why they sit so remotely from other Trading Standards roles.	It is envisaged that this team would investigate a range of offences that would embrace all of the three disciplines – Trading Standards, Environmental Health and Licensing.
91	Service	Vale	Trade Union Scrutiny Questions	Proposed Governnace and Structure. What will the proposed Shared Regulatory Service be called?	No decision has yet been made regarding the name of the proposed shared service.
92	Project	Vale	Trade Union Scrutiny Questions	The timescales to digest this information for both staff and scrutiny committee is worrying.	Members (of both Scrutiny Committees) have received the papers in accordance with the Council's normal (and statutory) procedures and timescales. It is important to reiterate that consideration of this matter under the scrutiny process is, in fact, additional to the formal staff consultation procedures which the Council is following. The outcome of that process will be covered in the report to Cabinet (as will any comments of the two Scrutiny Committees). Members are reminded that the lead committee is Corporate Resources. Staff briefing and engagement events are planned to take place during the summer and will inform the development of the cabinet report, prior to this being considered by Cabinet and Full Council.

93	Service	Vale	Trade Union Scrutiny Questions	The general loss of identity for both professions – the public/businesses identify with EH/TS functions and understand them. The creation of new functions are likely to confuse and the general public will be unsure as to where they need to go. This seems to contradict national campaigns etc.	Communicating with the public and other customers will continue to be very important to ensure that there is understanding of the services and requirements of the local authorities. It is not considered to be an issue that some roles would have different titles.
94	Service	Vale	Trade Union Scrutiny Questions	Feed falls within Commercial services team yet the inspections are normally undertaken by animal health who are in separate team.	In terms of the detailed structure, consultation with staff will take place following any decision to proceed and once the Chief Officer is appointed who will then be responsible for the detailed working up of the target operating model which will be described in the service's three year business plan.
95	Service	Vale	Trade Union Scrutiny Questions	Animal licensing still under licensing team but if you have specialist team re welfare, dogs, pests then animal licensing should fall within that team.	Due to the level of savings required, consideration has been given to how to ensure cross-skilling wherever possible as the number of specialist posts that can be viable in the future diminishes.
96	HR	Vale	Non-Union Staff Scrutiny Questions	As the proposed structure will significantly reduce the number of professional officer compared to those currently employed would professional officer be required or have no alternative other than redundancy to accept technical officer positions ?	The figure of 26 (in terms of FTE reductions) represents the overall reduction in posts (from 204 to 178). Some of the posts will be similar in role and function to the current structure but many will be new. It is anticipated that in many cases staff will have the opportunity to be considered for "like-graded" roles. It is true however that for a number of staff there may be a need to consider a lower graded job as an alternative to redundancy.
97	Service	Vale	Non-Union Staff Scrutiny Questions	The report mentioned that technical staff with appropriate qualifications can undertake higher risk inspection. How would appropriately qualified officer be determined or defined	It is likely that many of the Technical Officers posts are likely to be filled by EHO's/TSO's who are unsuccessful in obtaining a higher post. As they are likely to come from the a specific service area they would also already have sufficient competency to undertake the roles on offer. As the model is worked though and service plans developed we will have a more detailed idea of the exact resources required to continue to deliver the service, there is already a significant amount of work that technical officers can carry out. Without pre-determining the structure once officers are in post we will also have to establish where there may or may not be gaps in skills or knowledge and look to address these appropriately.

98	Service	Bridgend	Trade Union Questions	Atkins Report. Page 12 point 19 On what basis should the proportion of enforcement work to be carried out by Technical Officers with appropriate levels of competence increased	On the basis is that TO already currently conduct a significant level of work, with only higher level more specialist work being the responsibility of EH or TS officers, as the model is worked though and service plans developed we will have a more detailed idea of the exact resources required to continue to deliver the service, there is already a significant amount of work that technical officers can carry out. Without pre-determining the structure once officers are in post we will also have to establish where there may or may not be gaps in skills or knowledge and look to address these appropriately.
99	Service	Bridgend	Trade Union Questions	Atkins Report. Page 21 refers to the staff workshops which were held last year however having spoken to staff there was no mention of EHOs and TSOs being replaced by Consumer Service Officers and Consumer Service Technical Officers	The officers would still remain EHOs or TSOs though in practice their titles will change. This happens now in some servcie areas where an EHO is called something else or is undertaking another role eg Licensing Officer. we are not saying the skills will be lost or the professional qualifications will be lost but we need to operate differently and in a new operating model and the teams and titles will have to reflect this, it can be seen as a challenge to old ways of working, but given the challenges we face this is not a bad thing, and over the years titles and job roles have changed before . Officers will know that the TS qualification for example has changes over the years and some 'Trading Standards Officers' do not have the same level of qualifications as a TSO whom qualified under the DTS as opposed to the more recent DCATS.
100	Service	Bridgend	Trade Union Questions	Atkins Report. Page 79 refers to the advantages of multi skilled teams and in some areas of Bridgend's Regulatory Service it has been and is working well however we are sceptical as to how well this approach would work in the area of Trading Standards	This is another part of the service that is still being considered. Final roles and responsibilities for posts within some teams may not be finalised until the service area responsibilites have been agreed and appropriate team managers appointed.
101	Service	Bridgend	Trade Union Questions	Atkins Report. Page 81 point 5.11.2 (2nd bullet) The Food Law Code of Practice which is a legal requirement states that certain establishments should be inspected only by EHO or Officers holding the Higher Certificate in Food Premises Inspection. Which exemplifies the fact that certain critical enforcement action can only be undertaken by EHOs. If the intention is to train non qualified staff up to Higher Certificate Level (which is expensive and time consuming) has this been costed?	That is any competent officer with an appropriate qualification. It may be however that certain high priority functions or roles may still only be delegated to EHO's TSO's. It is understood that the FSA are also looking at this nationally to ensure this staffing method is introduced appropriately.

102	Service	Bridgend	Trade Union Questions	Atkins Report. Pages 135 and 136 give examples of case studies in Buckinghamshire and Great Yarmouth but no examples of good practise with Bridgend, VoG or Cardiff.	The report is looking at lessons we could learn from other collaborative projects, good and bad. As part of the workshops staff were invited to provide examples of what they feel works well and doesn't work well, along with ideas on how they would like to improve current working practices. The good practices identified in other areas have been identified as best practice and for this collaboration preferred working methods. It is pleasing to see that individual services / teams within each of our council areas are not identified thus preventing staff comparisons, criticisms, jealousy which could result in bad feelings before collaborattion takes place. It is acknowledged though that there is a good deal of best practive within each of the authorities and it is imperative that the new management team recognises them and introduces them for the new service where ever possible.
103	Service	Bridgend	Trade Union Questions	Appendix B. Page 21. EHO training for metrology. Trading Standards say this is an intense and expensive course that usually costs around £2000	It is not that an EHO will be expected to do the job of a TSO or vice versa, it is that it will be desirable within their teams to be more aware of each others disciplines, to be the eyes of ears on inspection, and to be more informed to pass matters onto their TS or EH colleagues or deal with small routine matters in a more efficient way.
104	HR	Vale	Staff Briefing Questions	Why are the salaries redacted in the report?	The appendix dealing with indicative salaries was redacted on the basis of concerns about data protection. It has been agreed that this decision will be reviewed and information shared where there are no remaining DPA concerns.
105	HR	Vale	Staff Briefing Questions	Why haven't the Job Descriptions been drafted for all staff?	Should the project proceed, Job Descriptions will be created shortly after the appointment of the Head of Service. Work will commence on drafting the detailed job descriptions and person specifications once a decision has been made about the project in September/October. The work will be done in consultation with staff.
106	Project	Vale	Staff Briefing Questions	What happens if the savings expected are not delivered?	Atkins have raised this as a risk and all possible mitigations will be put in place to ensure that the expected savings are realised.
107	Project	Vale	Staff Briefing Questions	Was the Bridgend/Vale Audit collaboration successful?	Bridgend and the Vale of Glamorgan Councils have created a shared service for internal audit. The project had several desired benefits; resilience, access to specialist resource and financial savings. The project has realised all of these benefits, including the estimated financial savings.
108	Project	Vale	Staff Briefing Questions	Has the Worcestershire collaboration been successful?	Reuben has not spoken directly to the Worcestershire Council regarding this, but the Project Team have. The model has worked well for that collaborative service.

109	Service	Vale	Staff Briefing Questions	As Cardiff have the larger population, will the majority of the focus be on Cardiff's residence?	Office location will be dispersed across the three authorities and a 'Core Plus' model, where by each of the three authorities can purchase an increased level of service.
110	Service	Vale	Staff Briefing Questions	How many offices could staff work from?	This detail will be analysed should the project progress.
111	Service	Vale	Staff Briefing Questions	There is a shift from Professional staff to Technical; leading to concerns that this may lead to service delivery being negatively impacted.	A risk management approach (as suggested by Atkins) will be adopted.
112	HR	Vale	Staff Briefing Questions	How do you intend on lowering the 24 FTE within the next 14 months?	This will be considered through the Trade Union Forum. Consultation with the Trade Unions will include exploring all ways of mitigating or avoiding the need for compulsory redundancies. This will include a robust approach to vacancy management, consideration of applications for voluntary severance and a transparent approach to assimilation and selection.
113	ICT	Vale	Staff Briefing Questions	Have the ICT costs been worked out in detail? Is £400k enough as previous mobile working projects staff have been involved with have failed and cost a lot.	An ICT work stream has been in place for a while and have helped Atkins with their projected costs.
114	Service	Vale	Staff Briefing Questions	Has a reduction the in level of services (or services completely) been considered?	The Council's Medium Term Financial Plan will be available in August, which will have considered what services are to be provided.
115	HR	Vale	Staff Briefing Questions	There are four key questions staff want to know: 1. Where in the structure would I fit? 2. When will this happen? 3. What will my job be? 4. How much will I be paid?	If the collaboration exercise progresses then it is planned that the remodelling phase (i.e. movement to the new operating model) will commence from May 2015 and be completed by September 2015. The management of this process (in terms of selection to the new roles) will be subject to consultation with trade unions and staff. The grades of posts will be determined following an job evaluation exercise managed by the host employer.
116	Service	Vale	Staff Briefing Questions	If one of three Council's decide against the project, will the other two still collaborate?	This has not been considered, and won't be unless the project does not proceed.
117	HR	Vale	Staff Briefing Questions	Will the Vale staff keep the same T&Cs or move to the 'Regulatory service' T&Cs?	If the Vale is the host employer then current Vale employees will not be subject to a TUPE transfer and will be subject to the core terms and conditions of that Council. Particular working arrangements may need to be modified to meet the need of the new service. All employees (whether from Cardiff, Bridgend or the Vale) will be affected by the remodelling process following the transfer process in April 2015.

118	HR	Vale	Staff Briefing Questions	Will the Head of Service post be advertised or an appointment?	It is envisaged that the post will be subject to appointment through ring fencing arrangements.
119	HR	Vale	Staff Briefing Questions	Will Cardiff staff come across on 36 hours?	A stock take of terms and conditions will be undertaken as part of the TUPE consultation process. Working arrangements in the proposed structure will need to be reviewed to meet service needs and will be subject to consultation.
120	HR	Vale	Staff Briefing Questions	What will the selection process consist of?	This process has not been detailed, and will only be detailed should the project progress. The project will consult with the Trade Union Forum to ensure that the most appropriate process is put in place. It will, however be based on sound and transparent principles to be agreed with the trade unions. For some employees this may include "job matching" i.e. appointment to a similar post and for others it may include a competitive selection process. All posts will be ring-fenced to existing staff. Staff will be supported through the process
123	Service	Vale	Non-Union Staff Scrutiny Questions	Would Commercial Services Officer and Neighbourhood Services Officer be required to 'supervise' the technical officer positions ?	No, supervision and management are the roles to be conducted by the Team Leaders.
126	HR	Bridgend	BCBC Change Champions	If they go ahead will there be a vacancy management control agreement between that point onwards?	Discussions are currently being progressed with the Trade Unions regarding the vacancy management process across the organisations.
127	HR	Bridgend	BCBC Change Champions	Think some people have thought that they would be able to take full time post between the 3 authorities, that there was a Memorandum of Understanding (MOU) between them that recruitment would be internal across the 3 authorities.	Discussions are currently being progressed with the Trade Unions regarding the vacancy management process across the organisations.
128	HR	Bridgend	BCBC Change Champions	2 x full time H&S posts were advertised in Cardiff, internally, just for Cardiff officers.	Discussions are currently being progressed with the Trade Unions regarding the vacancy management process across the organisations.
129	HR	Bridgend	BCBC Change Champions	Ring fencing of jobs, brought up in staff briefing; whatever you are in at the moment, you can only apply for that?	The proposed "change" process will be based on sound and transparent principles to be agreed in consultation with staff/ trade unions. For some employees this may include "job matching" i.e. appointment to a similar post and for others it may include a competitive selection process. All posts will be ring-fenced to existing staff. Staff will be supported through this process.

130	HR	Bridgend	Staff Briefing Questions	When the transfer takes place in April next year, there will be 3 authorities coming together and some officers will get paid different amounts or some more for doing the same job, is this right?.	Further to the answer provided at the initial staff briefing. When you transfer in situations such as this, your terms and conditions are protected under TUPE and will transfer with you to the host authority. This is the same for all staff who will transfer under this project so you will have a situation whereby some staff are paid differently. Following the transfer, the host authority will start a consultation period with you on the new proposed structure..
131	HR	Bridgend	Staff Briefing Questions	That means flexi as well, so we would have core time but our colleagues will be different?	The basic principle is that all contractual terms and conditions of employment will be protected as part of the transfer to the host employer (including continuity of continuous service). This may not include organisational specific policies and procedures and discretionary terms. A complete stocktake of all terms and conditions will be undertaken as part of the pre-transfer consultation process.
132	HR	Bridgend	Staff Briefing Questions	There are various sections to the report but it is clear that there are not enough jobs for current staff numbers. How will it be decided who goes where? Will we get interviewed? Do we have to apply for several jobs to hopefully get one? How are you going to fit 'X' into 'Y'?	The proposed "change" process would be based on sound and transparent principles to be agreed in consultation with the trade unions. For some employees this may include "job matching" i.e. appointment to a similar post and for others it may include a competitive selection process. All posts will be ring-fenced to existing staff and there will be a cross authority representation during the appointment and selection process. Decisions will be based on merit and measured against set and transparent criteria. Supporting information will be available to ensure and demonstrate the transparency of decisions.
133	HR	Bridgend	Staff Briefing Questions	What about redundancies – how will that work?	Based on the current staffing numbers there will be potentially some 26 FTE filled posts fewer in the proposed new structure. The figure of 26 represents the proposed overall reduction in post numbers. An important part of the work with the trade unions over coming months will be to seek ways to reduce, avoid or mitigate the incidence of potential job losses. This will include a consistent approach to vacancy management across the three Councils. The trade unions and the project team are also looking to develop a process to consider the option of VR prior to a transfer. This is unusual as under normal TUPE transfer processes redundancy is not an option but we are looking at whether this can be considered and we will also need to develop a clear process to ensure sufficient staff transfer into the new structure.

134	HR	Bridgend	Staff Briefing Questions	What assurances are there for people who get compulsory redundancy that it is a fair share across the board. There is a large number of officers in Cardiff, Vale/Bridgend are about the same, what's to stop the host authority from laying people off from the other authorities? Once it's handed over to the host, your power is gone. Is it in proportion?	The proposed "change" process would be based on sound and transparent principles to be agreed in consultation with the trade unions. For some employees this may include "job matching" i.e. appointment to a similar post and for others it may include a competitive selection process. All posts will be ring-fenced to existing staff and there will be a cross authority representation during the appointment and selection process. Decisions will be based on merit and measured against set and transparent criteria. Supporting information will be available to ensure and demonstrate the transparency of decisions.
135	HR	Bridgend	Staff Briefing Questions	Once we are handed over to the host authority, what have we got in terms of protection? There are differences in pay – what's to stop them re-grading or downgrading such as JE?	The basic principle is that all contractual terms and conditions of employment will be protected as part of the transfer to the host employer in April 2015. This may not include organisational specific policies and procedures and discretionary terms. A complete stocktake of all terms and conditions will be undertaken as part of the pre-transfer consultation process. After the transfer process, consultation will begin in relation to the restructuring of the service to move to the new operating model. In some cases this will involve the appointment of staff to the same or similar roles (in which case TUPE protection will continue. Where staff are offered appointment to significantly different roles then the new terms and conditions will apply.
136	HR	Bridgend	Staff Briefing Questions	So is there anything stopping you from applying for a re-grading if you are in lower paid than a colleague, during the process. Whilst the process is ongoing, can we apply for a re-grading up to a higher pay than another colleague from another authority is on?	As indicated, contractual terms and conditions will transfer with you to the host authority. This may inevitably mean that some staff will be on different salaries and terms and conditions. This is part of the protection afforded by TUPE. A stocktake of such terms is currently ongoing. It is understood that Bridgend does not have a regrading policy.
137	HR	Bridgend	Staff Briefing Questions	I was part of a previous outsourcing exercise in Bridgend but when I came back to the authority I lost my continuous years' service. Will this be the same here?	If there is no break in service and as the transfer is to another local authority, your service will be classed as continuous.
138	HR	Bridgend	Staff Briefing Questions	What about fairness, politicians want it to be fair, while we have got that situation where one gets better pay and conditions, not good working conditions.	The TUPE process will be subject to a significant work programme leading up to 1st April 2015. It will involve clarifying who is in scope, ensuring there is clarity around the different terms and conditions and consulting staff and unions about any post transfer "measures" that will be progressed.
139	HR	Bridgend	Staff Briefing Questions	Will we have pay protection if some people are dropping down in grade?	A stock take of terms and conditions will be undertaken as part of the TUPE consultation process. Pay protection arrangements as part of the service re-modelling process will, for individuals reflect current arrangements in their respective authorities.

140	HR	Bridgend	Staff Briefing Questions	You are talking about transferring on their current T&C's, is there a potential for staff to then transfer onto the Vale's T&C's?	Staff will transfer with their current contractual terms and conditions. After the transfer process, consultation will begin in relation to the restructuring of the service to move to the new operating model. In some cases this will involve the appointment of staff to the same or similar roles (in which case TUPE protection will continue. Where staff are offered appointment to significantly different roles then the new terms and conditions will apply.
141	Service	Bridgend	Staff Briefing Questions	Given the real possibility that Bridgend joins with Neath Port Talbot (as indicated in the Williams report), what will happen to the staff that have transferred to the VOG, will the project be unpicked and staff return to Bridgend?	As you know, this has been discussed in a White Paper but realistically reorganisation is not likely to happen until 2020. . This project offers resilience and an opportunity to pool resources to ensure that we can still deliver a full service to our communities as opposed to doing nothing and having to cut posts and service in order to meet our budget savings. The solution should reorganisation happen, would not to be to unpick the work of this project but we could consider asking NPT to join the collaboration.
142	HR	Bridgend	Staff Briefing Questions	We know there are 26 job losses, will these be equally split across the 3 authorities? Will some be voluntary.	It is not possible to predict how staffing reduction will split across staff from the three authorities. This will be determined as the structure is populated. As previously indicated however there will be a process that will ensure that this is done in a fair way. There is no quota, it will be an open and fair process.
143	HR	Bridgend	Staff Briefing Questions	Are all the post transferring permanent posts? Lot of posts that are temporary or covered by temporary staff, what will happen to those posts?	The jobs in the proposed structure are permanent. We will need to review the details of all the temporary staff and confirm with them what will happen.
144	HR	Bridgend	Staff Briefing Questions	Will there be permanent people guaranteed to go into those posts?	A process will be developed to populate the structure and this will be shared in due course.
145	HR	Bridgend	Staff Briefing Questions	Are these proper temporary posts or are these proper permanent posts?	Work is ongoing to look at the contractual status of all employees on temporary contracts to ensure that their employment rights are considered and protected.
146	HR	Bridgend	Staff Briefing Questions	The figures appear to change there, so need to look at 244 to 178 against the 3 authorities.	Based on the current staffing numbers there will be potentially some 26 FTE filled posts fewer in the proposed new structure. The figure of 26 represents the proposed overall reduction in post numbers (from 204 to 178). The figure does exclude 40 FTE posts currently vacant or filled on a temporary basis. An important part of the work of the project team and trade unions is to pursue measures to reduce the need for potential job reductions over the next 14 months.

147	HR	Bridgend	Staff Briefing Questions	Are there any ideas on when job descriptions/roles will be available? It seems that professional titles have disappeared in the structure?	Work will commence on drafting the detailed job descriptions and person specifications once a decision has been made about the project in September/October. This work will be done in consultation with staff and the trade unions.
148	HR	Bridgend	Staff Briefing Questions	Until we have sight of those job descriptions, we can't comment?	Work will commence on drafting the detailed job descriptions and person specifications once a decision has been made about the project in September/October. This work will be done in consultation with staff and the trade unions.
149	Service	Bridgend	Staff Portal	Just a quick question from this morning. In your presentation you advised that 'Neighbourhood Services' would include 'Consumer Protection' and 'Safeguarding Issues' although these are not mentioned in the TOM as detailed in the Atkins report. I would be grateful if you could clarify if these functions would sit in the 'Neighbourhood Services Team' or the 'Licensing Team'.	<p>Yes you are right in pointing this out. There are some areas which sit more easily in one area or another, and the TOM has been revised slightly through the process especially following the delay and the requirement to revise the savings. Much of the detail will need to be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed.</p> <p>Neighbourhood services are those that relate to and impact most on the residential community. Much of the detail as you point out is in the Atkins pages 79-81, but on consideration it was felt at this stage that consumer protection might be best suited in this area as well as safeguarding as this relates to rogue trading, no cold calling zones etc. Of course any views on this negative or positive would be welcomed, as mentioned above there is of course this is still open for development with the management team, and of course the need to be flexible to the demands of the service, as well as supporting joint working where necessary.</p>
150	Project	Bridgend	BCBC Change Champions	My team wanted me to feed in that they have no queries, they feel there is such a vast amount of information that they are swamped and don't know what to look at. They are finding it difficult to break down into smaller chunks. They might find it easier if you show them which bits affect them and that they can comment on	Noted. Hopefully the second round of staff briefings has helped Officer better understand the proposals. We will continue to provide information as the process continues.
151	Project	Bridgend	BCBC Change Champions	I have had the same comments from my team members, I've passed this back to the service manager.	Noted. Hopefully the second round of staff briefings has helped Officer better understand the proposals. We will continue to provide information as the process continues.
152	Project	Bridgend	BCBC Change Champions	How much difference will it make if I respond?	The feedback from staff and Trade Unions is, and will continue to be important in progressing the proposals.

153	Project	Bridgend	BCBC Change Champions	When it comes to working groups, will there be officers from different levels? Will there be volunteers? Will they be conscripted? It might be worth actually putting people into groups.	Much of the detail around service provision will need to be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process.
154	Project	Bridgend	BCBC Change Champions	When will the FAQs be shared?	Answers to specific questions are being made to staff as quickly as possible. The second round of staff briefings answers some of the questions already raised. The responses to all questions will be made available to staff.
155	Project	Bridgend	BCBC Change Champions	If goes ahead, needs to make sure people's views are put forward.	Much of the detail around service provision will need to be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process.
156	Project	Bridgend	BCBC Change Champions	Cabinet/Scrutiny, if they approve the report / structure as it stands, will that be set in stone or will the views expressed be able to change anything? Will anything significant be able to be changed?	Much of the detail around service provision will need to be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed. Officers from all levels will be encouraged to participate in that process.
157	Project	Bridgend	BCBC Change Champions	Timeframes – roughly when will we know if we have got a job or not?	It is intended that the move towards the proposed new operating model will commence from May 2015 with the aim of completion by September 2015.
158	Service	Bridgend	BCBC Change Champions	If goes ahead, we have to make those cuts before April?	Individual authorities will continue to find financial savings, however it is intended that a move towards the proposed new operating model will commence from May 2015 with the aim of completion by September 2015.
159	Service	Bridgend	BCBC Change Champions	Set fees? Do we go ahead and set our fees for the year ahead as Bridgend or do we look to set them up with the other 2 authorities? Our fees are all different?	Yes we carry on as normal at the moment, this will have to be reviewed as the project progresses.
160	Service	Bridgend	BCBC Change Champions	Licensing – we have to keep our own committees but how about the database? I currently populate ours – will it be shared?	Initially we will keep our own licensing systems, but this may be subject to review in due course, if it is appropriate to do so.
161	Service	Bridgend	BCBC Change Champions	The title 'Neighbourhood Services' on the new structure – BCBC have just created a 'Neighbourhood Services' Directorate and have a new Head of Service – we feel this will cause confusion when members of the public wish to contact us, as it understood we will still use our existing contact centres.	This is a good point, and something for the project team to consider moving forward, such as developing in more detail the job descriptions and roles.

162	HR	Bridgend	Staff Briefing Questions	When the transfer takes place in April next year, there will be 3 authorities coming together and some officers will get paid different amounts or some more for doing the same job, is this right?.	Further to the answer provided at the initial staff briefing. When you transfer in situations such as this, your terms and conditions are protected under TUPE and will transfer with you to the host authority. This is the same for all staff who will transfer under this project so you will have a situation whereby some staff are paid differently. Following the transfer, the host authority will start a consultation period with you on the new proposed structure..
163	HR	Bridgend	Staff Briefing Questions	That means flexi as well, so we would have core time but our colleagues will be different?	The basic principle is that all contractual terms and conditions of employment will be protected as part of the transfer to the host employer (including continuity of continuous service). This may not include organisational specific policies and procedures and discretionary terms. A complete stocktake of all terms and conditions will be undertaken as part of the pre-transfer consultation process.
164	HR	Bridgend	Staff Briefing Questions	There are various sections to the report but it is clear that there are not enough jobs for current staff numbers. How will it be decided who goes where? Will we get interviewed? Do we have to apply for several jobs to hopefully get one? How are you going to fit 'X' into 'Y'?	My view is that we will follow a similar process to that which we use when we undertake a restructure. For example we use match a slot, ring fenced interviews when there are more people than posts and a competitive interview when there is a promotion. However, we will develop a clear process for this project and this will be agreed with your trade union representatives and then shared with you. .
165	HR	Bridgend	Staff Briefing Questions	What about redundancies – how will that work?	As we've said there is clearly a reduction in the number of posts in the new proposed structure. I'm currently part of the HR Workstreams together with my colleagues from the VOG and CCC and we are looking to develop a process to consider the option of VR prior to a transfer. This is unusual as under normal TUPE transfer processes redundancy is not an option but we are looking at whether this can be considered and we will also need to develop a clear process to ensure sufficient staff transfer into the new structure. . ,

166	HR	Bridgend	Staff Briefing Questions	What assurances are there for people who get compulsory redundancy that it is a fair share across the board. There is a large number of officers in Cardiff, Vale/Bridgend are about the same, what's to stop the host authority from laying people off from the other authorities? Once it's handed over to the host, your power is gone. Is it in proportion?	<p>Firstly, we would aim for voluntary redundancies where possible. This is what we do now.. If there was a need for compulsory redundancies, there is a process that will have to be followed which will be the completion of matrix,, based on each individuals skills set, qualifications relating to the job, employment record etc. These criteria would have to be agreed with your trade union representative. You would be entitled to see your score,. This would ensure that there is a fair process adopted across the 3 authorities.</p> <p>We have an interest in it being fair, politicians have interest in it being fair, in case they do anything like this again, we have a lot invested in you.</p>
167	HR	Bridgend	Staff Briefing Questions	Once we are handed over to the host authority , what have we got in terms of protection? There are differences in pay – what's to stop them re-grading or downgrading such as JE?	<p>Further to the answer provided at the initial staff briefing. The basic principle is that all contractual terms and conditions of employment will be protected as part of the transfer to the host employer (including continuity of continuous service).</p> <p>This may not include organisational specific policies and procedures and discretionary terms. A complete stocktake of all terms and conditions will be undertaken as part of the pre-transfer consultation process.</p>
168	HR	Bridgend	Staff Briefing Questions	So is there anything stopping you from applying for a re-grading if you are in lower paid than a colleague, during the process. Whilst the process is ongoing, can we apply for a re-grading up to a higher pay that another colleague from another authority is on?	<p>As I've explained, your terms and conditions will transfer with you to the host authority including the policies we have in place now. As you know, we don't have a re-grading policy. What will happen is that a further consultation period will commence in order to populate the new structure and a process will be developed to explain how this will happen.</p> <p>It's important to understand that whilst the project clearly identifies a reduction of posts by 13% if we don't collaborate we as an authority will have to reduce this service and posts by 25%</p>
169	HR	Bridgend	Staff Briefing Questions	I was part of Bridgend going to Valley 2 Coast as stock transfer but when I came back to the authority I lost my continuous years' service. Will this be the same here?	If there is no break in service and as the transfer is to another local authority, your service will be classed as continuous.
170	HR	Bridgend	Staff Briefing Questions	What about fairness, politicians want it to be fair, while we have got that situation where one gets better pay and conditions, not good working conditions.	The TUPE process will be subject to a significant work programme leading up to 1st April 2015. It will involve clarifying who is in scope, ensuring there is clarity around the different terms and conditions and consulting staff and unions about any post transfer "measures" that will be progressed.
171	HR	Bridgend	Staff Briefing Questions	Will be have pay protection if some people are dropping down in grade?	A stock take of terms and conditions will be undertaken as part of the TUPE consultation process. Working arrangements in the proposed structure will need to be reviewed to meet service needs and will be subject to consultation.

172	HR	Bridgend	Staff Briefing Questions	You are talking about transferring on their current T&C's, is there a potential for staff to then transfer onto the Vale's T&C's?	Staff will transfer with their current terms and conditions as as I've explained, the process for populating the structure will be shared in due course. If we can get some indication when you will know that, we need to look at getting a date [DM agreed to look into when date would be for knowing the structure in more detail].
173	HR	Bridgend	Staff Briefing Questions	Given the real possibility that Bridgend joins with Neath Port Talbot (as indicated in the Williams report), what will happen to the staff that have transferred to the VOG, will the project be unpicked and staff return to Bridgend?	As you know, this has been discussed in a White Paper but realistically reorganisation is not likely to happen until 2020. . This project offers resilience and an opportunity to pool resources to ensure that we can still deliver a full service to our communities as opposed to doing nothing and having to cut posts and service in order to meet our budget savings. The solution should reorganisation happen, would not to be to unpick the work of this project but we could consider asking NPT to join the collaboration. They were part of this consultation initially but they decided not to go forward.
174	HR	Bridgend	Staff Briefing Questions	We know there are 26 job losses, will these be equally split across the 3 authorities? Will some be voluntary.	We can't say where and how many losses will come from each authority, we will have to see what happens when the structure is populated. But as I've explained, there will be a process that will ensure that this is done in a fair way. There is no quota, it will be an open and fair process.
175	HR	Bridgend	Staff Briefing Questions	Are all the post transferring permanent posts? Lot of posts that are temporary or covered by temporary staff, what will happen to those posts?	The jobs in the proposed structure are permanent. We will need to review the details of all the temporary staff and confirm with them what will happen.,
176	HR	Bridgend	Staff Briefing Questions	Will there be permanent people guaranteed to go into those posts?	A process will be developed to populate the structure and this will be shared in due course.
177	HR	Bridgend	Staff Briefing Questions	Are these proper temporary posts or are these proper permanent posts?	I believe all are temporary covering permanent positions
178	HR	Bridgend	Staff Briefing Questions	The figures appear to change there, so need to look at 244 to 178 against the 3 authorities.	There are a lot of vacant posts and posts covered by temporary staff and these are not included in the figures that are quoted in the report. We will need to review the details of the temporary staff and come back to you.,
179	HR	Bridgend	Staff Briefing Questions	Are there any ideas on when job descriptions/roles will be available? It seems that professional titles have disappeared in the structure?	We will wait until we have Cabinet/Council approval before development job descriptions. The new job descriptions will be evaluated using the VOG's JE scheme and as soon as this information is available we will share with you.

180	HR	Bridgend	Staff Briefing Questions	Until we have sight of those job descriptions, we can't comment?	Once management structure agreed, I can't be party to that. Fine tuning this further, to carry out with doing the job it will require certain qualifications, we can't predetermine. We need to get authority for it to progress, that's part of the process and timeline to share.
181	Service	Bridgend	Staff Portal	Just a quick question from this morning. In your presentation you advised that 'Neighbourhood Services' would include 'Consumer Protection' and 'Safeguarding Issues' although these are not mentioned in the TOM as detailed in the Atkins report. I would be grateful if you could clarify if these functions would sit in the 'Neighbourhood Services Team' or the 'Licensing Team'.	<p>Yes you are right in pointing this out. There are some areas which sit more easily in one area or another, and the TOM has been revised slightly through the process especially following the delay and the requirement to revise the savings. Much of the detail will need to be developed and finalised by the new management team in 2015, as they work through the TOM and service demands, if the proposal is agreed.</p> <p>Neighbourhood services are those that relate to and impact most on the residential community. Much of the detail as you point out is in the Atkins pages 79-81, but on consideration it was felt at this stage that consumer protection might be best suited in this area as well as safeguarding as this relates to rogue trading, no cold calling zones etc. Of course any views on this negative or positive would be welcomed, as mentioned above there is of course this is still open for development with the management team, and of course the need to be flexible to the demands of the service, as well as supporting joint working where necessary.</p>
182	Service	Bridgend	Staff Portal	How will staff relocation be decided?	This has yet to be determined, but not all staff will be relocated and it will also be more a case of developing alternative models of delivery including remote and home working as well as office based activity.
183	Service	Bridgend	Staff Portal	Where will officers be working from?	This is yet to be determined
184	Service	Bridgend	Staff Portal	If staff live within the Vale or Cardiff, will they be working from those areas or have the opportunity to do so?	As we move forward this will be something for the new management structure to consider.
185	Project	Bridgend	Staff Portal	What date is the report going to be Cabinet and then Council?	In Bridgend the Cabinet report is going on the 16 th September, with Council on the 15 th October.
186	Service	Bridgend	Staff Portal	What is the current number of EHO's and TO's working across the 3 authorities in the individual teams and how many posts in each team will there be?	The totals in each team remain to be finalised, we currently have indicative staff numbers within the structure charts provided.
187	Service	Bridgend	Staff Portal	Will posts within teams be ring fenced or can officers from other department apply e.g. will food officers be able to apply for housing and pollution jobs and vice versa?	There will be consultation with the Trade Union forum as to how the change management process will be progressed following the transfer of staff to the new service. Issues around ring fencing/matching will be discussed and a protocol will be agreed within this forum.

188	Service	Bridgend	Staff Portal	As the Vale of Glamorgan has a pay scale which will apply to staff when TUPE ends, can you provide us with a copy of the pay scale and indicate rates for technical officers and EHO's?	A decision about the host authority has not as yet been made. This will be determined by Cabinet and Council in each Council during September and October. The grades for the new posts will need to be determined as part of the job evaluation process applicable to whichever Council is the host and based on the development of job descriptions and person specifications. The indicative grades have to date been based on current grades for such posts in each authority. A full stock-take of terms and conditions will be undertake as part of the TUPE consultation process and will inform the consultation process
189	Service	Bridgend	Staff Portal	Also what travelling expenses do they get per mile?	A full stock-take of terms and conditions will be undertake as part of the TUPE consultation process and will inform the consultation process. Current national rates for mileage apply in the Vale of Glamorgan although they are under review.
190	Project	Vale	Staff Portal	I am aware that audit have collaborated with Bridgend and would be grateful to know whether the savings that were predicted have been achieved.	Bridgend and the Vale of Glamorgan Councils have created a shared service for internal audit. The project had several desired benefits; resilience, access to specialist resource and financial savings. The project has realised all of these benefits, including the estimated financial savings.
191	HR	Vale	Staff Portal	Why is it only 1 yr protection when in previous reorganisation there has been at least 3 yrs protection of salary?	The Vale of Glamorgan's policy in relation to salary protection refers only to 1 years' service (see section 8 of the Council's Avoiding Redundancy Policy).
192	Service	Vale	Staff Portal	Has it been taken into consideration regarding management savings that some managers may not be just managing public protection staff and therefore there may not be a 100% saving on that salary.	Yes this has been taken into account.
193	HR	Vale	Staff Portal	There has been no talk about redundancy packages available in the vale but are aware Cardiff are offering them.	Consideration of voluntary severance (and the merits of individual applications) can only be given once we know whether the project is proceeding and subject to any pertinent legal considerations. The unions and the project team are, however keen to be able to agree a common sense position on this (subject to any legal considerations and supported by an appropriate business case). In relation to voluntary severance in general (not relating to the collaboration project) employees should follow their current employers normal processes.
237	HR	Bridgend	Staff Portal	Will those who take voluntary redundancy and those that are made compulsory redundant be offered statutory redundancy only, or will there be a redundancy package?	It is proposed that any severance arrangements that take place before the transfer will be subject to the terms of the employee's current local authority. Post transfer arrangements will be reviewed as part of the TUPE consultation process between November 2014 and March 2015.

238	Service	Bridgend	Trade Union	<p>In our staff briefings at Bridgend it has been mentioned that if the collaboration didn't proceed there would be a 23 % cut in staffing levels, what would this equate to in FTE's, an indicative number will be sufficient.</p>	<p>At the moment that would equate to about 12-13 staff, but that will also require formal consultation on restructure proposals etc, so it can only be indicative at this moment in time. Public Protection would have to find its share of the LARS savings under the MTFS and the overall target for LARS is varying as we work through the process but it is currently close to £800K</p>
239	Project	Bridgend	Trade Union	<p>When will the Scrutiny Committee's response, recommendations be made available.</p>	<p>These should be on the intranet for the formal minutes but I have been told the following (I was not in attendance I am afraid):</p> <p>Regionalising Regulatory Services Project The Committee considered the report and wished to make the following comments:</p> <ul style="list-style-type: none"> • The Committee acknowledge the need for change in order to ensure the service is as resilient as possible and understand that change cannot be implemented without an element of risk. Therefore, Members endorse the implementation plan for the creation of a shared regulatory service based on the 'collaborate and change' model. • In light of the potential changes to services, Members emphasised the need for wider public engagement, in order to inform residents of what the likely impact of the changes would be, and to ensure that it can be seen that each of the local authority areas are being treated equally. • The Committee agreed in principle that joint scrutiny arrangements should be developed, but the specific format of any such arrangements should be subject to further political discussion between the Leaders of each of the participating local authorities. <p>In addition to the above, it was noted the executive would provide a response to the specific points made by the Unison representative in due course.</p>
240	Service	Bridgend	Trade Union	<p>There are no Senior EHO officers identified in the new structure, why?</p>	<p>The new model creates new posts as discussed so there are also no principal officers or denominations as such they will be neighbourhood services officers, commercial services officers etc as indicated on the TOM, the scale of JDs for these posts remain to be determined (some posts may be equivalent to a senior EHO in salary or responsibility but I cannot say for sure at this moment in time).</p>

241	Service	Bridgend	Trade Union	Will the Senior EHO'S have to apply for the EHO'S position?	(please see above) The posts will be ring-fenced for those within the staff of the three authorities, the appointment process is being developed by the HR workstream.
242	Service	Bridgend	Trade Union	There are concerns with regards to the number of THO's to EHO's in the structure.	In what sense, could you expand on this please?
243	Service	Bridgend	Trade Union	Why are we reducing staff numbers when currently at least two of the authorities sub contract to outside agencies /consultants to meet legal requirements with regards to statutory inspections.	I don't think this is the case for Bridgend, but I assume money is being used from either grant or underspends for this current year, it is not a long term solution, and each authority has to make significant savings, and given the budgets for public protection is predominately staffing then staff reductions are likely to be inevitable, pending formal consultation of course. We are seeking to agree a vacancy management protocol with the Trade Union forum, which should address how we deal with staff numbers until the agreed transfer date.
244	Service	Bridgend	Trade Union	The Atkins Report talks of money generating projects such as consultancy to achieve extra revenue, how will this be achieved with the level of staffing going forward.	This will remain to be determined in detail, but there will be greater capacity to develop such work as Primary Authority with the greater resources available as a joint team than within the smaller individual teams where resources are likely to be far smaller and therefore there will not be the capacity to develop such work/relationships.
245	Service	Bridgend	Trade Union	Will EHO's be matched and slotted into THO's positions if unsuccessful in obtaining an EHO position, this has given a cause for concern amongst current THO's as they are likely to be displaced.	There may be some slot and matching as explained in the second staff briefing but it is unlikely to be the case in the scenario you describe. A clear process for dealing with this and recruitment to the model will be developed in consultation with the trade unions.
246	Service	Bridgend	Trade Union	If EHO's take a THO's position will they be expected to carry out the role of a EHO e.g. closures?	They will be expected to carry out the role of a THO (its equivalent in the new structure) in line with the JD of that post.
247	HR	Bridgend	Staff Portal	Collaboration will be the best way forward in relation to job cuts. However morale within the department is extremely low. With the move, collaboration, budget cuts, the prospect of staff facing the possibility of going through Job Evaluation again. Staff are finding everything extremely hard to take in. Is there any provision for counselling or some form of help to deal with this?	The three Councils recognise that this is a difficult time for staff and the intention is to support staff through briefing sessions through out the process. However, if additional support is needed through counselling, Cardiff and the Vale employees can contact the Cardiff and Vale Counselling Service on 02920788301; and Bridgend employees can contact the Bridgend Counselling service on 01656 643229

248	HR	Vale	Staff Portal	<p>It is essential that members and also the service users are aware that there will be implications regarding the service that they get at the moment and the service they will be getting. I think it should be made clear to everyone that only statutory functions will be carried out.</p>	<p>Cabinet and Council will be making a decision on whether the collaboration project proceed on from October onwards. There will however be a long way to go in terms of the initial transfer of staff and then the remodelling process. The success of this will, indeed depend on large part on the engagement of staff across all parts of the new service to build relationships, share good practice and deal with any operational and cultural challenges. This will continue up to and beyond September 2015.</p>
249	HR	Vale	Staff Portal	<p>Still differences in way authorities are being treated Cardiff have until 5th Sept to make comments but we have until 22nd august. The reason given is more staff in Cardiff. The aim of this is to provide one service but we are being treated differently. We should all be given the same documents at the same time and have the same timescales to respond i.e. an level playing field.</p>	<p>Following discussion with the trade unions on the 13th August it has been agreed to extend the timescale for consultation responses (for staff in all Councils) to the 5th September 2014.</p>
250	HR	Vale	Staff Portal	<p>Over the last 2-3 years when posts have become vacant in certain areas of public protection the majority of posts have either not been filled or have been filled with either agency staff or staff on temporary contracts the reasoning behind this I believe was to try to provide some security for permanent members of staff. Whilst the Vale has done this I am lead to believe that the other authorities have appointed staff on permanent contracts. It seems unfair that staff who have worked hard to maintain a service may end up without a job due to the inconsistencies of recruitment between the authorities. I would remind you that at one of the committee meetings members commented on the excellence of the service provided by the public protection department.</p>	<p>It is true that there are differences in the numbers of "held" vacancies in each of the three Councils. It is important that a common approach is taken to the issue of vacancy management if the project is given the "green light" in September/October. A protocol is currently being designed in partnership with the trade unions.</p>

320	Project	Bridgend	Staff Portal	The report was supposed to be based on the engagement with staff and managers during their workshop and it was stressed that the resultant TOM would be tailored to suit the needs of the 3 authorities to provide an enhanced service and improve resilience, while delivering efficiencies. The consultants assured staff that their views would be considered and the TOM would not merely be a replica of the Worcester model. However, despite what both managers and staff said, a model almost identical to the Worcester TOM has been reproduced, with so few staff and EHO's that it is difficult to see how an effective service will be delivered	This is more a comment than question? I would suggest that it is not identical to the Worcester Model, as that was a combination of 6 authorities - district authorities with one County
321	Service	Bridgend	Staff Portal	The titles of 'Environmental Health' and 'Trading Standards' should remain. These are clear professions supported by specific qualifications and professional organisations. They are also terms that the public understand and connect with.	This is being considered during the process of drafting the job descriptions.
322	Service	Bridgend	Staff Portal	There are too few officers in some areas, particularly neighbourhood services, to deliver even minimum service delivery standards and the assumption that TO's, Trading standards and EHO's can all replicate each others work with a bit of additional training is an oversimplification of the professional roles and again demonstrates a complete lack of understanding of what we do. By downgrading EHO's to TO's there will also be a considerable loss of expertise as it cannot be expected that EHO's carry out the same work at a TO's grade.	Again a comment not a question, and will be considered by the project team, it does though make assumptions that are not necessarily accurate.
323	Service	Bridgend	Staff Portal	The report suggests that in neighbourhood services money can be saved by only investigating statutory noise nuisance complaints and not those covered by private or common law nuisance- this is already the status quo, we do not investigate complaints that are not necessary or fall outside the jurisdiction of the service in any event.	The report is making reference to all three authorities there may be additional non statutory work carried out currently in the other areas.

324	Service	Bridgend	Staff Portal	No appreciation seems to have been given for the actual roles and professional responsibilities carried out for each role eg In Bridgend, a Senior EHO has the equivalent responsibilities of a Team Leader in Cardiff and the Vale of Glamorgan (although the Team Leader in the Vale has not been replaced since leaving his job), whereas in Cardiff all the Senior EHO's carry out the equivalent responsibilities of what the District EHO's do in Bridgend. Whilst it is inevitable that some of the managers will be reduced, the Atkins report seems to annihilate the structure operationally, reducing the expertise and resilience, instead of increasing it.	This is a comment which will be considered by the project team, but moving forward the new model will attempt to address such discrepancies should they exist, via the new TOM.
325	Project	Bridgend	Staff Portal	The proposals do not fit in with those outlined in the Williams report.	Agreed, but in order to provide a sustainable and resilient service under such pressing financial pressure collaboration is proactive and robust response to those challenges.
365	Service	Bridgend	Trade Unions	Enterprise and Specialist Services includes Legal Support despite the fact that it has been identified for the need of legal decisions to remain within the participating Councils (page 44 Atkins Report)?	That is correct the legal support is to help the processing and administrative processes, the decision mechanisms and specialist legal support (ie solicitors) will remain with each individual authority, it will be the conduit between the new service and legal services in each authority.
366	Service	Bridgend	Trade Unions	I am uncertain why there is a proposal to have 4 teams for inspections and how these will be divided across the area. Will it be in relation to number of premises to be inspected or based on geographical areas? Will they be based in one location or not?	As with answers to previous questions on the TOM, their needs to be some flexibility for the new management structure to decide on the resources required to deliver the key aims and objectives of the new operating model. At this stage the number of teams reflects current understanding of the demands on the service, based on current data. The exact location of each of the teams remains to be determined, but as indicated within the proposals this will be a combination of local hubs and the development of remote working.
367	Project	Bridgend	Trade Unions	Lessons learned from the formation of Worcester Shared Regulatory Services should be considered in creating a single identity. These included issues with inaccessibility or knowledge of the service by its customer or client base. Has the cost of implementing a single identity been considered?	<ul style="list-style-type: none"> Lessons learned from the formation of Worcester Shared Regulatory Services should be considered in creating a single identity. These included issues with inaccessibility or knowledge of the service by its customer or client base. Has the cost of implementing a single identity been considered? Start up costs including the costs of developing a new identity has been considered a new identity will be include a single identity, further consultation will be required.
368	Project	Bridgend	Trade Unions	Cabinet Report (Sept 2016) advises that it will only provide a summary of staff views (para 9.7) – who will draft this?	It will be drafted by the Project team.

369	Project	Bridgend	Trade Unions	We would also question what happens if the proposed structure and activities are being based around this cost, and training is then determined to be much higher (i.e. will more cuts made to accommodate it?)	Training is an important element of delivering the new service. We will ensure that all necessary training is delivered within the resources available.
370	Project	Bridgend	Trade Unions	The Atkins report accepts that it is against this footprint where it says Bridgend can't be the host authority – how is this going to work when council re-organisation goes through?	The exact detail of re-organisation is yet to be determined, it is envisaged that this would also take some time and the new operating model if implemented correctly could operate in line with re-organisation or be adapted to fit in with any new arrangements. To collaborate now enables us to develop a resilient and sustainable service.
371	Project	Bridgend	Trade Unions	What will the protocol be for each authority to present proposed cuts in relation to its contribution to the collaborative project going forward?	Interesting question – we don't have one, but it will be part of the governance arrangements?
372	Project	Bridgend	Trade Unions	Will a formula be developed to calculate the percentage of annual cuts each authority can make against its contribution to the joint service?	As above – we will need a collective view on this.
373	Service	Bridgend	Trade Unions	Concerns have been raised regarding how the Atkins report outlines how easy it would be to retrain someone to do a dual role and the cost and time it would take.	I think this is a misinterpretation of the report and a query that has been answered at the staff briefings, this is not about a 'dual' role, but about being more aware of the broader picture and supporting staff to be confident in identifying other issues to be able to report back to other officers or to make low risk decisions, this is not too dissimilar now to teams that currently exist ie housing and pollution officers in BCBC support each other, food officers support health and safety work or identify basic food standards issues (or vice versa).

Regionalising Regulatory Services - Comments

Ref	Workstream	Authority	Source	Comment
10	Scrutiny	Bridgend	Scrutiny Recommendations	The Committee acknowledge the need for change in order to ensure the service is as resilient as possible and understand that change cannot be implemented without an element of risk. Therefore, Members endorse the implementation plan for the creation of a shared regulatory service based on the 'collaborate and change' model.
11	Scrutiny	Bridgend	Scrutiny Recommendations	In light of the potential changes to services, Members emphasised the need for wider public engagement, in order to inform residents of what the likely impact of the changes would be, and to ensure that it can be seen that each of the local authority areas are being treated equally
12	Scrutiny	Bridgend	Scrutiny Recommendations	The Committee agreed in principle that joint scrutiny arrangements should be developed, but the specific format of any such arrangements should be subject to further political discussion between the Leaders of each of the participating local authorities.
24	Project	Vale	Staff Portal	I suggest that the Pest Control Teams from merging councils meet to discuss the future of the running and service of the pest control division from those that know it best to discuss how things will be going forward. Do you think this is sensible?
25	Service	Bridgend	Staff Portal	Fear that staff trained under this structure will suffer from poor morale, particularly those conducting inspections.
26	Service	Bridgend	Staff Portal	Concerns about TS moving into money-making activities. I believe any income should be on a cost recovery basis and that the service shouldn't be looking to make profits.
27	Service	Bridgend	Staff Portal	The Williams Report places Bridgend outside the footprint of the Collaboration project. Should the recommendations of the Williams' report be implemented this may result in further disruption for staff. This is referred to in the report as one of the reasons why Bridgend should not be considered as the Host Authority. My concern would be that staff had gone through a period of change and disruption and then be entering into a time where the delivery of the service was more settled, only to be affected by further change. Is there any indication by Welsh Government that the new Regulatory Service could be exempted from this further change should the service be seen as operating successfully.
28	Finance	Bridgend	Staff Portal	I have only briefly reviewed the financial information within the report in relation to the various options considered. The report indicates that some of the information is based on assumptions e.g. numbers in relation to voluntary early retirement and redundancy or is difficult to quantify accurately at this stage in relation to ICT costs. I therefore feel that caution should be applied when considering the financial savings of the project.

29	Service	Bridgend	Staff Portal	Despite my concerns above I am generally supportive of the Collaborate and Change option. I do however believe that its design and implementation need to be carefully developed to gain the support of staff. I am not fully in agreement with the model proposed by Atkins
30	Service	Bridgend	Staff Portal	I was pleased to note that the report identified multi-disciplinary teams with multi skilled officers delivering the service as this is the approach we have adopted in Bridgend as a response to reduced staff resources. This has allowed us to undertake a more flexible and economic approach to service delivery. Technical Officers are capable of dealing with a range of issues which may be identified in a single visit in line with their qualifications and experience. We have begun to adopt this approach also with Ehos, however they do still specialise in some matters such as HHSRS, Inspection of Hmos, Environmental Permitting and more detailed Planning Applications. This is because these areas require detailed training and in some cases additional qualifications. This is important in maintaining quality and consistency in relation to service delivery.
31	Service	Bridgend	Staff Portal	Officers within the team in Bridgend already are capable of contributing to an alert type approach identified in the report, as we are a small team based at a single office location, through joint meetings and general discussion we endeavour to ensure officers are suitably aware of issues across the disciplines.
32	Service	Bridgend	Staff Portal	The report places permitting, contaminated land, air quality and pest control in a separate specialist services section which seems to conflict with the aims of a multidisciplinary approach. This may also lead to reduced job satisfaction for officers working within Neighbourhood Services. The report goes on to recommend some degree of rotation within specialist services, again recognising the need for multi skilled officers increasing resilience. I believe that these "specialist services are best delivered within the Neighbourhood Services team.
33	Service	Bridgend	Staff Portal	With regard to Pest Control, as the service is contracted out in Bridgend it is important for close liaison between the contractor and the officers. Our current arrangement works well and is a cost effective method of delivering the service. I would prefer to see this service delivered from within the neighbourhood services team.
34	Service	Bridgend	Staff Portal	I agree with processes being put in place to allow signposting of clients who for example have issues with private nuisance, and have already had to adopt this approach due to diminishing resources. This will have to have support of the Council Members to avoid undue pressure on staff to assist directly where alternative avenues are available.

35	Service	Bridgend	Staff Portal	I am concerned with regard to the overall number of posts indicated in the new structure but accept until more detail is known with regard to the nature of the posts and the production of job descriptions that it is difficult to assess whether this is an appropriate number to deliver the proposed service. I would however like to highlight the introduction of new legislation as a factor which will need to be considered. In particular new Housing legislation relating to the Registration and Licensing of Landlords, recently discussed in an Expert Panel meeting, identifies Cardiff as the proposed Single Licensing Authority.
36	Service	Bridgend	Staff Portal	On a side note Bridgend has just appointed a new Head of Neighbourhood Services whose remit covers Highways, Waste and Recycling, Street Cleansing and Parks. This will lead to confusion should we proceed with the proposed designation of Neighbourhood Services Officer.
37	Service	Bridgend	Staff Portal	I do not believe that full time home/mobile working is suitable for Housing and Pollution Control Officers, although it can have a place on a more limited scale. The nature of the work is highly confrontational and I believe support is needed from colleagues in an office based environment. It will also be easier to ensure transference of knowledge and skills between disciplines. I would be concerned for welfare of staff if they felt isolated whilst already having to deal with the change process of collaboration. I do support proposals for more flexible work patterns.
38	Service	Bridgend	Staff Portal	We currently have within our team a Team Clerk who deals with initial queries, sends out routine correspondence, and coordinates responses for Licensing and provides responses to Land Search enquiries. They also act as a liaison between officers and the Call Centre. This frees up officers to carry out duties commensurate with their roles. In view of this I would be opposed to the complete centralisation of the administration support.
39	ICT	Bridgend	Staff Portal	I feel that it is important for ICT systems to develop in a timely manner to support the delivery of the service. In Bridgend we are moving toward paperless working and a considerable amount of data has been scanned and link to existing databases. Staffs have voiced concerns, including myself, of the impact this would have if this data was not readily accessible.
40	ICT	Bridgend	Staff Portal	The report acknowledges the need for additional training; my concern is how we will continue to deliver the service with reduced numbers whilst training is ongoing. Also there will be an increased demand on staff to mentor newly trained staff.
41	Training	Bridgend	Staff Portal	Clear information needs to be provided with regard to what is actually meant by a TUPE like transfer and what it means for Individual staff members.

42	HR	Bridgend	Staff Portal	The report makes reference to not only a reduction in staffing levels but also a change in role/working arrangements, and a net movement from professional and technical roles with implications for grading levels and terms and conditions. Obviously it is statements such as these which cause the greatest anxiety for staff and further detailed information provided in a timely manner would be desirable. However I do appreciate this may not be possible until we have entered formal consultation.
43	HR	Bridgend	Staff Portal	Information will be required with regard to what provision will be made for staff that are part time or work reduced hours.
44	HR	Bridgend	Staff Portal	Information will be needed with regard to the terms and conditions of the host authority and how this differs from existing terms and conditions for staff. For example details of flexi scheme, expenses payments and date staff are to be paid on
55	Service	Vale	Staff Portal	I have the following comments regarding the proposed collaboration and thank you for taking on board my comment regarding length of notice for meetings. I would also like to say that in the current climate things cannot stay the same and fully support the need for change but feel it needs to be done with the involvement of staff and members. I attended both committees and felt at times that the members were being railroad to make a decision on something that they had little time to study. It would have also been beneficial if a member of staff would have been allowed to speak to the committee about how the changed service would differ from the service provided now. I felt it needed to be made clear that only statutory functions will be carried out.
56	Service	Vale	Staff Portal	In the proposed structure Atkins are proposing an income generating team I would be interested to see where this income is going to come from as licensing can only recover the cost of what the licence costs to administer and no more. Our pest control service is already being undercut by private companies so can't see where an income would be generated here. There is also a conflict of interest issue if we took on contract for food businesses.
57	Project	Vale	Staff Portal	As we are all going to come under one human resources team it would also make sense to use one legal team instead of 3 to prevent conflicting advice. Our team has a member of staff who works both for Cardiff and the vale and is currently having problems in that our legal team ask for certain conditions or criteria where Cardiff legal team don't. This is confusing for landlords who have properties in both areas.
58	Service	Vale	Staff Portal	It is essential that members and also the service users are aware that there will be implications regarding the service that they get at the moment and the service they will be getting. I think it should be made clear to everyone that only statutory functions will be carried out.

59	Project	Vale	Staff Portal	Still differences in way authorities are being treated Cardiff have until 5th Sept to make comments but we have until 22nd august. The reason given is more staff in Cardiff. The aim of this is to provide one service but we are being treated differently. We should all be given the same documents at the same time and have the same timescales to respond i.e. an level playing field.
60	Project	Vale	Staff Portal	Staff morale is already low so it doesn't help when the leader of the council , who is one of the driving forces behind the collabration is quoted as saying a merger with Cardiff not necessary, affordable or required at this time South Wales Echo 24/7/14 in response to the Williams Report.
51	Service	Bridgend	Staff Portal	My view is that organising the structure in this way could potentially result in everything being lumped into Neighbourhood Services as it all impacts on the residential community – e.g. customers of food businesses. I have no real issues with Consumer Protection being in Neighbourhood Services but think that this, for a member of the public, would not seem a logical place to look for them. The traditional split between Neighbourhood/Domestic and Commercial Services has been made where the actual issue is which is easier to do than splitting it based on where you think it has the most impact (which will turn up lots of grey areas) and easier for the public to understand (consumer advice, dealing with a business, Commercial Services).
52	Service	Bridgend	Staff Portal	The other point that I hope is an error is that the presentation advised us that Neighbourhood Services now includes Consumer Protection/Safeguarding Issues. However, the indicative structure that appeared later in the presentation did not seem to take account of this with regards to the number of posts (which remained at 18 Neighbourhood Services Officers and 12 Technical Officers/ Licensing Officer 2 and Enforcement Officer 10).

53	Service	Bridgend	Staff Portal	<p>1. I accept that we are in difficult times and there is a need for change. In your own words ‘something has to be done’. However, I am not convinced we have adequately explored all options (particularly the ‘Change Only’ option).</p> <p>2. I do have concerns regarding service delivery across what are very different local authority areas. I feel that services are best delivered locally in a flexible manner and this principle should be considered when planning service delivery under the new structure.</p> <p>3. I have my doubts as to the quality and validity of the content of the Atkins Report. I am not going to dwell on this but feel I must raise my concerns. There are a lot of mistakes and much unnecessary information which does a good job of clouding the important stuff. The report was difficult for me to analyse even though I have a clear understanding of ‘what we do’. The report sometimes appears one sided, for example – It gives advantages of operating the service as a ‘multi-skilled team’ but does not make any references to the disadvantages.</p> <p>4. Although certain areas can be grouped within ‘generalist’ a lot of areas within both EH and TS require specialists. Something to consider further down the line is how we will maintain certain specialisms within ‘generalist’ teams e.g. possibly attaching a ‘lead role’ to each of the new Officers job descriptions to encourage officers to be both – a generalist AND a specialist (e.g. lead roles for Public health, Caravan Sites, HMO’s etc.). This will ensure that we can get the best of both worlds and that officers will know where they can go for specialist advice – this is even more important when you consider the removal of ‘Senior Officer’ posts. This will enable single people to represent the organisation at the various forums/meetings etc. and be responsible for disseminating information regarding the specialisms throughout the organisation.</p> <p>5. The Collaborate and Change Model seems to be recommended purely on financial savings. There is no mention of the quality of service. The structure appears to be based on what we can afford, not what we will need to deliver or what the Public/Councillors would like us to provide but maybe the built in flexibility will allow for this.</p>
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54	Service	Bridgend	Staff Portal	<p>6. I have reservations as to the investigation and use of new income streams – The report was produced by private contractors who often have the infrastructure, resources and skills to exploit new income streams. Local Authorities have never been very good at this and I am not sure that any form of work could be counted on to generate 'income' for the new service as we will still be working with the constraints/morals/obligations of a Local Authority.</p> <p>7. I am concerned that in the proposed model it is highly likely that members of the public will have to pay for all Pest Control including Rats. A service which I believe should be provided free of charge.</p> <p>8. Many of the recommendations within the Report are already in place within Bridgend as we have adapted over the years to provide a more efficient service.</p> <p>9. The only way the proposed model will work is if we have the infrastructure in place, particularly in relation to I.T. I know that this is something that is being closely looked at but Local Authorities rarely appear to get the IT 'right' for working in a modern/mobile way. If we are tied to LA (the Vale?) for IT support and provision this could dramatically hold the project back.</p>
61	HR	Vale	Staff Portal	<p>Over the last 2-3 years when posts have become vacant in certain areas of public protection the majority of posts have either not been filled or have been filled with either agency staff or staff on temporary contracts the reasoning behind this I believe was to try to provide some security for permanent members of staff. Whilst the Vale has done this I am lead to believe that the other authorities have appointed staff on permanent contracts. It seems unfair that staff who have worked hard to maintain a service may end up without a job due to the inconsistencies of recruitment between the authorities. I would remind you that at one of the committee meetings members commented on the excellence of the service provided by the public protection department.</p>
106	Project	Vale	Staff Briefing	It would be useful to gather similar posts across the three authorities in workshops
107	Project	Vale	Staff Briefing	14 months is a long time to wait, which will impact staff morale.
45		Vale	Non Union Staff Scrutiny Questions	<p>It is obvious that the conclusion and recommendations of The Atkins Report are that the 'Collaboration and Change' option should be actioned.</p> <p>However in light of the Williams Report, that when implemented will result in significant change, would it not be prudent to note the Financial Appraisal at 4.3.7 (p.7 of Appendix B) that states;</p> <p>'The collaborate only option provides the greatest return on investment over a 5 year period.....'</p> <p>As in 5 years' time the Williams Report may have been, or be in the process of being implemented.</p>

46	ICT	Vale	Non Union Staff Scrutiny Questions	If the Councils pursue 'Collaboration and Change' the investment that is proposed are costs that are disproportionately used to pay redundancies, paying for job losses is hardly an investment, and IT costs. The IT costs in 2014/15 are £530k, an in 2015/16 are £317, and in a bid to form a mobile, peripatetic, workforce there are additional homeworking costs of £242k. IT and homeworking alone for 2014-2016 is £1089.364k. Is heavy investment in IT, which has a track record of failure, the NHS and BBC just 2 very notable failed organisations in terms of IT, such a wise investment?
47	Finance	Vale	Non Union Staff Scrutiny Questions	Also noting even if a large number of staff utilise mobile working will the Vale Council still be left with the eye-watering indirect costs, and commitments to buildings, to be found on p.12 of Appendix B. The actual indirect costs in table 4.5.4 show Vale buildings cost two and half that of Bridgend and HR in the Vale is over four and half times that of Bridgend!
48	Finance	Vale	Non Union Staff Scrutiny Questions	With regard to the Supplementary Appendix B the vast collection of tables and figures are mind boggling to say the least.
49	HR	Vale	Non Union Staff Scrutiny Questions	However 'Staff to Transfer Totals as at 08.07.14 (p.26) proves interesting reading and poses puzzling questions. Why are the 'In Scope Posts to Transfer' so variable, as in percentage of existing posts that exist now compared to percentage of posts that will for better words go over into any potential structure; Bridgend 93.5% Cardiff 82.4% Vale 77% It appears that Vale staff, and subsequently service provision, take a disproportionate 'hit' in terms of job losses a situation fuelled by a disproportionate number of vacant and temporary posts, a position due in large part by long term post freezes and the utilisation of temporary contracts. The practice of not filling posts, or if it does occur then on a temporary basis, has gone on in the Vale whilst other authorities, such as Cardiff Trading Standards Dept., have created and filled permanent posts.
50	Project	Vale	Non Union Staff Scrutiny Questions	Above are just a few issues and facts extracted in extremely limited time from a lengthy, complex and contradictory Report that totals 319 pages.

62	Service	Vale	Non Union Staff Scrutiny Questions	The costly Atkins Report in general is inaccurate and far from self-explanatory, for example at p.131 it is stated, under the 'Model for Collaboration.....' that there are 9.5 FTE Pollution staff, at its maximum the number of staff in Pollution has been 6 FTE to cover all aspects of noise, contaminated land, planning consultations, water quality, licensing consultations, nuisance and air quality. No explanation, breakdown, has been given on how this figure of 9.5 FTE has been calculated and reached.
63	Service	Vale	Non Union Staff Scrutiny Questions	At p.202 the Atkins Report 'Vale of Glamorgan Current Establishment' states that the Pollution Team consists of the following: Team Leader – accurate but post is empty and frozen Pollution Officer- this is not accurate there has not been a Pollution Officer in the team for some time. EHO (consultation)- the term consultation bears no meaning and had no relevance to the work being done in general by the Team. Currently the team consists of 2 EHOs, that have been in post sometime, a temporary technical officer and an agency EHO. A team of 2 permanent staff and 2 temporary staff when in 2005 the team was 6 with a seasonal addition of 1, a total of 7. Above are just two brief examples of the inaccuracies and inconsistencies to be found throughout the Atkins Report
64	HR	Vale	Non Union Staff Scrutiny Questions	We accept the need to change to meet the challenges of the financial cuts being placed on the Council , but there is concern that proposal are be push through without the opportunity for proper consultation with staff who will be significantly affected by the proposal.
65	HR	Vale	Non Union Staff Scrutiny Questions	While some but not all managers and frontline staff were involved with several consultation meetings with the consultants these did not give staff sufficient time to properly review the options and there was a general feeling that much of the decisions about the structure and nature of new regional regulatory service was already decided. Since these meeting the staff have had seen little no detailed information about the proposed structure. A recent staff meeting was held on the 14 July 2014 when the update was provided were the only additional information provided was the amended timescale for the proposal
66	Project	Vale	Non Union Staff Scrutiny Questions	The full report consists of some 319 pages was not released to staff until the 10am on the Thursday, 17th July 2014 and told that any comments for Scrutiny Committee must be submitted by 9am on the Monday the 21st July 2014. While this has now been extended the to the 4.00pm this insufficient time allow for proper and thorough comments by front line staff and managers.

67	Service	Vale	Non Union Staff Scrutiny Questions	<p>The report clearly states that there will be a reduction in the number of staff to reduce costs, but further costs will be saved by shifting the balance of tasks by professional officers to technical officers. This proposal raises a number of concerns:</p> <p>a) This reduction in numbers of professional officers combined with greater reliance of technical officer will clearly impact standard and quality of the service provided.</p> <p>b) As the proposed structure will significantly reduce the number of professional officer compared to those currently employed would professional officer be required or have no alternative other than redundancy to accept technical officer positions ?</p> <p>c) Would Commercial Services Officer and Neighbourhood Services Officer be required to 'supervise' the technical officer positions ?</p> <p>d) Cross training for non-professional staff would according to the report (page 191) be carried out in house with no allowance for costs. The time and internal resources required to undertake such training will clearly impact on the delivery of the service.</p>
68	Service	Vale	Non Union Staff Scrutiny Questions	<p>e) In the long term the proposed structure would affect Recruitment and retention. Employees are likely to become de-motivated which could lead to a loss of expertise as experienced officers seek employment elsewhere. There would be an increase in staff turnover leading to a need for increased training and supervision of new recruits. This would put a strain on existing resources and result in reduced efficiency.</p> <p>f) Overall there is concern that the proposal will also lead to de-skilling of teams that could result in the level of service provided to residents and businesses being decreased and will ultimately put the public at greater risk.</p>

69	Service	Vale	Non Union Staff Scrutiny Questions	The proposed structure Removes the Environmental Health Officer Title and replace it with Commercial Services officer and Neighbourhood Services Officers. The current EHO post holders are required to be EHORB registered, experienced and competent to carry out a range of complex tasks and duties. The EHO's within the current Housing & Pollution teams are required to be EHORB registered (Environmental Health Officers Registration Board). An Environmental Health Officer is a protected title, and should only be used by those who have attained their EHORB registration, for which you must undertake professional exams, undergo a professional interview and complete a professional training Log Book/Portfolio. (See the following web link for further information relating to this issue http://cieh.org/media/default.aspx?id=44522) . To maintain competency, officers are also required to complete at least 20 hours continual professional development. The current Team as it stands is a highly qualified, competent and conscientious team of officers. Removal of the need for EHO title is in many officers view diluting the profession
70	Service	Vale	Non Union Staff Scrutiny Questions	The report mentioned that technical staff with appropriately qualification can undertake higher risk inspection. How would appropriately qualified officer be determined or defined ? From a Housing Perspective officer is not appropriately qualified if he/she has completed the two day HHSRS certificate. Whilst this provides an understanding of how the HHSRS is implemented it does not provide officers with sufficient knowledge and understanding of risk assessment, housing conditions or the interpretation and implementation of legislation. EHO's receive in-depth and thorough training throughout their training. Utilising non-EHO's to undertake enforcement action increases the risk of inappropriate action being taken which has the potential to leave the authority open to criticism and appeals.
71	Service	Vale	Non Union Staff Scrutiny Questions	Page 80 (Atkins Report) mentions that the out of hours service in relation to noise and that the current out of hours service in Cardiff and Bridgend be reduced and provided by a more flexible working arrangements rather than overtime payment. Such flexible working arrangement would also then disproportionate impact on the availability of officers for Housing Services particularly in the peak period for noise nuisance during the summer months.
72	Service	Vale	Non Union Staff Scrutiny Questions	The amended structure in Appendix B Page 40 when compared to Appendix F - page 130 show a further reduction in the number of officers with four less officers in Neighbourhood Service Team and other changes have also been made to the proposed structure without any explanation.

73	Service	Vale	Non Union Staff Scrutiny Questions	Having regard to the further cuts in front line services, Do we need two education and training officers or public health officer? Can four contaminated land/ Specialist Service Technical officers be justified? Would the staff be better off in front line services ?
74	Finance	Vale	Non Union Staff Scrutiny Questions	Appendix B page 12 details the indirect costs. These needs to be looked as some of the charges are significant especially in respect of Human resource, contact centre, council buildings, finance, legal when compared with Bridgend
75	Finance	Vale	Non Union Staff Scrutiny Questions	In light of the Williams Commission Report would collaboration rather than change and collaboration be more appropriate as in 5 years' time if the commission's recommendations are implement the Council's might be part of larger re-organisation so the projections for the longer term saving would be incorrect. There is no updated cost provided for the other options to allow direct comparisons
76	Service	Vale	Non Union Staff Scrutiny Questions	In addition to these above comments detailed below are corrections and comments where we believe information is missing or is incorrect: Page 9 (Atkins) – Housing and Pollution have been grouped together implying that we operate as one team while they are under the same principal officer they operate a two separate teams with two team leader. Page 63 – Activity based costing analysis the figure showed a higher proportion of officer time in noise and private sector housing was sent on casework, It is suggested that higher case work time (and therefore costs) in these area could be reduced by process redesign and flexible and mobile working. The specific and complex nature of Housing assessment and noise assessment result in greater degree of casework, whether this work is carried out while on site or at different hours would not significantly reduced the time taken to complete the case work.
77	Service	Vale	Non Union Staff Scrutiny Questions	Page 12(Atkins Report) – states that areas of highest demand should be prioritised. There is no mention of housing so does this mean that housing is not a priority? 2. In several sections of the report there is little mention of housing related services. In particular, general housing complaints/ service requests are not detailed. See pages 27 & 60 of the Atkins report. There is a general lack of detail in relation to housing services throughout the report.

78	Service	Vale	Non Union Staff Scrutiny Questions	Page 60 (Atkins Report) other than house in multiple occupation no other reference to housing, public health, housing, caravan sites or any other duties that we provide as current housing team and therefore doesn't reflect the role that we carry out.
79	Service	Vale	Non Union Staff Scrutiny Questions	Page 80 (Atkins Report) reference to Housing and Environmental Protection within Neighbourhood Services. This section makes reference to Environment Protection issues such as noise, etc., but no mention real mention of Housing related services such as provision for licencing of hmos or caravan sites. This section also mentions reducing revisits, but these are essential for us to monitor that the works have been done and allow for further enforcement.
80	Service	Vale	Non Union Staff Scrutiny Questions	Page 86 (Atkins Report) Administration it is noted that no mention is made of the need for Administrative support of Housing Service
81	Service	Vale	Non Union Staff Scrutiny Questions	Page 122 (Atkins Report) relates to current service provision. It is stated that we carry out empty homes enforcement. We also deal with reactive complaints; we proactively identify empty homes and risk assess them in addition to taking enforcement action and carrying out work in default. There is no mention that we do additional HMO licencing.
82	Service	Vale	Non Union Staff Scrutiny Questions	7. Appendix H Risk Matrix of Principal Areas of Regulation there is missing information and corrections – a. Page 148 Private Water supply regulations 2000 and reportable to DWI b. Page 153 need to add Bathing Water under legislation -Revised Bathing water directive Requirements - Keep up to date register of resorts, signage& notifications, reportable to NRW c. Page 154 – include Public Health Funerals d. licencing of residential caravan site this is important as we are now under duty to inspect. e. Disable Facilities Grants & Other Grants included when these functions are outside the scope of the proposed service. f. Holiday & Residential Caravan Sites licencing needs to be added, particular as new statutory duty for residential sites under Mobile Homes (Wales) Act. g. Private Rented sector Harassment & illegal eviction investigation needs to be included as this is undertaken by all three Council's

83	Service	Vale	Non Union Staff Scrutiny Questions	Appendix M staff structure is wrong or missing posts - Page 202 - not included Team Leader (Environment Health Housing) 0.5 Housing & 0.5 Pest Control, Pollution & Housing EHO (Consultation) should just say EHO and Pollution Officer should also be EHO.
84	Service	Vale	Non Union Staff Scrutiny Questions	Appendix B staff establishment structure wrong or missing posts – Page 33 not showing vacant posts against Team Leader Pollution Control officer, Principal Housing & Pollution Officer post missing, Two of the EHO posts in Housing & Pollution are Pollution only officers, Senior Occupational Therapist & Senior Support Officer in Housing & Pollution are part of services outside the scope of the proposal.
85	Project	Vale	Non Union Staff Scrutiny Questions	Given the enormity of the proposals contained within the Report, it is wholly unsatisfactory and unreasonable to allow staff, Elected Members and the public so little time for consideration of the contents prior to its presentation at Committee.
86	Service	Vale	Non Union Staff Scrutiny Questions	We believe that the Report falls well short of making a sound case for ‘collaboration and change’, and is deficient and flawed in that it; Lacks in detail Is based on assumption and guesswork rather than well founded research and evidence Contains inaccuracies and mis-representation Demonstrates a poor understanding of the practical and technical details of the services provided Is littered with factual and grammatical errors (a non-exhaustive list attached at Appendix A).
87	HR	Vale	Non Union Staff Scrutiny Questions	Despite being largely kept in the dark, Staff have engaged the process when they have had the opportunity to do so. If the case for this change is strong and justifiable why try and rush it through without proper consideration and consultation Staff have valuable input, particularly in regard to the provision of frontline services, and the process could be enhanced by their contribution.
88	Service	Vale	Non Union Staff Scrutiny Questions	Vale ongoing savings of £316000. This could be achieved without the upheaval and cost of wholesale re-organisation involved in collaboration.

89	Service	Vale	Non Union Staff Scrutiny Questions	Com Rep – point 81 ‘a net movement from professional to technical roles’ The authors of the Report are not fully conversant with the requirements (both practical and legal) of the Service. In VOG we already operate with the bare minimum of professionally qualified staff. This ‘dumbing down’ can, in no way enhance the Service, it is a blatant example of saving money at all costs. It does not concur with the stated aim of improving services. i.e. a; ‘secure, sustainable and efficient service with improved customer experience and enhanced satisfaction’
90	Service	Vale	Non Union Staff Scrutiny Questions	Page 11 Report – In relation to Cardiff Dogs Home ‘The potential to make greater use of volunteers should be explored.’ Does this suggest an improved service, or a full understanding of the work carried out by this Service
91	Service	Vale	Non Union Staff Scrutiny Questions	Page 12 Report – Regulatory Services policies at Bridgend, Cardiff and Vale of Glamorgan Councils should be reviewed and standardised as appropriate whilst taking into account local circumstances.
92	Service	Vale	Non Union Staff Scrutiny Questions	Bridgend, Cardiff and Vale of Glamorgan Councils should consider standardising their fees and charges. Consideration for example the taxi trade fees where Vale of Glamorgan Taxi trade would be required to pay higher fees in line with Cardiff. Also the impact on their vehicles consideration of requiring vehicles to be re-sprayed, the impact on customers is enormous due to standardising conditions policies etc.
93	Project	Vale	Non Union Staff Scrutiny Questions	These are huge tasks involving legal requirements, consultation processes, adoption of bylaws etc. The timescale for this is not realistic or achievable.
96	HR	Bridgend	Trade Union	Unison is concerned at the current time frame being implemented in order to afford staff adequate time to digest, analyse and interrogate the huge amount of information provided. That’s to say that staff have had access to this information on 17th July and the same concern would apply to scrutiny. There is a mass of information here
97	Service	Bridgend	Trade Union	Page 14 point 50 of the first report points to an increase in income from an increase in harmonisation of charges, acquisition of external grant funding and other generating opportunities. However these have not currently been secured and will need actively pursuing and close monitoring.
98	Finance	Bridgend	Trade Union	Page 14 point 52 savings on indirect costs have not been quantified

99	HR	Bridgend	Trade Union	Page 15 point 55 'There will also be an element of TUPE protection going forward for staff and similarly on page 19 point 74 it refers to 'TUPE like' process. This causes considerable concern and I'm unable to identify anywhere in the report what process will be utilised to transfer to staff.
100	HR	Bridgend	Trade Union	Page 17 point 63 it refers to the fact that the Vale of Glamorgan Council will incur an estimated cost of £180k reflecting the policy to protect the salaries of adversely affected employees for 1 year which could lead to equal pay claims
101	Service	Bridgend	Trade Union	Page 20 point 83 states that 'where possible the assimilation of staff into positions congruent with their existing status and grade' but that does not sit well with the content of point 81 which refers 'a net movement from professional to technical roles'
102	Service	Bridgend	Trade Union	Page 82 2nd para refers to Business Compliance Officers reducing the burden on business when the expectation would be for these to refer on matters to professionally qualified staff who would have the competency to deal with such matters.
103	Service	Bridgend	Trade Union	Page 130 details the proposed model for collaboration and change across the 3 local authorities you have listed 5 Commercial services Team Leaders, 24 Commercial Services Officers, 35 Commercial Services Technical Officers and 12 Business Compliance Officers however if you contrast this with appendix B page 40, the updated structure you have listed 4 Commercial Service Team Leaders, 18 Commercial Services Officers, 28 Commercial Services Technical Officers. A significant reduction from 71 to 50 staff in one essential team. The Business Compliance Officer are no longer listed.
104	Service	Bridgend	Trade Union	Page 171 and 176 App I details the job descriptions and personal specifications for the Chief Officer, Regulatory Services and for the Service Manager, both new posts but not for the Neighbourhood Services Officer, Neighbourhood Services Technical Officer, Commercial Services Officer, Commercial Services Technical Officer, Business Compliance Officer, Primary/Home Authority Officer etc
105	Project	Bridgend	Trade Union	Where would the William Commission sit alongside this for Bridgend. The White Paper recently published by WG is not helpful and it seems that a final determination on where Bridgend will sit won't be made until early 2015 prompting fears that this set of staff would be subject to 2 sets of reorganisation within a relatively short period of time. Staff are not wholeheartedly resistant to change and acknowledge that change is required but that there are significant differences between the original Atkins report and information contained with Appendix B and there is a dearth of information relating to due process as to how staffing matters will be addressed.

94	Governanc	Vale	Non Union Staff Scrutiny Questions	Page 65 Report 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. How will that work? Admin staff also deal with policy all the time – and counter services.
95	Governanc	Vale	Non Union Staff Scrutiny Questions	Page 66 Report 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. How long do they think that will take?
121	ICT	Bridgend	Staff Portal	One of the critical points most likely to fail, with widespread affects across Public Protection in Bridgend, are the reductions in the support resources for ICT and business support. They are already in poor shape with little or no extra resources for development. This position is unsustainable and likely to result in system failure with little capacity to manage the recovery.
122	Service	Bridgend	Staff Portal	If developed in the right way, using the expertise already present across all three authorities, can provide an alternative with the scope to maintain and improve service delivery, provide greater resilience, offer a better chance to retain employment than by standing alone and, the main thrust of the Atkins report, achieve the cost reductions expected of us. To stand alone and deal with the cuts in budget is seductive as we would be in control of the process and it would be over, or at least this round would be, quickly. With, in excess of 85% of the budget on staff salaries, there is little to be saved on non-staffing costs. In such a small department, a voluntary cut of some description, be it time or wages, across the board would not achieve the savings we are required to make. It would still result in service reductions, lack of administrative support and depends on the premise that all staff members are able, or willing to, sustain the financial loss.
123	Service	Bridgend	Staff Portal	However, the collaboration project is not without its problems not least the overwhelming devotion in the Atkins report to cost savings. This skewed focus is counter to the original aims we had set for collaboration. Cost is a major consideration but not at the expense of the benefits of service improvement, increased resilience and more efficient working. The emphasis on cost indicates a lack of understanding of the importance of the service terms of protecting the public from risk.

124	Service	Bridgend	Staff Portal	Whilst the detail of the Worcestershire project may not be directly comparable to the Cardiff, Bridgend and Vale's, if cost is the only consideration the service will decline, arguably as much if not more than that would be the case in a standalone situation. With all of our best intentions as managers, the financial future is largely out of our control and the Worcestershire project experienced a disconnection from member interest as the service was perceived as being more remote. That said, this is the opportunity for us to influence the way in which collaboration is implemented on the understanding that, whilst the general principles and structure form the basis of the final operational model, the detail will be resolved using the feedback from staff.
125	Service	Bridgend	Staff Portal	The Atkins report's failure to fully grasp the work and the culture of public protection can be understood, given the amount of time Atkins had to assimilate the information in an area of work unfamiliar to the Atkins team. It was, however, apparent throughout the staff engagement exercises in 2013 that that misunderstanding persisted and has found its way through into the report. This in itself is not an issue if the intention is, now that the report belongs to the collaboration group, to regain the balance of emphasis using the expertise of all tiers of management to form the final structure. It was unfortunate that the consultant EHO used by Atkins was somewhat out of touch with current EH service delivery generally and in particular with regard to the Welsh EH scene. Environmental Health delivery in Wales differs structurally and legislatively from that in England. The case study for Great Yarmouth (Appendix A, p.136) as an example is particularly unsuitable in a Welsh context. It was clearly underperforming in food safety as evidenced by a critical FSA audit
126	Service	Bridgend	Staff Portal	The use of case studies illustrating the experiences of other local authorities is useful and has been considered by the project team. The setting up of Worcestershire Regulatory Services (WRS) is of particular interest as it involves the creation of a joint regulatory service similar to that proposed for us.

127	ICT	Bridgend	Staff Portal	In the Scrutiny Report the primary concern was over “the considerable difficulties [...] encountered” with the setting up of a single ICT system. Having mentioned above the risks posed by reducing ICT/business support, were we to stay as we are, the risk posed by failing to provide sufficient resources for ICT could prove catastrophic. Particularly when considering the reliance on agile working and the need for ICT systems that work and do not get in the way. In the WRS case, the project involved the merging of the data from twenty different systems and would have been of a greater magnitude of difficulty than that confronting our three partner authorities who are at least using the same system (WRS STG p.15). That is in no way suggesting that the task of rationalising our ICT systems will not be difficult, it will need careful consideration, adequate resources, planning and implementation. In fact, it seems to me that the implementation of the collaboration project will be extremely difficult to achieve without additional support, and not just for ICT, in the transitional phase.
128	HR	Bridgend	Staff Portal	It would be helpful if, at some point during the first consultation phase, these could be explained together with an indication of the level of confidence placed in them.
129	Service	Bridgend	Staff Portal	The assumption that TS and EH officers can replicate each other’s work is an oversimplification of the professional roles and raises another issue which may outwardly seem trivial but strikes at the heart of the collective identities we have in regulatory services. If the intention is to take professional staff with us, on what is a challenging project by any standards, why propose the creation of a generic regulatory services officer without any professional identity. From a staff morale point of view, this is a big misstep, but of far greater importance is the loss of two ‘brand names’ that have been familiar to the public for decades and clearly attached to the respective roles. The professional titles must exist as all or part of individual job titles and must figure in the branding of the new service. To my mind this point is not negotiable and reflects the view of all of the EHOs I have spoken to, inside and outside of BCBC.
130	Service	Bridgend	Staff Portal	On an operational point, the roles and capabilities of officers are determined by their specific experience and qualifications, in some cases these are prescribed by external agencies. This is formulated in our authorisation of officers procedure which will only allow suitably qualified and experienced officers to carry out certain functions. This would prove an obstacle to the idea that all roles can be filled by generic officers. There are other areas where we already utilise the breadth of experience staff have acquired and, where we can, this already has shown to be of benefit.
131	Service	Bridgend	Staff Portal	Staff numbers have been presented in the structure and, whilst it is understood that the numbers presented are open to further consultation, it is felt that they may be too few in some areas to deliver even minimum service delivery standards.

132	HR	Bridgend	Staff Portal	There is further reliance placed on the number of staff members taking VS or VER on the assumption that these staff members will take the offer. These latter figures are very difficult to gauge and would have direct consequences on the number of compulsory redundancies. The likelihood of staff opting for redundancy is does not appear great as the demand for qualified public protection staff is diminishing elsewhere for the reasons mentioned above, the opportunities within the professions are just not there.
133	HR	Bridgend	Staff Portal	There is a great deal of confusion over the arrangements for TUPE protection where it applies. Granted that the situation is very complex and will depend on the circumstances at an individual level, it is, nonetheless, the cause of a great deal of staff concern
134	HR	Bridgend	Staff Portal	I am worried that, whilst we in Bridgend are, for the time being, excluded from the local round of budget cuts pending the outcome of the project, the urge to drive it through to avoid being penalised twice is reducing the amount of time needed for meaningful consultation with staff. My support for the project rests heavily on the expectation that not only will staff involvement have a real influence on the final model but that they will be given sufficient time not just for consultation but also for negotiation. The expertise to make this work is inbuilt, the staff have that expertise, but it depends on a level of staff engagement that could be undermined by the feeling that it is all cut and dried or that there is insufficient time for consideration of the options
135	Project	Bridgend	Staff Portal	It seems perverse that a project part funded by Welsh Government would, within a short period, be dismantled to satisfy the Williams recommendations. Any kind of assurance from a reputable government source would allay these fears.
137	Service	Bridgend	Trade Union	There are concerns with regards to the number of THO's to EHO's in the structure.
138	Service	Bridgend	Trade Union	Concerns have been raised regarding how the Atkins report outlines how easy it would be to retrain someone to do a dual role and the cost and time it would take.
139	Service	Bridgend	Staff Portal	Collaboration is a good step forward ad an Administration Team of some kind will be needed. Consideration needs to be made in keeping Team Clerks. They provide a first class front line service and support to all teams. They must be recognised as part of teams in this way forward. Their input is a vital addition to the department.



Bridgend County Borough Council Branch

This is a collective response from the GMB Union and its members from Bridgend County Borough Council to the recent report presented In July 2014 on the proposal to Regionalise Regulatory Services by way of collaboration between Bridgend County Borough Council, Cardiff City Council and the Vale of Glamorgan Council.

The response includes a general consensus from all GMB members affected by the proposal and some individual and Team comments and concerns which have been submitted and shared by individuals throughout the process, all supported by the GMB branch within Bridgend, which itself as a union has added further information in relation to another collaboration project currently running in England.

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Collective response;

“GMB members within Bridgend Public Protection Department support the concept of ‘collaboration’ but object to the current proposals as detailed within the Atkins Report.

The current proposals are based on a single report that is fundamentally flawed. The document is of poor quality and fails to look at all the alternatives to ensure a cost effective and efficient service. It contains numerous errors and is based on flawed assumptions exhibiting a lack of understanding regarding regulatory services and local authorities as a whole.

Responses from staff via the consultation process must be considered and acted upon to amend the proposals to ensure that when we arrive at the final organisation/structure, it is fit for purpose.

Further concerns include:

1. The proposals do not fit in with those outlined in the Williams Report.
2. The goalposts appear to have changed from the original proposals to enhance service provision and increase resilience to that of just saving money.

3. Concerns that there are different demands on the services of Public Protection within a city when compared to a rural/smaller urban authority and that the proposals may result in difficulties when trying to deliver services locally within Bridgend. The loss of identity for a local service may fail to meet customer and client demands.

4. Concerns that the staffing levels within the proposed structure may be insufficient to deliver an effective service. Any further future reductions in staffing levels will result in an inability to protect Public Health within Bridgend.

5. 'Environmental Health' and 'Trading Standards' are long standing professional services that are well known to the public and businesses (our client base). They are supported by specific qualifications and professional organisations and are titles that must remain within the proposed structure."

Individual Employee and Team Comments;

Employee Response No.1

Whilst it is recognised that under current financial constraints there is a need to cut the costs of the Service, I am greatly concerned that this is the main focus of the report and that little consideration has been given to the maintenance of quality of service and customer satisfaction. It should be highlighted that the current Regulatory Services of Bridgend is not only held in high regard but demonstrating improved performance year on year, so it is not comparable to the examples of case studies presented.

The figures presented in the Economic Case appear to be flawed with inaccuracies and I would question “Collaborate and Change” being identified as the best option when it jeopardises the largest number of employees, requires the biggest investment that far outweighs the collaborative grant monies available, and completely alters the structure, with little consideration as to the needs of the Service. Due to this, there is no doubt that this option poses the greatest risk, exacerbated not only by the failure to provide detail on how the service will successfully operate, but also by it not following the footprint of the Williams Report.

It would appear that the most sensible option would be to initially commit to “Collaborate Only”. This would permit the identification of best practice to inform standardised services and potential restructure, maintaining the support of staff and ensuring a good service.

Points for Consideration

4. Business Case

- Tables on pages 5-7 of Appendix B are not comparable due to illustrating a different time frame ie. “Collaborate and Change” details figures from 2014-19 and “Change Only” and “Collaborate only” detail 2015-20.
- Costs for “Bridgend Change Only” have been over estimated eg. Costs of £140,000 for project management have been included which are the same costs that have been included for “Collaborate and Change” (Appendix K report).
- Why are travel costs included in cash inflow and not cash outflow?
- The FTE savings have contributed to the largest proportion of the cash inflow but there is no detail as to how these have been calculated?
- The descriptor for “Collaborate and Change” model highlights that the “total cash inflows significantly outweigh the total cash outflows. This is as a result of the reduced number of staff in the proposed structure compared to the current staffing levels”. Is this the best option when considering service provision?
- The “Collaborate Only” option provides the greatest return on investment over 5 years as detailed in the financial appraisal at 4.3.7. In this financial climate should the Local Authority be taking a riskier option?

5. Target Operating Plan

General Service Delivery

- The formation of Neighbourhood Services and Commercial Services (5.8.1 Service Model Appendix A Atkins Report) is a logical move that reflects the disciplines currently in place. However, I am concerned that

the additional creation of Enterprise and Specialist Services will require the depletion of expertise from the other two services that would be better utilised within them and ensure that matters are more effectively dealt with for customer satisfaction. For example the investigation of contaminated land will undoubtedly impinge on Neighbourhood and its integration within this Service will ensure the quicker resolution to complaints received and the need to fulfil the role of Primary Authority will require expertise in food.

- It would be more appropriate for the performance management of each Service to sit within them rather than in Enterprise and Specialist Services (5.8.1 Service Model Appendix A Atkins Report). Performance management is the key to identification of needs for service. This important method of review permits each manager to ensure a continual drive to improve service and is best located close within their control.
- Enterprise and Specialist Services includes Legal Support despite the fact that it has been identified for the need of legal decisions to remain within the participating Councils (page 44 Atkins Report)?
- I would question the appropriateness of investing monies into a Business Development Team. I see no issue in identifying appropriate charges to be made, but I cannot see the expenditure of employing a team of people being popular with the electorate at the expense of other services.
- Licensing is inappropriately placed in Neighbourhood Services due to it relating in the main to commercial premises (5.8.1 Service Model Appendix A Atkins Report). I would also question the reasoning behind having only two teams of Licensing yet identifying the need to maintain individual licensing committees for each Authority.

- The report provides no detail as to where Services will be based or if indeed any accommodation is to be provided. However, in relation to the proposal to have a central administration unit, it should be noted that managers attending the workshops identified that administration linked to each Service was more productive. This appears to be as such, due to staff having a greater sense of purpose. It was also noted that administrative operatives linked to a team had better knowledge to be involved in additional tasks including initial contact with customers to ensure team targets were met.

Commercial Services

- I am uncertain why there is a proposal to have 4 teams for inspections and how these will be divided across the area. Will it be in relation to number of premises to be inspected or based on geographical areas? Will they be based in one location or not?

In the original report a fifth team for “non-retail activity, consumer and business advice beyond routine work associated with visits and possibly Primary and Home Authority” is identified but this is not in the structure of Appendix B in the later supplement. The idea of the fifth team is at odds with the idea of multidisciplinary officers. If the proposal is to have teams based on geographical areas such staff would be better placed within them.

- I think it is a good idea to use multidisciplinary officers for Food Hygiene and Food Standards to ensure compliance with food law. The primary risk associated with the business will determine the officer used. This will permit the reduction of travel costs and reduce the burden on businesses and has been proven to work successfully in other areas. However, the competency requirements and cost of training should not be underestimated.

I do think that to expect food officers to also complete enforcement work in relation to consumer protection and licensing would be a step

too far and burdensome on businesses due to the length of time required to be at their premises.

In relation to health and safety it should be recognised that currently Bridgend and the Vale of Glamorgan only “hazard spot” whilst on a food inspection. It would not be feasible for Health and Safety work identified through consideration of the National Code to be completed at the same time as a food inspection, due to the detail of inspection required. A separate staff resource should be considered for this function.

- I would query where the role of investigation and control of infectious diseases is to sit. There is one Public Health Officer identified within the Enterprise and Specialist Services, but it is not known if this role is in relation to this work and if it is, would not be adequate or appropriately placed to meet service needs.
- I am concerned that the number of field officers within the Commercial Services Team has dropped from 71 to 48 from the original Atkins Report to the supplement with no explanation, validation or consideration to service.
- The proposed increase in the number of lower salaried technical officers and decrease in number of officers is detrimental to the success of the service for the following reasons:
 - a) The numbers of both officers and technical officers appear to be arbitrary with no justification behind them and in particular consideration of service needs.
 - b) The greatest resource of the current service is staff and to remove professional status and drastically downgrade posts will lower staff morale, support and ultimately productivity.
 - c) For the purpose of job evaluation Technical Officers cannot be expected to fulfil the same role as an officer. The potential productivity of technical officers is therefore questionable. There is no purposeful use of visits to complete compliance checks as these

are not a statutory function. Officers inspecting premises need to be capable of following up with appropriate enforcement where necessary to maximise the use of resources.

d) The increase in the number of Technical officers will not meet the reports expectation on page 69, “there will 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”.

- The elements of advice for businesses should be maintained within Commercial Services to ensure continuity and inform risk management.
- The report fails to recognise that lean principles are already being adopted with teams currently managed to ensure that businesses are addressed on a risk basis with appropriate use of alternative enforcement action and that those that are subject to a revisit have failed to meet minimum requirements. Whether service requests and accident investigations should be completed is also determined on a risk basis. Unlike the case studies exemplified within the report none of the services in any of the participating authorities are failing.
- Under the Food Hygiene (Wales) Rating Act 2013 it is a legal requirement for a business to pay a fee of £150 prior to the request being considered.
- Risk Matrix of principle Areas of Regulation at Appendix H of Report fails to identify the need to register and regulate tattooists, electrolysis, body piercing, cosmetic skin pigmentation and acupuncture.

Flexible and Mobile Working

- Consideration of the introduction to more flexible and mobile working is welcomed to address service needs. However, it needs to be ensured that suitable safeguards are put in place to ensure that lines of communication are maintained, there is ease of access to administration and performance management is effective. As a manager I would be

concerned about the move to homeworking for all of the time due to the limited ability to meet the criteria detailed above.

Information and Systems

- I feel that the cost to create a common ICT has been sorely underestimated as has the timeframe in which it can be completed. This was the greatest issue with the formation of the Worcestershire Regulatory Shared Services and after 4 years is still in progress. The need to divert officers to assist in its development resulted in the employment of consultants to cover their work.

Performance Management

- It should be ensured that performance management has the ability to inform and update the service level agreement by providing information for each local authority area as well as across the shared service.

6. Implementation Plan

- It is unclear whether the project team will consist of staff within or additional to the proposed structure. It is suggested that due to the additional work required to implement the plan, consideration should be given to the retention of staff until the implementation plan is complete to ensure service needs are met.
- Lessons learned from the formation of Worcester Shared Regulatory Services should be considered in creating a single identity. These included issues with inaccessibility or knowledge of the service by its customer or client base. Has the cost of implementing a single identity been considered?
- There is no evidence that consideration has been given to the service level agreement being flexible to permit changes in demands of service and available budgets for each local authority, or that a suitable get out clause is included.

Report to Cabinet September 2014

- Fails to adequately present alternative options to “Collaboration and Change” for consideration.
- Fails to state assumptions built into business case when calculating savings (para 7.7).
- Advises will only provide a summary of staff views (para 9.7) – who will draft this?

Equality Impact Assessment

- Engagement with staff has failed to provide detail on how posts will be decided.
- Fails to identify the following negative impacts on staff employed:
 - a) significant number of jobs that are to be downgraded
 - b) removal of professional status
 - c) need to relocate/ home work
 - d) change in terms and conditions
- Fails to consider the impact on employees working part time or reduced hours.

Employee Response N0.2

We have to change. The financial pressures that are affecting all EH departments in Wales will not enable us to continue to work in the way we do currently. This has come about, not because regulatory services are poor, inefficient or unnecessary but because local authority finances are in freefall in an environment where political ideology sees regulation as a burden on business. Most Welsh EH departments, like us, are looking at 25% cuts going in

to 2015/16. A 25% cut in staff would mean for us a loss of 10 to 12 posts along with all of the personal difficulties for those involved. This in turn will cause a collapse of morale for those left to manage the gradual failure of the service, a service that has taken years to bring to its current excellent level of performance and of which, I and my colleagues are justifiably proud. This trend is going to continue through the next two financial years at least and, whether we like it or not, will force us to change radically, not least with the loss of valuable posts and a commensurate increase in risks to the public. The benefits of our work are hard to measure but put simplistically, you know when public protection is working, it is when nothing is going wrong.

For Bridgend, any cut in staffing levels (our primary cost) is detrimental to public protection. Such cuts can be managed by removing resources from lower risk areas of work and extending response times to service requests. These will, in the short term, secure some gains financially but in the longer term, will result in a reduction in our ability to protect the public and increase their dissatisfaction with our service. We will, all the while, be holding our breath waiting for the next incident that propels our work and our staff into the spotlight; a workplace related tragedy, a fire in a HMO, a pollution incident or a food borne outbreak. In addition, underpinning all of that, one of the critical points most likely to fail, with widespread affects across Public Protection in Bridgend, are the reductions in the support resources for ICT and business support. They are already in poor shape with little or no extra resources for development. This position is unsustainable and likely to result in system failure with little capacity to manage the recovery.

Faced with the above, collaboration, if developed in the right way, using the expertise already present across all three authorities, can provide an alternative with the scope to maintain and improve service delivery, provide greater resilience, offer a better chance to retain employment than by standing alone and, the main thrust of the Atkins report, achieve the cost reductions expected of us. To stand alone and deal with the cuts in budget is seductive as we would be in control of the process and it would be over, or at least this round would be, quickly. With, in excess of 85% of the budget on staff salaries, there is little to be saved on non-staffing costs. In such a small department, a voluntary cut of some description, be it time or wages, across

the board would not achieve the savings we are required to make. It would still result in service reductions, lack of administrative support and depends on the premise that all staff members are able, or willing to, sustain the financial loss.

Faced with the above, the Atkins report and its amendments broadly detail an operating model based on data gathered over the last ten months. The main superstructure of the model makes sense and addresses the need to change in order to deliver regulatory services locally together with the benefits mentioned above. However, the collaboration project is not without its problems not least the overwhelming devotion in the Atkins report to cost savings. This skewed focus is counter to the original aims we had set for collaboration. Cost is a major consideration but not at the expense of the benefits of service improvement, increased resilience and more efficient working. The emphasis on cost indicates a lack of understanding of the importance of the service terms of protecting the public from risk.

With reference to my concern regarding the main focus of the Atkins report, the joint Worcestershire Regulatory Services Scrutiny Task Group report said the following:

“More generally and over the life of WRS to date, it appeared to the Task Group that the quest for cost reductions has tended to dominate debate within and between the partner authorities rather than issues of regulatory standards and public protection. Indeed, the Task Group considers finance has been the key driver both for the Management Board and the Joint Committee and has largely come to trump the other objectives that had underpinned the rationale for the shared service in the first place.” (p.20)

Whilst the detail of the Worcestershire project may not be directly comparable to the Cardiff, Bridgend and Vale’s, if cost is the only consideration the service will decline, arguably as much if not more than that would be the case in a standalone situation. With all of our best intentions as managers, the financial future is largely out of our control and the Worcestershire project experienced a disconnection from member interest as the service was perceived as being more remote.

That said, this is the opportunity for us to influence the way in which collaboration is implemented on the understanding that, whilst the general

principles and structure form the basis of the final operational model, the detail will be resolved using the feedback from staff.

.....

In this response, I have concentrated on my broader aspects of concern as the operational detail will be addressed by others with closer understanding of the day to day delivery of the service.

The Atkins report's failure to fully grasp the work and the culture of public protection can be understood, given the amount of time Atkins had to assimilate the information in an area of work unfamiliar to the Atkins team. It was, however, apparent throughout the staff engagement exercises in 2013 that that misunderstanding persisted and has found its way through into the report. This in itself is not an issue if the intention is, now that the report belongs to the collaboration group, to regain the balance of emphasis using the expertise of all tiers of management to form the final structure. It was unfortunate that the consultant EHO used by Atkins was somewhat out of touch with current EH service delivery generally and in particular with regard to the Welsh EH scene. Environmental Health delivery in Wales differs structurally and legislatively from that in England. The case study for Great Yarmouth (Appendix A, p.136) as an example is particularly unsuitable in a Welsh context. It was clearly underperforming in food safety as evidenced by a critical FSA audit. The general principles of systems thinking are interesting but the specifics in the case study do not serve as a comparison to our food safety service in Bridgend which is not failing and is performing very well. On a broader point, whatever the outcome of the collaboration project we must, taking into account the inevitable cuts, take great care to minimise the detrimental effects on public protection. We are not as were some of the case study examples broken, yet.

The Great Yarmouth case study aside, the use of case studies illustrating the experiences of other local authorities is useful and has been considered by the project team. The setting up of Worcestershire Regulatory Services (WRS) is of

particular interest as it involves the creation of a joint regulatory service similar to that proposed for us. There are key differences. Firstly the authorities involved had not undergone LGA in 1996 so the imperative to merge was greater to realise the financial savings, by the reduction of duplicated costs, which we have already undergone. Secondly, the greater ICT challenge resulting from merging the multiple systems of seven organisations rather than three using the same software and, finally, WGS elected to go with a central location for the service base. We have avoided this latter situation with the recognition of the importance of local delivery. Nevertheless, the similarities resulting from the approach and implementation of the WRS project are extremely important as a guide for us. Two documents have been produced in recent months by WRS that raise stumbling blocks that we would do well to avoid, having the benefit of hindsight from their experience. These are The joint Worcestershire Regulatory Services Scrutiny Task Group report of June 2014 (WRS STG) and the Worcestershire Regulatory Task Group Annual report 2013 -2014 (WRS AR).

In the Scrutiny Report the primary concern was over “the considerable difficulties [...] encountered” with the setting up of a single ICT system. Having mentioned above the risks posed by reducing ICT/business support, were we to stay as we are, the risk posed by failing to provide sufficient resources for ICT could prove catastrophic. Particularly when considering the reliance on agile working and the need for ICT systems that work and do not get in the way. In the WRS case, the project involved the merging of the data from twenty different systems and would have been of a greater magnitude of difficulty than that confronting our three partner authorities who are at least using the same system (WRS STG p.15). That is in no way suggesting that the task of rationalising our ICT systems will not be difficult, it will need careful consideration, adequate resources, planning and implementation. In fact, it seems to me that the implementation of the collaboration project will be extremely difficult to achieve without additional support, and not just for ICT, in the transitional phase. The operating model is designed to provide a level of service delivery across all three authorities based on current and predicted demand and service level. It does not appear to include additional temporary resources to provide support during the inevitable disruption caused by the change process. It is unrealistic to expect this to be absorbed by the new

management team, whose main aim will be to continue service delivery with minimal impact on our clients and our performance whilst setting up completely new delivery system.

There is considerable numerical financial detail in the Atkins documents. In the first instance it is difficult to expect staff to understand the evidence put forward to support the recommended model but also a great deal of trust is being placed on the veracity of the numbers being used, given the profound decisions being made. It would be helpful if, at some point during the first consultation phase, these could be explained together with an indication of the level of confidence placed in them.

The assumption that TS and EH officers can replicate each other's work is an oversimplification of the professional roles and raises another issue which may outwardly seem trivial but strikes at the heart of the collective identities we have in regulatory services. If the intention is to take professional staff with us, on what is a challenging project by any standards, why propose the creation of a generic regulatory services officer without any professional identity. From a staff morale point of view, this is a big misstep, but of far greater importance is the loss of two 'brand names' that have been familiar to the public for decades and clearly attached to the respective roles. The professional titles must exist as all or part of individual job titles and must figure in the branding of the new service. To my mind this point is not negotiable and reflects the view of all of the EHOs I have spoken to, inside and outside of BCBC. On an operational point, the roles and capabilities of officers are determined by their specific experience and qualifications, in some cases these are prescribed by external agencies. This is formulated in our authorisation of officers procedure which will only allow suitably qualified and experienced officers to carry out certain functions. This would prove an obstacle to the idea that all roles can be filled by generic officers. There are other areas where we already utilise the breadth of experience staff have acquired and, where we can, this already has shown to be of benefit.

Staff numbers have been presented in the structure and, whilst it is understood that the numbers presented are open to further consultation, it is felt that they may be too few in some areas to deliver even minimum service delivery standards. Whilst there was consideration of the staff requirements

based on data from all three authorities (Appendix A) some of the data has been questioned and has a direct bearing on the proposed numbers of staff in each service area. In addition, the staff numbers arrived at also rely on the number of vacant posts and temporary staff that will be shed at transfer. There is further reliance placed on the number of staff members taking VS or VER on the assumption that these staff members will take the offer. These latter figures are very difficult to gauge and would have direct consequences on the number of compulsory redundancies. The likelihood of staff opting for redundancy is does not appear great as the demand for qualified public protection staff is diminishing elsewhere for the reasons mentioned above, the opportunities within the professions are just not there.

Member expectations and, as far as possible, public expectations will have to be managed based on the reality of the services capabilities. Regardless of collaboration, there will be changes in the ability to respond and the time taken to deal with service requests made by members and the public. Failure to do so will result in an increasing level of failure demand resulting in a downward spiral of service delivery as more and more time is taken up explaining why we no longer are able to work up to current expectations.

There is a great deal of confusion over the arrangements for TUPE protection where it applies. Granted that the situation is very complex and will depend on the circumstances at an individual level, it is, nonetheless, the cause of a great deal of staff concern.

I am worried that, whilst we in Bridgend are, for the time being, excluded from the local round of budget cuts pending the outcome of the project, the urge to drive it through to avoid being penalised twice is reducing the amount of time needed for meaningful consultation with staff. My support for the project rests heavily on the expectation that not only will staff involvement have a real influence on the final model but that they will be given sufficient time not just for consultation but also for negotiation. The expertise to make this work is inbuilt, the staff have that expertise, but it depends on a level of staff engagement that could be undermined by the feeling that it is all cut and dried or that there is insufficient time for consideration of the options.

The reduction of staff at management level is unavoidable but the corollary of this is the loss of expertise if those staff members leave the organisation or find themselves at a level that would be inappropriate to management roles and decisions above a certain level.

Local Government Reorganisation (LGR) is expected to be 2020 or thereabouts, although Welsh Government has provided little guidance, other than acknowledging the Williams Report which proposes LGR along different boundary lines to those in the collaboration project. There is, understandably, concern from staff that having gone through this process, they will a few years later be compelled to reorganise again. It seems perverse that a project part funded by Welsh Government would, within a short period, be dismantled to satisfy the Williams recommendations. Any kind of assurance from a reputable government source would allay these fears.

.....

To sum up, based on what we have to consider at this stage, the outcome, should the project continue, ranges from the unacceptable to a successful template for regulatory services across Wales. I am supportive of the project on the understanding that the collective aspirations of us all to put public protection first are realised. Also it must result in the creation of an organisation capable of improving on the excellent professional service we already provide, having greater resilience, excellent customer service and cost effectiveness. I believe the expertise to create this lies within our current collective workforce and that the outcome of the consultation process must help determine the final makeup of the service.

Employee Response No.3

1. The cost savings are grossly over exaggerated and misleading and are based on assumptions which show that Atkins clearly have a lack of understanding about our regulatory roles and the expertise needed by officers to implement these roles. For instance, much of the savings have been based on the fact that they are suggesting that most of the EHO posts be carried out by Technical Officers and with a bit of in- house training can be brought up to a similar standard- EHO's have had to

undergo 4 years training and also additional training within their own specialisms. They are also suggesting that officers replicate each others work to have a smaller district to save on petrol but who are able to do a bit of everything, again to be supplemented by a bit of in house or 'cheap' training. They have underestimated the cost of some of the essential training and not all the training identified as in-house training can be delivered that way, particularly some of the more complex technical work that is carried out by officers. What they are proposing is akin to the way that LA's used to be set up over 25 years ago, with an officer patrolling a small area who is responsible for everything. There is a very good reason why LA's restructured their department's to change that set-up as it was no longer sustainable to run that way due the expertise needed and to keep pace with the ever constant changing legislation and demands on the service.

2. The report has also fundamentally missed out some of the work that requires expertise which TO's perhaps wouldn't be able to deal with such as analysing acoustic noise reports, especially for planning purposes , attending planning committees to give advice to councillors.
3. There has been no appreciation of the actual responsibilities carried out by the various professional roles and the different way the authorities are structured eg, I am a Senior EHO in Bridgend, but my actual role is akin to a Team Leader in Cardiff where I manage and provide expertise relating to all the operational and technical issues for the Pollution Section and provide advice to Members, particularly in respect of complex and controversial planning issues where I have to attend committee to give them advice and answer any technical questions they may have. However, in Cardiff, all their Senior EHO's carry out the duties of a District EHO. Consequently, my post is not in the structure as they are looking to downgrade Senior EHO's to EHO's and some EHO posts to TO's

Team Response-Response No 4.

Summary

While not opposed to the collaboration in principal, we have serious concerns over the accuracy and validity of the report, and therefore its use as a basis for change.

☒ We are concerned that the cuts that are proposed may result in minimum service delivery requirements not being maintained.

☒ We are concerned inspections and complaint investigations will suffer, and staff will be put under excessive pressure.

☒ We are concerned that consistency of inspections and enforcement will be lost, leading to a failure to protect the public and putting businesses at a disadvantage.

☒ We are concerned that there will be a loss of local service delivery which will put the public at risk and could, potentially, jeopardise the personal safety of staff.

☒ Commissioned surveys by this department have identified that the public see Food Hygiene inspections as important and that the Food Hygiene Rating Scheme is seen as an important indicator of where they can eat. We are concerned the ability to do this work will be lost under collaboration and the public's expectations will be undermined.

The full reasons for these views are provided in more detail in the main body of the response.

We feel strongly that because of the inaccuracies in the report, it would be unfair for cabinet or council to use it as any basis for a decision.

Please note that these comments are from all team members instead of individual comments in relation to the collaboration report. Collectively the team has over 90 years of experience in dealing with Food Safety and Health & Safety matters and we would therefore ask that these views are considered.

1. Downgrading of Environmental Health Officers to Technical Officers

1.1 The structure in the report alludes to an overall reduction in professional Environmental Health Officers (EHO's) and Trading Standards Officers (TSO's), with a large increase in Technical Officer posts. It is presumed that EHO's and TSO's will be downgraded to Technical Officers, but at reduced pay.

Reducing qualified and competent EHO's to the role of Technical Officer (whose job description they will be over qualified for) will result in the loss of flexibility to deal with a range of situations that an EHO would normally address (i.e. serving Emergency Prohibition

Notices and closing premises that pose an imminent risk to the public). Instead they will have to rely on calling for assistance from an `in post` EHO or manager to carry out a function that they are competent and qualified to complete. There are cost and efficiency implications to this, as well as public health issues if a correctly authorised EHO is not available.

Downgrading positions will cause bad feeling and will make some people reluctant to do anything other than what they're paid for (it has been acknowledged for years by management that a lot of what staff do currently relies on good will and that will be lost). Conversely you will have conscientious officers who, because of their experience and ability, will take it upon themselves to do the work anyway. This will lead to unfairness in workloads.

1.2 The proposal undermines the profession. In order to become an EHO you have to complete a degree course and complete professional qualifications in order to be competent to carry out the functions. This is supported by the need to comply with the Code of Practice (this requires an extra 2 years in post for closure of a food business) and is supported by structured training and annual peer review. The collaboration report, as it stands, expects people without the knowledge and qualifications to carry out the functions of the role of EHO's and TSO's.

1.3 The report is grossly over-optimistic about how easy it will be to train officers up in new subjects. It dismisses the specialism that has become a key part of the profession and it seems to dismiss that this specialism has come out of necessity. The report clearly suggests that training people up for £300 (in something that actually takes a degree course to complete) is achievable, however this is grossly misleading and certainly couldn't be done in a comprehensive or meaningful way.

We would also question what happens if the proposed structure and activities are being based around this cost, and training is then determined to be much higher (i.e. will more cuts made to accommodate it?).

There are large resource implications involved with the training up of staff to cover new duties. The leanness of the proposed structure does not allow for this to be done at the same time as maintaining effective service delivery. Services will start to fail if you have staff under pressure from being forced to deal with issues they have not been properly trained in.

1.4 We would like it stressed that a reduction in the number of EHO's and TSO's will have an impact on the services provided to the local area. The report is geared too much towards cost rather than Public Health provision with an effective continuation of services. We acknowledge that these factors may be

intertwined, but parts of the report (detailed further on in these comments) and the consultation process as a whole, have not given us faith that these are being properly considered over cost savings.

2. Consistency and Overload

2.1 The number of functions the report expects officers to take on is not practical.

This department has fostered a robust inspection regime which has been proven to increase standards within businesses and has increased consumer protection. This has been actively demonstrated with the increase in high scoring premises under the Food Hygiene Rating scheme which has operated from 2010.

However this does mean that inspections dealing with food safety alone currently take around 1-2 hours, sometimes longer depending on the contraventions/issues found. If the expectation is for these to take less time, this will impact on the quality of the inspection being carried out and with the net effect of reduced public safety.

We would question if this has been accounted for in resource provision. The Atkins Report is misleading as it states we shouldn't carry out so many revisits, but that shows a complete lack of understanding of what we actually do. It is also misrepresenting why we conduct revisits and how we conduct them.

2.2 The report is incorrect in saying we carry out joint Health and Safety and Food Safety visits. We trialled this some time ago and it was found to be too lengthy. It was too burdensome on the businesses and too onerous on the officers.

Gathering intelligence for other departments (and indeed, other agencies) as we perform our duties is a practice which already takes place. However hazard spotting (termed as `matters of evident concern`) is not a substitute for planned interventions because, by its nature, it is not a thorough assessment. There is potential for issues to be missed and public safety put at risk.

2.3 The Atkins report talks a lot about targeting as a better use of resources. This already occurs as 90% of the work for the Food Safety and Health and Safety functions is intelligence based and risk driven.

The food hygiene and health and safety rating systems have existed for over a decade under the various Codes of Practice and these have enable officers to identify the high risk premises which require intervention, and those premises which pose less risk and do not require as much attention. The food service is also required to follow this Code of Practice and has been audited against this by the Food Standards Agency. However the way the Atkins report is written does not acknowledge this and in our view it is wholly misleading as to how we operate. To suggest collaboration will somehow improve this in Bridgend is therefore incorrect.

The department is currently a local service, but spreading officers over an area which includes Cardiff and the Vale means that will be lost, with a negative impact on service delivery. Despite food businesses having a legal duty to register with the department, we would estimate that annually around 30-40% of new premises or changes of ownership are picked up by officers having local knowledge of the area they are working. This will be lost, changes will go un-noticed and there will be an increased risk to the public as a result.

There are also instances where local knowledge within the team has contributed to officer safety when visiting a premises – for example, knowledge that a premises has had recent Police involvement, or of previous issues during a visit which requires more than one officer to visit.

While the department operates a rudimentary flagging system for these sorts of issues, this is not fit for purpose on a larger scale. We feel that there is potential for officers personal safety to be jeopardised if this matter is not comprehensively addressed.

2.4 We have been advised during a recent meeting that people will be job matched into posts where ever possible, which means we will maintain our current terms and conditions. Therefore, someone in the same post will be employed on a different wage as a colleague with the same job description who has come from a neighbouring authority (but both people are now employed by the same organisation). This is potentially unfair and will lead to bad feeling that will affect service delivery.

3. Risks to Service Provision

3.1 In Appendix H of the main report, under the Risk Matrix, it states:

“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”.

We would take great exception to this comment. There are national and international studies which has shown that the biggest single factor identified in improving the food safety in businesses is the Food Officer’s intervention. Therefore it is wrong to suggest the food function could be dropped with little effect.

Food poisoning outbreaks do occur from food businesses – removal of the function means it is sadly inevitable that another outbreak like the one of E.coli in 2005 will occur again. Recent reports have identified that reducing resources on the front line has resulted in the public being exposed to food safety issues and food fraud (the horsemeat scandal being the latest).

3.2 Similarly the report says that the only risk from not doing the new Food Hygiene Rating Act is political and business pressure. This is dismissive and

does not take into account that it is now a statutory function that the authority is obliged to carry out.

Neither does it take into account public opinion. In March 2014 Bridgend's Citizen Panel surveyed residents of the Borough and found that 86% of residents felt the food hygiene rating of a premises was 'quite' or 'very important' to their decision on eating or buying food at a premises. Clearly food hygiene inspections are important to the people in Bridgend.

3.3 The report does not mention the authority's roles in regard to tattooing / piercing / acupuncture registration etc. This is a huge oversight, not only because of the public health issues that it controls, but also because the registration regime brings revenue into the department. If this has not been taken into account then the figures being used for costings will be inaccurate and the level of staffing numbers insufficient.

3.4 There is not enough information in the report as to how the structure will work in practice. We are being told that all this will fall into place once management are appointed. We feel that, for a project of this size, all this needs to be solidified **BEFORE** any decision, in order for staff to have any faith in the process.

Job names and the numbers of jobs have been put into the structure, however job descriptions have not been given for the various roles. Job descriptions should have been looked at prior to allocating the number of staff and job names in order to ensure adequate coverage of functions.

The report and workshops indicated that staff must "buy in" to collaboration for it to work – we would question how staff can be expected to buy into something where a lot of it is to be determined.

A project of this scale has got to be right first time because of the serious consequences of getting it wrong. At this late stage the lack of any finer detail on how it works is concerning and does not give faith that this project will work.

3.5 The report is essentially suggesting a centralising of functions. It is our personal experience that, time and again, centralisation does not result in effective service delivery on a local level. Both Natural Resources Wales and the Health and Safety Executive are examples of this. Interaction with these agencies over the years has shown that they do not attach the same importance to issues happening within an area due to their remote nature (i.e. longer response times, less accountability and less impetus to deal with things thoroughly etc).

3.6 The Atkins report talks about re-branding the service with a new name. This is at odds with other parts which maintain any project must not impact

local service provision. If the service is still locally driven, we would question why it needs to be rebranded at all.

The department has been Public Protection for over 13 years now, and the wider public still cannot tell you what that term means if you ask them (they do however understand what Environmental Health and Trading Standards are).

With that in mind how will the residents of Bridgend feel when they ring Bridgend Council only to be told it isn't being dealt with by this council, but whatever collaborative entity has been established. They will certainly see this as a non-localised service and anecdotal evidence from staff is that residents are reticent to engage with agencies who they perceive as being remote from the areas they live in i.e. when referring people to the HSE in Cardiff, many people state they don't wish to bother with this. If this trend continues, local people won't bother to contact the service with regards to complaints / issues. This then counteracts any intelligence driven goals put in place.

3.7 The report talks about revenue streams. While we are aware this means pursuing opportunities in terms of grant funding, the earlier discussion was very much focused on how certain aspects of our work could be monetised and revenue generating. This is totally at odds with the main ethos of why Public Health functions exists.

4. Cost and Staffing levels

4.1 Whilst BCBC has made job freezes and spending cuts, Cardiff were still taking on staff for full time EH posts in June 2014 (we do accept there was no moratorium on staff recruitment, however this is something that should have been anticipated given that collaboration was a known project and consultation was well under way at that point).

Conversely, as a department, we've frozen posts for the last few years from Technical Officer, through to Environmental Health Officer / Trading Standards Officer up to Senior Environmental Health Officer. Despite this we have managed to maintain a high level of service. While no one is contesting that times are difficult and that savings have to be made, we are far from a failing service at this point in time. In this context, the wholesale merging of work forces across three counties does not make sense based on the information contained in the report.

The report itself paints Bridgend (with its smaller percentage for the financial commitment for Collaboration) as being used to buffer the cuts to authorities who have more people to throw into the pot for redundancies. In the report BCBC's Public Protection department is recognised as the cheapest service for the efficiency it delivers. Accordingly it feels like we're being used as a third part to help prop up the funding of two other services.

4.2 We would question how it is possible to save costs and increase efficiency by reducing management, but then having them try to manage a greater number of staff who are spread over a wider area.

It is widely accepted in other organisations (such as the NHS) that management ratios should not exceed one manager to eight members of staff in order to be effective. Placing the functions under one management structure does not work if they cannot keep tabs on a higher volume of staff.
effective. Placing the functions under one management structure does not work if they cannot keep tabs on a higher volume of staff.

Consistency is a massive ongoing issue across Wales at this time (particularly in relation to Food Safety and Food Hygiene Ratings). We would disagree that the proposed structure would improve consistency since there will be less people heading up teams to ensure a level playing field (regardless of which area a business is based). With such a wide geographical spread, the potential for this to go wrong is substantial and will be especially damaging if the service is rebranded as one entity and then appears completely inconsistent in its approach.

4.3 Expecting officers to work over a wider geographical area will significantly increase officer workload which is already very high when covering just the Bridgend area.

This, coupled with the drive towards remote working, gives cause for serious concern in consistency and resolving issues. Staff have spent considerable time discussing the recent changes in implementing national guidance and legislation (for example the E. Coli 0157 guidance and the national Food Hygiene Rating Act). This will be lost without an office base or adequate team structure with which to sound out contentious issues and reach a consensus. As the report is not really clear on overall staff numbers and responsibility, we have naturally assumed that there will be additional staff from Cardiff and The Vale to cover this greater range. However the report does not give any encouragement that there will be a sufficient level of staff or structural arrangements in place to still allow effective inspection.

The report is not being open and transparent as it has redacted salaries and it has not provided us with the job descriptions. Providing this information would have helped us gain an insight into where the cuts are intended to be made in order to comment fully.

4.4 It has been said in our recent meetings with management that collaboration is not going to meet all the required financial savings and that more savings will have to be made by Legal and Regulatory Services as a whole. If it appears that collaboration costs a lot of money and does not meet the savings, then we would question why this option has been decided as the “only” option when there are others available.

Although it is saving the most money, the collaboration and change option is also costing the most money and is therefore a riskier option. Given the importance of the Public Health role the department fulfils (and which ties in the Council’s corporate plan 2013-2017 for healthy living for the residents of

Bridgend), we would maintain that the less risky options should be considered first, with a graduated approach.

4.5 If there is still a shortfall in workload after collaboration, and the authority still has to maintain targets, then the only way to do this is to employ agency staff. This brings extra cost, as well as bad feeling if people have been downgraded / made redundant. The cost of agency staff is always considerably more than that used to employ permanent staff and is therefore of no financial benefit.

5. Lack of alternatives being explored

5.1 There are no real alternatives being explored in any real detail. Accordingly it feels as if the report has been written as a foregone conclusion and this is consistent with the tact taken during the workshops which directed staff to only think along the `collaboration and change` route only.

Given the risks involved to the service, it would be expected that there would be greater investigation of avenues such as cutting the working week or overall working hours before wholesale farming out of the function.

While it would not be a happy decision, there is evidence that people in the department would take a reduction in the working week and their pay if it meant that job cuts were reduced. However there has been no official assessment made as part of the change agenda and we are disappointed that, if this has been considered, it has not been presented to staff.

5.2 Bridgend should be looking to cut its non-statutory duties to save money - Public Protection functions that are built around non-statutory work could be tackled first. While this is undesirable, the Risk Matrix in Appendix H of the Atkins report discusses dropping statutory functions **AND** non-statutory functions. The net result with collaboration has the potential to end up far worse for overall service provision.

5.3 Other possible options for savings which have not been considered include:

- removing the Out of Hours service (since the cost vs benefit of the service needs to be reviewed).
- home working could be introduced to save on accommodation costs.
- merging of wider back office functions (IT, admin support) would produce substantial savings.

6. Conflict with external service delivery reviews and viewpoints

6.1 The reduction in management posts means you will have managers in charge of disciplines for TS / EH that they do not understand. There are several issues with this, but mainly in relation to the E. coli Inquiry following the 2005 outbreak.

In his report to the Welsh Government, Professor Hugh Pennington made it clear that in relation to Food Safety provision this should not be the case. It is the same with the current Code of Practice for food safety which requires that managers have a background in food safety in order to be able to understand how it works.

We feel the Atkins report rather glibly dismisses this as a barrier to change which will be thrown in the way for the sake of it. This is misrepresenting the reality of the situation. Local authorities are duty bound to follow the Codes of Practice and audited against this by the Food Standards Agency's auditing framework. Justifying non-compliance to externally auditing agencies and the public is easy to say on paper but will be very difficult in practice.

6.2 Taking all the proceeding points into account we feel that we have still not been given a satisfactory answer to why the Welsh Government is funding a long term collaboration project that goes against the proposed layout of the Williams Report. The Atkins report accepts that it is against this footprint where it says Bridgend can't be the host authority – how is this going to work when council re-organisation goes through? Bridgend won't have a real EH department to merge and therefore Bridgend CBC is gradually being eroded and losing its identity.

While some way off, it is widely accepted that change is coming from an all-Wales reorganisation. This will entail further change in the future and, as collaboration is seen as a long term project, it will then tear apart any new structure that won't have had time to bed in and ended up costing a considerable sum of money.

7. Other issues

7.1 Agile working and home working has been cited as a possibility by the report. However there is a lack of detail in how this will work in terms of actual service delivery. It also does not seem to address the costs of extra travelling for staff, along with the costs that staff will have to bear from working from home (i.e. increased electricity and heating costs, provision of PC equipment etc.)

7.2 As previously stated, we feel that the plans and reports do not provide enough information for decisions to be made in relation to collaboration. In order for this to go ahead, we would have expected to see exact figures of where the savings are to be made (at present these have been blanked out on the report). While Data Protection has been cited as the reason for this because it would allow individuals to be identified, the roles in the new structure have no one appointed to them yet (therefore no-one can be identified). This does little to aid staff “buy in” to the proposal.

The collaboration report looks in depth at the cost cutting exercise, however it does not pay a great deal of consideration to the effect on the service and how the Bridgend Community will be affected. We feel the Impact Assessment does not give any real consideration to these matters and they appear to be pushed to one side and will be thought about later in lieu of cost savings.

flexibility to deal with a range of situations that an EHO would normally address (i.e. serving Emergency Prohibition intertwined, but parts of the report (detailed further on in these comments) and the consultation process as a whole, have not given us faith that these are being properly considered over cost savings.

GMB reference to Worcestershire Regulatory Services

The Bridgend Branch of the GMB Union would like to make reference to the recent Worcestershire Regulatory Report (**Appendix A**) which has been a topic of discussion over recent weeks.

The report by Worcestershire Regulatory Service Task Group gives an insight into what has or hasn't worked and problems they have encountered on their collaborative journey which began in 2010, issues likely to be faced by the proposed collaboration should it go ahead, issues I believe need to be considered by all involved to ensure that the same problems are not encountered.

One area of the report which needs to be raised is around budgets and future cuts going forward, as each authority will be required to make budgetary savings which has the potential to impact on the collaborative service.

A Trading Standards Journal has recently run a piece raising concerns with regards to proposed budgetary cuts that The Worcestershire Regulatory Service are facing over the next three years, The Regulatory service are facing a predicted £1.250 million pound cut on a current £1.5 million budget.

This has given cause for concern with regards to implications for service provision and has forced them to consider the possibility of outsourcing the provision to the private sector.

I would therefore ask if consideration has or will be given to the following questions.

- What will the protocol be for each authority to present proposed cuts in relation to its contribution to the collaborative project going forward?
- Will a formula be developed to calculate the percentage of annual cuts each authority can make against its contribution to the joint service?

Appendix A

JOINT WORCESTERSHIRE REGULATORY SERVICES SCRUTINY TASK GROUP

June 2014

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MEMBERSHIP OF THE TASK GROUP

**(From left to right) Councillors Peter Tomlinson (Vice Chairman),
Simon Cronin, Rod Laight (Chairman), Richard
Udall, Alan Mason and John Raine.**

The Members in the photograph above regularly attended the meetings.

Lead Member Substitute Authority

Rod Laight

Pete Lammas

Bromsgrove DC

John Raine Mike Morgan Malvern Hills DC

Alan Mason Gay Hopkins Redditch BC

Simon Cronin Paul Denham Worcester City

Richard Udall Lynn Duffy Worcestershire CC

Peter Tomlinson Alastair Adams Wychavon DC

Helen Dyke Tim Ingham Wyre Forest DC
 SUPPORTING OFFICER DETAILS
 Amanda Scarce – Democratic Services Officer
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 Jess Bayley – Democratic Services Officer
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Foreword from the Chairman and Vice Chairman

This group came together for the first time in late September 2013. Since then we have met together on 14 further occasions. Our journey together has been taxing, concentrated, at times somewhat frustrating but, in the main, both fulfilling and stimulating. At no time have the divisions which separate us politically played any part whatsoever in our discussions, deliberations or our conclusions. Indeed it became clear from the outset that whatever views individual members of this Task Group may have held about Worcestershire Regulatory Services or whatever their own experiences may have been prior to the review, every single Member was prepared to wipe that individual slate clean and to approach the task with an open and enquiring mind. Working as a team on this Task Group has therefore proved to be very demanding though, for each of us, one of our most worthwhile experiences as Councillors to date.

And it has been some task! We have interviewed 16 people including regulatory professionals, senior Officers from the districts and elected Members representing all the partners in this complex organisation. We have asked for and been given evidence about the performance of WRS in all the areas it covers and we have circulated our own survey amongst elected Members. The overall success of this Joint Scrutiny has been achieved by a team working well together with trust and integrity.

It must be said that all those interviewed by the Task Group have been honest, open and forthright. In particular the Head of Regulatory Services, Steve Jordan, along with his team have been very open and transparent. We have had to listen to and digest a plethora of often divergent views from those sitting on the same Committee. But it would be fair to say that where contrary opinions were put to us they were expressed coherently and with passion. Without exception all those we spoke to believed in Worcestershire Regulatory Services and wanted it to succeed. As our knowledge of the workings of this organisation grew and as we took the pulse, as it were, of all those involved we became ever more certain that the challenge we had taken on was not only timely but vital to the survival of Worcestershire Regulatory Services.

The majority of members of the Task Group took their responsibilities very seriously, though unfortunately the representatives from Wyre Forest District Council were unable to attend the majority of meetings. Similarly in most cases those invited to attend our meetings to be interviewed by us came willingly and in a spirit of co-operation. There was, however, one exception, which again we found most disappointing and that was, when given ample notice, no senior Officer was able to attend from Worcestershire County Council. A written response to our questions was provided by the County

Council but this allowed no cross examination. Throughout our work, experience proved that whilst written answers were useful, the real meat then came from our probing of those answers.

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We think we speak for all of us on this Task Group when we say that our work though onerous and demanding has been both enlightening and fulfilling. Now that the end is in sight we hope that our recommendations will help underpin the future of WRS. It has achieved so much in such a short space of time it deserves to succeed.

On behalf of all the Task Group Members we would like to thank our two Democratic Services Officers Amanda Scarce and Jess Bayley who have kept us on the straight and narrow, prompted us when we stalled, found the evidence we knew we had heard but had forgotten, nudged us with both advice and insight and generally kept this unique group of disparate individuals good tempered, courteous and above all focused. Thank you both, we could not have done it without you.

Councillor Rod Laight (Bromsgrove District Council)

Chairman (pictured on the right)

Councillor Peter Tomlinson (Wychavon District Council)

Vice Chairman

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Summary of Recommendations

After consideration of all the evidence available (both documentary and from the interviews and other consultations) the Task Group have proposed the following recommendations (with full details of the supporting evidence provided in the chapters following this summary):

CHAPTER 1 - WRS PERFORMANCE AND COMMUNICATIONS

Recommendation 1

Performance Management Information should continue to be made available for Members' consideration at every meeting of the Joint Committee and be sufficiently high on the agenda to be discussed in detail.

Financial Implications:

There are no financial implications for WRS.

Legal Implications:

There are no legal implications to this recommendation.

Resource Implications:

Additional officer time may be required should extra meetings be introduced as suggested under recommendation 9.

Recommendation 2

Twelve months after the new contact centre arrangements for WRS have been introduced, replacing the use of the Worcestershire Hub, the Joint Committee should review the effectiveness of these arrangements for communicating with the public.

Financial Implications:

There are no financial implications.

Legal Implications:

There are no legal implications to this recommendation.

Resource Implications:

Additional officer time would be required in order to produce this additional report.

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Recommendation 3

The web-pages of each partner authority should be regularly monitored to ensure they are kept up to date, with the inclusion of a prominent and obvious link to the WRS website.

Financial Implications:

There are no financial implications to WRS.

Legal Implications:

There are no legal implications to this recommendation.

Resource Implications:

There would be additional Officers' time from within WRS for the monitoring to take place and to follow up on any extra actions necessary identified during the monitoring process.

Recommendation 4

The purpose, content and circulation of the WRS newsletter should be thoroughly reviewed, with a view to it providing a more systematic and comprehensive account of the work and performance of the shared service, and with the content and format being agreed by the Joint Committee.

Financial Implications:

There are no financial implications for WRS.

Legal Implications:

There are no legal implications to this recommendation.

Resource Implications:

A small amount of additional Officer time will be required to review the content of the newsletter and to present it to meetings of the Joint Committee. However, it is likely that the Officers from WRS who already attend meetings of the Joint Committee could present this item for the consideration of Members.

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Recommendation 5

That WRS have a designated member of staff to act as a Member Liaison Officer and as a single point of contact to signpost Member enquiries.

Financial Implications:

There are no financial implications as it should be possible for this work to be undertaken by an existing member of WRS staff.

Legal Implications:

There are no legal implications to this recommendation.

Resource Implications:

There would be additional Officer time required from the member of WRS staff designated to this role.

CHAPTER 2 - FINANCING OF WRS**Recommendation 6**

In order to reduce the focus on financial considerations which currently play a major part in influencing partner participation, to the detriment of other equally important aspects of the service, the following should be addressed:

- (a) A new business model for WRS be developed through the Chief Executives' Panel, building on the proposals already being produced by the Panel.
- (b) Consideration be given to the option for partner authorities to purchase an "out of hours service".

Financial Implications:

Initially there would be no financial implications from carrying out this review. It is acknowledged, however, that the intention behind this recommendation is to identify a financial model that would stabilise the funding of WRS in the long term.

Should this financial model vary to the charging mechanism already in place there may be additional costs for certain partners (with reductions in costs for others). The impact of any variances would have to be considered by partner Councils.

Each local authority needs to be aware that the option to introduce an out of hours' regulatory service in their area has significant financial implications in term of the Council's financial contribution to the service. Out of hours services are not currently available anywhere in the county and so would require additional expenditure from partners.

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Legal Implications:

The existing legal agreement includes a Statement of Partner Requirements, which can be agreed with the Joint Committee. Should the charging model be revised the legal agreement would have to be amended to reflect this and it would have to be approved by the Joint Committee and the Partners.

Resource Implications:

Initially Officer time would be required to carry out the exploratory work although the group understand that the Chief Executives' Panel have already been investigating this matter.

CHAPTER 3 - GOVERNANCE OF WRS**Recommendation 7**

A new strategic decision making board for WRS should replace the Joint Committee, comprising one elected member per partner authority and supported by senior officers. This should be called the WRS Board.

- (a) Meetings of this Board should take place at the base of WRS.
- (b) Responsibility for attendance at Board meetings should lie with each authority's representative, and the quorum for meetings proceeding should be set at 5 representatives in attendance.
- (c) Meetings of the Board should take place bi-monthly.
- (d) Elected members appointed to the Board should be provided with an induction programme and sufficient ongoing training to enable them to fulfil their role effectively.
- (e) Members appointed to the Board be expected to serve a minimum of two years to ensure continuity.
- (f) The Chair of the WRS Board should be elected annually by the members of the Board.

Financial Implications:

Initially there would be some financial implications for this proposal, but these are likely to be quite limited. In particular there would be financial implications in respect of additional meetings of the WRS Board and in relation to holding an induction programme and on-going training.

Legal Implications:

This proposal fundamentally affects the constitution of the Joint Committee under s101 of the Local Government Act 1972 and s20 of the Local Government Act 2000 as established by the founding legal agreement dated 1

June 2009 and would essentially require a re-negotiation of it by member authorities.

Resource Implications:

There would be resource implications in terms of Officer time in preparing additional agendas and minutes for the extra meetings and in planning and delivering suitable training. This could be offset by the fact that Democratic

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Services Officers would no longer need to spend time ensuring that the meetings are quorate.

There may also be some initial resource implications in relation to convening meetings at the base of WRS (currently Wyatt House in Worcester) as opposed to Bromsgrove Council House where meetings are currently held.

Recommendation 8

The Management Board be disbanded, with the WRS Management Team taking the lead responsibility for operational decision making under the leadership of the Head of Regulatory Services.

Financial Implications:

There would be a “one off” financial implication due to having to change the partnership’s legal agreement, although this is likely to be limited.

Legal Implications:

This recommendation would require changes to the current legal agreement for WRS and each partner would need to approve these changes.

Resource Implications:

The Officers currently serving on the Management Board would potentially have greater freedom to concentrate on the service needs within their remits of their own authorities.

There are no particular resource implications for WRS staff as operational considerations relating to regulatory services are already within their professional area of expertise.

Recommendation 9

(a) The Head of WRS should be fully accountable to the WRS Board (as the strategic decision making body).

(b) The Chief Executive of the host authority to act in a mentoring role as and when necessary.

Financial Implications:

There are no financial implications.

Legal Implications:

This will require an amendment to the existing legal agreement as the role of the Management Board and the Head of WRS are set out therein.

Resource Implications:

There are no resource implications. In fact if the Head of Regulatory Services was to report to a single body this might help to reduce both financial and resource implications for all partners.

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CHAPTER 4 - LESSONS LEARNED

Recommendation 10

(a) All decisions made by the WRS Board be formally reported back to all elected members of the partner authorities in a timely manner.

(b) Attention should be paid to communicating updates about any planned changes to WRS services to all elected members of partner

authorities..

(c) The agendas and minutes of all WRS Board meetings should also be uploaded on to the WRS website in a timely fashion.

Financial Implications:

There are no financial implications.

Legal Implications:

(a) Minutes of the meetings of the Joint Committee are referred to the participating Councils where further discussion is possible and in some cases agreement required.

Resource Implications:

This could potentially require Members appointed to the WRS Board to spend additional time formally reporting back to their Councils about the work of WRS and the Board. In addition, the Democratic Services Officers at each Council would need to spend a limited amount of time uploading the agendas and minutes on to their websites, together with a representative from WRS carrying out this work on the WRS website. This should be fairly easy to achieve as the host authority provides a prepared pack for uploading.

Recommendation 11

The lessons learned from the WRS shared service experience, particularly as detailed in this report, should be heeded by elected members and senior officers when considering any future proposals for shared service arrangements involving multiple partners.

Financial Implications:

There are no direct financial implications. However, by reviewing the lessons learned from the WRS Shared Service when considering future proposals for shared services elected members and senior Officers could potentially save partner organisations a significant amount of money.

Legal Implications:

There are no legal implications to this recommendation.

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Resource Implications:

Officer time would be required to consider these lessons, though the time required would vary dependent on the shared service being considered.

Recommendation 12

(a) The Joint Scrutiny Protocol should be reviewed in order to take on board the lessons learned during this review.

(b) Consideration should be given to the reinstatement of the Worcestershire Overview and Scrutiny Chairs Group as a means of feeding back the monitoring of recommendations from Joint Scrutiny exercises, as and when required.

Financial Implications:

There are no financial implications.

Legal Implications:

There are no legal implications to this recommendation.

Resource Implications:

Officer time would be required from representatives of all the Democratic Service teams at each authority in Worcestershire to review this document.

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Introduction and Background Information

Background to the Joint Scrutiny

Wychavon District Council originally proposed that Worcestershire Regulatory Services (WRS) should be subject to a joint scrutiny (in July 2012). Each Council within Worcestershire was consulted about the proposal and all had agreed to participate by spring 2013. Draft terms of reference were drawn up by Wychavon District Council and in line with the agreed framework for joint scrutiny in Worcestershire, each Council's Overview and Scrutiny Committee had considered and approved these terms of reference by May 2013.

The potential role of Overview and Scrutiny in holding the Joint Committee and WRS officers to account had in fact been considered in the original partnership agreement for the shared service. However, whilst Overview and Scrutiny was clearly recognised as having a legitimate role to play in this regard, it had also been felt unreasonably onerous for the Head of Regulatory Services to have to report to seven different scrutiny committees across the County. Therefore, as part of the original legal agreement, partners had determined that scrutiny should not be undertaken by any one Overview and Scrutiny Committee but, rather, should be carried out jointly. This review has been conducted in accordance with that principle as a collective exercise. The terms of reference included the following main tasks (full details are provided at Appendix 1):

- To review the final business case for the shared service (as agreed by the participating Councils) against current operation.
- To compare the previous service levels of each participating Council compared with current levels and those outlined in the final business case.
- To establish the performance of the service for participating Councils prior to and since the establishment of the shared service.
- To review levels of customer satisfaction prior to and following establishment of the shared service and how feedback informs practice.
- To consider the governance arrangements between the shared service and the participating Councils to include how changes to the service requested by one or more Councils can be achieved.

It was agreed that the Scrutiny Task Group should comprise one representative from each of the Overview and Scrutiny Committees of the partner authorities and for there to be a named substitute for each. It was also agreed that each representative, or their substitute, should be either the Chair or Vice Chair of their Council's Overview and Scrutiny Committee.

At the first meeting of the Scrutiny Task Group the nominated members elected as their Chair, Councillor Rod Laight (being the representative for the

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WRS host authority, Bromsgrove District Council). Councillor Peter Tomlinson, from Wychavon District Council, was appointed as Vice Chair.
Evidence gathering

The Task Group gathered evidence through a range of means, including scrutiny of relevant documentation and interviews with various representatives of the Worcestershire Shared Services Joint Committee (the elected member decision making body for the shared service), the Management Board (comprising officer representatives from each partner authority who advise the Joint Committee), the WRS management team and officers of the host authority (Bromsgrove District Council). The Group also consulted with parish councillors and other elected members from across the County, who were neither on the Joint Committee nor on the Task Group, to find out about their

experiences of working with WRS. The feedback provided through this consultation process has been greatly valued and has helped to inform its conclusions. However, the Task Group would like it to be noted that, since only a very small number of councillors responded, the wider representativeness of the feedback received was difficult to gauge.

Consideration was given at an early stage to the potential for a questionnaire to be circulated to obtain feedback from members of the public and from local businesses about the services they had received from WRS. Whilst the Task Group would undoubtedly have benefited from such additional feedback it was concerned about the difficulties involved in obtaining a suitably large or representative sample of responses from across the County. For this reason it was agreed that it should rely instead on the already available 'complaints and compliments' data held by WRS as a basis for assessing the level of customer satisfaction with the services.

At various stages of the review, updates were provided both to Task Group members and to the Democratic Services teams at participating authorities for use when reporting back to partner Overview and Scrutiny Committees. The lead Member from each authority was also encouraged to inform colleagues about progress with the joint scrutiny review as and when appropriate.

Background to Worcestershire Regulatory Services (WRS)

The shared Worcestershire Regulatory Service (WRS) was initially conceived as part of the Worcestershire Enhanced Two Tier (WETT) programme in 2009. Each of the seven authorities in Worcestershire expressed an interest at this stage in participating in the shared service. Three key principles underpinned the design of the shared service as follows:

1. Achievement of service improvement and increased effectiveness.
2. Achievement of greater efficiency, cost savings and return on investment.
3. Achievement of a greater degree of sharing of resources for service delivery.

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These key principles underpinned thinking in the drafting of the partnership agreement for WRS where it was specifically stated that the shared service had been established "*for the purpose of achieving financial efficiencies, sharing resources and improving delivery of services*".

Wychavon, Worcestershire County and Redditch and Bromsgrove Councils each submitted a bid to host the shared regulatory service. Initially, the County Council was considered best placed to take on this role. However, at the request of the Worcestershire Chief Executives' Panel, an independent external evaluation was requested, from a private sector partner and in September 2009, this concluded that Bromsgrove District Council would be the most appropriate host authority.

The shared WRS service was subsequently launched in 2010. Each of the councils signed up to the current partnership agreement for the service in June of that year. This established the governance arrangements for the service, which included a Joint Committee (of elected members from each partner organisation), a Management Board (of officers from each authority) and a WRS management team (of senior practitioners from the new shared service). The agreement also established arrangements for withdrawal from the service, a scheme of delegated responsibilities and financial arrangements, as well as detailing the arrangements for transferring all

regulatory staff from their respective local authorities into the employment of the host authority.

Under the terms of the hosting arrangement, Bromsgrove District Council accepted responsibility for the following:

- Arranging suitable accommodation.
- Administration of the Joint Committee.
- Audit services.
- Data protection and information security.
- HR and personnel services.
- Financial services.
- ICT services (and licensing of ICT systems and equipment).
- Insurance.
- Legal services.
- Pensions and procurement.

(It should be noted that whilst Bromsgrove District Council is the host authority, each partner authority contributes to the overhead costs).

At an early stage partners agreed that the shared service needed to be based at a single location, even though staff would be required to work across the County as necessary. It was also agreed that the base should be a building already in the ownership of one of the partner authorities. A number of such buildings were assessed and Wyatt House in Worcester (owned by Worcester City Council) was eventually identified as offering the most suitable base. Accordingly, WRS entered into a 10 year lease for the premises.

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The Role of Worcestershire Regulatory Services (WRS)

WRS covers three key service areas

- Trading Standards
- Licensing
- Environmental Health

(A more detailed list of the constituent activities is provided at Appendix 4).

Key elements of Trading Standards are statutory responsibilities of County Councils in two tier authority areas (and remain so ultimately even under the shared service arrangement). However, WRS also undertakes a number of trading standards-related activities that are discretionary. The main trading standards functions are; fair trading/consumer protection, product safety, food standards, metrology and animal health and welfare.

Environmental Health functions, on the other hand, are primarily a responsibility of district councils, (again even under a shared service arrangement). These include responsibility for food safety/hygiene, nuisance complaints (e.g. noise), air quality and pollution, and health and safety, again with some statutory responsibilities and some discretionary activities.

There are certain licensing functions which, under the terms of the Licensing Acts 2003 and 2005, remain the responsibility of district councils in a shared service environment. Each district council must determine the fees for licenses in its area and each must have a Licencing Committee and Sub-Committee(s) which make (quasi-judicial) decisions about whether to grant licensing applications. Licenses can be provided for a range of services including taxis, alcohol and gambling establishments and a raft of other regimes. The role of WRS in this context is to provide expert advice to each

council and to deliver the services required.

On the whole the majority of trading standards, environmental health and licensing services are provided by WRS consistently across the County. However, there are a few services which certain local authorities within the partnership have chosen not to receive (for example Malvern Hills District Council does not receive a pest control service). All service choices are taken into account when calculating the financial contributions made by each local authority to the partnership.

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Chapter 1

WRS Performance and Communications

Performance

This particular joint scrutiny review was launched largely as a result of concerns raised by members from Overview and Scrutiny Committees about the limited information apparently available about the performance of WRS. Requests had been made for performance data to be provided alongside equivalent performance data for the services as provided previously under inhouse arrangements by each council.

The Task Group learned that, in the original business case, it had been agreed that WRS performance would be measured in accordance with the five relevant national indicators (NIs) set by the then government. However the launch of WRS coincided with a change in national government in 2010 and the scrapping of the national indicator framework. WRS took advantage of this change and of the new discretion on local authority performance measurement, choosing an outcomes-based model in preference to the largely output-based national performance indicators approach. This was agreed by both the Management Board and the Joint Committee.

The Task Group has thus found it difficult to assess performance and particularly to draw comparisons between the periods before and after the launch of WRS because of the absence of a consistent series of data. Indeed, it found there to be a very limited amount of relevant performance information available for the individual partner authorities prior to WRS with the result that it was difficult for the Task Group to address objective three of the terms of reference in any real depth.

The Task Group also learned of the considerable difficulties WRS had encountered in its first four years in putting in place an integrated ICT support system. Although the original business case for WRS had envisaged an early procurement process for an appropriate ICT system to support the new service, this proved a more protracted process than expected and the service has had to rely on at least 20 different legacy ICT systems for several years. Indeed, at the start of this scrutiny review in September 2013 six of those legacy systems still remained in place and were clearly a continuing source of inefficiency.

The Task Group was informed by the Head of Regulatory Services that the subject of how best to meet the ICT requirements of WRS had been extensively discussed within the Management Board and culminated in a decision to procure something bespoke for the new service rather than an “off the shelf” package, even though this was recognised as meaning further delay and greater cost. Four years on the specially tailored ICT system is finally in place and at last, there is the basis for provision of good quality management

and performance information.

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The Task Group is keen that such information should, from now on, be available at every meeting of the Joint Committee. Moreover, the Task Group think that such performance reports should be placed sufficiently high on the agendas to ensure that elected members have the opportunity to consider them in a diligent and constructive manner.

The Task Group therefore recommends the following:

Recommendation 1

Performance Management Information should continue to be made available for Members' consideration at every meeting of the Joint Committee and be sufficiently high on the agenda to be discussed in detail.

Communications with the Public

It was proposed in the original business case that the Worcestershire Hub would play a key strategic role in the new service model for WRS by acting as the main communications centre for the public and other service users. This was justified on the basis that the Hub was well equipped to provide "...a more customer focused and streamlined delivery for the unified regulatory services..." and the Hub was "...nationally regarded as an exemplar of best practice..." in terms of customer access.

However, early in the scrutiny review concerns were raised about shortcomings in the Hub's responsiveness to the public and based on experiences by elected members across the County. Examples are reproduced below:

"I have not been happy with recent experiences, primarily in relation to getting hold of WRS."

"Communication links with officers can be variable".

"The problem I have experienced with WRS is that I have been passed from pillar to post. I have been told "we have never heard of the WRS. We don't know what you mean?" I have been put through to another department... It took me about three hours to contact the person I wanted to speak to and then she had left the office so I had to start all over again the next day."

The Task Group concluded that such comments were particularly indicative of shortcomings in communications between the Hub and WRS rather than any indictment of WRS itself. Moreover, an analysis of WRS 'complaints and compliments' data for the period June 2011 to September 2013 highlighted the extent to which customers' concerns related more to the manner in which their complaint was referred on for action than to the actions subsequently

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taken by WRS. In each of those three years the majority of issues related to a breakdown in communications.

The Task Group learned that WRS staff were aware that the contact arrangements with the Hub were not working satisfactorily enough and that discussions had been held with the Hub's senior management about the capacity to meet the needs of WRS customers. The issue had also been raised at the Joint Committee on 26th September 2013 when members discussed a letter from the Chairman of the Worcestershire Hub Shared Services Management Board in which it had been suggested that additional Customer Service Advisors would need to be recruited to handle regulatory

services enquiries and for which an increase in funding would be required. In response, the Head of Regulatory Services had advised the Joint Committee that he did not feel convinced about the additional need and cost and that the alternative would be to bring the customer enquiries work in-house within WRS – where it would be easier to refer matters more directly to the appropriate officer. This indeed is what the Joint Committee decided to do and it is understood that the new customer service arrangements were due to be implemented in May 2014.

Given the history of complaints concerning communications with WRS and the frustration that this has caused, the Task Group considers it important that the effectiveness of the new arrangements are closely monitored in the period ahead. The Task Group also suggest that a full report on the effectiveness of the change in customer contact arrangements should be presented to the Joint Committee in 12 months' time – when the change should have become embedded.

The Task Group therefore recommends the following:

Recommendation 2

Twelve months after the new contact centre arrangements for WRS have been introduced, replacing the use of the Worcestershire Hub; the Joint Committee should review the effectiveness of these arrangements for communicating with the public.

The Task Group also noted that information on partner councils' websites regarding regulatory services was not always up to date or easily accessible. As part of the investigation, each Task Group member reviewed their own council's website to assess the quality of the information on regulatory services and the ease of linkage with the WRS website. In doing so, the Task Group recognised that most customers seeking information about such services online would be likely to visit their own council's website initially (probably being unaware of the existence of WRS). Whilst in some cases the websites were helpful and the links straight-forward, it was found that the available information was not always as comprehensive or as up-to-date as should be expected.

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The Task Group therefore recommends the following:

Recommendation 3

The webpages of each partner authority should be regularly monitored to ensure they are up to date and with the inclusion of a prominent link to the WRS website.

Internal Communications

The Task Group also considered other mechanisms for communicating information about WRS to interested parties across the County and particularly focused on the WRS Newsletter (which is circulated to all members in Worcestershire on a quarterly basis). This is a potentially informative and valuable means of communication, but in its present format the document tends to be more selective and anecdotal than systematic and comprehensive in presentation of the work and performance of WRS.

The Task Group recognises the challenges involved in communicating effectively the diverse work of a multi-functional service in a manner that is satisfactory both to elected members and to a range of other potentially interested parties. However, the Task Group believe the current format and

content of the Newsletter could be much improved and that this would help to promote a better understanding of WRS and its work among the wider body of elected members and other stakeholders. The Task Group suggests that members of the Joint Committee should take a more active part in agreeing the style and content of a quarterly newsletter and that its members should be consulted about each edition before it is published.

The Task Group therefore recommends the following:

Recommendation 4

The purpose, content and circulation of the WRS newsletter should be thoroughly reviewed, with a view to it providing a more systematic and comprehensive account of the work and performance of the shared service and with the content and format being agreed by the Joint Committee.

Since one of the key concerns raised by elected members across Worcestershire was the difficulty experienced in contacting a representative of WRS directly (despite recent re-circulation to all members of the directory of WRS staff telephone and email contact details) the Task Group considers that it would be useful for a lead member of WRS staff to be specifically assigned the role of 'Member Liaison Officer' to provide a further first point of contact, e.g. for queries and issues where there is uncertainty about who might be best placed to assist. This arrangement is felt to work well for the County Council's Highways Department, where there is an area-based structure of Member Liaison Officers.

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The Task Group therefore recommends the following:

Recommendation 5

That WRS have a designated member of staff to act as a Member Liaison Officer and as a single point of contact to signpost Member enquiries.

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Chapter 2

Financing of WRS

As detailed in the background section of this report, one of the key drivers for the shared regulatory service was the potential for efficiencies and cost savings. From the Task Group's interviews with the Head of Regulatory Services, it was learned that WRS had already exceeded the originally anticipated financial savings (which had benefited all the partner councils) yet the overall budget had been further reduced significantly since 2010. For 2014/15, it had been proposed that the WRS budget be further cut (by an additional £646,000 from the 2013-14 figure of £5.626m). Members also learned that the Head of Regulatory Services had advised the Joint Committee of his view that this was the absolute minimum with which WRS could realistically operate if it were to continue to deliver services at current levels. Any further reductions would, in his judgement, impact on service delivery and quality.

More generally and over the life of WRS to date, it appeared to the Task Group that the quest for cost reductions has tended to dominate debate within and between the partner authorities rather than issues of regulatory standards and public protection. Indeed, the Task Group considers finance has been the key driver both for the Management Board and the Joint Committee and has largely come to trump the other objectives that had underpinned the rationale for the shared service in the first place.

In the original partnership agreement it was determined that the budget for WRS should be considered and approved by the Joint Committee by the end of November each year. This would ensure that the partner authorities would be clear about their financial contributions ahead of their own budget setting processes. The Task Group was advised that this arrangement had worked well in the early years of the partnership but that, because of the deterioration in the financial position of partners' budgets, it would probably not be so suitable for future years. Indeed, whilst this joint scrutiny review was taking place, Worcestershire County Council proposed significant reductions in its budget contribution – to be implemented incrementally over a three year period (and which would see the County Council's contribution to WRS decreasing from £1.5m in 2014/15 to £250,000 in 2016/17).

Such a reduction, the Task Group was informed, would have significant implications for the quality and level of services of WRS. Already since 2010, staff numbers have decreased from 154 to 117 (in 2013), and the Head of Regulatory Services indicated to the Task Group that, if implemented, the further proposed budget reductions would imply further shrinkage to an estimated 102 in 2014/15 and probably still smaller numbers in subsequent years.

The Task Group was also advised more specifically of the potential implications for trading standards staff. In this respect, the indication is that,

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by 2016/17, the level of funding might support just six trading standards officers for the whole of the County (compared with 25 in 2013/14). . Such a contraction clearly raises questions about resilience within WRS to respond to unforeseen challenges or emergencies such as the horse meat scandal of 2013. In this regard the Task Group was interested to learn that, nationally, the Trading Standards Institute has recently commissioned research on the impacts and cost-effectiveness of different trading standards activities to understand better the possible consequences of such funding and staff reductions.

Recognising the potential risks for all partner councils and their communities if funding is reduced to the point where capacity is unduly compromised, the Joint Committee recently agreed that the WRS budget should in future be planned on a three year rolling programme basis to facilitate longer-term planning. In the same context, a new budget matrix has been designed to assist decision-making as to the costs of different service options for partners. This matrix approach, which was also approved by the Joint Committee in September 2013, has been developed from a "zero based" budget exercise and indicates the minimum resources and budget required to meet existing levels of demand and statutory obligations in all relevant functional areas. The matrix also provides risk assessments in relation to key regulatory objectives of protecting vulnerable people, supporting the local economy and improving health and well being.

A further issue that has recently been pursued as a response to the difficult financial context for WRS and its partners is that of seeking a private sector strategic partner. Here the rationale is to look to grow WRS (either or both by acquiring more local authority partners and undertaking more work for others on a contractual basis) and for which, the argument goes, the commercial experience and marketing skills of the private sector would be especially

helpful. In November 2013, during the early months of this joint scrutiny, the Joint Committee approved initial 'soft marketing' ahead of a decision to commence a formal procurement process in 2014.

At this early stage, the Task Group has had little information by which to form a view as to the potential of such a private sector strategic partnership in helping WRS in relation to its financial challenges. Accordingly, the Task Group do not draw any conclusion or make recommendations on this issue. However, it is fair to say that the Task Group received mixed feedback on the proposal. Some officers and members on the Joint Committee regarded it as the only viable solution while others stated their concerns that the process was being brought forward too quickly and without sufficient consideration of other options. Concerns were also articulated that a private sector partner's interests might be selective in focusing largely on the more commercial of WRS's services and that if capacity was further reduced as a result of shrinking partner financial contributions, the organisation might likely become less attractive to the private sector in any case. The general view taken by the Task Group was that, whilst a strategic partnership might well help to achieve some early financial stability for WRS, a more fundamental reconsideration of the business model and rebuilding of partner commitment 22

were probably required if the partnership were to remain viable for the longer term.

In this context, a more significant concern of the Task Group was the possibility of members of the partnership losing confidence in the venture and for financial and other reasons, deciding to withdraw and instead once again provide their own regulatory services. The Task Group's clear view here is that any such development would not just be highly regrettable but at odds with the logic of more integrated public service provision that has been pioneered within Worcestershire.

It could also be quite costly as, under the current governance arrangements, the agreement specifically states that

"... the Member Authority giving notice of termination (or if there is more than one such Member Authority then each of them in equal shares) shall bear all costs arising out of or in connection with such termination and shall indemnify the remaining Member Authorities against all costs and expenses incurred by them arising out of or in connection with that termination..."

This would include costs such as those for redundancy or redeployment of staff, termination of any leases or licenses for use of premises or equipment, procurement of alternative accommodation, preparation and disaggregation of relevant data or records and reimbursing staff or administrative overhead costs. Feedback received by the Task Group from various witnesses during the review suggested that awareness of this clause within the original agreement was less widespread amongst partners than perhaps it should have been, since, in the current economic climate at least, most authorities would struggle to afford such costs.

Instead, the Task Group is keen to propose a more constructive option for the future. This would build on the work undertaken recently by the Worcestershire Chief Executives' Panel in developing a budget matrix that indicates costs for different activities and for different levels of provision. In this way, more tailored and costed packages of regulatory services might be

offered to partners to suit their local needs and budgets, which could be helpful in building partner confidence in WRS. Indeed, such a bespoke approach might well include enhanced as well as reduced services, for example, the possibility of an ‘out of hours’ service for partners with concerns about late night noise nuisance problems.

The Task Group therefore recommends the following:

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Recommendation 6

In order to reduce the focus on financial considerations which currently play a major part in influencing partner participation, to the detriment of other equally important aspects of the service, the following should be addressed:

(a) A new business model for WRS be developed through the Chief Executives’ Panel, building on the proposals already being produced by the Panel.

(b) Consideration be given to the option for partner authorities to purchase an “out of hours service”

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Chapter 3

Governance of WRS

The partnership agreement for WRS was drawn up by Legal Services Officers representing all seven partner councils in Worcestershire and is divided into two parts; the first section introduces the framework and the second provides details on regulatory services.

In that agreement the main elements of the governance structure for WRS are defined as follows:

- **Worcestershire Shared Services Joint Committee**, comprising two councillor representatives per authority, is designated as the key strategic decision-making body.
- **The Management Board**, comprising officer representatives from each partner authority is responsible for providing advice on both strategic and operational matters.
- **The WRS Management Team** is responsible for service delivery.

As WRS was the first and only shared regulatory service in a two-tier local government structure, there has been no exemplar framework agreement or constitution available to replicate or learn from. Accordingly, the above governance arrangements were proposed and approved without knowing for sure how well they might work in practice.

Governance Review

Two years on, the Head of Regulatory Services requested that the Chief Executives’ Panel conduct a review of those governance arrangements in light of concerns particularly about the Management Board. While the Task Group understand that assurances were given, no governance review had taken place ahead of this joint scrutiny Task Group. However, consultations with stakeholders have highlighted further recognition of the need for such a review and not least because of the possibility now of a private sector strategic partner also becoming involved. Indeed, several consultees alluded to the importance of getting the governance arrangements as effective and efficient as possible to ensure that WRS would be able to present itself as an attractive proposition to commercial organisations. The following comments

from representatives of both the Joint Committee and the Management Board underline this viewpoint:

"... there will need to be a full governance review of both the Joint Committee and the Management Board and an alternative solution found. It would be a very different picture with much less Member involvement and would very much be at arm's length."

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"I think that if a strategic partnership with the private sector is pursued further all of the governance arrangements for WRS will need to be reviewed and a different structure put in place."

"The partnership agreement was very constrained and no one was aware at the time of how things would change. The partners now need to make changes to governance to make it more flexible."

The Task Group has been surprised and concerned at the delay in undertaking such a governance review following the request by the Head of Service two years ago and particularly given the level of confusion encountered amongst some members of the Joint Committee about their own role and that of the Management Board (outlined in detail below). However, the Task Group's terms of reference for this scrutiny included (at point 5) an objective 'to consider the governance arrangements between the shared service and the participating councils' and accordingly the Task Group has paid particular attention to this issue and made a number of key recommendations which are designed to resolve some of the problems it identified.

Worcestershire Shared Services Joint Committee

In first establishing WRS as a shared service, legal requirements had to be followed (notably, that, under Section 101 of the Local Government Act 1972, there would need to be an elected member decision-making body which resulted in the formation of the Joint Committee). At the time, it was agreed by the Executive Committees/Cabinets of each partner authority that delegated power should be granted to the Joint Committee to consider and make decisions on all the regulatory functions detailed in the agreement on their behalf, albeit that any additional changes to policy should be referred back to the respective Executive Committees/Cabinets.

The particular roles of the Joint Committee, as detailed within the agreement, were as follows:

- To make strategic decisions on behalf of the partnership.
- To oversee the development, implementation and operation of the shared service.
- To establish a framework for the operation of the shared service.
- To appoint sub-committees where necessary.

Under the terms of the agreement, each member authority was required to appoint two members to the Joint Committee each year. In the case of those authorities operating Leader/Cabinet arrangements, at least one of these members has to be a member of the Cabinet/Executive Committee. The agreement also permitted substitute members to attend in place of the lead member when necessary. Some councils have chosen to appoint named substitutes each year (although this is not a requirement).

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The agreement states that a minimum of one elected representative from

each authority should be present at meetings of the Joint Committee in order for those meetings to be quorate (although, as a Legal Services representative informed the Task Group, this is not a general legal requirement, purely something that the partners for this particular agreement insisted upon). The quorum for the Joint Committee was reviewed in 2013 when Members decided to continue with these same requirements. Attendance, however, is not without its problems and the Task Group learned that Democratic Services officers frequently have to spend significant amounts of time contacting and “chasing” Joint Committee representatives to ensure quorate meetings. To minimise the resources involved in this respect, the Task Group concluded that the onus should be on each partner authority, rather than the officers of the host authority, to ensure that their representatives would indeed be able to attend or to arrange substitutes. The Task Group was also concerned about the potential for conflicts of interest to arise between membership of the Joint Committee and membership of a particular authority’s Cabinet/Executive Committee in making budgetary decisions (i.e. if the financial pressures of their own local authorities were to influence their voting in relation to the WRS budget). Further potential conflicts of interest were identified in relation to those members of the Joint Committee who were both district and county councillors; and also for the Chair of the Joint Committee in relation to their particular own local authority.

Under current arrangements the Chair of the Joint Committee is appointed on an annual basis from the membership and on a rotating basis. Of concern to the Task Group here, however, was the possibility of a member assuming the chair (because it was ‘their turn’) but without necessarily having a sufficient understanding of the nature of regulatory services or sufficient time to devote to the responsibility. The Task Group considered the alternative of having an independent chair person – someone who specialised in regulatory functions. However, it was recognised that finding such a suitable and willing person could be difficult and also that this approach might seem inappropriate for an essentially democratic decision making body. Consequently, the Task Group concluded that probably the best approach to choice of chair would be for the Joint Committee membership to elect its chair based on merit rather than rotation.

The Task Group was keen to ensure that the Joint Committee as a whole was able to operate effectively as the key decision-making body for WRS and to this end, the Task Group discussed a range of pertinent issues including, duration of appointment for members, size of committee, frequency and location of meetings and training arrangements:

□ With regard to duration of appointment, the Task Group considers that members should be expected to serve a minimum term of two years (to develop the necessary understanding and experience of WRS). At present, as indicated, appointments are made on an annual basis and

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this has tended to result in frequent turnover of representatives from some authorities. The Task Group believes a minimum term of two years would also help to strengthen commitment and ensure greater continuity in the composition of the Joint Committee, so enabling the level of expertise and experience as a whole to grow.

□ Regarding the size of committee, the Task Group believes a committee of fourteen members (two per partner authority) to be unwieldy, especially so as there are usually at least four officers also in attendance in support roles). Indeed, when the Task Group observed a meeting of the Joint Committee, it witnessed how difficult it was for many members to engage fully in such a large ‘conference-like’ setting and for discussion to develop in any depth on the issues under consideration. Accordingly, the Task Group’s clear view is that it would be better to have just one member nominated from each council rather than two as now. This would help to ensure more inclusive debate, it would facilitate deeper discussion and it would facilitate more efficient and effective decision-making and provision of the clear strategic steer that the Head of Regulatory Services and his team look for from the Committee.

□ Rather than the current quarterly meetings, the Task Group considers that meetings every other month (i.e. six times per year) would also help to build expertise and commitment in relation to regulatory services. Additional meetings might also mean shorter agendas but create more opportunity to consider the important issues in more depth. Its own experiences as a Task Group illustrate, much time is needed together for rapport and understanding to build between representatives from different local authorities. The Task Group is sure that a leaner Joint Committee, with members meeting more frequently, will greatly help in making the Joint Committee a more effective decision-making body.

□ A smaller committee would more easily support the ideal – as the Task Group sees it - of Joint Committee meetings being held at WRS’s main office location where the professional staff and other supporting resources are on hand. While no doubt there are some advantages in the current arrangement of holding Joint Committee meetings at the base for the host authority, with just seven members (and supporting officers) the base of WRS would seem a more appropriate setting and one that would of course afford members with the opportunity to see more of the staff and some of the regulatory work first hand. It would also represent a suitably neutral location for all members.

□ The issue of training for members of the Joint Committee was also considered – this, too, being seen as vital to the building of a stronger and more competent governance body for WRS. Accordingly, the Task Group asked all the members it interviewed about the amount of training they had received both prior to and during their periods of service on the Committee. Some longer-serving members explained

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that in the first year of the shared service, a programme of training had been provided (prior to the first meeting) and that there had been follow-up half day sessions in subsequent months. However, it was understood that members appointed more recently had not received the equivalent induction or training opportunities (some having received little more than a half hour briefing from their authority’s representative on the Management Board).

Some relevant comments in this regard were as follows:

“I have not received any specific training although I did receive a briefing from the Council’s representatives on the Management Board and I have not had a chance to visit Wyatt House.”

“I learnt by osmosis and I think it is up to members to be proactive and to find out what the role is themselves.”

“I received a briefing from my Council’s representative on the Management Board and I spoke with the other councillor from my authority on the Committee as he had served on it for a number of years. I also made a point of arranging to visit Wyatt House and met with the Head of Service and some of the other staff. I found the visit in particular really useful as it helped to explain the role of WRS.”

“I have an understanding of the workings of a Council and the Committee as I have been a councillor for seven years. Members should make time to educate themselves. Having said that I did receive a two hour briefing from my Council’s representative on the Management Board when I started.”

From all such feedback the Task Group concluded that training provision was less than consistent and together with the policy permitting substitutes (who would typically be attending without any prior training at all), meant that levels of understanding and experience of regulatory services around the Committee table were likely to be, at best, variable and in many cases quite inadequate for the nature of responsibility being exercised.

The shared view of the Task Group is that something akin to the requirements for development control committees should be in place. There, members must undergo at least a basic training programme before they can play any part in development control decision-making. Whilst recognising that the decisions in relation to WRS are not quasi-judicial in the manner of those for development control, the Task Group believe that mandatory training for Joint Committee participation is similarly justified, particularly given the diverse and technical nature of the work and the importance of the governance role and the various decisions that members are entrusted to make here.

Despite the quite specific purposes and roles for the Joint Committee (as described in the original formal agreement and summarised above) the Task Group was also surprised to find some quite significant differences of

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understanding and viewpoint between members, particularly about the Committee’s relationship with the other key body – the Management Board. In the various interviews with members of the Joint Committee, the Task Group listened to a number of apparently conflicting accounts of the Joint Committee’s role. For example, while some understood their primary role as being to make strategic decisions on behalf of the partnership, others talked of it more in terms of providing a ‘critical friend’ role and holding the Management Board to account, as the following comments illustrate:

“The Joint Committee is the democratic arm that considers the work of the Management Board and ensures that the delivery of services is efficient and equitable.”

“We could be seen as the critical friend of the senior management of the service, holding them to account for strategic decision making as well as monitoring the budget and performance of the service. We are appointed by our Councils with some powers of delegation as laid

down in the original partnership agreement.”

“The Joint Committee is the critical friend of the service as well as the ultimate decision maker for the service. We are also ultimately responsible for the setting of the budget and the management of the finances as well as agreeing to the strategic direction of the service.”

“The difference is that the Management Board is held in private and Joint Committee meetings are held in public.”

“The Joint Committee is ultimately in charge of decision making. However the Management Board generates reports and provides advice and therefore has influence over the decisions that are made in a similar manner to Officers influencing decisions at Cabinet.”

“The role of the Joint Committee is to act as a watching brief to see that the service is being provided and the money spent well”

Moreover, the Task Group’s own doubts about the clarity of understanding among Joint Committee members as to their role were echoed by at least one of the members themselves, as follows:

“I do not know if all present members fully understand the governance or the structure. It may be the case that even long-term members do not fully understand it.”

The Task Group is in no doubt that the prevalence of such role ambiguities and uncertainties represents a serious weakness in the governance arrangements for WRS and one that needs to be addressed as a matter of high priority. Of particular concern to the Task Group was the perspective held by more than a few members that regarded their primary objective as being to ‘represent’ the needs of their own local authority in relation to WRS – with the needs of WRS being very much a secondary consideration. It was

30 also suggested that the listing on the front page of the agenda papers for Joint Committee meetings of the names of the local authorities with members’ names alongside only served to reinforce such a representational mind-set.

“I believe that members need to strongly represent the interests of their district when attending meetings of the Joint Committee, though this should be tempered by the fact that WRS is a shared service. One local authority should not be allowed to dictate the direction of the service to all the other partners, regardless of its size and status.”

“... the primary role of members on the Joint Committee is to protect the interests of their council with the function of WRS being secondary”.

To be fair, other members indicated feeling no conflict between the two roles and argued that they were able to represent the interests of both their Council and WRS equally.

“At a Joint Committee meeting I feel I am representing the district’s needs and the needs, requirements and future of WRS across Worcestershire. I am very aware that each Council has its own individual needs and requirements but there are many things which we all share.”

A number of the officers that were interviewed also commented on the tendency of some Joint Committee members to prioritise their own local authority considerations over the needs of the partnership and were similarly concerned that this risked undermining the partnership. One such interviewee

suggested that “*localism has no place in Regulatory Services*”. While recognising the contentious nature of such a statement, the Task Group is clear in the view that, unless and until the full membership of the Joint Committee can demonstrate its prioritisation of a shared interest in WRS over that of individual local authority interests, this will always be a weak and fragile partnership and one that will struggle to sustain itself, let alone grow and flourish.

One further small change that the Task Group feels could help make a significant difference in this respect would be a change of title from one that tends particularly to emphasise the ‘representational’ role of members in relation to their local authorities (i.e. ‘Joint Committee’), to one that more specifically focuses on the shared responsibility for WRS governance (i.e. ‘Board’). Accordingly, the Task Group considers that switching to a new title - ‘the WRS Board’ - could be an important step forward.

The Task Group therefore recommends the following:

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Recommendation 7

A new strategic decision making board for WRS should replace the Joint Committee, comprising one elected member per partner authority and supported by relevant officers. This should be called the WRS Board.

(a) Meetings of this Board should take place at the base of WRS.

(b) Responsibility for attendance at Board meetings should lie with each authority’s representative and the quorum for meetings should be set at 5 representatives in attendance.

(c) Meetings of the Board should take place bi-monthly.

(d) Elected members appointed to the Board should be provided with an induction programme and sufficient ongoing training to enable them to fulfil their role effectively.

(e) Members appointed to the Board be expected to serve a minimum of two years to ensure continuity.

(f) The Chair of the WRS Board should be elected annually by the members of the Board.

Management Board

The other key body in the governance structure for WRS - the Management Board - was similarly the subject of careful consideration by the Task Group. As with the Joint Committee, a set of roles for the Management Board were defined in the original partnership agreement, these being as follows:

- To oversee and guide the development of WRS, in particular in relation to operational matters.
- To help develop a shared vision and strategy for the partners that takes into account partners’ varying needs and priorities.
- To contribute to the transformation of service delivery.
- To resolve matters of concern to the partnership.
- To advise elected Members and to make recommendations to the Joint Committee (alongside the Head of Regulatory Services).
- To report back to their local authorities on the work of WRS and the decisions of the Joint Committee.

Membership of the Management Board comprises the Head of Regulatory Services together with one senior officer representative from each partner authority. Meetings of this Board are also attended by the lead Finance

Officer from the host authority and the two Business Managers from WRS, while chairing is undertaken in (annual) rotation by one of the partner authority representatives.

The Task Group heard various viewpoints on the Management Board but, above all, the good news that, in recent times at least, it was felt to have been working more effectively than in the past. Several members of the Joint

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Committee that were interviewed highlighted the value to them of the briefings they themselves had received from the representatives on the Management Board of their own authorities regarding the agendas of business and generally, the Management Board was considered to have contributed helpfully to recent discussions on key matters such as the possibility of a strategic link with a private sector partner. Joint Committee members also valued the corporate management expertise that officers appointed to the Management Board were able to add to deliberations and the useful links their representatives also had with other relevant services, such as the Hub shared service.

The Task Group also learned of several other aspects about the Management Board and its role that were concerning, including the following:

- Most of the officers on the Management Board, as representatives of partner authorities, are not from a regulatory services background and may not, therefore, necessarily have the specialist experience to appreciate fully the requirements of and expectations upon WRS.
- Engagement by the officer representatives tends to be variable and with a small core of officers being particularly influential in shaping thinking and conclusions.
- Some of the officers tend to prioritise their own Council's interests over and above those of the partnership.
- Differences of viewpoint between the Head of Regulatory Services and some of the other officers comprising the Management Board have frequently arisen and been quite difficult to resolve because only the Joint Committee has the authority to direct the Head of Service.
- Officers on the Management Board tend to be inconsistent in reporting back to their councils about developments in relation to WRS and do not always act as "advocates" for the shared service within their authorities.

The Task Group was also concerned about apparent differences of viewpoint as to the appropriate role of the Management Board amongst its officers. In particular, some such officers clearly regard their role legitimately as including the provision of advice on operational matters and the Task Group learned of a worrying tendency by the Board to attempt to micro-manage the Head of Regulatory Services.

The Task Group's clear view is that this is both unhelpful and inappropriate and that WRS itself – with its professionally qualified cadre of managers and staff - should be entrusted with full operational responsibility under the leadership of the Head of Regulatory Services. Two principal benefits here, as identified by the Task Group are as follows:

- WRS officers should be the source of advice to elected members about operational matters based on their professional expertise and experience (as, of course, is the case in most other specialist public service contexts – e.g. children's and adult services, highways and transport and planning).

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□ Officer leadership from WRS itself would be likely to result in a stronger focus on the needs of the partnership as a whole rather than on those of individual councils.

The Task Group's conclusions go further than this. For it does not see a sufficient case for retaining a Management Board as well as a Joint Committee (WRS Board) within the governance structure for WRS. Instead, the Task Group thinks that the disestablishment of this additional layer of management would greatly simplify, clarify and unify the governance structure. Instead, the Task Group considers a more appropriate role for officer representatives from the partner authorities to be in attendance at the WRS Board (Joint Committee) meetings as non-voting participants – sitting alongside and supporting their respective elected members, and providing additional advice (particularly from the perspective of the partner authorities). The Task Group therefore recommends the following:

Recommendation 8

The Management Board be disbanded, with the WRS Management Team taking the lead responsibility for operational decision making under the leadership of the Head of Regulatory Services.

The WRS Management Team

The Head of Regulatory Services leads the WRS team and should, the Task Group suggests, be formally accountable to the WRS Board (Joint Committee) as the corporate governing body. At present, line management and oversight of his role (including conduct of his annual performance development review) is provided by the Chief Executive of Bromsgrove District Council as head of paid service at the host authority. This arrangement generally works well; the Task Group learned and felt it to be entirely appropriate that the Head of Service should enjoy the benefits of chief officer support (from the host authority) and the additional accountability that this involves. The recommendation to disband the Management Board would, be further beneficial in protecting the Head of Service from feeling overmanaged and accountable to multiple senior officers.

The Task Group recommends the following:

Recommendation 9

(a) The Head of WRS should be fully accountable to the WRS Board (as the strategic decision making body).

(b) The Chief Executive of the host and with the host authority to act in a mentoring role as and when necessary.

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Chapter 4

Lessons Learned

The Task Group has undertaken a wide ranging and detailed review of a complex shared service and in the process, inevitably, a number of lessons have been learned of potential value to other shared service arrangements and indeed, for other joint scrutiny exercises. In this chapter the key such lessons are summarised.

Communications between a Shared Service and Partner Authorities

At the launch of the WRS shared service, consideration was given to the most appropriate methods by which the work of the new organisation and the decisions of its Joint Committee might be reported back to partner authorities.

A formal protocol was developed for the referral of decisions to partner authorities and this stipulated that the following arrangements should be in place:

- The committee clerk for each meeting should draft and circulate minutes from the meetings within ten working days to Joint Committee and Management Board members as well as to the Democratic Service teams from across the county.
- The minutes should be submitted to the next Executive Committee/Cabinet meetings at each authority for consideration, both in cases where decisions have been taken under delegated powers and where recommendations have been proposed.
- In cases where the minutes contain a recommendation, the supporting reports should be provided for the consideration of the Executive Committees/Cabinets at each authority.
- The Executive Committee/Cabinet at each authority should make a decision about any recommendations referred for their consideration, the result of which should be referred back to the Democratic Services Officer of the host authority who maintains appropriate records.
- In the event that any recommendations are not approved by all partners the Head of Regulatory Services is required to report this fact back to the next Joint Committee meeting.

Despite the specificity and clarity of these protocols, the Task Group investigation identified that partner authorities were not always complying with the expectations, particularly in relation to the handling of minutes of the meetings of the Joint Committee. While in some cases, minutes were consistently being presented for consideration by the Executive Committee/Cabinet, in others they were only circulated when there happened to be a particular recommendation within them requiring partner approval. In very few instances, the Task Group learned, was there much, if any, discussion at partner authorities of the issues presented in the minutes of WRS Joint Committee meetings.

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One consequence of such variable practices is that the majority of elected members in partner authorities have very limited awareness and understanding of the work of WRS, or of the decisions of its Joint Committee. In discussion with Joint Committee members the shortcomings of the communications process with the wider membership of partner authorities was recognised, as was their personal responsibility, as Joint Committee members, to report back to their respective councils. As one acknowledged: *“There is also a need for the Joint Committee member to promote the service back at their Council and ensure that members are kept informed of how the service is developing”*.

On the other hand, another member of the Joint Committee argued that it was the responsibility of every elected member in the County, not just those appointed to the Joint Committee, to familiarise themselves with the work of WRS:

“There are few problems with internal communications. At some councils, the minutes of each Joint Committee meeting are considered at Executive meetings and copies are also published on every Council’s website. It is the responsibility of every member to read

these minutes and to familiarise themselves with the subject”.

While some may well subscribe to such a point of view, Task Group members were concerned about the reality that, in practice, the wider body of elected members across the County (i.e. those who had not been involved with the Joint Committee) had very limited knowledge or understanding of WRS and its important public protection functions. Indeed, the Task Group was persuaded that this was a significant enough problem, which needed to be addressed by the following circumstances:

1. Concerns about performance data (e.g. the National Indicators) not being provided to Overview and Scrutiny Committees suggested that scrutiny members had not been aware of the decisions taken by WRS to change their performance monitoring arrangements. At some councils there was also surprise that the partnership agreement for WRS did not allow for scrutiny by local Overview and Scrutiny Committees.
2. When the Scrutiny Task Group consulted with other elected members across the County (and with parish council representatives) several of the responses referred to aspects outside the remit of WRS, demonstrating the level of misunderstanding.
3. Several months after the Joint Committee’s decision to explore the potential for a strategic partnership with a private sector partner for WRS, the Head of Regulatory Services presented a series of updating briefings on the subject to different partner authorities, but encountered at one, widespread ignorance of the decision (and dismay at not having been aware of, or consulted on, the matter).

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Such apparent failures in communication have underpinned the Task Group’s conclusion that more systematic processes need to be put in place to ensure that all decisions made by the Joint Committee (WRS Board) are indeed communicated back to all elected members of partner authorities and that regular updates of WRS and its work are provided to partner councils. The Task Group suggest that a common approach should be followed in all partner authorities, whether this takes the form of written reports to Executive Committees/Cabinets and/or to Overview and Scrutiny Committees and full Council meetings.

It would also help if Democratic Services officers in partner councils took responsibility for drawing their elected members’ attentions to the publication of both the agendas and minutes of each meeting of the WRS Board (Joint Committee) and by highlighting the web links to the relevant pages of the WRS website).

Although the website for WRS was updated and refreshed during the time that the scrutiny Task Group was underway, it noted that copies of agendas and minutes from meetings of the Joint Committee were not always uploaded promptly on to the WRS webpages and available for viewing via the websites of partner authorities. Not least for the purposes of transparency, the Task Group considers it important that such documents are indeed made accessible to all at the earliest opportunities (along with other relevant information about WRS and its operation and governance structures).

Such lessons about the importance of good communication and transparency are relevant of course to all shared services and it is to be hoped that the recommendations in this respect will promote like-minded actions in relation to

other such partnership arrangements.

The Task Group therefore recommends the following:

Recommendation 10

(a) All decisions made by the WRS Board be formally reported back to all elected members of the partner authorities in a timely manner.

(b) Attention should be paid to communicating updates about any planned changes to WRS services to all elected members of partner authorities.

(c) The agendas and minutes of all WRS Board meetings should also be uploaded on to the WRS website in a timely fashion.

Sharing Services

In conducting this scrutiny review the Task Group inevitably encountered and debated the many strengths and weaknesses that apply to any shared service arrangement, particularly those involving multiple partners. For example, the opportunity to share resources and skills across several councils and so have better overall capacity and capability was widely recognised as a positive outcome by members and officers alike. Similarly, the financial savings that

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could be achieved through this way of working were also universally welcomed, especially in the current climate of public sector austerity.

The following comments illustrate such positive perspectives on multi-partner shared services arrangements:

“In my experience smaller district councils often struggle to attract the good, qualified, professional staff needed to deliver regulatory services. Amalgamation with other local authorities has helped us to attract and retain these types of staff”.

“Because the countywide model inevitably involves working with a larger team and a bigger budget, you can attract the professional and skilled staff you need to deliver the services.”

“One of the benefits of sharing regulatory services, particularly for district councils, is that it enables those councils to access expertise and resources that might not otherwise have been available. For example, as a result of this shared service, Bromsgrove District Council has been able to directly access officers with expertise in the field of air quality, which has been useful because there are significant problems with air pollution in Bromsgrove district.”

However, the scrutiny consultations also underscored some of the problems often associated with shared service arrangements, particularly where multiple partners are involved. Above all is the potential for shared service operations to seem remote and detached from the councils they serve, at least for most councillors and officers. Indeed, there is a tendency for bodies like WRS to seem to operate more like separate organisations, delivering services on behalf of the councils, akin to contract-based provision rather than as partnerships of the councils and in which there is a common interest and responsibility.

The following comments expressed to the Task Group epitomise such perspectives:

“Sometimes we are all partners. Sometimes, usually when something goes wrong, there is a feeling that WRS is acting as a contractor providing services rather than being an integral part of the local government offering”.

“Some partners have tended to regard WRS as having been outsourced once the shared service was launched. For example, some of the early problems with ICT were exacerbated by the fact that partner organisations were not always willing to engage in discussions about how to resolve the problem”.

Such a sense of distance and detachment between the councils and WRS probably also explains, in part at least, the determination of some partners to impose financial reductions on WRS that to regulatory service professionals at 38

least seem quite unreasonable and unrealistic, as illustrated in the following comment:

“Very disappointingly some partners have come forward seeking very large reductions but without any clear idea of the necessary changes to their services to achieve this.”

Compounding this distancing and detachment problem has been some widespread negativity about WRS arising early on in its life as a result of difficulties encountered by councillors (and the public) in contacting regulatory staff and in getting apparently small and simple problems resolved (e.g. complaints about barking dogs or odour problems). It is to be hoped that the new in-house customer contact arrangements now in place will help overcome such negativity and that WRS’s reputation for responsiveness will quickly improve. A key lesson is that, under shared service arrangements and particularly one where staff are located elsewhere from the local authority, contact and communication arrangements need to be especially well planned and managed for confidence in the venture to be sustained. In this context the Task Group was also intrigued as to why, after much initial interest in the Worcestershire initiative from other local authorities, WRS remains the only two-tier regulatory partnership in England. Probably part of the reason has been inertia and fear, particularly on the part of district councils, of surrendering more public service responsibility to their counties and so inadvertently bolstering arguments for unitary council status in the future. Perhaps also a reason has been concern among district councils at the prospect of losing control of some important protective services, notably environmental health and licensing and of councillors feeling that this would weaken their ability to directly address many of the problems routinely raised by local people and businesses. But once again, the key lesson here concerns the quality of the contact and communication arrangements that are put in place between councils and the shared service and the confidence that the partnership body is able to instil among councillors and the general public. The Task Group therefore recommends the following:

Recommendation 11

The lessons learned from the WRS shared service experience, particularly as detailed in this report, should be heeded by elected members and senior officers when considering any future proposals for shared services arrangements involving multiple partners.

Joint Scrutiny

This scrutiny is not the first such joint scrutiny review to be undertaken in Worcestershire, although it is the first one involving all seven councils and hosted by one of the district councils. Perhaps because of the increasing number of shared service arrangements now being established within the

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County there will be more such joint exercises in the future. Assuming so, the Task Group considers the lessons that it has learned during the process of this joint scrutiny should be of considerable value for others to follow.

The Task Group's review was conducted in accordance with the Framework for Joint Overview and Scrutiny in Worcestershire (which was approved by all councils in 2011). That framework details the principles underlying joint working, processes to be followed and conduct to be expected during such work, resource requirements, meeting arrangements and other matters conducive to effective collaborative working. (A copy of the framework can be viewed at Appendix 2).

As in this case, joint scrutiny reviews are normally hosted by an individual council, usually the one that first proposed the review or the host authority if the subject is a shared service. However, the expectation with all joint scrutiny work is that there should be representation and participation from all the relevant authorities and full co-operation with the process by all parties, for example, in providing evidence and participating in proceedings.

During this joint scrutiny, members of the Task Group sought evidence from a wide range of parties – both elected members and officers from each of the seven partners and of course, from WRS as well. In most instances the Task Group encountered very positive co-operation and generous support, including willingness to travel some distances to attend interviews and preparedness to provide written, as well as verbal, responses to questions. The Task Group wishes to thank all the witnesses who gave evidence during the review for their time and their helpful contributions.

Unfortunately, the Task Group have to report that it did not encounter the same level of co-operation and support from every quarter. It struggled, in particular, to obtain the evidence needed from Worcestershire County Council, particularly regarding the authority's proposed budget reductions for the next three years. Initially, the Task Group sent a letter to the Leader of the Council and to a senior officer (in early February), prior to the authority's setting of its budget. The letter outlined the Task Group's concerns about the implications of budget reductions for the viability of WRS and requested that the Council consider postponing the decision on funding until this joint scrutiny review had been completed. It proved necessary to chase the County Council for a response to this letter and the Task Group subsequently invited a representative to attend one of its meetings (in early April) to respond to various questions. Although a written response was eventually received, the Task Group was disappointed that no-one from the County Council offered to attend the meeting and indeed, the written response itself was quite short and generally less helpful than those received from other witnesses.

The Task Group was also disappointed that not all partners played an equally active part in the joint scrutiny exercise. While most authorities were consistently represented at the meetings, one council, Wyre Forest, was represented at only 5 out of the Task Group's 15 meetings (and this despite the fact that this Council, as with all seven, had designated a substitute as

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well as a lead member). While recognising the extra time pressures that participation in such scrutiny exercises creates for members and the various legitimate reasons for absence, the Task Group was nevertheless surprised at

the persistent failure to submit apologies or to propose a change in the nomination to ensure due representation from Wyre Forest and the opportunity, with other partners, to shape the final recommendations. There are lessons here, for sure, for other joint scrutiny exercises and the Task Group considers that in future, particular care should be taken to minimise such missed opportunities for participation. To this end the Task Group suggests that some aspects of the formal framework should be revisited and perhaps amended. In particular, it would be useful to give more consideration to the barriers and constraints likely to affect participation in such Task Groups and to ways of ensuring the desired level of commitment on the part of all members and partner authorities. It would be good to give early priority to reviewing the framework for joint scrutiny and to giving thought to how engagement might be maximised since it is understood that another joint exercise – this on joint arrangements for waste collection and disposal - is about to commence.

The Task Group therefore recommends the following:

Recommendation 12

(a) The Joint Scrutiny Protocol should be reviewed in order to take on board the lessons learned during this review.

(b) Consideration should be given to the reinstatement of the Worcestershire Overview and Scrutiny Chairs Group as a means of feeding back the monitoring of recommendations from Joint Scrutiny exercises, as and when required.

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Conclusion

The perspectives of the membership of the Joint Scrutiny Task Group on WRS changed quite markedly during the course of this exercise as the evidence was gathered and as more of the realities of the situation became clear. At the start of the review there was some scepticism among Task Group members about the quality of service being provided by WRS, particularly based on anecdotal evidence from customer complaints and members own experiences of trying to get problems resolved. However, by the conclusion, the Task Group members had developed a much better understanding of the challenges and pressures being experienced by the shared service and of the difficulties and shortcomings in relation to governance. Indeed, the Task Group had developed greater empathy with the situation and this has inspired its desire to see the weaknesses and problems addressed and to ensure a better future for WRS.

Some of the proposals to this end may seem radical. But in the Task Group's analysis, significant changes are called for in a number of respects if WRS is to survive and flourish in the manner expected of it at the outset.

The Task Group recognises that, if the recommendations are accepted by partners, each council is likely to have to relinquish a further measure of control and place more trust in the practitioners in WRS to lead and manage the service in Worcestershire's best interests. The Task Group recognises and supports all the efforts currently being made to improve the viability and prospects for the shared service in difficult financial times, including consideration of the possibilities offered by a private sector partner. However, it also considers that a number of other changes – particularly to the governance framework and to the communication processes between WRS

and partner authorities – need to be made as well and with similar priority. Returning to the old (fragmented) way of providing regulatory services at both district and county levels is, the Task Group is sure, not a sensible or realistic option for Worcestershire - tempting though it might perhaps appear in present times when the challenges of partnership working and of coping with financial pressures seem so daunting. Instead, the Task Group concludes, the way ahead lies in building on the foundations that have already been laid; in learning the lessons of the first few years of WRS and in being prepared to adjust and adapt in light of those lessons. The way forward, the Task Group is sure, is to address the challenges as a partnership with renewed commitment and with confidence. Worcestershire's pioneering work in developing a more integrated regulatory service has indeed already been worthwhile and not just in achieving financial savings but also in ensuring higher quality protection for citizens and businesses across the county and beyond.

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Appendix 1

Joint Scrutiny of Worcestershire Regulatory Services

Terms of Reference

Objectives

1. To review the final business case for the Shared Service (as agreed by the participating Councils) against current operation, including:

- resilience in the model to cope with fluctuations in workload;
- efficiencies achieved;
- cash savings and how these have been used;
- its level of fitness for purpose;
- the impact of the model on service levels/quality.

2. To compare the previous service levels of each participating Council compared with current levels and those outlined in the final business case.

3. To establish the performance of the service to participating Councils prior to and since the establishment of the shared service.

4. To review levels of customer satisfaction prior to and following establishment of the shared service and how feedback informs practice.

5. To consider the governance arrangements between the shared service and the participating Councils to include how changes to the service requested by one or more Councils can be achieved.

Membership

6. The Team will be made up of one representative from each of the Overview and Scrutiny Committees from Bromsgrove, Malvern Hills, Redditch Borough, Wyre Forest, Worcester City, Worcestershire County Council and Wychavon District Councils.

7. Each authority will also appoint a named substitute, who will be sent details for each meeting and may attend meetings as an observer to keep up to date with the exercise.

8. That at least one of the appointed Members to the Team or their named substitute must comprise either the Chairman or Vice Chairman of the Authority's Overview and Scrutiny Committee.

Roles

9. Members of the Panel are expected to:

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- undertake appropriate reading and research, which may involve consultation, visits and evidence gathering between meetings;
- having agreed a programme of meetings of the Team, to attend as many of them as possible;
- to ask for support, training and development if/when they feel it is necessary;
- to contribute fully to the drafting of any reports.

10. Each member is responsible for reporting back to parent Overview & Scrutiny Committees as appropriate.

11. Officer support will be provided by Bromsgrove District Council as the host authority, for meeting arrangements and scrutiny support, as well as liaison with officers from each authority to provide evidence and practical help (provision of meeting rooms etc)

Arrangements for Meetings

12. The Team will make its own arrangements for meetings.

13. The meetings may be held in public or in private. In considering how it will meet, the Team will balance the desire for transparency and openness with making visitors feel welcome and comfortable, to encourage frank and open discussion.

14. It will not normally be the case that full notes will be made of each meeting. In most cases a short "action list" will be sufficient for the Team's use.

Deadline: April 2014.

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Appendix 2

FRAMEWORK FOR JOINT OVERVIEW AND SCRUTINY IN WORCESTERSHIRE

Principles Underlying Joint Working

Any joint scrutiny process needs to ensure:

- a) Good quality scrutiny – which adds value and properly investigates issues of concern to participating authorities.
- b) Efficiency – avoiding duplication and bureaucracy.
- c) Confidence in the outcomes of the joint scrutiny exercise by each participating authority's Overview and Scrutiny Committee, and clear communication of expectations from the outset.
- d) Clear working planning and co-ordination.
- e) A coherent approach to scrutiny for external partner organisations
- f) Clear arrangements for reporting and follow-up to ensure action on recommendations.
- g) Reporting arrangements should not create delay through over complexity, and should not create scope for other bodies to block recommendations.
- h) Flexibility in how to carry out joint scrutiny.
- i) It does not undermine each authority's O&S Committee's remit, or officer support available.

Deciding to Scrutinise Jointly

It is for each authority's O&S Committee to decide if they wish to participate in a joint scrutiny but this needs to be done as efficiently and speedily as possible.

To initiate a joint scrutiny proposal a scoping form should be completed and circulated which will then be subject to agreement of each authority's O&S

Committee.

The Worcestershire Scrutiny Officers' Network, in consultation with their respective Chairmen should make proposals for joint scrutiny for considered by the scrutiny chairmen's network (possibly in between meetings) and subsequent recommendation to individual overview and scrutiny committees.

Carrying out Joint Scrutiny

There are a number of ways that joint scrutiny can be carried out.

There may be times when an individual authority wishes to co-opt members from other authorities onto a particular scrutiny.

There may also be times when it is agreed by each O&S committee that one authority takes the lead in scrutinising an issue on behalf of all authorities.

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However, it is suggested that in Worcestershire joint scrutiny should usually be carried out by joint time-limited scrutiny task and finish groups, led by the authority from which the scrutiny originated.

Agreeing Membership of Joint Scrutiny Task Group

After O&S Committees agree to participate in a joint scrutiny they then nominate members.

As the task group would not be an official council committee, political balance requirements do not apply.

The number of Members participating in a joint scrutiny will depend on how many authorities are involved but if all Worcestershire authorities take part it is suggested that one member be appointed from each authority.

Agreeing Chairmanship of a Joint Task Group

Nominations for chairing the task group will be sought from all members of the task group.

Where one authority is leading the scrutiny it may be appropriate for the Chairman to be appointed from that authority.

Agreeing Terms of Reference/Scope of the Scrutiny

Each participating authorities' Overview and Scrutiny Committee would be asked to agree terms of reference for the scrutiny as per the scoping and proposal form.

Conduct of the Scrutiny

Meetings of the joint task group will be arranged by the supporting scrutiny officer(s).

The task group should strive to conduct their business in a consensual, open, responsible and transparent way across the political divides and seek to avoid expressing views based purely on political considerations.

Equal Participation

It is important for all members to be equal participants in the process and for officer support to be available on an equal basis.

Meeting Venues

To be decided by the Review Panel as appropriate to the particular review.

Approval of Report's Recommendations

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The joint task group would agree their report and recommendations, normally by consensus. The Overview and Scrutiny Committee would then be asked to endorse the report, and could submit their own comments to their Executives.

Time constraints for recommendations need to be fully considered at the scoping stage.

Publicising Outcomes from Joint Scrutiny/Sharing Findings

Once the scrutiny report is agreed by the overview and Scrutiny Committees it should be circulated to Executive members, witnesses and any others involved,

by the scrutiny officers supporting the scrutiny.
It could also be put on the website of all the participating authorities.

Resourcing and Supporting Joint Scrutiny

It is intended that joint scrutiny will be supported within the existing resources available to all seven authorities for scrutiny.

Scrutiny officer support for each joint scrutiny should be agreed at the outset. Whilst the authority leading the joint scrutiny would normally provide support for it, ways of sharing the workload should be explored at the scoping stage.

Any expenses for members of a joint scrutiny should be paid by that member's authority in line with that authority's allowance scheme.

Tracking the Outcomes of the Scrutiny

The Review Panel will decide upon arrangements for tracking the implementation of recommendations.

Individual O&S Committees may wish to adopt their own methods for joint scrutiny recommendation tracking.

It is suggested that recommendation tracking for joint scrutinies should be part of the watching brief of the Joint Chairmen's meeting.

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Appendix 3

SUMMARY OF MEETINGS AND ATTENDANCE

Meeting Date Summary

26th September 2013

Appointment of Chair / Vice Chair, endorsement of terms of reference and work planning (including setting future meeting dates).

10th October 2013

The Task Group reviewed the content of the original business case for WRS and one of the WRS newsletters.

Members also provided some initial feedback on behalf of colleagues at participating local authorities about Members' experiences of working with WRS.

22nd October 2013

Interview with Steve Jorden, Head of Regulatory Services, and consideration of feedback on WRS experiences from other elected Members and Parish Councillors.

12th November 2013

Consideration of WRS Partnership Agreement and Shared Services Joint Committee Protocol and consideration of further feedback as detailed above.

21st November 2013

Observed Worcestershire Shared Services Joint Committee meeting prior to interview with the Chair and Vice Chair of this Committee.

4th December 2013

Consideration of written responses to questions put to the Chair of the Management Board together with work planning, including questions for future witnesses.

18th December 2013

Interview with Steve Jordan, Head of Regulatory Services, and WRS senior managers.

16th January 2014

Interview with a member of the Management Board – Ruth Mullen (Ivor Pumfrey was unable to attend).

29th January 2014

Interview with Kevin Dicks, Chief Executive of the Host Authority, and Jayne Pickering, Executive Director, Finance and Resources, Bromsgrove District Council.

6th February 2014

Visit to Wyatt House.

20th February 2014

Interview with Clare Flanagan, Principal Solicitor of the Host Authority, and Ivor Pumfrey, Chair of the Management Board.

19th March 2014

Complaints and compliments data analysed and review of the investigation so far.

26th March 2014

Interview with a number of Members of the Worcestershire Shared Services Joint Committee.

20th April 2014

Agree draft recommendations and report format.

28th May 2014 Agree the draft report.

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ATTENDANCE RECORD

TOTAL

ATTENDANCE

Lead Sub

Bromsgrove

11 1

Malvern Hills 13 0

Redditch

7 4

Worcester City 12

0

WCC

10 0

Wychavon

13 3

Wyre Forest

0 5

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Appendix 4

LIST OF SERVICES PROVIDED BY WRS

The following services are delivered by WRS:

- Air quality.
- Animal health and welfare (including dog warden service).

- Consumer and business advice.
- Contaminated land.
- Environmental packaging
- Environmental permitting (pollution control).
- Fair trading / anti rogue trader activities.
- Food safety.
- Food standards (labelling and composition).
- Health and safety.
- Health promotion.
- Infectious diseases.
- Licensing.
- Metrology.
- Nuisance investigations.
- Pest Control.
- Product safety.
- Public health (burials, drainage, water supplies etc.)
- Under age sales.

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Appendix 5

ACKNOWLEDGEMENTS

The Task Group would like to give particular thanks to Steve Jorden and members of the WRS team, especially Mark Kay and Simon Wilkes, who provided evidence, both in person and in writing, throughout the review.

Thanks also go to the following Officers:

Bromsgrove District and Redditch Borough Councils

Kevin Dicks Joint Chief Executive

Jayne Pickering Executive Director, Finance and Resources

Clare Flanagan Principal Solicitor

Pauline Ross Democratic Services Officer (responsible for clerking meetings of the Worcestershire Shared

Services Joint Committee)

Management Board

Ivor Pumfrey Malvern Hills District Council

Ruth Mullen Worcester City Council

Worcestershire Shared Services Joint Committee - Councillors

Lucy Hodgson Chair - Worcestershire County Council

Mark Bullivant Vice Chair - Bromsgrove District Council

Kit Taylor Bromsgrove District Council

Bronwen Behan Malvern Hills District Council

David Hughes Malvern Hills District Council

Brandon Clayton Redditch Borough Council

John Fisher Redditch Borough Council

Lynn Denham Worcester City Council

Roger Berry Worcester City Council

Anthony Blagg Worcestershire County Council

Ron Davis Wychavon District Council

Ken Jennings Wychavon District Council

Marcus Hart Wyre Forest District Council

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Appendix 6

DECLARATIONS OF INTEREST

At each meeting Members were asked to declare any interests. The following declarations were received:

Councillor Cronin, Worcester City Council, declared an other disclosable interest as the publican at The Plough Inn, Broadheath, Worcester.

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Legal, Equalities and Democratic Services

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Mr N. Birkin
GMB
Civic Offices
Bridgend Council

15th September 2014

Dear Neil

**Regionalising Regulatory Services: Collaboration with Competency
Response from Staff and UNISON – Vale of Glamorgan Council**

Thank you for your recent comments and questions in relation to the collaboration project on behalf of the GMB members within Bridgend. I am grateful to you for taking the time and trouble in collating the views of your colleagues.

The collation of the comments and questions within one document is really helpful and the submission along with all other staff questions will be attached as an appendix to the cabinet report. In addition, the broad themes that are coming out of the feedback will be summarised within the body of the report, along with a reference to the full responses in the appendices.

As you are aware answers have already been provided to direct questions, but we welcome the constructive manner in which you have made comments on the proposals, for example; we accept the need for caution and further detailed work around the ICT project and ensure that lessons are learnt from others.

We also accept there is a need to look at the denominations and identity of officers along with their professional roles. The strength of feeling in relation to this is recognised. It is an issue that will be considered as part of the ongoing implementation should the project move ahead and specifically at the stage where job descriptions and person specifications are being developed.

One of the main issues and key messages arising from the submission is that there are merits in the collaboration proposals, but there needs to be a degree of caution going forward and that the implementation process will need to rely on the engagement, involvement and expertise of staff across the three local authorities.

I certainly re-enforce the point that in September/October we will be seeking the approval of Cabinet and Council to the “collaborate and change” proposals based on the underpinning principle of the proposed operating model. The Atkins’ structure is however only an indicative structure based on proposed operating model. The post transfer remodelling consultation process will provide significant opportunities to refine and develop the new service structure based on the continuing views of staff and the trade unions. The process for consultation and engagement will incorporate some of the really useful suggestions as submitted over the last few weeks.

The risks and costs of ICT infrastructure development as properly highlighted in the GMB submission are recognised. As suggested, we do need to learn the lessons from other successful and less successful projects and build in the engagement and expertise from within the service. Such risks will, however be mitigated by a properly resourced development plan and project team. There is always an element of risk with any changes to an existing ICT regime, but the project is significantly less complex than the Worcestershire project. The project team have already been in direct communication with colleagues from Worcestershire and reviewed the documentation set out in the GMB submission. As indicated, there is a determination to learn the positive and negative lessons from all projects.

Some of the questions within the submission question the validity of the information contained in the original Atkins report. It is important to note that the Atkins report represents the position of the three Councils as at 1st April 2013. Much of the information contained in the report was provided by each Local Authority and represented the information available at that time. Whilst it is accepted that there are some errors in the Atkins report, it is felt that they are not materially significant and they do not unduly change the substance of the recommendations to Cabinet.

Thank you again for your helpful submission. I hope that the above responses are helpful and provide some reassurance to you and your GMB members. Whilst we may not agree on all points of detail, it is clear from your submission that we have a shared view on the need to ensure the resilience of the service in the light of the increasing financial pressures.

If you would like to discuss this response with me in more detail then please do not hesitate to contact me on 029 2087 1830

Yours sincerely,

A handwritten signature in black ink, appearing to read "Dave Holland". The signature is written in a cursive, slightly slanted style.

Dave Holland
Project Manager
Regionalising Regulatory Services Project

Regionalising Regulatory Services

Bridgend – Cardiff –Vale of Glamorgan

Staff and UNISON (Vale of Glamorgan)

Cabinet Report Proposal

COLLABORATION with COMPETENCY

September 2014

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6/. Benefits of 'Collaboration with Competency Model'

1/. Summary

This report in consultation with staff and UNISON proposes a revised model based on the 'Collaboration Only' model within the Atkins report. This model called the 'Collaboration with Competency' model combines the advantages of the 'Collaboration and Change' model with those of the 'Collaboration Only' model as previously proposed. The proposal is that the 3 authorities separately retain control of most of their core environmental health/ licensing functions with staff retaining their professional competencies and expertise. This would be through a district system of working with multi functional staff. This will provide for localism, local accountability and strengthen the relationship with the Public, Businesses and Members.

The financial benefits associated with the 'Collaborate with Competency' model are the greatly reduced IT costs compared with the 'Collaboration and Change' model and the more efficient positioning of existing staff. There will be savings due to the reduced headcount across the service including the consolidation and reduction of management posts together with the merging / collaboration of services.

Further savings will be possible in the 'Collaborate with Competency' model with the establishment of specialist teams working in collaboration and operating across the piste servicing Bridgend; Cardiff; Vale of Glamorgan. This will provide greater resilience and improved response to emergencies at a lower cost. Staff will make full use of their professional competencies and expertise with this model.

Most areas of environmental health and trading standards do not overlap and require a completely different skill set and approach. Within the 'Collaboration with Competency' model the two professions are retained as two professions and not merged into an unknown and untested position as a ' Commercial Services Officer'. Trading Standards staff tend to be naturally cross border and would operate either within a merged generalist or specialist team. This model is designed to be much less damaging to staff morale than the 'Collaboration and Change' model and will enable the 3 respective departments to retain talented staff and recruit in the future.

2/. Introduction

The Atkins report quite rightly states that 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. Welsh Authorities have been making 'efficiency' savings for some time and it is only now that authorities are facing the reality that these budget reductions are real 'cuts' to services which can no longer be euphemistically be called 'efficiency saving'.

These cuts are now significant and it will no longer be honest to state that we can deliver significant efficiency savings whilst still maintaining high quality services. We have to accept that the same level of service cannot be maintained but we need to minimise any adverse effects on the public, and our staff. We have a duty to protect public health. We must use our diminishing resources as efficiently and effectively as possible. This will involve a more radical proposal as the 'Do Nothing' with more salami slicing is no longer a viable solution.

For the last few years there have been a number of papers which have advocated collaboration. These include the Simpsons Review 2011 on Local Government 'Local, Regional, National: What services are best delivered where?' The following Ten Principles were proposed and it is useful to consider these carefully as we move into collaboration:-

1. *The outcome must be better for the citizen and the user*
2. *Focus on functions not whole services*
3. *It is about better collaboration not just hard geography*
4. *Collaboration can take many forms*
5. *Local accountability and freedoms must be enhanced*
6. *We have to ask the right questions*
7. *Leadership to deliver the change*
8. *Engaging the staff is critical*
9. *A contract with consequences*
10. *Supporting the change to deliver the change*

The Welsh Government Collaboration agenda is encouraging local authorities to work together to deliver services jointly across administrative boundaries. It is to be applauded that Bridgend, Cardiff and Vale of Glamorgan have been successful in securing support for a Collaboration Project from the Welsh Government Regional

Collaboration Fund and subsequently established a joint project team and Shadow Joint Committee.

The Atkins report considers 4 options 'Do Nothing'; 'Change Only'; 'Collaborate Only' and 'Collaborate and Change' which is their favoured option. However the 'Collaboration & Change' operating model is less identifiable as a Regulatory Service than is currently the case as for many years the public and businesses have been familiar with dealing with Environmental Health Officers (EHO) and Trading Standards Officers (TSO). These are professions, with professional bodies ensuring their competency and code of conduct. It is unlikely that the public and businesses will have the same confidence and could expect the same level of competency with the creation of the new posts Commercial Services Officer / Neighbourhood Services Technical Officer and Commercial Services Technical Officer. The creation of these new posts could also be confusing to the public and businesses. The 'Collaboration with Competency' model advocates the retention of EHO and TSO positions so would be more clearly identifiable as a Regulatory Service.

3/. Background

The Wales Audit Office (WAO) recently delivered their study findings on Local Government /Environmental Health. The fiscal crisis of 2008/09 resulted in the comprehensive spending reviews. Which meant cuts to local government funding. In real terms, revenue funding from the Welsh Government was around £283 million (seven per cent) lower in 2013-14 than 2010-11.

Regulatory Services impacts on everyone living in our communities. It contributes too many national policy agendas – public health, housing conditions, independence of vulnerable people, community well-being etc. It is regularly highlighted as an important council service by our citizens. Environmental Health spending only accounted for 0.42% of all Council's revenue expenditure in 2013-14. The WAO study states that budget patterns suggest there has been 'salami slicing' not fundamental shifts in working. The main areas for Environmental Health budget expenditure are pollution control, food safety and housing. However pest control has seen the largest budget cut as a service area followed by licensing and health and safety across Wales.

Environmental Health staff accounted for 0.96% of all Council staff in Wales 2012-13. However Environmental Health Service staff numbers have fallen by 16.4% between 2011-12 to 2013-14 from 1030.5 to 861. Overall Council staff numbers reduced by 6.9% in the same period. The greatest level of staff cuts has taken place at trainee, Manager/Team Leader and Administration staff levels.

The only area of growth in staff numbers is unpaid trainees. Most staff work in four main areas: Housing; Pollution Control; Food Safety; and Licensing. All core areas of work have seen reductions in staff of between 14.4% and 19.7%.

According to a Workforce Survey that was recently released by Trading Standards Institute (TSI) and the National Trading Standards board, by 2016 most trading standards services in England and Wales will have been cut by an average of 40% since 2010. As a result of these cuts, more than 70% of the trading standards services that responded to the survey will restrict or stop some services. These cuts threaten consumer rights, consumer safety and the health of legitimate businesses.

According to the Welsh Heads of Trading Standards (WHoTS) and the Welsh Local Government Association (WLGA) (Interim Report 2012) there are a number of external drivers for change and collaboration within trading standards in Wales. These include:

- Welsh Labour Party Manifesto Pledge referring to a “*national Trading Standards Service*”
- Welsh Government/WLGA Compact highlighting a “*national Trading Standards Service*” as a “big ticket item”
- Simpson Review suggesting *more cross-boundary working and collaboration*.
- National Audit Office Report stating that much consumer detriment ‘*crossed borders*’
- Consumer Policy Landscape and FSA Wales consultations raising *concerns about small trading standards services* creating enforcement gaps and being unable to fulfil statutory obligations.
- Public Accounts Committee stating that the level of service available to consumers varies across the country and is *inadequate in some areas*.
- *Regulatory services budgets in Wales have been cut by 5.9%* compared to overall council cuts of 1.2%.
- Economic downturn has caused *more businesses to break the law and increased complaints*.

In terms of resilience they state that any new model should:

- Improve capacity and ability to share resources
- Increase the ability to recruit, retain and develop key staff
- Improve partnership working
- Improve competence and the skill base

A Local Better Regulation Office (LBRO) report on regulatory budgets [Nov 2011] established that in Wales, Trading Standards had fared worse than Environmental Health, a decrease of 7.4% as compared to 5.3% for Environmental Health (which includes licensing, although most licensing functions must be cost-neutral).

The economic downturn has also caused more businesses to break the law. The population is getting older leading to more vulnerable consumers for rogue traders to target.

Since the Atkins report was produced the 3 Councils Bridgend; Cardiff City Council and Vale of Glamorgan Council have made further budget reductions for the 2014/15 financial year of approximately £1 million. Therefore a supplement to the Atkins Report (Appendix B) is included with the Regional Collaboration proposals. A comparison of the total current budgets for the 3 authorities is set out in tables. The comparison shows that the overall net budget available to the service has reduced from £8.246 million to £7.260 million, a reduction of £986k. However, the gross budget has actually reduced by £1.275 million, and has partially offset by a budgeted reduction in income, specifically a reduction by Cardiff Council of £281,000.

Further tables are provided in Atkins Report (Appendix B) regarding the revised budget for 2014-15 as the current year's funding. It has been amended to show a reduced number of posts and associated savings.

The original Atkins Report was based upon a headcount of 280 (Sept 2013) across the 3 authorities with a staffing complement of 258.8 (FTE) posts, of which 14 were vacant. Following significant budget reductions in 2014-15, the revised Atkins base position when the financial information was updated is 237 posts (FTE), of which 16 are currently permanent post vacancies and 11 permanent posts filled on a temporary basis. Appendix B identifies 210 FTE posts in scope to transfer and in the final Regionalised Regulatory Services – Organisation Structure for the 'Collaboration & Change' model there are just 178 FTE posts of which 10 are Cardiff Dogs Home staff. This is a significant reduction in front line public protection staff of 80.8 FTE posts 31% almost a third of posts. However with further reductions the final number of staff left in post under this model could be even lower.

4/. Approach

The consultants Atkins state they developed their Target Operating Model, Business Case and Implementation Plan over a ten week period in consultation with Heads of Service, Directors and Chief Executives. They claim that it draws on extensive engagement with staff and managers in regulatory service at all three participating councils.

Page 21 of the Atkins report states the following' *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.'

However the proposed significant changes and controversial issues were never raised with staff at the staff workshops. If they had of been there should have be no problem with management allowing access to the Atkins report after it was submitted to the Shadow Joint Committee on the 28th November 2013. However it was only actually given to staff at 10.00am on the 17th July 2014. As it was UNISON attempted to get a copy of the report through the F.O.I process over those 7 months and was denied access. The request was then taken to the Information Commissioner. After the release of the final Atkin's report staff had 3 working days before it went to the first Scrutiny Committee in the Vale of Glamorgan on the 22nd followed by submission to the second Scrutiny Committee on the 23rd July.

Those controversial issues not raised at the staff workshops included the introduction of 12 Business Compliance Officers (BCO's) .The Atkin's report stated that they were introduced on the basis that they could reduce the numbers of inspections required from professionally qualified officers (Page 82 middle paragraph). However the evidence for this was not provided and these positions and related posts have subsequently disappeared from Atkins supplementary report (Appendix B).

Another issue not previously raised at any staff workshops was Atkins statement that there is a need for a net movement from professional to technical roles (point 81). The justification for this is not given and it does not sit well with the content of (point 83) which refers 'aim where possible is to assimilate staff into positions congruent with their existing status and grade'.

There was also no mention at the workshops in 2013 of EHO's and TSO's being replaced by Commercial Service Officers and Commercial Service Technicians together with Neighbourhood Services Officers and Neighbourhood Services Technical Officers. The Job descriptions (JD) and person specifications (PS) are not given for any of these new posts either within the Atkins Report or the supplementary report (Appendix B). This is despite the fact that (Page 171 – 176 Appendix I) gives the JD for the Chief Officer, Regulatory Services and the JD and PS for the Service Manager regulatory Services.

Similarly the salaries, grades and estimates for all 3 authorities have been blanked out (Page 203 Appendix N Grade and Cost Assumptions for Indicative New Structure). This is of particular concern when the Atkin's report is essentially dealing with cost savings. Costings for alternative proposals cannot therefore be accurately calculated as staff costs have been redacted.

The consultants from Atkins were under a tight deadline to complete their cost saving report on time for the 28th November 2012. They had little time to become familiar with the 3 departments and this is revealed by the fact that although they give examples of case studies in Buckinghamshire and Great Yarmouth there are no examples of good practice given within Bridgend, Cardiff or the Vale of Glamorgan.

The proposals within this paper are based on observations and feedback from the staff that will be working with the new structure and will be most affected by the changes. The consultation period since the release of the report and before it is submitted to cabinet in September is short and made more difficult because it is during July / August when many staff are on leave and Members are in summer recess. Members concerns are also raised and addressed within this submission.

The Atkins report page 58 states *'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.'* We agree and propose that the optimal collaboration model is 'Collaborate with Competency'.

Considering the level of cuts and the fact that these follow on from previous 'salami slicing' what has not been addressed is the thorny issue of what functions can no longer be provided by the smaller service. It is morally wrong and cowardly to determine this by what gets squeezed out when the remaining staff are placed under further pressure.

5/. The Economic / Business Case

5.1 Financial

The supplement to the Atkins report Appendix B give tables of financial comparison (net present value) for the 3 options of 'Change Only' ; 'Collaborate Only' and Atkin's favoured option of 'Collaborate and Change'. Adoption of the 'Change Only' model involves significant implementation costs like the 'Collaborate and Change' model but it does not allow access to the Regional Collaboration Fund of £250k for 2014-15 and £250k for 2015-16. Adoption of the 'Collaborate Only' option however results in a positive net present value (NPV) of £1.531 million and net savings of £350k per annum. The total cash inflows significantly outweigh the total cash outflows. But there is an assumption that the only significant change to the service is the creation of a single management structure. Under the recommended amendment to this model further significant changes (specialist teams operating across the piste

/ significant IT reductions/ district EHO's) are proposed to reduce costs and improve resilience and performance within the new 'Collaboration with Competency' model.

Adoption of the 'Collaborate and Change' model favoured by Atkins results in a positive net present value (NPV) of £2.908 million and net savings of £1.384 million per annum. The total cash inflows significantly outweigh the total cash outflows. However this is as a result of the reduced number of staff in the proposed structure compared to current staffing levels.

The 'Collaborate Only' option provides the greatest return on investment over a 5 year period. But additional changes ('Collaborate with Competency' model) to the service are proposed to bring overall savings more in line with the 'Collaborate and Change' model. As information regarding salaries, grades have been redacted within Appendix B (pages 36-39) it is not possible at present to fully cost out the 'Collaborate with Competency' model but it must be assumed that the number of staff in the final structure would be similar to that given in the 'Collaborate and Change' structure Appendix B (page 40). However because of a considerably reduced spend on IT as proposed within the 'Collaborate with Competency' model this would allow the service to retain more staff.

5.2 Williams Commission

The footprint for the Williams Commission merges the City of Cardiff Council with the Vale of Glamorgan. It is generally accepted that the recommendations of the Williams Commission will go ahead at some stage as the merger will bring the benefits of a larger scale organisation including economies of scale to all Councils across Wales. However which ever option is eventually chosen across Wales it is clear that Bridgend will not be merging with Cardiff and the Vale of Glamorgan.

The present budgetary pressures suggest that the Regulatory Services Collaboration between the 3 authorities is the way forward and that savings must start now. However we must be mindful that in a few year's time another major all encompassing merger is on the horizon. Thus it would not make sense to invest a lot of time and money in a structure for collaboration that could not easily be disentangled in a few years' time when Bridgend will merge with a neighbouring Council to the West. Significant money and resources for example could be wasted on IT systems which would only need to be changed yet again in the not too distant future. The 'Collaborate with Competency' model does allow for this flexibility which is prohibited by the considerable IT costs within the 'Collaboration and Change' model.

The 'Collaborate with Competency' model allows for greater accountability and freedom for Bridgend to retain control of core regulatory functions at a local level. In the future it would therefore be easier for Bridgend to break away if necessary and collaborate to the West.

5.3 Member / Officer Relationship

Members and the public have benefited from a good relationship with officers within their respective Councils. If Members have experienced public health concerns within their wards they have known who to approach and this has been to the benefit of both the public whom they represent and the officer /member relationship. There is a need for localism within the chosen model.

Members are quite rightly concerned at the possible loss/damage to this relationship if the 'Collaborate and Change' model was adopted. The Member / Officer relationship has consequences to the risk to public health. It needs proper consideration and is catered for within the 'Collaborate with Competency' model which is proposed. This is because core Environmental Health functions with Licensing would be retained at a local level. District EHO's will have better community links with public health bodies and with the local communities which will strengthen the Member/Officer relationship.

District work also gives ownership of issues to officers, strengthens links and helps to build trust with businesses and Members

5.4 Competencies & Professional Officers

Public protection functions and responsibilities must be undertaken by officers that are both fully trained and competent to do so. Environmental Health Officers (EHO's) and Trading Standards Officers (TSO's) are professional officers who are required to maintain and prove their levels of respective competency.

The Atkins report suggests that these 2 professions can somehow be squeezed together within the position of 'Commercial Services Officer'(CSO). Both positions are highly specialist requiring long term training. There is no clear explanation within the report of how this would work in practice, particularly when the report lacks a JD and PS for the CSO post. Staff are already struggling to meet their statutory functions including food hygiene inspections and the statutory obligation to investigate complaints of statutory nuisance. The 'Collaboration and Change' model does not explain how conflicting statutory functions would be prioritised by the CSO and how ultimately public health is not placed at risk.

However the 'Collaboration with Competency' model plays to the strengths of the two respective professions. EHO's would either be employed within the broad based district team which is multi functional (please see appendix 1 District Environmental Health Teams 1 Bridgend, 2 Cardiff, 3 Vale of Glamorgan) covering the following:-

- Routine Inspection of Food Premises Food Hygiene
- Routine Inspection of Food Premises Food Standards
- National Food Hygiene Rating Scheme
- Consumer Complaints + Business Advice – Food Safety Act
- Health and Safety – Interventions at low risk premises
- Health and Safety – Consumer Complaints at low risk premises
- Smoke Free Inspections
- Noise Control – statutory noise nuisance
- Night Noise Service (Cardiff)
- Nuisance – Fumes ,Gases, Odours, Smells, Light Pollution, Accumulation
- Housing Standards – Enforcement
- HMO – Licensing (mainly Cardiff)
- Demolition Orders
- Planning consultations
- Licensing Act 2003 –applications, variations, TENs, investigation of Public Nuisance, Committee Hearings and Appeals

Or they would be employed within the specialist team (please see appendix 1 Specialist Environmental Health Team A) working across the piste Bridgend;Cardiff and the Vale of Glamorgan covering the following functions:-

- Training Food Safety
- Sampling Food Safety / Food Standards
- Private Water Supplies – Monitoring and Risk Assessments, including their periodic review
- High Risk – Health and Safety Inspections
- Accident Investigations
- Training – Health and Safety
- Event Safety
- Infectious Disease Control
- Licensing of Cooling Towers – Control of Legionnaires Disease
- Air Quality – Air Quality Reviews and Assessments
- Contaminated Land – Control of Contaminated Land
- Planning Consultations including full, outline, requirement for EIA and discharge of conditions which can include the review of large and complex Noise and Contaminated Land Reports
- IPPC / Permitted Premises
- Pest Control – Complaints, Proofing, Commercial Contracts
- Animal Welfare

- Stray Dogs – Kennels
- Drainage
- Filthy and Verminous Premises
- Clearance Area
- Licensing of Private Sector Housing
- Action on Empty Properties
- Disabled Facilities Grants + Other Grants
- Caravan Sites
- Port Health – Airport and Docks
- Burial of the Dead / Public Health Funerals
- Anti-Social Behaviour
- *Analytical Services (Cardiff)*

It would be worth stating at this point that within TradingStandards(TS), there are primarily two distinct roles. That of a Trading Standards Officer (TSO) and that of a Consumer Protection Officer (CPO) Vale of Glamorgan or Fair Trading Officer (FTO) Cardiff and Bridgend. Generally, the roles are not operated as a two tier system and the CPO post undertakes most elements of the TS function, with Metrology being one of the only areas where a CPO cannot undertake enforcement work. CPOs and FTO's can be involved in complex investigations and high risk visits.

Within the proposed 'Collaboration with Competency' model TSO's and CPO's / FTO's would either be based in a single generalist team (please see Generalist Trading Standards 4 appendix 1) serving all 3 Authorities or a single specialist team. With reduced staff levels and more natural cross border functions in Trading Standards it makes sense to merge and collaborate the generalist and specialist sections. The generalist section covers the following functions:-

- Fair Trading including inspections and investigations
- Consumer Safety
- Product Safety
- Consumer Advice & Education
- Health and Safety – Petrol + Explosives
- Under Age Sales – Intoxicating Substances; Tobacco; Knives ; Video Recordings ; Aerosol Paints
- Doorstep Crime
- Consumer Credit
- Enterprise Act and Civil Injunctions
- Hallmarking
- Business Advice
- BPRs

Or again they would operate across the piste Bridgend;Cardiff and the Vale of Glamorgan (please see appendix 1 Specialist Trading Standards Team B) covering the following highly specialised functions:-

- Food and Feed Standards
- Intellectual Property Crime including Copyright, Designs and Trademarks
- Animal Health + Welfare
- Metrology / Weights and Measures
- E-Commerce and Distance Selling, including E-Crime
- Money Laundering and Recovery of Criminal Assets
- Intelligence Handling and Sharing
- *Illegal Money Lending Unit (Cardiff)*

Licensing staff would carry out their functions at a local level (please see appendix 1 Bridgend 5, Cardiff 6, Vale of Glamorgan 7) with the requisite local accountability:-

- Alcohol
- Gambling
- Pet Shops ; Animal Boarding; Riding Establishments; Zoos; Breeding of Dogs; Dangerous Wild Animals; Performing Animals
- Special Treatments ; Pleasure Boats; Hypnotism; Hairdressers; Street Trading; Sex Establishments; Scrap Metal
- Out of Hours Services
- Administration

Environmental Health Officers working as specialist health and safety officers often within a dedicated health and safety section have specialist health and safety knowledge and experience. They are trained and fully competent to deal with fatalities; and serious accidents caused at work which may not be the case with a generalist officer EHO who covers health and safety as an add on within low risk premises. These cases can be very challenging and resource intensive and so these officers need to be included within a specialist team acting across the piste.

Environmental Health Officers working as specialist Noise and Pollution officers within a dedicated Pollution section have specialist knowledge, experience and qualifications including, in most instances, a post-graduate Diploma in Acoustics. They are trained and fully competent to deal with British Standards based reports, often received as part of a planning application, which is not the case with a generalist officer EHO who covers nuisance as an add on within their duties. Noise, Air Quality, Water and Contaminated Land based requests and cases can be very technical, challenging and resource intensive and so these officers also need to be included within a specialist team acting across the piste as well as in as local teams to cover the obligations put on the Local Authority.

An EHO or Environmental Health Practitioner (EHP) must have qualified from a CIEH-accredited course in environmental health and hold the Environmental Health Registration Board Certificate of Registration in Environmental Health (or equivalent). Holding a Higher Certificate in Food Premises Inspection, holding a degree in environmental health on its own or working as a technical officer, for example, do not allow you to work as an EHO/ EHP.

There are clearly defined requirements within the Code of Practice for officers involved in food hygiene who undertake food hygiene inspections. These include the following:-

- Appoint a suitably qualified & experienced lead Environmental Health Officer (EHO) to take lead operational & management responsibility.
- Qualifications required to carry out official controls e.g. inspections
 - for premises risk rated A or B or that supply 'substantial' numbers of consumers e.g. food factories = EHO or Higher Certificate in Food Premises Inspection
 - For premises risk rated C-E = at least the Ordinary Certificate in Food Premises Inspection
- Enforcement
 - Hygiene Improvement Notices = EHO or holder of Higher or Ordinary Certificate
 - To serve Hygiene Emergency Prohibition Notices (i.e. close a premises) or Remedial Action Notices = EHOs only, with 2 years post qualification experience in food hygiene.

PLUS

- All must be competent, knowledgeable & experienced in technical matters. If have not worked in food hygiene for over 2 years or newly qualified then needs 3-6 months structured training or longer depending on competency assessment.

A person inspecting food premises for or on behalf of a Food Enforcement Authority should be either qualified as an Environmental Health Practitioner (EHP), an Official Veterinary Surgeon (OVS) or hold the Higher Certificate in Food Premises Inspection (HCFPI).

The HCFPI's assessments are designed to test a candidate's knowledge in this specific area of work. It does not cover food quality in terms of fitness.

To obtain the HCFPI candidates are required to:

- Complete an [accredited course](#) of study
- Apply for [partial registration with EHRB](#)
- Undertake a minimum of 6 months of practical training and complete the [HCFPI logbook](#)
- Complete the [HCFPI professional interview](#)

To seize & detain food Officers must also obtain Higher Certificate in Food Control

The Higher Certificate in Food Control (HCFC) was developed to allow non-EHP's employed by Food Enforcement Authorities to inspect, seize and detain food. The HCFC differs from the Higher Certificate in Food Premises Inspection (HCFPI) because it allows non-EHP's to meet the requirements of the Code of Practice relating to the inspection, detention and seizure of foodstuffs and food standards official controls in addition to the requirements for the inspection of food premises.

To obtain the HCFC candidates are required to:

- Obtain the HCFPI of EHRB
- Complete an accredited Food Standard module and the associated assessments
- Complete an accredited Food Premises Inspection module and the associated assessments

Upon successful completion of all elements candidates are awarded the HCFC of EHRB and their names appear in the HCFC register.

Additional on-going requirements include the following:- Additional HACCP training; Course attendance 1 day per week for 30 weeks; Additional time required to complete log book ; Cost of additional qualification for officers to seize & detain food.

EHOs carrying out both general and specialised roles in relation to noise are expected to obtain the Diploma in Acoustics. The Diploma is the leading specialist qualification for the professional practitioner in acoustics and is recognised as being the equivalent to the first year of acoustically-related MSc courses. EHOs dealing with noise related issues are expected to have the Diploma so to be able to provide expert advice and opinion in Court and at appeals be they to the Planning Inspector or Committees.

The benefits of employing TSO's and EHO's are many, as opposed to the limited benefits of non professionals. Both are recognised professions by the public, politicians, businesses, external agencies and the media. These are professions that adhere to strict codes of conduct (they are judged on their integrity, their moral conduct and their ability to remain independent throughout their career) and undertake training in the same way that a solicitor or a chartered accountant would. Individuals wishing to join these professions will have to undertake a high level of education and then complete professional, competency based assessments set by professional bodies. Throughout their career they are expected to undertake continued professional development. These are skilled individuals that should not be undervalued or underestimated.

EHO's are tested to ensure they maintain a level of competency that is expected of a true professional. Their knowledge is in depth and detailed. They gain the trust of businesses by understanding their fields and being able to discuss issues with intellect. All are tested on their abilities to communicate (written and verbal), negotiate, recognise and mitigate risk and protect health. They are multidisciplinary and therefore an asset to their employer who can use them in many varied roles and situations, if that employer thinks laterally. They are not simply an auditor and if they

are replaced by auditors then these many skills will be lost from a service. Adaptability and proactive skills will be replaced by reactive and inflexibility.

A service that employs auditors rather than professional, skilled officers will be one that long time will be able to tick boxes for targets, but will not provide a service that saves money, adapts to situations or prevents incidents before they commence. In essence they will not be providing public protection service; they will be providing only a regulatory resolution service. At a time when we are being encouraged to educate, rather than enforce would this not be a dangerous decision.”

5.5 Multi Functional Teams

A real concern is that the structure provided for by the ‘Collaboration and Change’ model would significantly reduce public health standards to the lowest standard across the three authorities. If officers are expected to undertake functions and responsibilities from other disciplines for which they are not competent and for which they will only receive minimal training the new service is being set up to fail. This would include seeking to get EHO’s trained and competent in metrology, pricing and fair trading and TSO’s trained and competent in health and safety and food hygiene as suggested in the Atkins report. (please see Training section for further details).

EHO’s do receive a broad based training covering the functions included within the proposed neighbourhood services team and commercial services team within the ‘Collaborate and Change’ model. However there are already EHO’s working successfully within multi disciplined teams covering food hygiene; food standards; infectious disease; health and safety in low risk premises and no smoking. As well as teams that cover nuisance; noise; environmental permitting; land, air and water monitoring and assessment; Licensing and Planning consultations and Public Health Funerals amongst other duties.

The ‘Collaboration with Competency’ model proposes that Neighbourhood services (noise/nuisance etc.) and Commercial Services (food safety; food standards; health and safety in low risk premises etc.) should be undertaken by District EHO’s supported by technical officers. Thus instead of having separate Neighbourhood Services Teams and a Commercial Services Teams as envisaged by the ‘Collaborate and Change’ model there should be one combined District EHO Team which would undertake this full range of environmental health functions. The advantages of these multi skilled District Teams include:-

- A higher degree of resilience across the service
- Ability to deal with a range of issues in one visit
- Use of full range of skills available to professional EHO
- Reduced level of visits to a range of premises
- Increased ability to respond to emerging situations

These district EHO's would be able to cover a broad range of duties for which they have previously been trained, although obviously this may have been some years ago. Some of these EHO's may require refresher training to gain full competence but they would not require full training from scratch as they would from another discipline e.g TSO. This single District EHO team system would ensure that there is sufficient cover and support within the team to mitigate the effects of further job losses. Another strength of the district EHO format is that it is fully tried and tested having previously been used for many years. It is recognised by the public and businesses and if linked with the electoral ward system facilitates the Member / Officer relationship.

Furthermore if there are issues with sickness / leave thus leaving some areas of the district EHO cover short staffed it will be easier to move staff within authorities and across authorities. There is thus more flexibility with the 'Collaborate with Competency' model.

Thus the 3 Local Authority Collaborating Partners would have their core regulatory environmental health service officers broad based and multi functional within the core sections of 1,2,3 of the model (please see appendix 1). They would still all need to agree however to those functions that are included within the specialist teams A - Environmental Health & B – Specialist Trading Standards and who would be working across the 3 authorities. Staff suggestions as to this split of functions between generalist and specialist are as shown in appendix 1.

5.6 Resilience

The claim is made by Atkins that the 'Collaboration and Change' model will achieve resilience but does not explain how. The proposal delivers reduced resilience in splitting environmental health (Commercial Services) and environmental health (Neighbourhood Services). The 'Collaboration and Change' model then introduces the bizarre notion of merging professional environmental health officers with professional trading standards officers to form a Commercial Services Officer. This would be akin to merging HR officers with those from the Legal department. It is highly unlikely that a 'pot pourri' Commercial Services Officer will be competent in the full range of professional knowledge and skills from environmental health and trading standards. If they are not competent then they cannot provide resilience. The training, skills and competencies whilst similar in some respects for EHO's and TSO's is also quite different.

The main reason for the proposals is that the emerging Regional Regulatory Service for Bridgend; Vale of Glamorgan and Cardiff has to be resilient. On their own with the level of required cuts the smaller departments of the Vale of Glamorgan and

Bridgend would not be resilient and may not even be viable. A crucial aspect of resilience is whether a service can retain staff and recruit when necessary. If the new service drops the professional EHO and TSO positions and adopts the new untried and untested Commercial Services Officers and Neighbourhood Services Officers then it is likely to experience severe retention and recruitment difficulties.

The high risk activities delivered by Environmental Health where resilience is critical include: - Infectious Disease Investigation and Control, Food Safety Investigations; Fatal Accident Investigations; Chemical Incidents. These activities cannot be delivered by Trading Standards staff as they would not be deemed to be competent in these areas.

Better resilience would be achieved by not splitting Environmental Health (Neighbourhood Services) away from Environmental Health (Commercial). This is the proposal for the 'Collaboration with Competency' model where District EHO's would be supported by technical officers. It should be noted however that Trading Standards have competencies where Environmental Health Officers do not e.g. Animal Health, Petroleum, Explosives, Product Safety.

Increased trading standards resilience will be achieved by merging staff into two teams either generalist or specialist. By allowing TSO's to focus on their strengths and competencies within a generalist or specialist team rather than attempting to dilute and distract them with health and safety and food hygiene duties and responsibilities (EHO functions) they will remain resilient.

Similarly increased environmental health resilience would be achieved by allowing EHO's to focus on their strengths and areas of significant risk rather than attempting to dilute and distract them with metrology, pricing and fair trading (TSO functions) as proposed in 'Collaborate and Change'.

There is little mention of lead officers within the 'Collaboration and Change' model although there is clear reference and concern for resilience. However because of the proposed drastic reduction in staff numbers whatever the new structure looks like resilience will inevitably suffer. Specialist knowledge is required to deliver an effective and timely response to infectious disease/food poisoning outbreaks (a high level of competency is required by the All Wales Outbreak Plan); fatal accident investigations and serious chemical incidents. There are certain environmental health functions which sit best within a specialist section which can operate across the piste Bridgend; Cardiff and Vale of Glamorgan Councils. This specialist group would naturally include the following functions:- High Risk Health and Safety Inspections; Accident Investigations; Air Quality; Contaminated Land ;Private Water Supplies; Burial of the Dead; Port Health etc. which will provide improved resilience across the 3 authorities.

5.7 Training

The Atkins report 'Collaboration and Change' model is factually incorrect in relation to the qualifications required to undertake food hygiene inspections & enforcement activities and the costs that would have to be incurred to ensure that Trading Standards Officers become qualified to undertake these activities.

The Food Law Code of Practice (Legal Requirement) states that certain establishments should be inspected only by Environmental Health Officers or officers holding the Higher Certificate in Food Premises Inspection. Certain critical enforcement action can only be undertaken by Environmental Health Officers. If the intention within 'Collaborate and Change' model is to train non-qualified officers up to the Higher Certificate Level which is expensive i.e. approximately £1650 and time consuming i.e. at least a year, has this been costed within the model? This raises further questions as to who will train these officers and where will they train (no courses available in Wales) There are only 3 accredited courses nationally (Higher-Nottingham, Surrey and Birmingham). There do not appear to be any course providers for the Ordinary Certificate.

Similarly the Atkins report (page 21) proposes EHO training for metrology within the 'Collaborate and Change' model at £300 each for 17 officers. Trading Standards (TSO) colleagues state that metrology is an intense and expensive course that usually costs around £2,000. A Trading Standards background prior to course enrolment is usually assumed.

The Atkins report (page 21) 'Collaborate and Change' also proposes TSO training in Health and Safety. To achieve a level of health and safety training to enforcement standard level cannot be achieved in a brief time and is not cheap. Again it cannot be obtained for £300 for 7 officers as suggested to produce competent health and safety officers.

With regards the IOA Diploma in Acoustics the course fees, vary between Institutions, but are approximately £3,700 with the course taking on average 12 months. The normal minimum requirement for admission to the Diploma in Acoustics and Noise Control is a degree in a science, engineering or construction-related subject.

Training costs will be significantly less with the 'Collaborate with Competency' model which plays to officer's strengths and present skills and abilities. However training costs are still going to be incurred with the 'Collaborate with Competency' model. But these will tend to be for refresher type/ updating courses where officers have not dealt with certain aspects of their profession for some time.

5.8 Support Services

Administration and support activities and services would support core regulatory environmental health service district teams, generalist trading standards team and the two specialist teams. The Atkins report states on page 93 '*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.*' This makes sense and would work well with core services retained in house within the 'Collaborate with Competency' model. However the charges that regulatory services contribute to their respective contact centres are likely to be significant so other customer contact systems should also be considered.

Administrative support teams have been significantly cut over the last few years. Cutting more administrative staff will result in higher paid officers having to do their own administration work when officers should be out in the field. Further cuts to administration would clearly be a case of "false economy".

The Atkins report states on page 94 '*Legal support services should remain with the participating councils as decisions to proceed with legal actions should be a sovereign responsibility. This should include liability for the costs arising from any legal actions.*' Yes it is only right and proper that legal actions should be a sovereign responsibility and that each authority should be liable for the costs arising from their individual actions. However there is no reason why there should be no change to the way legal support is provided. At present it is an expensive service and will continue to be so if there are 3 legal departments providing the same service to all 3 collaborating regulatory services.

Why not put out a tender for the legal services contract to all 3 legal departments so that the savings can be used to retain more front line public health staff? Or have a 'host' authority for legal services as is the proposal for HR. Page 84 of the Atkins report states '*There needs to be a greater emphasis on chasing up costs from prosecutions and ensuring the proceeds are credited to the service budget.*' We could not agree more, proceeds from successful prosecutions must in future be credited to regulatory services budgets and not legal budgets. Particularly as regulatory services are absorbing such large cuts.

5.9 IT & Costs

The Atkins report is clearly based on the Worcestershire Shared Regulatory Services model (page 142). This is a joint regulatory service formed in 2010-11 by Worcestershire County Council and all 6 Worcestershire District Councils. The vision was of a fully integrated Regulatory Services function, more effectively focussed on businesses and consumers, with all partners operating within one Management Structure.

However the reality certainly on the IT front has not lived up to expectations. Indeed within the introduction to the Worcestershire Regulatory Services Annual Report for 2013-2014 some 3 years after they merged the following is stated: - *'On the IT front it has been a technologically difficult year, with the implementation of the IDOX Uniform system taking rather longer than originally anticipated, mainly down to supplier failings. Whilst staff are happy with the product, the transfer of data proved very problematic, with some data sets either incomplete or corrupted and we have ended up obtaining compensation from the supplier because of this'*

This should act as a real warning to any thoughts of considerable 'investment' spend on IT. We are already aware of IT black spots in the Vale of Glamorgan where a signal cannot be obtained and these also probably exist in Cardiff and Bridgend. Mobile working for pest control in the Vale of Glamorgan has recently been tried and unfortunately ended in failure. There have also recently been some well publicised big IT projects most notably at the BBC and NHS which have failed. It is common place for these IT projects to run over time and over budget. Members at Scrutiny Committees quite rightly voiced their concerns about IT.

There is little IT commonality between the 3 authorities. Huge IT capital investment is required for the 'Collaboration and Change' model (£523,170). Then there are additional homeworking costs of £242,000 to form a mobile peripatetic workforce. It does not make sense to spend these significant sums of monies when the track record for these IT projects is poor and further considerable IT change is on the horizon with the Williams Commission report.

These monies should more wisely be invested in our staff to reduce the number of redundancies and lost posts rather than going to IT consultants and IT suppliers. Our staff are our greatest resource not our IT system. The cheaper more risk adverse option is provided within the 'Collaboration and Competency' model which proposes that the 3 authorities Bridgend; Cardiff; Vale of Glamorgan maintain their existing IT facilities and avoid significant additional IT spend.

5.10 Culture & Morale & Home Working

The proposals within the Atkin's report 'Collaboration and Change' model are vast and far reaching. If followed they would inevitably have a very adverse effect on morale amongst the staff and substantially change the culture. The proposals include change on every front which would only increase the chance of failure and sense of alienation for the remaining staff. The changes include:-

- Significantly reduced workforce
- Collaboration with two neighbouring authorities
- Loss of recognised professions/positions
- Significant change to roles and responsibilities
- Greatly increased workloads across new and unfamiliar areas of responsibility
- Mobile, peripatetic working/working from home / possible isolation.
- Significant IT changes with the risk of corruption / loss of data sets.
- Likely salary reduction

It would be difficult to envisage a proposal for the new Shared Regulatory Service which could introduce greater change. Change is necessary particularly as we face very challenging financial pressures. Staff recognise the need for change but change for change's sake does not make sense.

The 'Collaboration with Competency' model seeks to reduce this change down to what is necessary to meet the new financial demands. The emphasis needs to be on our staff and not IT and to use their strengths rather than seek to totally remould those remaining staff. Our staff are our greatest asset.

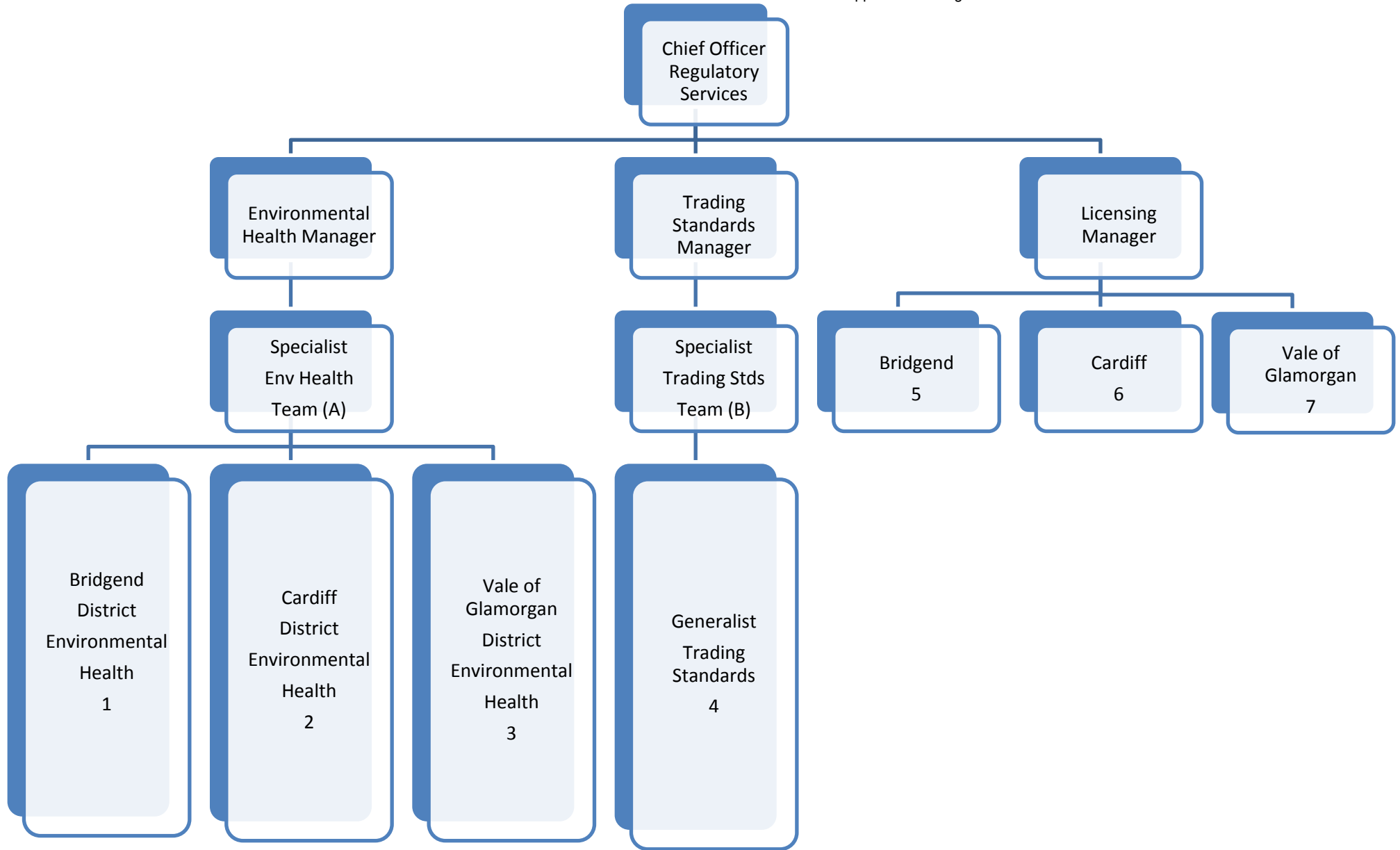
Home working comes with specific issues, which can be magnified if staff are unlikely to have easy back up from colleagues when dealing with unfamiliar legislation and scenarios. Many staff live well outside the boundaries of any of the three councils, so this could cause issues when reactive work is needed, although it could be beneficial for routine work. Time critical responses to secure evidence could be compromised and this could also cause difficulties for managers.

6/. Benefits of 'Collaboration with Competency' model

The 'Collaboration with Competency' model is proposed which is based on the amended 'Collaboration Only' model within the Atkins report as it offers the following advantages:-

- Delivers efficiencies related to the shared management structure
- It maximises the use of our specialists who will be able to operate across the piste to the obvious benefit of all 3 authorities.
- Takes advantage of the multi skilled officers that are already available who could now cover both Neighbourhood Issues and Commercial Issues on a District/Ward basis
- Easier to move multi skilled district EHO's across authorities if the need arises.
- It best maintains staff morale and professional competencies.
- It provides resilience and strength to Trading Standards by providing for cross-boundary working and collaboration with both a generalist and specialist section.
- Retention and recruitment of staff is improved. The service will be more attractive to colleagues across the UK.
- Despite the cuts it still allows our Members and the Public to identify with the service and maintain a proper relationship with our elected Members.
- It provides the advantages of collaboration with a degree of flexibility for the 3 Authorities. There is greater local accountability.
- It provides for greater resilience than the other models. It provides for a more rapid response to emergencies and unexpected events thanks to the 'Specialist Teams' than the other models.
- A reduced spend on IT means there is a better opportunity to retain more of the workforce and reduce the spend on redundancies.

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ENVIRONMENTAL HEALTH – Generalist Sections –Bridgend 1 –Cardiff 2 – Vale of Glamorgan 3

- Routine Inspection of Food Premises Food Hygiene
- National Food Hygiene Rating Scheme
- Health and Safety – Interventions at low risk premises
- Smoke Free Inspections
- Night Noise Service (Cardiff)
- Housing Standards – Enforcement
- Demolition Orders
- *Administration*

Routine Inspection of Food Premises Food Standards
Consumer Complaints + Business Advice – Food Safety Act
Health and Safety – Consumer Complaints at low risk premises
Noise Control – statutory noise nuisance
Nuisance – Fires, Fumes ,Gases, Odours, Light Pollution,Accumulations
HMO – Licensing (mainly Cardiff)
Planning – Consultations

ENVIRONMENTAL HEALTH – Specialist Team A

- Training Food Safety
- Private Water Supplies – Risk Assessments, Review & Monitoring
- High Risk – Health and Safety Inspections
- Accident Investigations
- Infectious Disease Control
- Air Quality – Air Quality Reviews and Assessments
- Pest Control – Complaints, Proofing, Commercial Contracts
- Stray Dogs – Kennels
- Filthy and Verminous Premises
- Licensing of Private Sector Housing
- Disabled Facilities Grants + Other Grants
- Port Health – Airport and Docks
- Burial of the Dead (Public Health Funerals)
- Anti-Social Behaviour
- Noise assessments/reports/notices etc e.g BS4142, COPA
- High profile planning applications

Sampling Food Safety / Food Standards
Mains Water Enquires
Event Safety
Training – Health and Safety
Licensing of Cooling Towers – Control of Legionnaires Disease
Contaminated Land – Control of Contaminated Land
Animal Welfare
Drainage
Clearance Area
Action on Empty Properties
Caravan Sites
Analytical Services
Environmental Permitting Inspections and Responses to Complaints
Licensing of Regulated Entertainment (inc TEN apps), applications, variations and complaints
Administration

TRADING STANDARDS– Generalist Section - 4

- Fair Trading including inspections and investigations
- Consumer Safety
- Product Safety
- Consumer Advice & Education
- Health and Safety – Petrol + Explosives
- Under Age Sales – Intoxicating Substances; Tobacco; Knives ; Video Recordings ; Aerosol Paints
- Doorstep Crime
- Consumer Credit
- Business Advice
- Hallmarking
- Enterprise Act and Civil Injunctions
- BPRs
- *Administration*

TRADING STANDARDS – Specialist Team B

- Food and Feed Standards
- Intellectual Property Crime including Copyright, Designs and Trademarks
- Animal Health + Welfare
- Metrology / Weights and Measures
- E-Commerce and Distance Selling, including E-Crime
- Money Laundering and Recovery of Criminal Assets
- Intelligence Handling and Sharing
- *Illegal Money Lending Unit (Cardiff)*
- *Administration*

LICENSING

- Alcohol
- Gambling
- Pet Shops ; Animal Boarding; Riding Establishments; Zoos; Breeding of Dogs; Dangerous Wild Animals; Performing Animals
- Special Treatments ; Pleasure Boats; Hypnotism; Hairdressers; Street Trading; Sex Establishments; Scrap Metal
- Out of Hours Services
- *Administration*

Mr Rowan Hughes
Environmental Health Officer
Civic Offices
Vale of Glamorgan Council

12th September 2014

Dear Rowan

**Regionalising Regulatory Services: Collaboration with Competency
Response from Staff and UNISON – Vale of Glamorgan Council**

Thank you for your response to the Regionalising Regulatory Services proposals as set out in the draft Cabinet report and related appendices. I understand that the submission was submitted on behalf of UNISON and staff members within the Vale of Glamorgan Council on the 5th September 2014. It is not clear whether the submission is from all staff or confined to UNISON members only.

Firstly, please accept my thanks for taking the time and trouble in responding and for seeking the views of your colleagues and submitting an alternative proposed operating model. This demonstrates a clear commitment to the service and the delivery and prioritisation of public protection across the three authorities.

Your submission will be included as one of the appendices to the report to Cabinet on 22nd September along with this response. The main report has also been amended to build in some of the relevant themes from all the feedback received and to take on board some of the really helpful suggestions.

As project officer for this collaboration exercise I have reviewed the submission with the help from some of the workstream leads on the project group. A summary of the main views are set out below:-

- The submission, "*Collaboration with Competency*" seeks to build on the strengths of the "collaboration only" model outlined in the Atkins report, with some structural amendments of having a combination of authority led "district teams" and "cross authority specialist teams".
- There is recognition within the document that a collaboration approach is a better decision than the "no change" option for the service delivery, but you have put forward a different method. It seems that the submission strives to make the required financial savings as a result of reducing the headcount of managers and avoiding the need for an investment on ICT infrastructure.

- The submission sets out the proposed advantages in adopting the alternative model but unfortunately does not include any significant detail or substance to support the assertions in document. Issues such as, the decision not to invest in ICT, the retention of the traditional professional silos, recommendations on the management of support functions and the lack of financial data cast some doubt on the validity and robustness of this proposal.
- It is however accepted that Unison have only had a limited time to construct their proposal and, until recently have not had access to the “indicative” grading information as set out in the hitherto redacted Appendix N spreadsheet. That said, the ‘*Collaboration with Competency*’ proposal has clearly not been subjected to the same costing exercise and rigorous Scrutiny process as had been the case in relation to the ‘Collaborate and Change’ model has.
- With respect, however it is felt that the Unison submission has a number of shortcomings. There are no staffing figures in the proposal yet there is an inference that the headcount figure will not be reduced (beyond reductions in management levels); the assertion being that this revenue cost will be balanced by the lack of capital spends on ICT.
- It is strongly argued that the investment in ICT is a necessary part of service sustainability going forward. Such investment is, however a “one-off” cost and will not impact on the annual recurring costs of the service. The difference between ongoing revenue commitment and short term and “one-off” capital commitment is a critical issue. The majority of the ICT costs will be met from the Regional Collaboration Fund (RCF) and therefore will not impact unduly upon each authority’s budget. There are strict terms and conditions attached to the RCF grant which do not provide for on-going staffing costs.
- The risks and costs of ICT infrastructure development, as properly highlighted in UNISON’s submission, are recognised. As suggested we do need to learn the lessons from other successful and less successful projects and build in the engagement and expertise from within the service. Such risks will, however be mitigated by a properly resourced development plan and project team. There is always an element of risk with any changes to an existing ICT regime, but the project is significantly less complex than the Worcestershire project mentioned in the Unison submission.
- The Unison document notes, “*There is little IT commonality between the 3 authorities. Huge IT capital investment is required for the ‘Collaborate and Change’ model (£523,170). Then there are additional homeworking costs of £242,000 to form a mobile peripatetic workforce.*” The claim made that there is no commonality between the 3 authorities is not correct. The three local authorities use the same software – Flare – it is just used it in different ways. The costs associated with moving to this new way of working is a “one off” investment, yet the benefits of the costs savings and efficiency in terms of staff time will be significant in the long term. Staff will have better access to information when on

site, improving the service to customers by responding quicker. This is integral to the vision of the new service.

- The proposal within the “*Collaboration with Competency*” submission seems to suggest that the Councils would continue to run three different systems, which would have three times the overheads, in terms of hardware, service costs and software requirements and wouldn’t be able to achieve the efficiencies of the new ways of working.
- The need for a radical proposal (and the dangers of continual “salami slicing”) are properly recognised in the introduction to the “*Collaboration with Competency*” proposal, but not developed in the detailed proposals. The submission suggests that there would be savings as a result of headcount reductions. Whilst this is clearly the case in relation to management posts, it is not clear where such reductions would be achieved elsewhere in the structure.
- It is suggested that a reduction in staffing levels (as envisaged within the submission) would be hard to achieve if the service was based on a hybrid model of both ‘authority specific districts’ and generic specialist areas. The proposed model does not provide any costing information and particularly in relation to redundancy or service investment. The evaluation of the proposal is difficult without this basic financial information and detailed quantification.
- It is not clear within the submission whether the “*Collaboration with Competency*” option is based on an initial TUPE like transfer. Without a TUPE transfer, however, the service would be vulnerable to inevitable frustrations about different terms, working practices and cultural differences. The cost and inconvenience of maintaining such a service through support functions from three separate authorities would be inefficient and unwieldy.
- The advantage of a TUPE like is that staff will fall within the auspices of one employer and therefore providing a strong platform for “whole service” development, sharing of good practice, movement of staff across the shared service, the movement over time to shared terms and conditions. Without the change in service as set out in the “collaboration and change” model it is argued that the ability to retain the resilience of the service will be lost (in the face of continuing budgetary pressures) and the opportunities for income generation, fundamental service improvement, maximising resources, achieving efficiencies, developing a new service with a single vision will be limited.
- The “*Collaboration with Competency*” submission is also based on protecting the professional disciplines between specialists in service areas (i.e. between Environmental Health Officer and Trading Standards Officer). However, this proposition does not consider the service demand analysis undertaken and the capacity and competence of technical officers needed across the three authorities. The success of the service (in whatever shape going forward) will depend on the retention of the skills, professionalism and experience of staff in all specialist areas). Multi-disciplinary working is already a feature, to a varying

degree across the three Council's and will continue regardless of whether this project continues or not.

- The need to communicate the changes in the service to the public and business owners is well made in the Unison submission. There is no evidence, however that any change in job titles will, in itself undermine such confidence. That said there will be scope within the post transfer consultation period to fully explore concerns about job titles and the professional status of officers.
- As indicated above there have been a number of concerns about the loss of professional skills and denominations of officers. This concern is well understood and well-articulated in the UNISON submission. It is accepted that there is a need to retain some reference to the Environmental Health, Trading Standards and Licensing disciplines within the teams. The Atkins structure is only an indicative structure based on the underpinning-operating model. As indicated the post transfer remodelling consultation process will provide significant opportunities to refine and develop the new service structure based on the continuing views of staff and the trade unions.
- This will include further consultation on the job roles in any new structure, the development of job descriptions and person specifications and specific discussions on the roles of Neighbourhood Services Officers and Commercial Services Officers to accommodate, where possible the concerns as set out in the "*Collaboration with Competency*" submission. This is particularly important in maintaining the profile of the professions, and the new service moving forward.
- The concern about professional status has and will be considered during the formation of the job specifications, and further considered during the formation and population of the new Operating Model. It is important to stress that the operating model is intended to provide as comprehensive a service as possible within the resource available. That said, the financial constraints placed upon the proposal mean that the new management team must assess the Operating Model and balance service provision against available resource. The need to make savings impacts upon all three Councils whether they choose to pursue the collaborative model or not. If the Councils choose to reject the collaborative proposal there can be no guarantee about the future level of service provision and measures may need to be considered that could result in a significant change in service delivery.
- The lengthy and relevant discourse on the need for competency across a range of functions is acknowledged and agreed, but whether in a new service, or a continuation of the status quo, there will be a need for officers to exhibit a broader range of skills and knowledge to reflect the demands of the job and new structure. This is positive for staff development, learning new skills, taking on new challenges and getting a broader range of experience.
- There are a number of comments within the UNISON submission about support services and specifically in relation to the provision and cost of Legal support. Legal Services costs have for a number of years been charged to client

departments based on 'real' time working for each client department. Procedures are already in place for the recovery of legal costs but sometimes recovering money from "Men of Straw" is unfeasible. Previous assessments have also shown that it does not follow that the private sector would be better placed to provide a more cost effective/quality service. Given the wide ranging work load of lawyers advising Regulatory Services, a host arrangement for legal services beyond the existing proposal would not be cost effective.

Thank you again for your submission and I hope that my responses above are helpful. Whilst I do not expect that we will agree on all of the points it is clear that we have a shared view of the need to ensure the resilience of the service in the light of the increasing financial pressures. I think we also have a shared view that such resilience can only be achieved through collaboration. Should the project go ahead, I would welcome the opportunity to continue these discussions.

Collaboration in any form brings with it a range of challenges and difficult decisions. It is clear that indicative organisation chart as originally envisaged by Atkins will need to be refined and further developed to fully realise the benefits of the target operating model. If a decision is made to proceed, the appointed Management Team will need to consider the many issues, suggestions and valid concerns expressed in the range of feedback we have received over recent weeks. I hope that the above response, at least gives you some assurance about the post transfer consultation process and the commitment to staff engagement as part of that process.

If the decision is made not to pursue the collaborative model, then the concerns about service resilience will remain and whichever path each organisation takes, it is inevitable that there will be a need to change how services are delivered and review which services can continue to be delivered. Such re-structuring would be necessary to respond to the scale of savings required within each authority.

The collaboration and change proposal will, as stated in the UNISON submission involve a significant degree of change in the way services are delivered and a significant and potentially unsettling degree of change for our staff. It is strongly argued however that such change will be necessary in order to ensure the resilience of the service and an opportunity to build a new and shared service based on the sharing of best practice, resources and intelligence, the maximisation of flexibility and economies of scale, the development and retention of our staff and a shared and more focused development agenda for the Regulatory service.

If you would like to discuss this response with me in more detail then please do not hesitate to contact me on 029 2087 1830

Yours sincerely



Dave Holland
Project Manager
Regionalising Regulatory Services Project